

Republic of Lebanon

Office of the Minister of State for Administrative Reform

Center for Public Sector Projects and Studies

(C.P.S.P.S.)

Economic and Social Commission

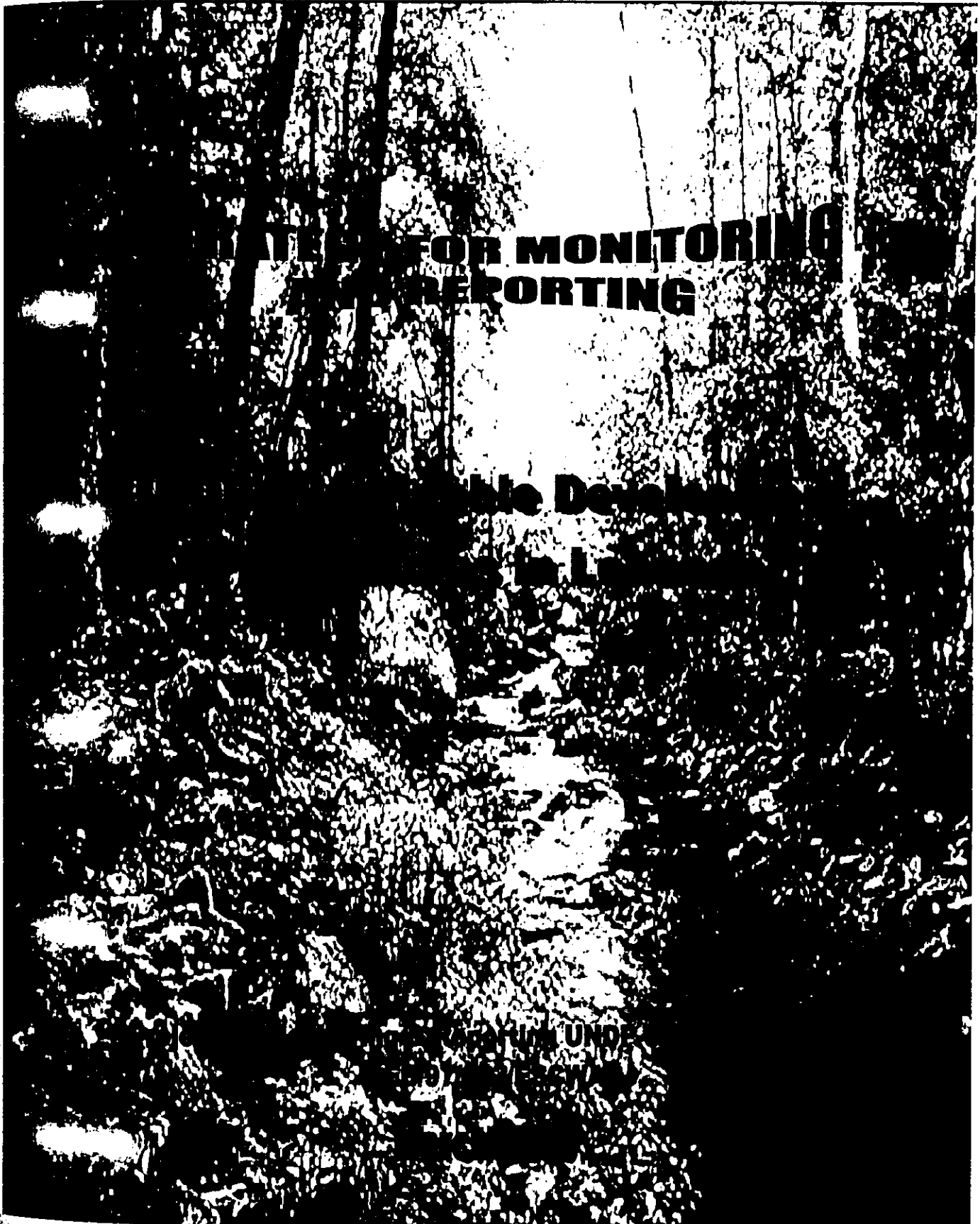
For Western Asia

الجمهورية اللبنانية

مكتب وزير الدولة لشؤون التنمية الإدارية
مركز مشاريع ودراسات القطاع العام



United Nations
Development Programme



GUIDE FOR MONITORING AND REPORTING

Sustainable Development

UNDP

LEB/97/003/ESCWA

**STRATEGY FOR MONITORING & REPORTING UNDP
SUSTAINABLE DEVELOPMENT PROGRAMMES IN LEBANON**

Project on Monitoring & Reporting UNDP-SD Programmes
(LEB/97/003/ESCWA)

March 2000

ACRONYMS

APR	Annual Project Report
CBO	Community Based Organization
CCT	Country Cooperation Framework
CDR	Council for Development and Reconstruction
CO	Community Organization
EA	Executing Agency
FP	Ministry Focal Point
GEF	Global Environment Facility
GIS	Geographic Information System
LEDO	Lebanese Environment and Development Observatory
LFA	Logical Framework Analysis
M&E	Monitoring and Evaluation
M&R	Monitoring and Reporting
MOE	Ministry of Environment
MRE	Monitoring, Reporting, and Evaluation
NGO	Non-Governmental Organization
PAWP	Project Annual Work Plans
PD	Project Document
PIR	Performance Implementation Report (PIR) for UNDP GEF
PEMIS	Programme Knowledge Management Information System
PM	Project Manager
PO	UNDP Programme Officer
PQPR	Project Quarterly Progress Report
ROR	Results Oriented Reporting
SDNP	Sustainable Development Networking Programme
SHD	Sustainable Human Development
SRF	Strategic Results Framework
TA	Technical Assistance
TOR	Terms of Reference
TPR	Tripartite Review Report
UNDP	United National Development Programme

TABLE OF CONTENTS

Acronyms

Preface

Executive Summary

1. Concepts of Monitoring, Reporting, and Evaluation

2. Background and Introduction

- 2.1 *Strategy Objectives*
- 2.2 *Strategy Methodology & Structure of the Report*
- 2.3 *Global Monitoring and Reporting Strategy for the Capacity 21 Programme*
- 2.4 *Conditions for Strategy Success*
- 2.5 *Local and Sectoral Context - Lebanon, UNDP and the Environment*

3. Findings

- 3.1 *Current Monitoring and Reporting Practice at the UNDP Programme Office*
- 3.2 *Management and Organization*
- 3.3 *Information and Process Flow*
- 3.4 *Planning*
- 3.5 *Information Management*
- 3.6 *Functions and Responsibilities*
- 3.7 *Indicators*
- 3.8 *Training*

4. Monitoring and Reporting Tools

5. Strategy and Work Plan

5.1 *Monitoring and Reporting Strategy*

Recommendation 1 *Improve the planning process [Modalities of sharing and using the collected information, means to assess and analyze the management results and effects, Mechanism needed for the synchronization and harmonization of the proposed M&R program, identification of the role, functions, and coordination mechanisms of parties involved in the M&R, how to obtain, examine, analyze and summarize monitoring information, menus of possible indicators (Ref Annexes), Methods and means to for collecting baseline data]*

Recommendation 2 *Clarify and identify different stakeholder functions and responsibilities [Modalities of sharing and using the collected information, identification of the role, functions, and*

coordination mechanisms of parties involved in the M&R]

Recommendation 3

Increase the monitoring, reporting, and evaluation capacity at UNDP Office [serving the need of ex-post evaluation, identification of the role, functions, and coordination mechanisms of parties involved in the M&R]

Recommendation 4

Provide training and material [Mechanism needed for the synchronization and harmonization of the proposed M&R program; identification of the role, functions, and coordination mechanisms of parties involved in the M&R, how to obtain, examine, analyze and summarize monitoring information]

Recommendation 5

Create a Programme Knowledge Management Information System [Modalities of sharing and using the collected information, means to assess and analyze the management results and effects, Mechanism needed for the synchronization and harmonization of the proposed M&R program, serving the need of ex-post evaluation, how to obtain, examine, analyze and summarize monitoring information]

Recommendation 6

Improve the reporting system [Modalities of sharing and using the collected information, means to assess and analyze the management results and effects, Mechanism needed for the synchronization and harmonization of the proposed M&R program, Serving the need of ex-post evaluation, identification of the role, functions, and coordination mechanisms of parties involved in the M&R, how to obtain, examine, analyze and summarize monitoring information, Type and size of information that should be generated]

Recommendation 7

Improving monitoring and reporting at the Executing Agencies [Mechanism needed for the synchronization and harmonization of the proposed M&R program, serving the need of ex-post evaluation, identification of the role, functions, and coordination mechanisms of parties involved in the M&R]

5.2 *Strategy Work Plan [Identification of the timeframe and parties that will carry out the M&R strategy]*

Programme Level

Pre-Implementation of M&R Strategy

Implementation of M&R Strategy

Project Level

5.3 *Summary Strategy*

Annexes

- 1 *Projects Information Sheet*
- 2 *Meetings Held*
- 3 *Strategy Pre-Implementation Activity Schedule*
- 4 *Project and Programme Indicators Templates*
- 5 *Workshop (Case studies)*
- 6 *Generic Terms of Reference for Project Managers (PM) and Executing Agency Focal Points (FP)*
- 7 *Terms of Reference for Monitoring and Evaluation Officer for the UNDP Environment Programme*
- 8 *Programme and Project Management Indicators*
- 9 *Programme Knowledge Management Information System*
- 10 *Standardized Reports*
- 11 *UNDP Programme Staff Orientation Outline*
- 12 *Themes Indicators (Awareness, Capacity Building, Legal Framework, Sustainability, and Technical Assistance)*
- 13 *Project Document Recommendations*
- 14 *Project Modification Sheet*
- 15 *Results and Effects Indicators*

References



PREFACE

As part of the ongoing efforts to improve the quality and timely implementation of its projects, UNDP is placing more emphasis on the design and use of monitoring, reporting and evaluation. The Project on Monitoring and Reporting UNDP-SD Programmes (LEB/97/003/09/ESCWA) aims at achieving this goal by assisting UNDP- Lebanon Office in developing and implementing a better and more effective monitoring and reporting programme, based on a participatory approach. The objective of the project was met through designing a Monitoring and Reporting Strategy and training UNDP programme managers and national organizations participating in UNDP-SD Programmes on how to apply this Strategy.

The presented document intends to present the current status of Monitoring and Reporting practices of the UNDP Sustainable Development Programme in Lebanon and recommend a strategy to better plan and practice effective methods of Monitoring and Reporting.

This document is meant to be read based on the context of the Lebanese experience and the practices associated with the UNDP Sustainable Development Programme. It presents findings, a set of recommendations, and a number of tools designed to easily implement the strategy.

EXECUTIVE SUMMARY

The objectives of the UNDP cooperation are: i) to assist in building national capacity for sustainable development for various stakeholders including government (central and local), NGOs, private sector, and ii) to help the Government in instituting mechanisms for coordination among all groups operating in the field of environment. The UNDP environment programme encompasses three main areas of intervention i) capacity building, ii) conservation of natural resources, and iii) energy and atmosphere conservation. These areas are further developed into five main themes: i) awareness, ii) technical assistance, iii) sustainability, iv) capacity building, and v) legal framework.

The objectives of the monitoring and reporting strategy are to ensure effective use of M&R for the UNDP sustainable development programme includes rigorous analysis of results and effects. This report intends to develop a comprehensive M&R strategy for the UNDP environment programmes. This strategy tackles monitoring and reporting at both the programme and project level to ensure a comprehensive and complementary approach that involves all the relevant stakeholders.

The strategy focuses on the local and sectoral context, the UNDP sustainable development programme, and the relevant issues and findings presented in section 3. It aims at providing user-friendly, simple, and practical tools and mechanisms to implement a monitoring and reporting strategy. This being the first of its kind for the sustainable development programme in Lebanon it follows suit and builds on the monitoring and reporting strategy developed for the global Capacity 21 Programme, which included Lebanon.

Moreover, this strategy will adhere to the Monitoring and Evaluation benchmarks set by the Country Cooperation Framework, namely:

"M&E activities which will be built into each program will focus on specific concerns such as efficiency, cost effectiveness, continued relevance, sustainability, impact and mechanisms for adopting in-course corrections as required. Continuing attention would be paid to: 1) responsiveness of the programs to the evolving environment, 2) resource requirements and appropriateness of the allocation of resources to priorities in view of financial constraints, 3) operational matters, and 4) capacity building for sustainable development."

In general, there seems to be a misinterpretation and fear of the concept of monitoring as being a tool to control, censure, and interfere with staff responsibilities both at the programme and project level. This has led to difficulties in identifying some of the findings presented below and understanding how these issues can negatively affect the monitoring, reporting and evaluation of programme and project performance, results, and effects.

The findings are divided into seven different themes that form the cornerstone of the M&R strategy. These themes are:

- a) Management and Organization
 - b) Information and Process Flow
 - c) Planning
-

- d) Information Management
- e) Functions and Responsibilities
- f) Indicators
- g) Training

The strategy is the result of meetings with all the involved stakeholders, two training workshops on monitoring, reporting and evaluation and a detailed review of the UNDP environment programme and all UNDP environment projects currently under implementation in Lebanon.

The monitoring and reporting strategy identifies six areas of intervention, namely:

1) Improving the planning process:

- Applying the tools used for programme and project planning to include Logical Framework Analysis (LFA) and the Strategic Results Framework (SRF) in conjunction with the Country Cooperation Framework (CCF), providing detailed information on programme/project implementation with risk, impact and sustainability indicators and allowing more flexibility in changing project direction
- Ensuring the involvement of community organizations, executing agency focal points, and other UNDP project managers in project design and planning to ensure better project preparation, participation, and sustainability
- Constantly updating and using the Strategic Results Framework to reflect the ongoing performance, results and effects of programme activities

2) Clarifying and identifying different stakeholder functions and responsibilities:

- Defining terms of reference for project managers and executing agency focal points to ensure better communication between projects, the UNDP environment programme and executing agencies while stressing accountability and sustainability of programme and project outputs and impacts
- Disseminating the terms of reference of UNDP Programme Officer in order to better understand the relationship between projects and programme roles and responsibilities, and to emphasize the roles in monitoring, reporting, and evaluation of both projects and programmes.
- Disseminating the information regarding the role of the Council for Development and Reconstruction (CDR) in order to highlight its role vis a vis the UNDP sustainable development programme

3) Increasing the monitoring, reporting and evaluation capacity at UNDP Office

- Identifying areas of need to meet UNDP monitoring, reporting, and evaluation requirements leading to more efficient and effective programme performance and increase in coordination between projects

4) *Providing Programme and Project staff with Training and Project Management Tools*

- Orienting and providing material for new programme and project staff and executing agency focal points on UNDP rules, procedures and implementation tools and methodologies to improve efficiency and effectiveness of programme and project implementation, enhance monitoring, reporting and evaluation and standardize modes of operation across projects and programme.
- Training UNDP programme and project staff on public administration procedures to improve their efficiency at working with the executing agency, and build these procedures into programme and project designs.
- Training Community Organizations (COs) to increase their capacity to implement UNDP project activities, therefore increasing their efficiency and effectiveness, their ability to report and monitor projects, and assess results and impacts. Ultimately, to build the capacity of environmental COs as a tool for sustainability.

5) *Creating a Knowledge Management Information System*

- Designing and developing a programme and project information management system in order to i) improve coordination among projects and between projects and programme, ii) incorporate lessons learned and build the institutional memory to improve the planning and implementation process on the programme and project levels, iii) act as an information bank for procedures and rules, reporting requirements, monitoring methodology, and evaluation techniques, iv) provide an early warning system for projects and the programme, v) provide project managers and UNDP Programme access to data resources available on specific subjects relating to the state of the environment and other relevant data in coordination with the Lebanon Environment Development Observatory (LEDO), and vi) assess project and programme management performance, results, and effects.

6) *Improving the reporting system*

- Adopting a standardized reporting format that assists in self-monitoring, encourages feedback, supports follow up on recommendations, facilitates the monitoring process, provides the tool to monitor across projects and programme, improves communication and coordination, and expands the content regarding impact/results indicators.

7) *Encouraging the establishment of monitoring and evaluation functions in executing agencies*

- Recommending the creation of a monitoring function within the appropriate units in executing agencies to ensure that planning and programming are based on lessons learned and assessment of impacts. Encouraging the use of monitoring and evaluation as an integral part of executing agency activities to enhance efficiency and effectiveness, assess impact of activities, and sustainability of outcomes.

I. CONCEPTS OF MONITORING, REPORTING, AND EVALUATION

This section is meant to introduce some of the basic definitions of monitoring and evaluation.

1.1 Monitoring:

Definition: is the continuous gathering of information and assessment of programme and project management and results in relation to agreed schedules, and the use of inputs, infrastructure, and services by programme or project stakeholders.

Objectives:

- a) Provides the stakeholders with continuous feedback that enables them to identify and assess the potential problems and success of a programme or project.
- b) Provides corrective action, both substantive and operational, to improve the programme or project design, manner of implementation and quality of results
- c) Checks on continued relevance of national priorities, development objectives, and groups targeted.
- d) An education process by which programme and project personnel and beneficiaries can improve their performance.

More specifically the benefits of monitoring are

- Identifying flaws in the design and execution plan
- Establishing whether programme/project is carried out according to plan
- Continually reviewing the programme/project assumptions thereby assessing the risk
- Establishing the likelihood of output achievement as planned
- Verifying that outputs continue to support the purpose
- Identifying recurring problems that need attention
- Recommending changes to the programme/project implementation plan
- Helping identify solutions
- Identifying supplements to programme/project required to enhance its effectiveness.

Requirement:

- Baseline data (discussed below)
- Indicators of performance and results.
- Mechanisms or procedures that include such planned actions as field visits, stakeholder meetings and systematic reporting, and
- Must be adequately planned

The collection, and documentation thereof, of baseline data is essential for the successful use of the data and indicators. In addition to the selection criteria proposed in Annex 16 the following questions regarding the collection of baseline data is critical for the relevance, accessibility and continuous collection of actual data. These questions should be answered when collecting baseline information.

- Does Copyright apply? (N.Y)
- Restrictions on use? (N.Y)

- Additional cost involved to obtain data, if any?
- Method of data collection (Monitoring, Surveys, Questionnaires).
- Update frequency (weekly, monthly, quarterly, yearly, others)
- Period of records.
- Units of measurement.
- Agency responsible for compilation.
- Source, if published.

1.2 Reporting:

Definition & Objectives: generation of data, synthesis, analysis, recommendation, and timely presentation of programme or project results in a form accessible to users.

Requirement:

One of the main requirements for developing regular, timely, credible, easily understood and widely disseminated reports is the ability to clearly answer the following fundamental questions:

- To whom will these reports be submitted? At what level are people interested in the content of reports?
- How will they benefit from the content? What information in the reports is relevant to the audience?
- What type of decisions will they be making based on these reports? Are these financial, administrative, strategic, or technical?
- What level of details is required? For example, would the total programme/project expenditure be sufficient or would a detailed expenditure plan by cost category be required?
- What form should the reports be in? Should the forms be disseminated on paper, via email, should they be presented graphically, in tables?
- How often should the reports be submitted? For example, would it be necessary to submit them on a monthly basis to assess results? Would financial information be required on a monthly basis?

1.3 Evaluation:

Definition: periodic, systematic and objective assessment of a programme or project's relevance, performance, efficiency, and impact (both expected and unexpected) in relation to programme or project objective

Relevance: degree to which the objectives remain valid and pertinent either as originally planned or subsequently modified as far as the following elements are concerned.

- Development Issues.
- Target Groups.
- Direct Beneficiaries
- UNDP mission to promote Sustainable Human Development.
- UNDP Comparative Advantage.

Performance: Assessment of the progress made relative to goals and objectives. Performance can be divided into two elements:

- Efficiency: the optimal transformation of inputs into outputs
-

- Effectiveness: the extent to which a programme or project achieves its immediate objectives or produces its desired outcomes.

Impact: Results of a programme or project that are assessed with reference to its development objectives or long-term goals.

- Planned or unplanned, positive or negative.
- Requires preparation at design stage, i.e. preparation of baseline data and setting of indicators.

Sustainability: The likelihood, at the time of evaluation, that the project and the programme will maintain its results in the future.

- Static: flow of the same benefits to the same target group.
- Dynamic: use or adaptation of results to a different context/changing environment by original or same target group.

Objectives:

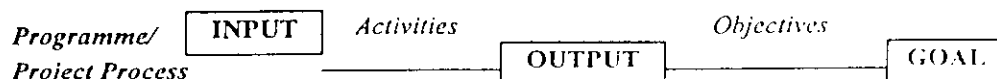
- If at interim, evaluation may serve as a means of validating or filling in the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring, and the early sign of success or failure
- If conducted at termination of programme or project, evaluation determines the extent to which that intervention is successful in terms of its results, effects, sustainability and contribution to capacity development. All throughout evaluation fosters accountability and transparency

Requirement: Baseline data and performance indicators must be established

1.4 Indicators

Indicators are measures to determine the extent, to which a programme or project remains relevant, is being efficient and effective in implementing activities, and is achieving its intended objectives. Indicators provide the quantitative and qualitative details to a set of objectives, and bring on accountability. The ability to define and agree on target values and timing of indicators is a demonstration that programme and project objectives are clearly stated, understood, and supported

Indicators are based on an underlying logical framework that links programme/project activities with programme/project components and their respective inputs, and outputs at different implementation stages



Indicators *INPUT* *EFFICIENCY* *OUTPUT* *EFFECTIVENESS* *IMPACT*
SUSTAINABILITY

Input Indicators:

Definition: measure the quantity (and sometimes the quality) of resources provided for project activities (funding, human resources, equipment and materials).

Source: accounting and management records.

Used by: managers closest to implementation.

Frequency: daily or weekly.

Output Indicators:

Definition: measure the quantity (and sometimes the quality) of goods or services created or provided through the use of inputs.

Source: accounting and management records.

Frequency: at various intervals and delivery of output

Performance Indicators:

Definition: measure project performance by assessing the efficiency and effectiveness of programme / project organization and administrative procedures

Efficiency: measures the ratio of inputs relative to unit of outputs. It measures the degree to which resources are available and suitably employed to produce the intended activity outputs.

Effectiveness: measures the ratio of outputs, or the inputs used to produce it, per unit of project outcome or impact

Risk Indicators:

Definition: measure the status of the exogenous factors identified as critical. These are factors that are determined to be the most likely to have a direct influence on the outcome/impact of various aspects of the project - the assumptions made about conditions external to the project

Source: wider programme/project environment.

Frequency: continuously and certain milestones.

Impact Indicators:

Definition: measure the quantity or quality of the results achieved through the provision of programme/project goods and services

Source: data gathered from programme/project beneficiary, in the field, regular monitoring and reporting, and from surveys and studies

Frequency: completion and post completion of programme/project activities.

Sustainability Indicators:

Definition: measure that the programme/project will maintain its positive results and represent the persistence of project benefits over time, particularly after project funding ends.

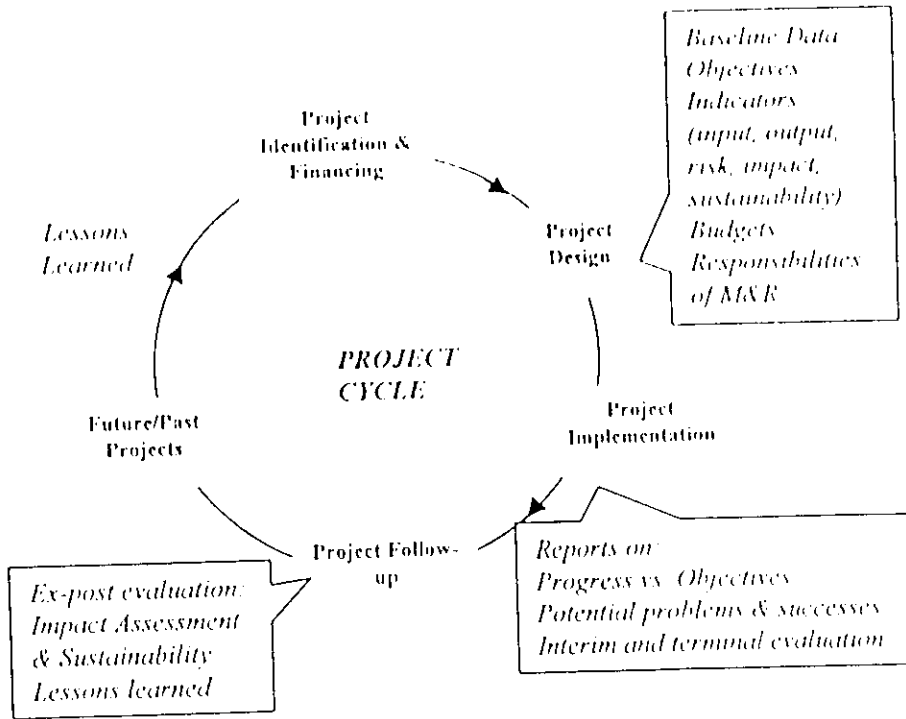
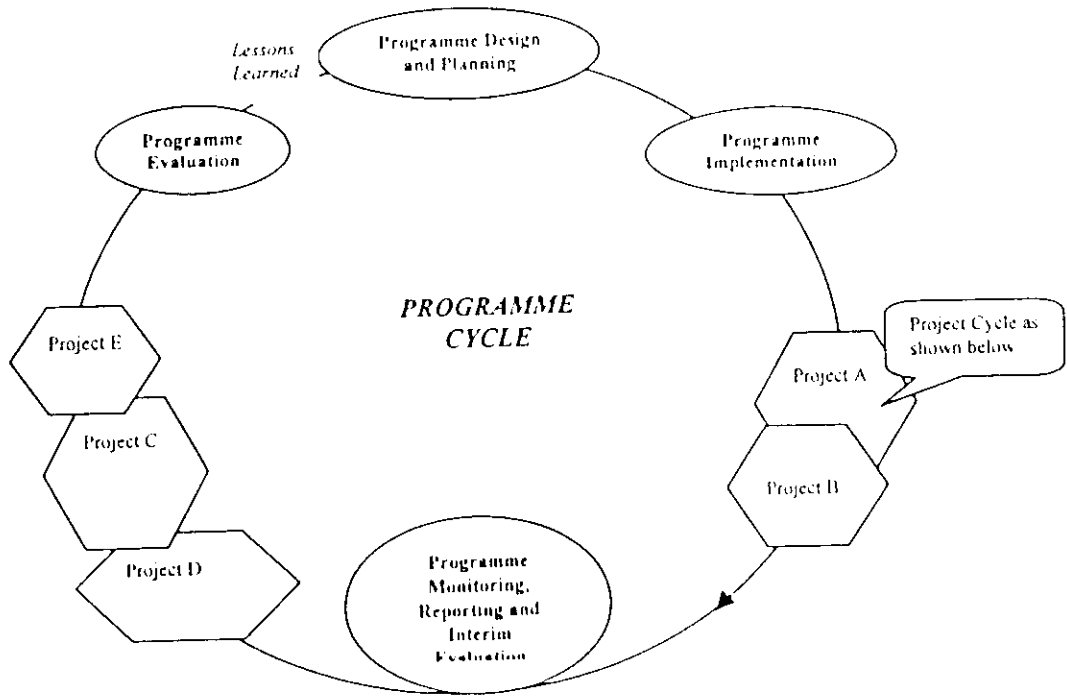
Take into account:

- Country conditions (commitments).
- Economic and financial policies.
- Availability of funds, political situation, sector conditions.
- Operational (programme/project management capacity).
- Original conditions (economic, external, financial, technical, social, environmental, institutional, governance).

The design of Monitoring, Reporting and Evaluation (MRE) should be at the outset of every project. The elements of a good MRE framework would include:

- Measurable objectives for the project and its main components, with the corresponding indicators (how are objectives measured and how component activities lead to those objectives)
- A set of indicators, covering project outputs and their impacts - effective use of indicators (limited because resources available to monitor, to have the reports read)
- Prerequisites and methodology for collecting, managing and sharing data and indicators that are compatible and comparable with existing statistics
- Institutional arrangements for gathering, analyzing, and reporting data and sustaining this effort when necessary - clearer responsibility
- Suggestions of how the MRE results are fed back into the decision making process
- Clear time frames
- Training for individuals who will carry out monitoring.
- Monitoring systems should be "user-friendly" and "tailor-made".

Monitoring, reporting, and evaluation (MRE) are complementary in a sense. Monitoring feeds the data and indicators required for evaluation, and evaluation serves as a resource of lessons learned to refine the monitoring function and methodology. MRE assist in strengthening programme/project design, implementation and inspire partnership between stakeholders. The use of monitoring, reporting and evaluation in the programme and project cycle are presented in the figures below.



2. BACKGROUND AND INTRODUCTION

2.1 Strategy Objectives

The objectives of the monitoring and reporting strategy "are to ensure effective use of M&R" for the UNDP environment programme "and to ensure this monitoring includes rigorous analysis results and effects". The strategy will serve as a guide and will provide the essential tools to enhance M&R of the UNDP sustainable development programme and identify the resources needed to ensure effective and efficient use of M&R.

Primarily, the M&R strategy will focus on programme management, results and effects. It will be based on UNDP programme and project monitoring and evaluation tools, namely: Country Cooperation Framework (CCF), Strategic Results Framework (SRF), UNDP Guidelines for Results Oriented Monitoring and Evaluation, and Capacity 21 Guidelines for Monitoring and Reporting, as well as reports produced at programme and project levels. It will derive from relevant experiences of the current UNDP sustainable development programme in Lebanon, from the Lebanese experience at the level of executing agencies and community organizations, and from the Lebanese environment context as a whole. The strategy will also benefit from similar and relevant international experiences.

The systematic monitoring, reporting, and evaluation of programme and project performance and impacts are required to assess whether the UNDP sustainable development (SD) activities are adequate and whether they have the desired effects. The objectives of the UNDP Programme cannot be met without an effective monitoring and reporting strategy and the mechanisms to implement it.

The benefits of successful monitoring and reporting is to

- Learn from experiences and use lessons to improve current and future programmes,
- Provide a management and quality control tool, and
- Assist in the rigorous analysis of results and effects.

2.2 Strategy Methodology & Structure of the Report

The M&R strategy will build upon a number of experiences to develop a comprehensive approach and the appropriate tools for effective and efficient M&R planning and implementation for the UNDP sustainable development programme.

In this document, the word "programme" will refer to the UNDP sustainable development environment Programme, while the word "project" will be used for projects under the UNDP sustainable development programme. While a project has as a defined end and start, the UNDP programme is a continuous process with a five-year cycle representing a culmination of projects in addition to other activities that meet the overall UNDP sustainable development objectives that change with priorities and project completions.

The programme, being the overall virtual structure that encompasses the individual projects, depends heavily on the monitoring, reporting and evaluation systems at the project level to feed it with the necessary information for decision-making. Hence, this strategy will take the bottom up approach at times to build on experiences at the project level to develop the strategy at both the programme and project levels. This will

mitigate the risk of having a top down strategy approach that would not take into consideration the reality on the ground, i.e. at the project level. Therefore, a participatory approach with all stakeholders was the cornerstone of this methodology.

The "executing agency" is referred to as the institution that is responsible for the implementation of programme/project activities. "Community Organizations" (COs) are defined as any local representatives to include Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs), Municipalities, and any other local organizations.

The word "strategy", and unless otherwise specified, refers to the current Monitoring and Reporting Strategy.

The current strategy attempts to complement the existing monitoring and reporting processes and avoids introducing new bureaucratic requirements while improving the existing system both at the programme and project levels by:

- Upgrading skills in M&R, which include programme and project analysis, design of indicators and reporting systems, data collection, information management, and self-monitoring.
- Improving procedures, to create functional systems that seek out and use information for decision-making.
- Strengthening organizations to develop skilled staff in appropriate positions, who are accountable for their actions.

A number of activities took place in preparing the strategy, namely

- Meetings were held with stakeholders to include Ministry of Environment (MoE) staff, COs, UNDP programme and project staff, CDR and ESCWA management and staff (a list of meetings is attached in Annex 2)
- Publications, reports, working papers and official UNDP guidelines were used as background reference
- A first training workshop on monitoring, reporting and evaluation was held on November 18-20, 1999 as a basis to engage group discussion on relevant issues, devise recommendations, and introduce attendees to monitoring, reporting, and evaluation concepts and tools. A report describing workshop activities was prepared separately from this document by the National Coordinator for the Monitoring and Reporting Project.
- A second training workshop was organized on January 13th, 2000 to present and get feedback on the monitoring and reporting strategy, introduce the tools that will be used to implement the strategy, and go through exercise on developing project and programme performance indicators.

2.3 Global Monitoring and Reporting Strategy for the Capacity 21 Programme

This M&R strategy bases its approach on the global M&R Strategy for Capacity 21. Namely, it encompasses the following elements addressed as they appeared in the M&R Strategy for Capacity 21:

Combining the elements of existing monitoring systems:

- Concerned with results and achievements;
- Involves programme participants in issues arising during programme implementation;
- Carried out by people directly involved in programme design, planning and implementation.
- Provides a mechanism for diagnosing problems and suggesting corrections.
- Provides opportunities to review:
 - The continued relevance of the programme's approach, objectives, and modalities of implementation,
 - Interim results in relation to indicators of progress or desired progress results,
 - The effectiveness of the approach being used to produce results,
 - The effectiveness of the monitoring system itself, and
 - The views of programme participants on the preliminary results of the programme.

Effective M&R provides for

- Programme feedback
- Stakeholder participation
- Expertise in capacity building
- Needs of interested parties

Monitoring and Reporting plans will be designed and implemented so that they

- Are developed at programme outset
- Are user-friendly and tailor made.
- Encourage learning from mistakes
- Develop high quality information in terms of:
 - The type of information generated by monitoring,
 - Who will carry out monitoring and reporting and what would their role be,
 - If indicators will be monitored, then which ones and how would they be selected,
 - If baseline data is will be required, then how would they be gathered,
 - How will monitoring information be used by the programme,
 - What is the nature and purpose of new programme approaches to be monitored,
 - What is the timetable for monitoring reports,
 - What are the links between programming monitoring and evaluation.

2.4 Conditions for Success of Strategy

To insure the success of the strategy in its final form including the mechanism and tools to implement it, the following conditions need to be met:

- a) Support and commitment of UNDP and executing agencies and their representatives.
- b) Receptive and responsive decision-making process.
- c) Active role of stakeholders in development and carrying out of M&R strategy.
- d) Incentive and capacity for UNDP Programme Officer to ensure effective use of M&R tools.

The results and impacts of the strategy will need to be monitored and reviewed in a one-year time. The objective of this review will be to highlight some of the implementation issues of the strategy, accumulate lessons learned, and if necessary, make changes to the strategy or the tools used to implement it. Some of the criteria to measure strategy success are:

- a) Extent of UNDP ownership of strategy.
- b) Ability to better monitor and report on programme and project activities and impact.
- c) Extent of the support of management in the application of newly acquired skills.
- d) Increase cases of lessons learned
- e) Ability of UNDP to sustain the use of the strategy and update it when necessary.
- f) Extent to which strategy has been institutionalized
- g) Ability to transfer knowledge to executing agencies
- h) Ability to incorporate geographical, gender and other socio-economic indicators in project monitoring.
- i) Number of training sessions
- j) Number of people attending subsequent training sessions and level of demand.

2.5 Local and Sectoral Context: Lebanon, UNDP, and the Environment

This section aims at highlighting the context upon which the monitoring and reporting strategy was developed. It presents the variables and parameters that make the recommended strategy one that fits within the Lebanese context and more specifically in the environment sector.

The context is hereby divided into four different categories that directly or indirectly affect the monitoring and reporting activities of the UNDP Environment Programme

- Lebanon and the environment, focusing on both the Lebanese context and the environment;
- Executing Agencies, which play a major role in the UNDP Programme;
- Community Organizations (COs) that are involved in the current UNDP Environment Programme (Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs), Municipalities, and any other local organizations); and
- The UNDP Sustainable Development Programme

Lebanon and the Environment.

- a) The Country Cooperation Framework describes the national Sustainable Human Development (SHD) priorities of the natural environment in Lebanon as follows:

"Lebanon's natural environment was critical to Lebanon's tourism sector in the 1970's contributing up to 25% of national income. Following fifteen years of war, the natural environment was seriously damaged affecting the quality of life and posing risks on public health. However, the most intense pressure on natural resources has been from urban encroachment on open spaces, agricultural and forest lands. Land degradation is acute on the fragile step lands, where extensive deforestation and soil erosion have resulted in a degraded vegetative cover and threatened biodiversity rendering 300,000 ha of land subject to intensive soil erosion. Over 70% of water resources are polluted including the shoreline and coastal waters. The annual cost of environmental and natural resources degradation is estimated to over \$300 million (equivalent to about 6 percent of GDP). This indicates clear benefits from protection of the environment and natural resources in the long run.

The (Lebanese) Government is actively engaged in projects leading to better management of the natural environment including water, water management, solid waste and natural resource conservation. The Government has also participated in the Rio conference and has signed and ratified several agreements such as the Montreal Protocol, the Conventions on Desertification, Climate Change and Biodiversity. Very active environment NGOs and CBOs also exist in Lebanon and have the potential to form a nucleus for raising environmental awareness among the community. The large potential for the private sector involvement in this area has to be further developed.

Environmental management in Lebanon can be improved with adequate legal framework and enforcement of laws, which will clarify the mandates of ministries in charge of various aspects of natural resources management and develop mechanisms for integrating environmental concerns into rehabilitation, reconstruction and development activities. Developing the human resources base and national capacities of the Government and non-government and private entities dealing with the environment presents an important challenge for the future. The most important challenge, however, remains that of coordinating environment-related activities in the context of a comprehensive, cohesive, and consistent strategy which defines productive and effective roles for all partners optimizing the numerous and diversified national and international skills in a participatory manner."

- b) Lebanon is going through a very active reconstruction and development period. Given the number of development activities taking place in the country, it is very hard for the involved stakeholders to keep track of all the activities directly or indirectly affecting the state of the environment.
- c) The absence of a ratified code for the environment has led to many of the projects being delayed due to the variations of interpretation of environmental laws. This has significantly affected the speed at which some of projects are implemented especially when stakeholder representatives are

changing constantly as was the case two years ago. Moreover, the existing environmental laws and regulations are deemed to be outdated (1930s in some cases) and inconsistent

- d) Enforcement of environmental regulations has been weak to say the least. Institutionally, the Ministry of Interior's (MoI) is the side that is assigned the responsibility of enforcing regulations. That leaves the Ministry of Environment (MoE) dependent on the ability and readiness of the MoI to carry on the enforcement. Law 216, which has not been implemented, provides for an Intervention Department within the MoE to strengthen its enforcement capabilities.
- e) Most activities leading to laws and decrees take place away from the public eye who are not informed of such activities until the day decree and law texts are disseminated. As of late, some private sector organizations, NGOs, and concerned citizens have become more vocal in opposing certain projects.
- f) The weakness of information on the state of the environment in terms of accessibility, availability and reliability and the novelty of the environment sector in Lebanon. This makes it hard to obtain some baseline data that is necessary for the development of the programme and eventually the evaluation of the results. When available, the methodology of collecting the data is not always known making it difficult to reliably compare programme/project baseline and programme/project actual data.

Executing Agencies

- a) The changing of priorities based on the changes in executing agency administration has meant that there are delays in many of the existing projects during a transition, that some projects are no longer a priority, and that new people are always being introduced to the environment programme
- b) The cross-ministerial nature of the environment sector. This sector seems to relate to many different ministries that could directly or indirectly affect or be affected by the environment making the programme coordination a rather challenging task
- c) The main implementing agency in most of the programme activities, the Ministry of Environment, is a relatively new ministry that is still in the process of building its capacity, finding the appropriate balance of skills required, and establishing its own guidelines regarding the environment. This has led to little attention to monitoring and evaluation mainly due to lack of resources and skills required. The planning and programming unit that is formed with assistance from the World Bank is anticipated to play a major role in the establishment and sustainability of monitoring, reporting and evaluation for the Ministry.
- d) The Regional Environmental Assessment Report on the Coastal Zone of Lebanon by ECODI-IAURIF (1996) provides some examples of the overlapping and uncoordinated environmental management responsibilities as follows:

"Created by Law 216 (April 3, 1993), the Ministry of Environment is empowered to study, propose and implement national environmental policies [Law 216 was amended and replaced by a Council of Ministers Decree (June 1997) which reorganized the Ministry of Environment and redefined its

prerogatives]. The parliamentary Committee for the Environment, established in 1994, is responsible for debating and proposing national environmental legislation. Also, the Ministry of Transport, recently separated from the Ministry of Public Works, has control authority over the maritime public domain, including permits for conditional use and coastal sand extraction."

"The Higher Council for Urban Planning (HCUP) was created in 1962 as an advisory board to the Directorate General for Urban Planning (DGUP), which is within the Ministry of Public Works. It comprises representatives of CDR, concerned ministries (Interior, Justice, Public Works, Housing, Environment, Municipal and Rural Affairs, Department of Antiquities) and organizations (Municipalities, Order of Engineers and Architects) plus an independent sociologist and urban planner. HCUP's time is almost entirely devoted to reviewing and approving (or disapproving) specific development proposals and detailed land use plans. Developing a national planning framework is beyond its prerogatives. Moreover, some important stakeholders are not represented on the Council, such as Industry, Agriculture, Tourism, and NGOs."

UNDP Environment Programme

As it stated in the CCT for the period from 1997 to 2001:

"UNDP will assist the Government (notably through the Ministry of Environment) in putting in place an integrated environment management system and in updating and enforcing environmental legislation. This would be done through technical assistance and specialized training for concerned stakeholders (Government, NGOs, Private Sector, etc.) in order to build national capacity with emphasis on the fields monitoring, education, and awareness."

The Government's efforts to coordinate environmental activities will be assisted through developing and supporting national coordination mechanisms. The mechanisms would coordinate in a consensual and participatory manner the activities of Government ministries and institutions and local authorities, as well as, NGOs and the private sector. It will reinforce integration of environmental considerations with national planning for sustainable development."

- a) As per the CCT the expected impact of the UNDP environment programme for the five-year period (1997-2001) is:

"At the end of the program period (2001), it is expected that the Government will have a national environmental strategy. It is also expected that a more formal and effective network of cooperation within Government and with NGOs, CBOs, the private sector, donors and other partners working in the field will have been established. Environmental legislation will have been partially or fully updated and some specific enforcement measures will have been put into effect including coordination mechanisms, financial instruments and licensing and auditing systems. The capacity of the Government to manage the major environment related infrastructure activities it is now executing will have been enhanced as will public awareness and participation in environmental management."

- b) The existence of frameworks that govern the UNDP environment programme, primarily, the Strategic Results Framework and the Country Cooperation Framework. The CCT is intended to

outline the optimal use of UNDP's assistance to Lebanon in five-year intervals in support of the national development objectives and goals in a way that is consistent with its mandate and comparative advantage. The Strategic Results Framework, a relatively new instrument, aims at providing indicators as a tool to assess the performance of a number of strategic areas of objectives.

- c) The UNDP Programme contains a number of different themes some of which are not directly interrelated. This makes it difficult to find common objectives between some of the themes being undertaken. The regional, global and local programme and project approaches has introduced additional variables to the monitoring, reporting and evaluation approach requiring the implementing agencies to respond to very different requirements while they are all under the same umbrella of the UNDP environment programme in Lebanon.
- d) The decreasing resources at UNDP has led to more cost-sharing activities which in turn makes coordinating monitoring and reporting activities more difficult.
- e) Added pressure on the UNDP Programme as most international funding is being channeled through them providing therefore an opportunity to coordinate amongst the various programmes.
- f) UNDP policy aims at constantly encouraging the government to share in funding projects that were otherwise fully funded by UNDP in the past. This would increase the level of ownership by the government and therefore sustainability of programme and project outcomes. This will require executing agencies to mobilize resources to insure that its contributions are being used efficiently and effectively.

Community Organizations (COs)

- a) Community organizations have led the way in increasing environmental awareness and have been very active at the grass-root and national level in supporting and encouraging environmental issues.
- b) COs in the environment sector are in most cases just getting involved in this field. This has led to a learning curve in terms of managing the COs and understanding the importance of monitoring, reporting, and evaluation.
- c) Municipalities have taken a major role in the implementation of some project activities on the local level, especially after the elections of June 1998. Their lack of resources to monitor environmental activities has made the projects relatively less efficient and effective than they could be.

3. FINDINGS

3.0 Current Monitoring and Reporting Practice at the UNDP Programme Office

Programme Level

The Country Cooperation Framework (CCF) establishes the guidelines, which the UNDP Programme Office follows for interval periods of five years. It is divided into the different sectors that the UNDP Office tackles in Lebanon, one of which is the Environment. The Strategic Results Framework (SRF), currently a pilot, details the goals and objectives of the CCF and develops output and outcome indicators and highlights different programme partnerships. The Results Oriented Reporting (ROR) is used to report on the actual results of the SRF.

The Programme Office reports to the management, the Deputy Resident Representative, on a regular basis. Primarily, this is done in the form of meetings, random reports on relevant issues when needed, and "notes to the file" at the end of meetings and site visits. In addition, the environment programme office submits a Yearly Programme Individual Plan. The standard format is used to establish a work plan and expected results. A yearly evaluation follows to assess the progress made based on the yearly plan.

Financial reports are submitted twice a year and consist mainly of the need to reshuffle between different budget lines. A yearly audit takes place for the overall UNDP programme.

A country review is conducted every five years to assess the results of the programme and establish next steps. It focuses more on results achieved rather than the management process.

Project Level

The Monitoring and Reporting practice is based on a number of periodic reports that are submitted by projects to the Programme Office. The reports used are mainly:

- Inception report: at the beginning of the project to set the stage for project implementation and revise plans if necessary.
- Project Annual Work Plan (PAWP): A yearly work plan based on project outputs and objectives.
- Monthly reports: no report format exists to date but content requirements have been disseminated and partially followed. They are used to report on activity progress and issues. Monthly reports are only requested from projects that are linked to a regional umbrella in order to promote networking and sharing of experiences among involved countries.
- Quarterly reports: These reports were used in the past but they were replaced by the monthly reports to ensure closer monitoring of project activities. A quarterly reporting format had been established but was not used.
- Annual Project Report (APR): Same as the Annual Programme Report, it is designed to obtain the independent views of the main stakeholders of a programme or project on its relevance, performance and the likelihood of its success. The main stakeholders are the target groups, programme or project management, the key government agency responsible for the programme or project, and UNDP. In the case of GEF projects, a Project Implementation Report (PIR) is

submitted on a yearly basis. GEF also requires an annual report for non-enabling activities projects to be submitted around June.

Annual Project Reports are usually followed by a tripartite review (TPR) meeting to assess the results of the projects. In addition to TPRs that would normally follow an APR, select project evaluations take place either on the national, regional or global level based on the nature of the project.

Financial reports are submitted twice a year and consist mainly of the need to reshuffle between different budget lines within the project. A yearly audit encompasses all the projects under the UNDP programme.

In cases where the project is connected to a regional (Urban Management Programme) or is a multi-sector project (LIFE) the reporting requirements extend to other stakeholders beyond the UNDP Programme Office.

The Programme Officer provides feedback to projects via written comments or phone communications for fixed reports (inception reports, six months reports, APR, and PIR). In addition, the Programme Officer undertakes regular visits (once a week at the Ministry of Environment) to check on project progress and insure continuous communication with project staff.

Finally, a steering committee is established for each of the projects and meets on a periodic basis depending on the needs to steer and guide the overall performance of projects. Some steering committees are usually more active than others.

Introduction to the Findings

The findings directly or indirectly pertaining to programme and project monitoring and reporting have been accumulated through a number of meetings and two workshops. These findings are not to be looked upon as an audit but as an accumulation of information on the status of programme and project monitoring and reporting in order to get a better sense of the current situation of the UNDP Environment Programme. In general, there seems to be a misinterpretation and fear of the concept of monitoring as being a tool to control, censure and interfere with staff responsibilities both at the programme and project level. This has led to difficulties in identifying some of the findings presented below and understanding how these issues can negatively effect the monitoring, reporting and evaluation of project and programme performance, results, and effects.

Information regarding some of the projects under the UNDP environment programme is summarized in project sheets in Annex 1. The project listed below focus on different environmental concerns but nonetheless share many common themes namely, capacity building, legal framework, environmental awareness, sustainability and technical assistance:

- Establishment of a Sustainable Development Networking Programme (SDNP).
- Enabling Activity (Building Capacity for GHG Inventory and Action Plans in Response to UNFCCC Communications obligations) – Climate Change.
- Establishment of an enabling environment for integrating the principles of sustainable development in Lebanon – Capacity 21.

- Conservation and Sustainable Use of Dryland Agro-Biodiversity of the Near East – a national project linked to a regional umbrella.
- Institutional Strengthening for the Implementation of the Montreal Protocol in Lebanon – Ozone Office.
- Strengthening of National Capacity and Grassroots In-situ Conservation for Sustainable Biodiversity Protection – Protected Areas.
- Demonstration Project of Alternative to Methyl Bromide for Soil Fumigation (Green House).
- Local Initiative Facility for Urban Environment (LIFE).
- Urban Management Programme (UMP).
- Lebanese Environment and Development Observatory (LEDO).

These projects are at different stages of the project cycle, some of which have just been launched and others that have been completed. This variety in implementation / completion stages provided very rich experience and lessons learned that have been compiled into the following findings. It is important to note that the findings related to projects do not necessarily apply to all current projects but have been mentioned enough times that they warrant being incorporated into lessons learned.

The findings have been divided into seven different themes under monitoring and reporting in order to categorize the different areas that need to be addressed in the strategy. These themes are:

- **Management and Organization:** The management and organization of the UNDP programme and that of projects form the structure upon which the projects and programme are being designed and implemented.
- **Information and Process Flow:** The process in which information is being exchanged can identify the most efficient methods of monitoring programme/project management and results. Inefficient information and process flows can be detrimental to the success of any monitoring, reporting, and evaluation function.
- **Planning:** Planning forms the base for all MRE activities. Without solid and comprehensive programme and project planning, an MRE can be rendered so much as useless.
- **Information Management:** Managing of information is in the core of proper monitoring. The type of information required and what it will be used for and by whom are essential to making better use of the information for decision-making, concluding lessons learned, and assessing programme and project impacts that will be fed back into the implementation process.
- **Functions and Responsibilities:** Defining the functions and responsibilities of different players in each project and programme plays a critical role in the ability to manage information and report on it.
- **Indicators:** Indicators form the target against which programme and project results and impacts are measured. Their use is critical for the monitoring and assessment of programme and project results.
- **Training:** The training and capacity building for all individuals involved in programme and project implementation is essential for the proper monitoring and reporting on programme and project activities and for the sustainability of programme and project outcomes.

In addition to the theme categories, the findings have been divided into those directly related to projects, global UNDP environment programme, and those that are intertwined between the two. This will allow better focus on the level at which the issues occur. Whenever available examples from current projects is

used to provide additional background information while in other cases experiences from other countries have been used to demonstrate lessons learned.

3.1 Management and Organization

Programme Level

- a) *Competing demands on UNDP Programme Officer staff time:* Although the Programme Officer has been able to single-handedly manage all the projects under the environment umbrella, the time required to closely monitor projects and the programme and to respond to administrative needs among others has been relatively demanding. There are increasing demands from the project staff for the Programme Officer to be available for meetings and other activities. This has also interfered in the ability to assist project managers in better coordinating between different project activities.

Project Level

- b) *Accountability / Project staff performance reviews:* Projects are usually evaluated by UNDP and staff contracts are renewed by request from the executing agencies. UNDP project staff are not formally evaluated. As a result, there is no institutional memory to the achievements of staff and areas of progress required as a result of performance assessment. This has also led to weaker accountability vis a vis the responsibilities of different staff. UNV staff that work on projects are also formally evaluated.
- c) *Most projects have accounted for relatively high administrative costs:* Information obtained from different projects show that the average administrative cost is approximately 40%. Although this could be seen in the light of a capacity building effort it does require closer attention in terms of assessing the efficiency and effectiveness of project teams

Project & Programme Level

- d) *Coordination between stakeholders:* Considering the number of activities taking place in the environment sector in Lebanon it has been very hard to coordinate between different stakeholders as to what each is doing and how they can work together to be more efficient and effective. This is mainly due to an inadequate central reference point on the state and activities in the environment sector.

Coordination between stakeholders: Both the LIFE and Agro-Biodiversity projects are currently implementing a number of activities in the area of Aarsal. The projects staff found out by coincidence that this area has been designated by the government as a site in the strategic planning framework for quarries. This could greatly affect the activities that are being implemented under the project. Better coordination between the decision makers and the existing projects could have led to better decision-making in regards to the project and quarry activities.

3.2 Information and Process Flow

Programme Level

- a) *Room for improvement in the feedback mechanism:* some project managers believe that the feedback that they are receiving has not been sufficient for them. This has led to the loss of

substantial information that could be gainfully used for decision-making at the programme and project level.

- b) **System to track process bottlenecks:** both at the project and mostly at the programme level there does not seem to be a system by which recurring bottlenecks can be tracked. Some administrative activities such as procurement for example need to be monitored closely for bottlenecks. Delays in obtaining the signature of a certain person or producing the terms of reference for a consultant might be an indication that the procedures are not understood or that the person writing the terms of reference requires assistance in doing so. This will assist the programme officer in taking immediate action to remedy such problems before they effect programme and project implementation.
- c) **Warning system for reports that are not submitted:** although the UNDP Programme Officer communicates to project managers via phone and written letters to prepare specific reports, it has been noted in some instances that some time can pass on an overdue report before a flag is raised to the whereabouts of that report.
- d) **Approval of subsequent projects phases and extensions:** in some cases there has been delays in approving subsequent project phases. This has led to a decline in staff efficiency and effectiveness towards the end of a project phase, as they are not sure if they will continue to be employed or not.

Project Level

- e) **Coordination between project managers, data collectors, and information providers:** so far this has depended greatly on personal efforts on the part of project managers to obtain data they require for their projects, be it baseline or ones needed during implementation. There does not seem to be a guide as to who some of the data collectors and information providers might be for specific topics. This has resulted in duplicate efforts in terms of collecting data and wasted time in pursuing data sources.

Project & Programme Level

- f) **Sharing of knowledge, issues, solutions, and results between project and with the programme:**

other than few and periodic meetings at the programme level and some between projects based on personal relationships between project staff, no mechanism exists to share information between projects and with the programme. In essence, many of the projects have had to go through an inefficient and long learning curve in tackling many of the issues when they could have resolved many of them through information sharing.

Sharing of knowledge, issues, and results between projects: This is most evident in awareness activities. The protected areas project is short on resources to disseminate their information to schools. In the meantime, the Ozone Office and Capacity 21 Programme are conducting weekly information sessions in schools. The protected areas project can request from these projects to disseminate the information to those same schools during their weekly visit, therefore sharing resources and being more efficient.

Similarly on the activity and objective level, the lack of coordination between common activities and objectives has led to duplication of efforts and activities being implemented inefficiently and ineffectively. For the programme as a whole this would mean the inefficient allocation of valued resources. The lack of coordination has sometime spread within projects themselves where component results and issues are not shared between the different project components.

- g) **Changes in process flow /procedures with changes in individuals:** changes of staff in most stakeholder organizations and the lack of exposure and reliance on UN and executing agency guidelines in some cases have led to the processes and procedures being based on personal relationships between different individuals. In the process, and when there are changes in personnel, some confusion and delays have taken place when new staff bring in their own styles and personal ways of doing things, sometimes in disregard to common procedures and guidelines. Procurement processes and required signatures is a primary example.

3.3 Planning

Programme & Project Level

- a) **Coordination of similar activities across projects:** mentioned under 3.2(f), this area is viewed from the planning stage. The planning of activities in project documents is not detailed enough so that project managers of other projects can draw common grounds between their own activities and those in the project document.

- b) **Detailed monitoring and evaluation approach for projects/programme:** The monitoring, reporting, and evaluation section in project documents is limited to mentioning the fact that such activities need to take place. In most projects, little is done in terms of developing indicators, proposing indicator measurement methodologies, and reporting responsibilities, among others. This has led to the Project Manager having to interpret some of the requirements as he/she sees fit and therefore the discrepancy between projects in understanding monitoring and evaluation. On the programme level, this means that the Programme Officer and other stakeholders that oversee the projects have the almost impossible task of putting together the considerably varying monitoring reports that are generated by projects. Although the SRF does a good job of introducing the indicators that are required for programme monitoring, detailing of indicators, the methodology to collecting them, the responsibility of collection, frequency, and the link with projects is lacking.

Detailed monitoring and evaluation approach for projects/programme: For example: the outcome indicator of "EIA/Auditing Unit strengthened at MoE and established at other line ministries" mentioned in the Strategic Results Framework does not really tell us how this strengthening will be measured. Is this subjective and in that case what is the rating scale and based on what questions? Are we measuring the capacity of staff in these units before and after the strengthening exercise to measure the change? Do we measure the additional activities that are undertaken by this Unit since the strengthening exercise to measure the improvement?

c) *Follow up of training, studies, awareness, and legal framework activities at the programme and project:* these type of activities require close follow up to be able to, not only assess their impact, but also in some cases, to insure the use of results in the case of studies and awareness and the adoption of laws in the case of legal frameworks. Most projects would stop at the level of finalizing a study but would not include further steps to evaluate and use the results of a study. Similarly, in a legal framework the steps to approve a law and its actual adoption are not figured in the work plan of preparing the draft law. This has led to incomplete planning of tasks, where no timeframe or accountability measures are put into place to guide them all throughout implementation. As far as training and awareness campaigns are concerned very little is done regarding capturing the effects of information dissemination to assess the appropriateness of the target and the message behind it. Similarly, at the programme level and considering that these four themes cut across the whole UNDP Environment Programme, it is vital monitoring activity progress and their common areas of interest be closely watched.

Evaluation of Training - Jordan - King Hussein Environmental Management Training Program (KHEMTP)

The KHEMTP is a training of trainers project that intends to improve the ability of government officials, NGOs and the private sector to conduct Environmental Assessments. As part of the project design an evaluation strategy was developed to assess the impact of the training sessions, learn lessons from them to incorporate into future trainings, and build an evaluation capacity within these organizations. The strategy highlighted the indicators to be used to assess the results of the training and its impact: the timing of data collection (before, after training, and six months after training), the responsibility, the target, the indicators, and the sustainability of this effort. A list of indicators adopted for the assessment of training success is attached in Annex 12.

d) *Details in activity planning:* this being one of the main weaknesses of the planning process. The project activities proposed are usually not presented in a timeline where estimated durations, budget by activity (when possible), relationships between activities (within the projects and from outside the project), and required resources are highlighted. This has led to projects sometime being too ambitious and underestimating the capacity, budget and time required to implement project activities and reach project objectives. At the programme level it would be very important as well to show the activities of all projects on a global level to better understand the synergy between them and opportunities or weaknesses that might occur in the overall programme planning and relationship between activities across projects. For example, an activity in project A that is awaiting the passing of the environment code legislation through another project (B) needs to have its activities planned accordingly so that any delays in the approval and adoption of the code can be translated into delays in project A activities.

e) *Relevant non-environmental data for pilots:* one of the main objectives of pilot projects is to replicate success stories across other potential areas. Given that many factors and criteria play a major role in the viability of duplicating projects one should consider baseline and end of project data that relate to issues beyond the state of the environment. Socio-economic data for example, which could play a vital role in the replication effort, is

Scheme to track down changes in assumptions/hypotheses: the Methyl Bromide Project has three different pilots, each to be implemented in South Lebanon, the North and the Bekaa. The project requires the use of Green Houses. When the selection of the sites within three different regions was taking place it was discovered that the Bekaa with very few green houses did not fulfill all the criteria for site selection. Nonetheless, the regional divisions were not altered, as it was not evident that the project hypotheses that led to choosing the three regions could be changed.

rarely collected.

f) **Time from project document preparation to project start:** the time between project document preparation and effectiveness is sometimes long. The development of an inception report at the start of a project greatly assists in putting the project back on track when significant changes take place due to delays. In spite of that fact though, it seems that project time is wasted in readjusting project plans. On the programme level this might affect activities from different projects that need to run in parallel or depend on each other.

g) **Scheme to track down changes in assumptions/hypotheses that the programme/project is based on:** some of the assumptions/hypotheses made in some projects and evidently the programme, are subject to change.

Unfortunately, these are not highlighted as variables that need to be constantly checked so that implemented activities remain within a relevant scope. Especially when some hypotheses cover a number of projects, the programme as a whole can suffer the consequences. In that respect it is not clear to project managers in some cases that they are

Scheme to track down changes in assumptions/hypotheses: The SDNP project was faced with a delay in project start and a major change in many of the hypotheses setup in the project. Being information technology based and given the speed of changes in that sector the SDNP found itself referring to old technology as guidelines to implementing its project. The project manager reformulated the project to adjust to the new requirements and implemented a very successful project that went beyond its main objectives to publish a reference book of relevant environment websites around the world.

able to revise project documents if they can present a case of changing hypotheses or conditions. This has led in some cases to the project proceeding without being as effective as it could have been.

h) **Attention to seasonal effects:** although some of the environmental applications such as agriculture depend on seasonal effects, very little attention has been given to make sure that the funding, procurement, and plans are scheduled to fall in the optimal timing for the use of these resources. This has led in some cases to some activities being delayed for almost a year to adjust for the appropriate seasonal timing.

Seasonal Effects - Malawi Social Action Fund
MASAF was established to aid the poor in improving service delivery and access to basic needs such as health clinics and schools through the provision of small funds to communities to implement sub-projects. Recently, environmental sub-projects such as reforestation were added to the list of sustainable development themes that the project will tackle. After the new project component was redesigned and implemented for one year, it was concluded that many of the sub-projects were not successful because of the lack of time required to complete them. The main reason for this problem was the design of the subproject did not take into consideration that there are very specific time of the year in terms of the rainy season and the community farming periods that was taken into consideration. This has led to communities starting projects that could not be finished in time without any of the other factors interfering in the process. The communities were then obliged to abandon their projects and wait till the next year to complete the projects at which time their progress has been tarnished by the seasonal effects.

i) **Changes in executing agency focal points:** although there is an executing agency focal point involved in the planning stages of a project, it is usually at higher levels of the executing agency and not at the level where implementation will occur. This has led to changes in the focal point when a project starts which required a learning curve and possibly changes in some hypotheses of the projects. This issue has resulted in a lack of ownership, active involvement in

implementation, and sustainability on the part of the focal points who would only join the project at inception.

- j) **Preparing for sustainability:** although issues relating to programme and project sustainability are present in the project document, the Strategic Results Framework and Country Cooperation Framework, rarely are any indicators developed to highlight the activities required to insure programme and project sustainability. In addition, when these activities are planned they are not incorporated into the programme and project work plan to ensure that the transition from the programme/project status to the stakeholder takes place in due time.
- k) **Risk mitigation measures:** although risks are usually mentioned in programme and project documents, very little is done to develop mitigation measures to minimize the risk effects. Moreover, mitigation measures, when presented, are not built into the programme and project work plan as concrete activities that are required to take place for the programme and project to be implemented effectively. In addition, risk indicators are not utilized as an integral part of the monitoring process.
- l) **Adoption of existing project planning guidelines:** in general, and although the project document and planning guidelines are available and meet many of the needs required for proper project design and planning, these guidelines are not followed closely. More specifically, the project monitoring and evaluation section is highly compromised.

3.4 Information Management

Programme Level

- a) **Consultant evaluation system:** even though individual projects and the UNDP programme have information on the consultants available in their field of work, the only way to learn about consultant performance after they have completed a job is through informal feedback from Project Managers or Programme Officer. Unfortunately, this is not an efficient approach, as it does not allow the comparison of performance based on similar criteria. In addition, no record is kept of this type of information to allow for building an institutional memory about these individuals or firms.
- b) **Information on programme/project implementation procedures:** as most project teams are new comers to the UN system they lack the knowledge of many of the procedural requirements that are involved in implementing a programme/project. The introduction and orientation to the UN system is unstructured. There is no standardized way of orienting new comers to the requirements of procurement, budgeting, MRE, financial reporting, UN rules and regulations, and other simple information such as a list of acronyms and abbreviations and sources and means of seeking additional funding.
- c) **Institutional memory/ depository for lessons learned:** although many lessons are being learnt throughout the project and the programme, the only beneficiary of these lessons seems to be the person that went through the experience. Unfortunately, this has meant that other implementers and managers of other projects and the programme or newly recruited staff have to go through

the learning curve when answers to some of their problems cannot be provided to them through appropriate learning channels. This has led to some major delays in project implementation in almost every project. The institutional memory is never built up to deal with such situations. This can equally affect new staff at the programme level

- d) **Management by objective:** as projects become effective it seems that most project staff loose track of the main objectives of the project especially vis a vis the primary objectives of UNDP and the executing agency. Staff become too occupied with daily routines that they loose track of the objectives behind activities. This has led

	UNDP Programme		
	Objective 1	Objective 2	Objective 3
Project 1			
<i>Immed Obj 1</i>	X		X
Activity 1	X		
Activity 2			X
<i>Immed Obj 2</i>		X	X
Activity 1		X	
Activity 2			X
Project 2			
<i>Immed Obj 1</i>	X		
Activity 1	X		

to projects missing opportunities to cooperate on common objectives and made it hard for them to collect the needed information to assess project impacts. This also means that the focus remains on inputs and outputs as opposed to results and impacts. In that regard the UNDP is not able to get a programme overview of what projects are accomplishing vis a vis the assigned objectives. The table above shows the association that should be present between different project immediate objectives, activities and overall UNDP Programme objectives. For example, considering that both Activity 1 of Immediate Objective 1 of Project 1 and Activity 1 of Immediate Objective 1 of Project 2 are serving the same overall project objective, the two activities should coordinate to insure that their activities are not being duplicated and perhaps advise on areas of cooperation. This needs to be done at the activity level as well as at the immediate objective level.

Project Level

- e) **Benefits and incentives for community organizations to report on progress:** other than financial incentives, very little is available for COs that would encourage them to report on activity progress. Projects do not normally provide feedback on the reports received and COs do not receive the orientation to promote using reporting for self-monitoring.

- f) **Reporting methods:** not all reporting procedures and formats are the same across projects. This makes it difficult for programme and project managers to interpret reports and to get a general overview of activity progress and overall programme and project achievements. In that regard, reporting requirements need to be very clear in terms of content, format, and timing. Moreover, project staff respond to reporting as just a requirement of their

Benefits and incentives for community organizations to report on progress: a recent change has required NGOs working within the Protected Areas Project to submit reports in order to receive payments for their activities. This has greatly improved the submission of reports by these organizations, but did not necessarily encourage them to use the reports as a self-monitoring tool. Nonetheless, NGOs showed great interest in the first training workshop on monitoring and reporting regarding using these reports for self-monitoring and learning.

jobs and not as self-monitoring and analysis tool that can help better manage their projects, conclude lessons learned, and assess impacts. Therefore, reporting is not taken as seriously as it should be.

- g) *Follow up on report and meeting recommendations:* recommendations that have been adopted through meetings (such as TPRs) and reports are not translated into activities in the work plans with deadlines and responsibilities so that they get executed. This has led to much of the recommendations not being followed through or checked in subsequent occasions and meetings.

Programme & Project Level

- h) *Data analysis and interpretation:* both at the programme and the project level data analysis can be improved. Simple comparisons such as planned against actual information, physical against financial progress among others are not used for decision-making. The lack of indicators and the methodology to collect them has also contributed to this weakness in analysis.
- i) *Use of timeline and budgets for planning only:* most timeline scheduling tools are being used solely for the purpose of planning and not for monitoring. This renders the plans almost useless considering that the monitoring process does not compare the original plans with the actual progress. The same concept applies to financial information. Some projects and the programme are using computerized programme and project management tools that they were trained on by the UNDP Programme but they lack the knowledge to use the computerized systems for monitoring which might have been a shortfall in the training programme that they attended.

3.5 Functions and Responsibilities

Programme Level

- a) *Role of UNDP Programme Officer:* considering the variety of projects that are under the UNDP programme some of which are regional or global in nature, the role of the Programme Officer (PO) is not always clear to all projects. As the role of the PO is not disseminated in the planning stages of the project it is left for different individuals to interpret that function.

Terms of reference and unclear role of executing agency focal points: various discussions took place during the first workshop on monitoring and reporting regarding the role of the focal point. In addition to the importance of its role in the planning stages many interventions highlighted the importance of clearer communication guidelines including: commenting on project managers reports before they are submitted, cooperating in the writing of some reports, and being informed of select types of correspondences among others.

Project Level

- b) *Terms of reference and unclear role of executing agency focal points (FPs):* The duties and responsibilities of FPs are assumed but not written. This has led to different interpretations of the role of FPs and sometimes resulted in the lack of involvement or weakness of the role that the FP can play. This vagueness will eventually affect the sustainability of project impact considering that in most cases the FP would be the lead person in assuming responsibility for sustaining project activities and impact. This becomes even more significant when FPs are assigned to more than one project. In addition

their reporting role during and after project implementation, sharing of information with project managers and general communication procedures are not defined.

- c) **Terms of reference of Project Manager (PM):** the role of the project manager is normally defined briefly in the project document. This is insufficient to give the proper direction to the PM in order to find his/her role in the relevant executing agency and at UNDP. In addition, terms of reference for other project staff are not closely adhered to, reviewed and modified by project managers when needed, therefore affecting quality of recruitment and unclear expectations.
- d) **Guidelines on the quality of project staff required:** the terms of references for some project staff and the undefined criteria for staff selection is not present. This has led in some cases to staff being not up to the required level of qualification to implement activities and therefore be able to monitor and report on project impact. One of the main weaknesses cited in project performance staff has been communication skills.

Programme & Project Level

- e) **Changes in focal point, project managers and/or UNDP Programme Staff – frequent staff turnovers:** unfortunately, and due to different circumstances many critical personnel changes have taken place in the last couple of years, that includes the Minister of Environment, the Director General of MoE, the UNDP Programme Officer and the UNDP Resident Representative, among other changes within project staff. This has brought with it some changes in priorities and working styles. Although, the combination of major changes that took place are a rare occurrence it would be critical to develop an institutional setting that is able to adjust to these changes or minimize the risks involved due to these occurrences.
- f) **Capacity building for executing agency staff:** it has been noted that capacity building for executing agencies has been weak in some cases. This greatly affects the sustainability of programme and project objectives and is mostly related to the unclear terms of reference of different project members and FPs and the lack of detailed work plans of capacity building activities for the executing agency. Considering that one of the main goals of all projects and the programme deals with capacity building of executing agency staff, the role and interaction with the FPs become very critical to reaching the intended impact of projects and the programme.
- g) **Role of the Council for Development and Reconstruction (CDR):** although the role of the CDR is meant to be the coordinator/ liaison of all development activities between the UN and the government, it seems to play a very small role in that regard. Other than attending and contributing to some of the required meetings, the role of CDR has been vague.

3.6 Indicators

Programme Level

- a) **Link between the programme level indicators and the project level indicators:** Both the Country Cooperation Framework and the Strategic Results Framework contain concrete

indicators of the environment work programme but there is no clear association between these indicators and the projects being implemented under the programme.

Project Level

- b) *Concrete measurable indicators:* as mentioned earlier the indicators that are included in the project document do not provide the required information that would allow project staff to further make use of them due to: i) lack of methodologies by which these indicators would be collected, ii) no information on how baseline data was

Concrete measurable indicators: Projects have used simple indicators to demonstrate the achievements of project objectives. The SDNP used an impact/results indicator to show the effects the project has had. Results show that as a result of the SDNP around 80% of NGOs have become regular users of the Internet meeting one of the main objectives of the SDNP. The Ozone project similarly reported on a simple indicator that reveals the impact the project has had on the environment. As a result of project activities, the consumption of ozone depleting substances dropped from 1000 tons of CFCs in 1993 to 536 tons of CFCs in 1998.

- c) *Indicators to assess the impact and results of training, studies and legal framework activities:* as mentioned in section 3.3. (c), these activities require that indicators be developed to ensure that their impacts and results are assessed especially that much of these might not show results within the project timeframe.

- d) *Non-environmental indicators that are relevant to the project:* as mentioned in 3.3.(e), indicators are currently limited to the immediate activities and objectives of the project and sometimes lack the information required to duplicate these projects under different conditions. This makes it hard to conclude lessons learned out of some of these projects considering that the information required for such conclusions may not be available.

Measurable Indicators and Baseline Data - Poland Rural Environmental Protection Project (PREP)

The PREP was designed to provide farmers with funding to improve farm management in order to decrease the amount of waste that is damaging to the environment. Farmers would apply to receive funding and prepare farm management plans that are eventually implemented through the project funds. A critical measurement was to identify the movement of waste through some of the rivers around the farms and assess the impact the project has had on the environment. Three years into the project, management realized that the baseline data concerning the areas targeted by the project were not available and that there has been no effort to collect the information regarding the location of the farms served by the project. Not only was the baseline data missing but the tools to collect the required data was not put into place. Although a GIS system was in use, no GPS equipment were purchased to pinpoint the exact location of the farms under funding and therefore be able to analyze and assess the impact that was brought about by the project.

3.7 Training

Programme and Project Levels

- a) *Orientation & material on UNDP rules and procedures:* the orientation that project staff receive at project effectiveness is ad hoc and informal. A number of training and material are missing from the orientation process of project staff, namely: monitoring, reporting and evaluation, procurement, budgeting, recruitment of project staff, general UN procedures and

rules, computerized project management, abbreviations and acronyms in the UN system, terms of references of other staff involved in the programme and project, funding methods and resources, Strategic Results Framework, and Country Cooperation Framework.

- b) ***Orientation on public administration rules and procedures:*** similarly to the need to know the UNDP rules and procedures, programme and project staff need to learn executing agency and government procedures that will assist them in more efficiently and effectively implementing their project activities. Some of the areas of orientation would be: customs clearance procedures, mobilizing executing agency budget lines, and international nominations among others.

- c) ***Capacity building of community organizations to manage UNDP projects activities and their own organization:*** capacity building objectives of the UNDP Programme requires the capacity building of all stakeholders involved in programme and project activities, including Community-Based Organizations. In addition to needing to learn more about managing UNDP funded projects, the community organizations that are mostly transitioning from an advocacy role to a management role, also need general management assistance to better run their organizations.

4. MONITORING AND REPORTING TOOLS

Based on the findings, the description of the following tools to be included in Annexes has been customized to assist in the implementation of the M&R strategy. It is important to note that in addition to the section on the concepts of monitoring, reporting and evaluation the annexes of the tools below contain more details on the mechanisms and tools of monitoring, reporting, and evaluation.

Generic Terms of Reference for Project Managers (PM) and Executing Agency Focal Points (FP) – Annex 6

These terms of reference were prepared and discussed at the first training workshop on monitoring and reporting. They are generic and should be revised for each particular project when necessary. The TORs assist in clarifying the critical role of the PM and FP and should be made available and public all throughout the project cycle of a project.

Terms of Reference for UNDP Environment Programme Officer

UNDP management is currently reviewing the existing terms of reference for the Programme Officer. They should be made available once the review is completed. The Programme Officer plays a critical role in the monitoring, reporting and evaluation of the UNDP environment programme.

Terms of Reference for Monitoring and Evaluation Officer for the UNDP Environment Programme – Annex 7

Recommended terms of reference for the Monitoring and Evaluation Officer position are formulated in order to assist the UNDP Environment Programme.

Templates for Results and Effects Indicators and Collection Methodology – Annex 4

The templates provide a suggested format to organize and collect programme and project indicators based on the Strategic Results Framework analysis.

Programme Management Indicators – Annex 8

Provides a set of relevant indicators that would be useful to assess the programme management performance in terms of its efficiency and effectiveness to use the given resources to achieve programme outputs and results.

Programme Knowledge Management Information System – Annex 9

Although a detailed design of the system needs to be prepared, these simplified guidelines will serve as a guideline to launch this activity.

Standardized Reports – Annex 10

Beyond the standard UNDP reports such as Project Quarterly Progress Reports (PQPR) and Annual Project Reports (APR) a number of periodical reports have been individually developed and used by different projects. The suggested reports provide a standard template for such reports that would assist in reporting progress and can be used as a self-monitoring tool. Reports formats were prepared and discussed in the first and second monitoring and reporting workshops.

UNDP Programme Staff Orientation Outline – Annex 11

The outline encompasses all the subjects/sessions that need to be presented in the orientation of new UNDP programme and project staff. Where appropriate, details about certain sessions were provided. Based on this outlines, a training module should be developed and implemented.

Themes Indicators (Awareness, Capacity Building, Legal Framework, Sustainability, and Technical Assistance) – Annex 12

Examples of indicators for different themes under the UNDP environment programme have been developed. Modifications should be made according to particular circumstances. This will provide a programme overview of the progress made under each of the themes.

Project Document Recommendations – Annex 13

In addition to enforcing the complete adoption of the required project document format, this annex provides a number of recommendations to improve the utility of the project document in performing the monitoring, reporting and evaluation activities. Further to the existing guidelines on preparing the Monitoring and Evaluation section of the project document, a number of recommendations are made for additional items that could benefit the monitoring, reporting and evaluation of project performance and results.

Project Modification Sheet – Annex 14

This template can be used to facilitate the process of recommending that modification, additions, or cancellation be made to project activities.

Comprehensive list of Results and Effects Indicators and Selection Criteria Guidelines – Annex 16

A comprehensive list of results (by UNDP – SD programme themes) and effects indicators (by environment thematic subjects) is provided.

5. STRATEGY AND WORKPLAN

5.1 Monitoring and Reporting Strategy

For each of the immediate objectives recommended the following characteristics will be presented:

- a) **Activity:** this is the sub-activity level showing the exact activity to be undertaken.
- b) **Issues Tackled:** these are the findings presented in section 3.0. In some cases more than one activity will cover one finding.
- c) **Expected Results:** these are the expected improvements for monitoring and evaluation as a result of implementing the recommended activity.
- d) **Responsibility to Design:** the person responsible for preparing / building the tools to be used in implementing the activities.
- e) **Responsibility to Implement and Monitor:** the person who will oversee and assist in the implementation of the activity
- f) **Measure of Success:** indicators to assess the activity results vis a vis the overall strategy objective
- g) **Time Frame:** deadlines for design and implementation

The following recommendations forming the strategy provide the guidelines that will need to be followed in implementing the strategy for monitoring and reporting. The tools and mechanism used to implement this are highlighted in Section 3.

It is important to note that the recommendations given for improving monitoring, reporting, and evaluation at the project level are essential for improving them at the programme as well. These items cannot be separated as programme monitoring and reporting cannot exist without the project level monitoring and reporting. Where possible the expected results of implementing the monitoring and reporting strategy at both levels are presented in this document.

Some of the recommendations might be perceived as being beyond the scope of monitoring and reporting. In practice, most of the issues relating to monitoring, reporting and evaluation go beyond the development of tools such as indicators and report formats and look at the periphery in terms of project management, organizational structure, roles and responsibilities and information management which provides monitoring and reporting the appropriate and practical environment to operate in.

Recommendation 1: Improve the planning process

Immediate Objective 1: Improve the planning process and stricter adoption of Project Document development guidelines

The current project document will not be modified but some additions and a higher level of detail will be introduced to it. By highlighting the areas of project document that need to be strictly adopted and improving on the details, the strategy also offers more flexibility for project plans so that they can be easily modified, when required.

1.1 Activity, Findings and Expected Results

Programme Level

Activity	Findings	Expected Results
1.1.1 Develop the Strategic Results Framework (SRF) based on the CCF, and further relate all the indicators in the SRF to the relevant projects. Keep the SRF up-to-date with any changes to, cancellation of, and/or introduction of projects or activities. Sustainability needs to be given more attention in the SRF. A comprehensive list of results (by UNDP – SD Programme themes) and effects indicators (by environmental thematic subjects) economic, social, and environment are attached in Annex 16. A guideline for indicators selection criteria is also attached.	<i>Management by objective (3.4.d)</i>	This will ensure that the projects are reporting on the indicators that will be fed back into the SRF, without the Programme Officer having to assemble all the required information. This will also assist in keeping the synergy between the different projects and reporting on the strategic areas of support of the UNDP Environment Programme.
1.1.2 Use the Logical Framework Analysis (LFA) in project design and tie into the LFA for the programme as a whole.	<i>Management by objective (3.4.d)</i>	Improved understanding of objectives as it relates to the UNDP programme. Provide synergy between projects and facilitating coordination between them.
1.1.3 Introduce relevant risk, impact and sustainability indicators for programme and projects and create the link between them.	<i>Management by objective (3.4.d)</i>	Efficient and effective monitoring of projects and programme, and better assessment of results based on methodical and continuous collection of necessary information.
1.1.4 Detailed costing of activities and introduction of project management category of costs.	<i>Most projects have accounted for relatively high administrative costs (3.1.c)</i>	Keep close track of expected project administrative costs and potentially reduce them. Could possibly allow for sharing of financial resources on the programme level.
1.1.5 Prepare project risks section that includes indicators for possible modifications in hypotheses and planning changes as far as seasonal effects are concerned. Introduce mitigation measures as part of the project work plan activities.	<i>Scheme to track changes in hypotheses/seasonal effects (risks) and revise documents (Absence of risk mitigation measures (3.3.g), (3.3.h), and (3.3.k)</i>	The flexibility to make the appropriate modifications to project hypotheses and respond to needs to change project plans according to given risks. Be pro-active in mitigating the foreseen risks.

Project Level

Activity	Findings	Expected Results
1.1.6 Detail the methodology by which project indicators are collected at the beginning of the project to ensure that all baseline data are available, targets are known and that unforeseen bottlenecks in data collection are removed. (When baseline data is not available it should be included as part of project activities)	<i>Concrete measurable indicators (3.6.b)</i>	Render it easier for both project managers and programme officer to obtain required data for assessment of programme and project results and assigning responsibilities, frequency and methodology of reporting the data to the appropriate decision-makers.

Programme and Projects Level

Activity	Findings	Expected Results
1.1.7 A more detailed presentation of project work plans at the activity level, individuals responsible for certain activities, duration, relationship between activities, and budgets	<i>Details in activity planning (follow up, planning time, budget, indicators, capacity, M&E, socio-economic and gender data) (3.3.d) Approval of subsequent project phases and extensions (3.2.d) Relatively long periods from project document preparation to project start (3.3.f)</i>	Improved planning and budgeting of project activities and ultimately better project and programme monitoring based on concrete plans.
1.1.8 Improve the sections regarding activity and project sustainability to include responsibilities, recommended methodology to sustain or upgrade the activities performed by the project, possible sustainability risks and how they can be mitigated, and the transition required from the project status stage till the executing agency assumes ownership.	<i>Preparing for sustainability (3.3.j)</i>	Insure better transition at project end and assign specific responsibilities for continuity. Provide a wind-down period to transition.
1.1.9 Improve the section relating to monitoring, reporting and evaluation by detailing information about indicators, assigning responsibilities, and highlighting the tools of data collection and communication to be used to include reporting.	<i>Detailed monitoring and evaluation approach (3.3.b)</i>	Greatly improve the understanding as to which and how data will be collected, responsibilities, communication and mode of operation. Reduce the time that both the project manager and programme officer spend on monitoring and evaluation activities. Standardize some of the monitoring and evaluation methodologies to improve on the programme as a whole.
1.1.10 Introduce a number of relevant indicators that go beyond the immediate project objectives.	<i>Relevant non-environmental data for pilot projects (3.3.e) Non-environmental indicators that are relevant to the project (3.6.d)</i>	Ensure, especially for pilot projects, that all needed data for project duplication is available. Introduce data that would assist in designing future projects and give an overall view of relevant socio-economic indicators for the programme.

1.1.11 Introduce a set of tasks and indicators to assist in implementing training, studies, and legal framework.	<i>Training, studies, awareness, and legal framework activities (3.3.c)</i> <i>Indicators to assess the impact and results of training, studies and legal framework activities (3.6.c)</i>	Ensure planning of pre- and post-task activities.
--	---	---

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Implement and Monitor: Programme Office and UNDP staff	<i>Enforcing the new recommendations and drawing up lessons learned for future review of the strategy.</i>	Start with the changes to current programme and projects and continue during the design and preparation of the next programme and/or project.

Immediate Objective 2: Involve COs, Executing Agency Focal Points, and other UNDP Project Managers in project design and planning.

1.2 Activity, Findings and Expected Results.

Project Level

Activity	Findings	Expected Results
1.2.1 Involve existing project managers in discussions about projects under design and planning. The project managers are those of other running UNDP environment projects.	<i>Sharing of knowledge, issues, solutions, and results between project (3.2.f)</i> <i>Coordination of similar activities across projects (3.3.a)</i>	Will greatly assist in drawing the correct plans of projects and improving the cohesion of the programme as a whole.

Programme and Project Level

Activity	Findings	Expected Results
1.2.2 Involve COs and Executing Agency Focal Points in project design and planning	<i>Changes in executing agency focal points (3.3.i)</i> <i>Coordination of similar activities across projects (3.3.a)</i>	Will facilitate the design and planning process, create ownership at the onset of the project, and present a more realistic approach to implementation. This will also ensure sustainability down the line.

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Implement and Monitor: Programme Office and other UNDP staff	<i>Adopting the new recommendations.</i> <i>Creating planning lessons learned through the process.</i>	Starting at the design and planning of new programme and projects.

Recommendation 2: Clarify and identify different project stakeholder functions and responsibilities

Immediate Objective 1: Define terms of reference for and evaluate the performance of project managers and executing agency focal points

2.1 Activity, Findings and Expected Results

Project Level

Activity	Findings	Expected Results
2.1.1 Adopt, or design, if necessary, and conduct staff performance reviews for all project staff. Include project staff in evaluation of Project Managers and Project Managers in evaluation of Programme Officer.	<i>Accountability/ Project staff performance reviews (3.1.b)</i>	Introduction of accountability and fair reviews that will assess staff performance and assist them in improving their skills. This will put all programme staff under the same standardized evaluation system, a matter that will greatly enhance transparency, and therefore, will make easier to monitor programme and project performance.

Programme and Project Level

Activity	Findings	Expected Results
2.1.2 Prepare generic terms of reference for project managers and executing agency focal points. Refine as necessary. Develop detailed criteria for selection.	<i>Terms of reference and unclear role of executing agency focal points (3.5.b)</i> <i>Terms of reference and unclear role of Project Manager (3.5.c)</i> <i>Room for improvement in the feedback mechanism (3.2.a)</i> <i>Guidelines on the quality of project staff required (3.5.d)</i>	Clearer roles for Executing Agency Focal Points and Project Managers. Helps define responsibility and renders responsibilities of monitoring, reporting, and evaluation more transparent. Will assist the programme as a whole in identifying discrepancies in responsibilities in one project and applying lessons to other projects. Effective project monitoring, reporting, and evaluation.

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Implement and Monitor: Programme Officer and UNDP management.	<i>Adopting the new terms of reference. Implement the participatory performance review approach.</i>	Disseminate TORs as soon as possible and the start of design of new projects. Reviews should start as soon as they are approved.

Immediate Objective 2: Disseminate terms of reference for UNDP Programme Officer

2.2 Activity, Findings and Expected Results

Programme Level

Activity	Findings	Expected Results
2.2.1 Disseminate the terms of reference to project managers.	<i>Role of UNDP Programme Officer (3.5.a)</i>	Better communication and coordination of project monitoring and reporting between project staff and programme officer through the understanding of different staff roles.

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Implement and Monitor: Programme Office and other UNDP staff	<i>Disseminating the terms of reference to project managers. Subsequent distribution in future projects.</i>	Disseminate as soon as TOR is reviewed and continue at the beginning of new projects.

Immediate Objective 3: Clarify the role of the Council for Development and Reconstruction

2.3 Activity, Findings and Expected Results

Programme and Project Level

Activity	Findings	Expected Results
2.3.1 Summarize and disseminate the role of CDR and its contributions to the UNDP Environment Programme.	<i>Role of CDR (3.5.g)</i>	Better understanding of the role of CDR in terms of its contribution to the UNDP programme, reporting and monitoring programme and project performance and results, and its role in the decision-making process.

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Implement and Monitor: CDR and UNDP	<i>Increased involvement of CDR in the UNDP Programme.</i>	Disseminate as soon as the role has been summarized.

Recommendation 3: Increase the monitoring, reporting, and evaluation (MRE) capacity at UNDP Office

Immediate Objective 1: Increase the capacity of MRE at the UNDP Office

3.1 Activity, Findings and Expected Results

Programme Level

Activity	Findings	Expected Results
3.1.1 Review the current monitoring, reporting and evaluation capacity and needs of the programme. Recommend additional capacity, and recruit qualified candidate. If financial resources are an issue, the function of a monitoring and evaluation officer for the entire UNDP programme, as opposed to just the environment programme, should be considered.	<i>Competing demands on UNDP PO (3.1.a)</i>	Increased capacity to meet UNDP monitoring, reporting and evaluation needs to a better efficient and effective programme performance. Balance work load of Programme Officer. Increased coordination between projects through more detailed involvement in project implementation and coordination of outside funding.

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Implement and Monitor: UNDP Programme Office.	<i>Recruitment of qualified individual(s).</i>	Three months from the approval of the final strategy.

Recommendation 4: Provide Training and Material

Immediate Objective 1: Orient and provide material for new project staff and executing agency focal points on UNDP rules, procedures and implementation tools and methodologies

4.1 Activity, Findings and Expected Results

Programme and Project Level

Activity	Findings	Expected Results
<p>4.1.1 -Develop and conduct training module for new projects to introduce staff to project implementation procedures.</p> <p>- distribution of operational guidelines including monitoring and evaluation strategy, procurement, budgeting, recruitment, accounting, computerized project management, common abbreviations/acronyms, reporting, funding, required TORs, CCF and SRF.</p> <p>- Training should include executing agency focal points and possibly other</p>	<p><i>Information on project implementation procedures (M&E, procurement, budgeting, recruitment, accounting, project management, abbreviations, reporting, funding, TOR of others, CCF, SRF) (3.4.b)</i></p> <p><i>Change of procedures/ process flows with individuals (3.2.g)</i></p> <p><i>Role of UNDP Programme Officer (3.5.a)</i></p> <p><i>Orientation & material on UNDP rules and procedures (3.7.a)</i></p> <p><i>Capacity building for executing agency staff (3.5.f)</i></p>	<p>Improved and documented understanding of rules, guidelines and tools to be used for better implementation, monitoring, reporting and evaluation of projects.</p> <p>Provision of standard modes of operation so that all projects can follow the same procedures; therefore, creating commonalities, efficiency and effectiveness at the programme level.</p>

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Design and Mechanism Design: UNDP assisted staff (Guided by the M&R strategy).	<i>Development of comprehensive training modules and material</i>	Two months after the final strategy document.
Implement and Monitor: UNDP Programme Office.	<i>Increase in efficiency at the programme and project levels.</i> <i>Reduction in time spent by UNDP on assisting projects.</i>	Within three months of developing the required material.

Immediate Objective 2: Train UNDP and Project staff on public administration procedures

4.2 Activity, Findings and Expected Results

Programme and Project Level

Activity	Findings	Expected Results
4.2.1 Train UNDP and Project staff on public administration procedures.	<i>Orientation on public administration rules and procedures (customs clearance, mobilizing executing agency budget lines, international nominations) (3.7.b)</i>	<ul style="list-style-type: none"> - Provide project staff with the tools to improve their operation within the executing agency. - Assist in the use and take advantage of existing executing agency procedures. This will greatly improve the efficiency of operations. <p>For non-project staff UNDP trainees this will allow them to understand executing agency procedures that can be taken into consideration during project design and planning.</p>

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Tools and Mechanism Design: UNDP and Executing Agency.	<i>Development of comprehensive training modules and material</i>	Six months after the final strategy document.
Implement and Monitor: UNDP Programme Office and Executing Agency.	<i>Increase in efficiency at the programme and project levels. Reduction in time spent by executing agency staff on assisting projects.</i>	Within three months of developing the required material.

Immediate Objective 3: Train COs to improve their abilities to implement projects activities

4.3 Activity, Findings and Expected Results

Programme Level

Activity	Findings	Expected Results
4.3.1 Build into project designs training for COs who are implementing UNDP projects. Include training on some necessary UNDP and executing agency procedures and management of the COs.	<i>Capacity building of community organizations to manage UNDP projects and their own organization (3.7.c)</i>	Increase the capacity of COs to implement UNDP projects; therefore, increasing their efficiency and effectiveness, their ability to report and monitor projects, and assess results and impacts as well. Build the capacity of environmental COs as a tool for sustainability.

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Tools and Mechanism Design: UNDP, Executing Agency, and representative of CO community.	<i>Development of comprehensive training modules and material.</i>	Five months after the final strategy document.

Implement and Monitor: UNDP Programme Office.	<i>Improved and more efficient management, reporting and monitoring of projects.</i>	Continuous monitoring and evaluation as part of project evaluations.
--	--	--

Recommendation 5: Create a Programme Knowledge Management Information System

Immediate Objective 1: Design and Develop a programme and project knowledge management information system

The knowledge management information system will take into consideration and complement, when possible, other existing systems at UNDP including that to be established of the Lebanese Environment Development Observatory (LEDO) project.

5.1 Activity, Findings and Expected Results

Project Level

Activity	Findings	Expected Results
1.1 Provide a system that is accessible by all programme and project staff that will include lessons learned, programme indicators, monitoring information and procedures.	<i>Sharing of knowledge, issues, solutions, results between projects (3.2.f) Coordination of similar activities across projects (3.3.a)</i>	Improved coordination between projects on common aspects. Incorporation of lessons learned in the planning and implementation process. Better design and planning on the programme level.
1.1 Set up a module for data providers and collectors in coordination with LEDO project.	<i>Coordination between projects, data collectors, and information providers (3.2.e)</i>	Provide project managers and UNDP Programme access to data resources available on specific subjects relating to the state of the environment and other relevant data.

Programme and Project Level

1.1 Keep record of project progress and management and results indicators.	<i>Changes in focal point, project managers and/or UNDP contacts – frequent staff turnovers (3.5.e)</i>	Provide newcomers to projects with all the information necessary to quickly get up to speed on project details.
1.1 Make some of the system accessible to stakeholders through the mechanisms established by SDNP (previously) and LEDO projects.	<i>Coordination between stakeholders (3.1.d)</i>	Provide consistent and timely information for all stakeholders to assist them in coordinating different activities.
1.5 Create tools for the analysis and interpretation of project data across the programme. Future introduction of spatial analysis geographic information systems	<i>Data analysis and interpretation (3.4.h)</i>	Provide the ability for the UNDP Programme Office to analyze project data and present information that will assist in monitoring and decision-making (including non-environmental data, gender data, and geographic presentations). This will greatly enhance the programme monitoring function and the performance review of the environment portfolio.

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Tools and Mechanism Design: The full design will need to be prepared and implemented by assigned staff or external resource.	<i>Development of a comprehensive design for the information system that is coordinated with the current strategy requirements.</i>	Three months after the final strategy document.
Implement and Monitor: Monitored by UNDP Programme Office.	<i>Increased efficiency at the programme and project levels.</i>	Three months after the design is finalized and agreed to.

Recommendation 6: Improve the reporting system

Immediate Objective 1: Adopt a standardized reporting format that assists in self-monitoring and encourages feedback

6.1 Activity, Findings and Expected Results.

Programme Level

Activity	Findings	Expected Results
6.1.1 Include in project documents a schedule of monitoring and reporting activities.	<i>Warning system for reports that are not submitted (3.2.c)</i>	Ensure that the reports are submitted on time.

Project Level

Activity	Findings	Expected Results
6.1.2 Standardize the reports that are currently developed independently by some project staff.	<i>Reporting methods (3.4.f)</i>	Make it easier for programme office to review, compare and understand project reports. Provide all the necessary information for programme and project performance and impacts.
6.1.3 Provide analysis tools within reports to include graphical presentation and indicators that will assist project staff to self-monitor and improve on project performance.	<i>Benefits and incentives for community organizations to report on progress (3.4.e)</i>	Provide the project with an analysis and self-monitoring tool and ensure that the programme and project are being monitored according to plans
6.1.4 Introduce timeline and budget monitoring in reports.	<i>Use of timeline and budgets for planning only (3.4.i)</i>	Meet the basic requirement of monitoring to compare planned activities and budgets to actual activities and budgets.

Programme and Project Level

Activity	Findings	Expected Results
6.1.5 Create built-in requirements for feedback in reports. Require repeating previous recommendations and reporting on their progress.	<i>Room for improvement in the feedback mechanism (3.2.a) Follow up on report and meeting recommendations (3.4.g)</i>	It will become required to provide feedback on reports within a specific timeframe. This will allow reporters to improve project implementation and receive timely advice. Monitor implementation of recommendations from previous reports.

6.1.6 Require Project Managers and component managers to share reports amongst each other. Require Project Managers to write their reports in conjunction with Executing Agency Focal Points.	<i>Sharing of knowledge, issues, solutions, results between projects (3.2 f)</i> <i>Coordination of similar activities across projects (3.3.a)</i>	More coordination of project activities and provision of lessons learned to reduce bottlenecks. Improving communication and coordination between Project Managers and Executing Agency Focal Points.
6.1.7 Make better use of sections regarding conclusions and recommendations that already exist in the tripartite review reports as well as the lessons learned in the monthly and bi-yearly reports.		Databank on conclusions and lessons learned to improve future activity implementation.

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Implement and Monitor: Monitored by UNDP Programme Office	<i>Increase in efficiency at the programme and project levels.</i>	One month after the design is finalized and agreed to.

Recommendation 7: Improve monitoring and reporting at the Executing Agencies

Immediate Objective 1: Create a monitoring function within Executing Agencies

7.1 Activity, Findings and Expected Results

Programme and Project Level

Activity	Findings	Expected Results
7.1.1 Introduce monitoring, reporting, and evaluation concepts to executing agencies. Provide the Executing Agency with the appropriate training in monitoring and evaluation.	<i>Coordination between stakeholders (3.1.d)</i>	This will ensure that the planning and programming at the executing agency is based on lessons learned gained through monitoring of executing agency activities and the assessment of impacts. Encourage the use of monitoring and evaluation as an integral part of executing agency activities to enhance efficiency and effectiveness and assess impact of activities.

Responsibility, Measure of Success, and Time Frame

Responsibility	Measure of Success	Time Frame
Implement and Monitor: Executing Agency/UNDP Programme Office.	<i>Improve the planning and programming process at the Executing Agency.</i>	Nine months after the submission of the final strategy, and based on availability of required resources.

5.2 Strategy Work Plan

The following activities are listed in order of priority. A detailed timeline of the activities is attached in Annex 15. (The reference to the recommendations above [Ref.] is presented by the recommendation number (R), the immediate objective (IO), and activity (A))

Programme Level

Pre-Implementation of M&R Strategy

The following activities are required as a first step in preparation for the implementation of the M&R strategy.

Activity	Time Frame	Dependency	Responsible	Priority Criteria	Threats	Ref
1. UNDP Management to finalize the review of Programme Officer terms of reference. Disseminate the terms of reference to project managers.	Immediately. [3 weeks] -		UNDP Management	This is the first step towards introducing the role of the PO in MRE to the projects and in identifying the MRE resources needed at the programme level.	A lack of understanding of the role of the PO in MRE could lead to the projects not being able to relate their own MRE activities to the overall programme.	R2 IO2 A2.1
2. Review the current MRE capacity and needs of the programme and project, recommend additional capacity, develop terms of reference, and recruit qualified candidate.	After the MRE role of the PO is deemed clear. (6 to 10 weeks)	Finalize review of TOR for the PO. Use recommended TOR in the M&R strategy.	Programme Officer Management	The additional capacity required will be essential for developing the information system and the design, planning and monitoring of upcoming projects.	Additional capacity is required for more efficient and effective monitoring and evaluation of UNDP Programme.	R3 IO1 A3.1
3. Review the recommended standard reports and make any required changes.	[2 weeks]	Recommended reports of the M&R strategy.	Programme Officer	The reports will be required for better self-monitoring and will include the data needed in the monitoring system.	The use of the Logical Framework Analysis and the development of the programme management, results and effects indicators will not be relevant if the reports developed do not contain relevant information.	R6 IO1 A6.1.1 IO A6.1.5
4. Review and approve recommended additions formats to the project document. To be applied to new projects developed at UNDP country office.	[1 week]	Recommended project document additions	Programme Officer Project Managers	Required for the planning stage so that all necessary information needed for monitoring, reporting and evaluation are available.	A weak project document can reflect negatively on the ability to monitor and report on programme performance and impact.	R1

Activity	Time Frame	Dependency	Responsible	Priority Criteria	Threats	Ref.
5. Use the Logical Framework Analysis and review the data in the Strategic Results Framework to include linkages with the UNDP environment projects.	[2 weeks]	Reports recommended by the M&R strategy are reviewed and agreed to	Programme Officer	This will set the stage to develop the performance, results and effects indicators that are shared between the programme and the projects.	The absence of the linkage will not allow the translation of the project results onto the programme level, necessary to assess the impact and management performance results of UNDP Sustainable Human Development Programme	R1 IO1 A1.1.1 & A1.1.2
6. a. Approve and make modifications to the recommended PM terms of reference b. Approve and make modifications to the recommended FP terms of reference.	[1 week]	Recommended terms of reference of the M&R strategy	Programme Officer Programme Officer and Executing Agency	This will be important in highlighting skills required and responsibility upon which the training modules will be built.	Unclear terms of reference of project managers and executing agency focal points will not identify their role as far as monitoring and evaluation is concerned	R2 IO1 A2.1.2
7. Develop detailed training modules, guidelines, and material regarding project implementation procedures.	[8 - 12 weeks]	Recommended training modules by the M&R strategy and internal documentation of UNDP procedures.	Programme Officer and supporting UNDP staff	Necessary for the training and orientation sessions needed to introduce UNDP staff to project planning, monitoring, reporting and evaluation procedures.	Weak understanding of MRE and inefficiency in project implementation	R4 IO1 A4.1.1
8. Design and develop the Programme Knowledge Management Information System (PKMIS)	Design [4-6 weeks] Develop [6-8 weeks]	Guidelines provided by M&R strategy	Programme Officer to oversee, and Technical Assistance for the design and development	The information system will be based on all the guidelines provided by the M&R strategy and be easier to design and develop once the training material has been developed	This will be the data depository and the analysis tool for the UNDP environment programme. It will also be the basis of the programme institutional memory. Without it, the programme will be rendered inefficient, ineffective and lacking a computerized monitoring and analysis tools.	R5 IO1 A5.1.1 A5.1.2 A5.1.3 A5.1.5

Strategy Workplan

Strategy for Monitoring and Reporting UNDP Sustainable Development Programmes in Lebanon

Activity	Time Frame	Dependency	Responsible	Priority Criteria	Threats	Ref.
9. Develop detailed work plans for the current UNDP programme (and the planned extensions and/or subsequent phases), in combination with the project work plans (to be developed by the projects themselves).	[4 weeks]	Projects to develop their work plan. A sample will be provided by the M&R strategy.	Programme Officer	The work plans will be the basis of the monitoring function by the programme office to ensure that the projects and programme are adhering to time frames and providing a warning system for delays and bottlenecks.	Activity delays, accountability, and bottlenecks could go unnoticed; therefore, affecting programme results and performance.	R1 IO1 A1.1.7
10. Develop programme impact, risk and sustainability indicators. Detail the activities required for risk mitigation measures and wind down activities to ensure sustainability. Include non-environmental indicators that are critical to the evaluation of the overall impact/results of the programme and the possibility of duplication of pilot projects.	[2-4 weeks]	Indicators of the main themes developed in the M&R strategy. Linkage between the programme LFA and the projects. Discussion with relevant programmes in UNDP regarding choosing non-environmental indicators.	Programme Officer & Project Staff - Supported by M&R Strategy.	These indicators will be done in parallel with the detailed programme plans that will show the main work breakdown structure of activities and the type of indicators required for the overall programme.	The indicators will be the basis upon which the programme management performance, results and effects will be evaluated. Without these indicators it will be very difficult to assess the level of success or failure of the UNDP Sustainable Development Programme.	R1 IO1 A1.1.3 And R1 IO1 A1.1.8
11. Review and adopt existing staff performance review guidelines.	[3 weeks]	Finalization of performance review guidelines being developed at UNDP, the terms of reference of PM and the criteria of selection of UNDP project staff as well.	UNDP headquarters and National UNDP country office management	This will provide the criteria required to evaluate the performance of UNDP project staff regarding monitoring and reporting among others.	The lack of UNDP project staff performance evaluation will render the staff unaccountable.	R2 IO1 A2.1.1
12. Adopt existing cost categories in reporting of project and programme finances. This will assist in assessing programme performance regarding administrative costs, efficiency and effectiveness.	[2 weeks]	The adoption and use of improved reports that will include financial data.	Programme Officer & UNDP administration	To be implemented along with the improved reports.	This will make harder the evaluation of the programme management performance.	R1 IO1 A1.1.4

Activity	Time Frame	Dependency	Responsible	Priority Criteria	Threats	Ref.
13. Incorporate CO training modules into project. Cover UNDP procedures and general management concepts.	[6 to 8 weeks]	UNDP training module developed.	Programme Officer and possible technical assistance.	This will be necessary during implementation of projects to assist COs in being more efficient and effective in delivering project outputs and impacts.	Weak COs that are implementing many of the UNDP programme activities will reflect negatively on the expected programme results.	R4 IO3 A4.3.1
14. Coordinate with executing agencies to develop a training module for programme and project staff regarding public administration procedures that can assist in programme and project activity implementation	[8 to 12 weeks over 9 months]	Contribution of executing agency.	Programme Officer to coordinate with Executing agency representatives	This is essential down the line to allow programme and project staff to take advantage of public administration facilities and procedures.	The lack of such a module can encourage the absence of public administration procedures being incorporated into projects; therefore, causing weakness of sustainability and ineffectiveness in both executing agency and UNDP capacity building activities.	R4 IO2 A4.2.1
15. Expand the Programme Knowledge Management Information System for limited access to individuals outside the UNDP programme in coordination with the LEDO project.	[6 weeks]	Completion and stability of Programme Knowledge Management Information System and design of the LEDO information system.	Programme Officer to coordinate.	Will assist the COs and the private sector in staying up-to-date with project activities, environmental information and results.	The lack of a link between the different stakeholders contributing to the environment sector in Lebanon	R5 IO1 A5.1.4

Implementation of M&R Strategy

This applies to new programmes and projects and those in the design and planning stage.

Programme Level

Stage/Activity	Responsible	Time Frame	Requirements/Tools
Programme Design and Planning	Programme Office, CDR, UNDP staff, National and International Consultants, other relevant Stakeholders.	Every Five years and toward the end of the previous programme cycle.	
Develop CCF		Every Five years	CCF Guidelines
Develop Strategic Results Framework (transfer indicators of ongoing projects into the new SRF) – review project indicators according to different programme themes. Use indicator template for collection and measurement. Select project indicators will be used for risk, impact, and sustainability measure of the programme.	Programme Office	Every five years; continuously update	Indicator templates of projects* (Annex 4) Logical Framework Analysis Programme Knowledge Management Information System* (Annex 9) Selection of Criteria Guidelines* (Annex 4)
Prepare yearly individual plans	Programme Office	Yearly	Latest project work plans
Design and planning of new projects	Programme Office	As required	Lessons Learned Project and Programme Reports Project Level requirements
Monitoring of ongoing projects and programme. Give feedback on reports	Programme Office	Continuous	Ongoing reports* (Annex 10) Programme Knowledge Management Information System* (Annex 9)
Regular meetings and ad-hoc reporting	Programme Office/ UNDP Management	Continuous	Ongoing reports* (Annex 10)
Yearly evaluation of programme work plan	Programme Office	Yearly	Programme Knowledge Management Information System* (Annex 9) UNDP Format
Financial Reports	Programme Office	Every six months	Programme Knowledge Management Information System* (Annex 9) UNDP Format
Audit	Consultant	Yearly	
Project and Programme Staff Performance Evaluation	Programme Office / UNDP management	Yearly	UNDP Format
Update Strategic Results Framework	Programme Office	As required	Indicators template Programme Knowledge Management Information System* (Annex 9)
Orientation/Initiation	Programme Office, consultant, government	As required	Training outline* (Annex 11) and material
Field Visits	Programme Office	As required	Field Visits reports (Annex 10)
Project or Programme Modification	Programme Office, project staff, focal point	As required	Project modification sheet* (Annex 14)
Country Review	Programme Office, UNDP staff, Headquarters, other relevant stakeholders	End of Programme	Programme reports Programme Knowledge Management Information System* (Annex 9)

Project Level

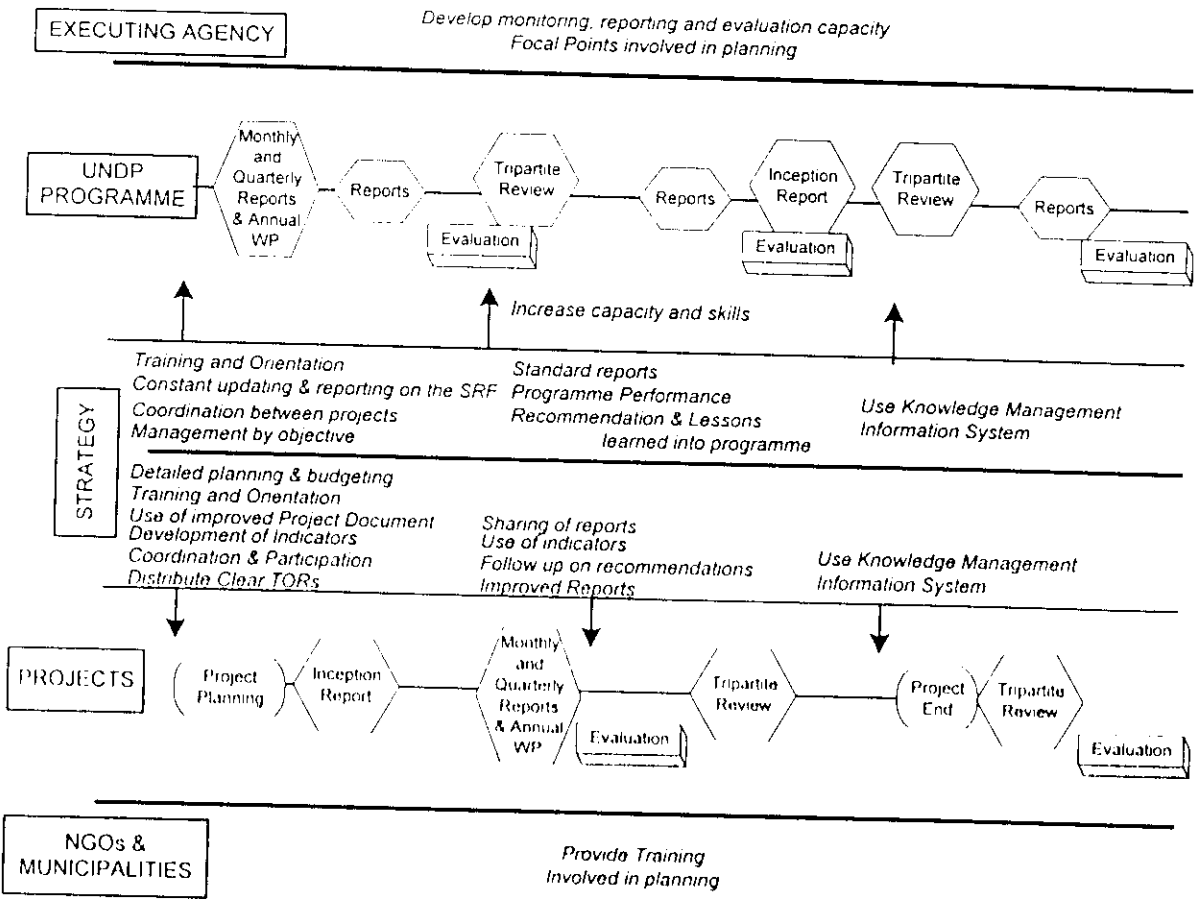
Stage/Activity	Responsible	Time Frame	Requirements/Tools
Project Design and Planning	Executing agency, Programme Office, CDR, UNDP staff. National and International Consultants, other relevant Stakeholders	Project Design and Planning	Project Document guidelines Project Document Recommendations* Logical Framework Analysis
Involve Project Managers, Focal Points and Community Organizations	UNDP, Executing agency	Project Design and Planning	
Detail activity planning	Programme Office and Executing Agency	Project Design and Planning	Computerized project management
Detailed costing by activity, when possible, and cost category – assign a project management cost category	Programme Office and Executing Agency	Project Design and Planning	
Coordinate and link with SRF indicators and objectives	Programme Office	Project Design and Planning	Indicators templates*
Complete impact and management indicators templates & collection methodology	Programme Office and Executing Agency	Project Design and Planning	Indicators templates* Selection of Criteria Guidelines*
Finalize terms of references for Project Manager, Focal Point and other project staff	Programme Office and Executing Agency	Project Design and Planning	Generic terms of reference for project manager & focal point *
Develop risk mitigation measures and include in activity planning	Programme Office and Executing Agency	Project Design and Planning	Indicators template*
Collect baseline data and document methodology of collection and source	Programme Office and Executing Agency	Project Design and Planning	Indicator templates*
Develop a project monitoring and evaluation activity schedule to include reports	Programme Office and Executing Agency	Project Design and Planning	Project Document Recommendations*
Detail sustainability measures and corresponding activities	Programme Office and Executing Agency	Project Design and Planning	Indicator templates*
Include non-environmental indicators when necessary	Programme Office and Executing Agency	Project Design and Planning	
Project Approval Phase	UNDP Management and headquarters	Project Design and Planning	Project Document
Project Launch	UNDP, Consultants, Executing Agency	Before project starts	
Orientation on UNDP Procedures and Project Management			Developed Training outline* Training material
Orientation on Government procedures			Training material
Orientation on CO management			Training material
Reception Report	Project Manager, Focal Point	At project start	Items included in Project Design and Planning*
Annual Work Plan	Project Manager, Focal Point	Yearly	UNDP required format
Project Modification (if necessary)	Project Manager, Focal Point	As required	Project Modification Sheet*
Project Staff Evaluation	Project Manager, Programme Officer	Yearly	Staff performance review material

Stage/Activity	Responsible	Time Frame	Requirements/Tools
Monitoring	Project Manager, Focal Point	Continuous	Programme Knowledge Management Information System*
Monthly Reports	Project Manager, Focal Point	Monthly	Monthly Report format* Programme Knowledge Management Information System*
Six Months (financial and progress reports)	Project Manager, Focal Point	Every six months	Report format* Programme Knowledge Management Information System*
Audit	Consultant	Yearly	
Field Visits	Project Manager, Focal Point, Programme Officer	Continuous	Field Visit Form*
Annual Project Report	Project Manager, Focal Point	Yearly	UNDP Format* Programme Knowledge Management Information System*
Tripartite Review	UNDP, Project Manager, Focal Point	Yearly	Programme Knowledge Management Information System*

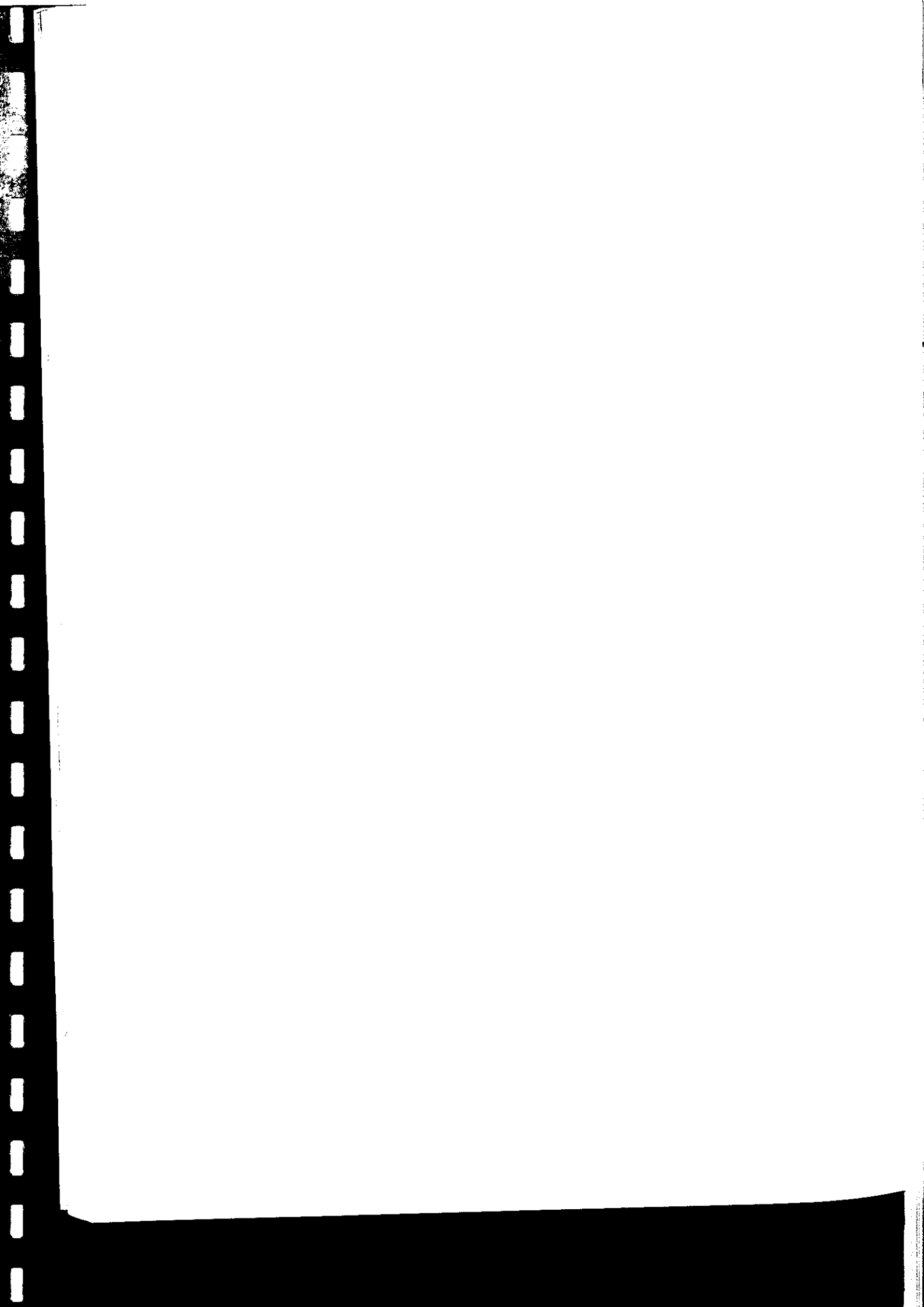
* Tools provided within the strategy.

4.3 Summary Strategy

The figure below provides a brief summary of the main recommendations at each of the different levels of planning, monitoring, reporting and evaluation.



Items in italic represent the recommendations of the strategy.



ANNEX I. Projects Information Sheet

PROJECT SHEET

** The following sheet was presented by the Project Manager at the first M&R workshop*

*Project name: Biodiversity Strategy and Action Plan	*Implementing agency: Ministry of Environment		
*Planned starting date: January 1997	*Actual starting date: October 1997		
*Duration of the project: 1 year	Date approved: End 1996		
*% physical progress: completed	* Number of project staff: 2		
*Total project Budget: 145.500 \$	UNDP budget: 145.500 \$		
*% financial progress: 99%	Adjusted budget: 154.500 \$		
*% administrative cost: 25-30%	Additional funds raised: 9.000 \$		
<p>*Objectives:</p> <ul style="list-style-type: none"> - Produce the National Biodiversity Strategy and Action Plan - Produce and transmit the first National report to Contracting Parties - Raise public awareness - Adoption by National Government- 			
*Components:			
Component	Implemented	Partially implemented	Not implemented
Strategy and Action Plan	✓		
First Report to Contracting Parties	✓		
Public Awareness	✓	✓	
Adoption by National Government			
<p>*Is there (or will there be) an additional phase to this project?</p> <p>No</p>			
<p>*What are the main indicators used to measure project results and effects , if any?</p> <p>The degree of satisfying objectives.</p>			
<p>Has the project been revised? If yes, what has changed?</p> <p>Budget revision only.</p>			
<p>What has been the impact of project staff training and how was it measured?</p> <p>Training was partial and intermittent. Learning by doing gave good results.</p>			
<p>Has the project manager changed? No</p> <p>How many times:</p>			
<p>Are project staff performance reviews undertaken (including UNVs)? If yes, how often and by whom?</p> <p>No definite and known reviews were taken</p>			
<p>Were there any changes in UNDP focal points? No</p> <p>If yes, how did it affect the project?</p>			

Are there any other UNDP funded activities at the MoE that are directly related to your project activities?
 Protected Areas Project;
 Climate Change;
 DNP;
 Ozone Office;
 Agrobiodiversity (housed by Agricultural Research Institute).

What were/ are the main management issues that you faced:
 Planning (including budgeting): A lack exists between project document and its implementation.
 Reporting: Generally numerous reports are requested.
 Evaluation: APR carried out after project termination.
 Administrative (procurement, etc.): Recruitment is a long process.

Please identify your reporting procedures:

To (function)	Copy to:	Frequency	Physical Progress	Financial Progress (✓)	Compulsory (✓)
Focal Point (UNDP)	Focal Point (MoE)	Once a month	✓		✓
Focal Point (UNDP)	Focal Point (MoE)	Once a month	✓	✓	✓

Who are the target beneficiaries of your project?
 Lebanese Environment, living organisms and the public.
 Number of beneficiaries: People contacted by the project staff, over 1000.

What are the project achievements of special interest? (success stories, best practices, etc.)
 Conflicts of approval between beneficiaries and planners. Environmentalists versus users e.g. land use plans, % of development, hunters versus conservationists).

How will the project activities be sustained after the end of the project? If they will not, why?
 Strategy implementation is a long term process depending on social, political and economical conditions of the society.

PROJECT SHEET

** The following sheet was presented by the Executing Agency Focal Point at the first M&R workshop*

*Project name: Climate Change	*Implementing agency: Ministry of Environment		
*Planned starting date: November 1996	*Actual starting date: August 1997		
*Duration of the project: 2 years	Date approved:		
*% physical progress:	* Number of project staff:		
*Total project Budget: 292.600 \$	UNDP budget:		
*% financial progress:	Adjusted budget: -		
*% administrative cost:	Additional funds raised:		
<p>*Objectives:</p> <ul style="list-style-type: none"> - Building Lebanon's capacity to continuously fulfill all its commitments to the UNFCCC (United Nations Framework Convention on Climate Change). - Dissemination of information, enhancement of awareness and knowledge among policy makers, national experts, universities, NGOs, private sector, etc. 			
*Components:			
Component	Implemented	Partially implemented	Not implemented
Production of first National Communication to the UNFCCC	X		
Vulnerability and adaptation assessment of Climate Change	X		
Mitigation- Strategy	X		
National Inventory Report of GHG emissions	X		
Institutional mechanism to update inventory		X	
<p>*Is there (or will there be) an additional phase to this project? Not approved yet from GEF could obtain a top-up additional funding for updating the inventory.</p>			
<p>*What are the main indicators used to measure project results and effects, if any? GHG emissions (National inventory) IPCC guidelines Data gathered</p>			
<p>Has the project been revised? If yes, what has changed? The project component especially the production of the first National Communication (inventory, vulnerability and mitigation) were reviewed by the UNEP collaborating center on energy and environment (RISO laboratory).</p>			
<p>What has been the impact of project staff training and how was it measured? Satisfactory</p>			
<p>Has the project manager changed? No How many times:</p>			
<p>Are project staff performance reviews undertaken (including UNVs)? If yes, how often and by whom? No UNVs</p>			
<p>Were there any changes in UNDP focal points? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how did it affect the project? Once, it affected it positively and helps in the progress and success of the project.</p>			

Are there any other UNDP funded activities at the MoE that are directly related to your project activities?
 Yes, The Protected Areas (since the forests are sinks to GHG emissions).

What were/ are the main management issues that you faced:
 Planning (including budgeting): Budget was too small for the project to produce a professional report.
 Reporting: Lack of data. Public institutions were reluctant to provide the necessary information (which was either missing or unreliable)
 Evaluation:
 Administrative (procurement, etc.)
 Another constraint was the time, the project should have more than 2 years.

Please identify your reporting procedures:

To (function)	Copy to:	Frequency	Physical Progress	Financial Progress (✓)	Compulsory (✓)
Focal Point (UNDP)	MoE (focal point)	Once a month	✓	✓	✓
Focal point	Minister (focal point)				
Resident Representative	MoE (Minister)	Quarterly	✓	✓	✓
		Tripartite	✓	✓	✓
		Final TPR	✓	✓	✓

Who are the target beneficiaries of your project?
 Policy makers at the different ministries, NSCR, Universities, NGOs, etc.
 Number of beneficiaries:

What are the project achievements of special interest? (Success stories, best practices, etc.)
 Introduction of first national communication to the UNFCCC (it was highly appreciated from the Secretariat)
 Public awareness among the public and different governmental institutions.

How will the project activities be sustained after the end of the project? If they will not, why?
 The project will be sustained through the unit of updating at the MoE through appointed focal points from MoE, MoAgr, Ministry of Hydraulic Resources and Industrial Institute.

PROJECT SHEET

** Information to be presented by the project manager at the first M&R workshop*

*Project name: Institutional Strengthening Project for the Implementation of Montreal Protocol	*Implementing agency: Ozone Office
*Planned starting date: November 1997	*Actual starting date: January 1998
*Duration of the project: 3 years	Date approved: May 1996
*% physical progress: 50%	* Number of project staff: 2
*Total project Budget: 179.000 \$	UNDP budget:
*% financial progress: 55%	Adjusted budget: 4.25 Millions \$ in terms of project g
*% administrative cost: 67%	Additional funds raised:

***Objectives:**

- Increase in national awareness on ODS and their harmful effects;
- Establishment of an information data bank:
- Phase-out of national ODS consumption;
- Monitoring and evaluation of progress of ODS phase-out activities.
- Development of supportive legislations for effective monitoring and control of ODS.

***Components:**

Component	Implemented	Partially implemented	N implet
A system for collecting and reporting data on national ODS consumption	✓		
Increase in disseminating information on the ozone layer protection		✓	
Implementation of ODS phase-out projects		✓	
Development of supportive legislation		✓	

*Is there (or will there be) an additional phase to this project?
Yes (another 2-3 years).

*What are the main indicators used to measure project results and effects , if any?
Workplan evaluation;
ODS consumption.

Has the project been revised? If yes, what has changed?
The country programme has been revised. The main changes was in the survey of the users of ODS.

What has been the impact of project staff training and how was it measured?
There is no professional way to measure the impact of training the staff and the volunteers.

Has the project manager changed? No
How many times:

Are project staff performance reviews undertaken (including UNVs)? If yes, how often and by whom?
No

Were there any changes in UNDP focal points? No
 If yes, how did it affect the project?

*Are there any other UNDP funded activities at the MoE that are directly related to your project activities?
 No big effects, very minor in terms of follow-up.
 No

*What were/ are the main management issues that you faced:

Planning (including budgeting): ✓

Reporting ✓

Evaluation ✓

Administrative (procurement, etc.)

*Please identify your reporting procedures:

To (function)	Copy to:	Frequency	Physical Progress	Financial Progress (✓)	Compulsory (✓)
Ex: Focal Point (UNDP)		Once a month	✓		✓
Ministry of Environment- Focal point	General Director	Once a month	✓		✓
UNDP focal point		Once a month	✓	✓	✓
Ozone secretariat		Twice a year	✓		✓
UNEP secretariat- MLE		Twice a year	✓		✓

Who are the target beneficiaries of your project?

The ODS users (people and major industrial users)

Number of beneficiaries: People (4 millions), industries (60-70 industries)

What are the project achievements of special interest? (success stories, best practices, etc.)

The decrease in the consumption of ODS from 930 tonnes in 1995 to 536 tonnes in 1998.

The ozone office in Lebanon has been recognized as one of the best offices in the Montreal Protocol Programme.

How will the project activities be sustained after the end of the project? If they will not, why?

By setting up good monitoring procedures and roles.

PROJECT SHEET

** The following sheet was presented by the project manager at the first M&R workshop*

*Project name: Methyl bromide alternatives	*Implementing agency: Ministry of Environment		
*Planned starting date: January 15, 1999	*Actual starting date: May 10, 1999		
*Duration of the project: Two years	Date approved: January 28, 1999		
*% physical progress: 29%	* Number of project staff: 4		
*Total project Budget: 328.200 \$	UNDP budget:328.200 \$		
*% financial progress: 12%	Adjusted budget:--		
*% administrative cost: 41%	Additional funds raised: None		
<p>*Objectives:</p> <ul style="list-style-type: none"> - Demonstrate the technical and economic feasibility of non-chemical methods, as alternatives to the use of methyl bromide in the production of cucumbers, tomatoes, strawberries and eggplants. - Design a National Strategy for the replacement of methyl bromide with, government, universities, and other stakeholders. - Facilitate and support the adoption of methyl bromide alternatives to reduce risks to the environment and human health. 			
*Components:			
Component	Implemented	Partially implemented	Not implemented
Working group selection, nematology workshop, solarization and application of alternatives, transplantation	✓		
Sample collection and analysis for nematodes, disease and weed assessment		✓	
Preparation of technical/ economic analysis of the results			✓
On the job training in soil solarization and soil fumigation	✓		
Farmers training in the application methods of the alternatives			✓
Preparation of publication with the results of the project, editing and distributing 100 copies of the report, organizing seminars and workshops to present results.			✓
<p>*Is there (or will there be) an additional phase to this project? The demonstration phase should be followed by the investment project.</p>			
<p>*What are the main indicators used to measure project results and effects , if any? Consecutive soils analysis for the assessment of the variation in soil-borne population. Accurate comparison between crop yields resulting from each alternative and control and methyl bromide treatments Acceptability of the alternative yields from the local market.</p>			
<p>Has the project been revised? If yes, what has changed? The project was not revised nor changed.</p>			
<p>What has been the impact of project staff training and how was it measured? The site engineers were trained in soil solarization by the national consultant for solarization, in the application of the alternatives by the representatives of agricultural companies' engineers, and in methyl bromide by the PM. Effect of these trainings will be monitored through following performance.</p>			
<p>Has the project manager changed? No How many times:</p>			

Are project staff performance reviews undertaken (including UNVs)? If yes, how often and by whom?
 Weekly site reports and monthly reports are being presented by the site engineers to the PM.
 Reports are being monitored by the Ozone Office and MoE focal point.

Were there any changes in UNDP focal points? Yes (Once)
 If yes, how did it affect the project?
 This change did not have any considerable effects on the implementation of the project.

Are there any other UNDP funded activities at the MoE that are directly related to your project activities?
 The Ozone Office, of which the methyl bromide alternative project has emerged.

What were/ are the main management issues that you faced:
 Planning (including budgeting): Due to some delay in the initiation of the project, difficulty was faced of being on time for the preparatory phases of the growing season. This led to late transplantation especially in our Bekaa sites.
 Reporting: Following the example of the Ozone Office in the presentation of reports, no major difficulties were encountered.
 Evaluation

Administrative (procurement, etc.): Getting the approval of the Ministry of Environment on purchase of equipment is sometimes a time taking process. For a project having an agricultural aspect like the ours, most matters cannot wait that long.

Please identify your reporting procedures:

To (function)	Copy to:	Frequency	Physical Progress	Financial Progress (✓)	Compulsory (✓)
Focal Point (UNDP)		Once a month	✓		✓
	Focal Point (MoE)	Once a month	✓		
	Ozone Office	Once a month	✓		
	International Consultant	Once a month	✓		

Who are the target beneficiaries of your project?
 Immediate beneficiaries: Growers who's farms have been chosen as demonstration sites for the project.
 Subsequent beneficiaries: Growers in the areas of the six demonstration sites of the project.

Number of beneficiaries:
 Through dissemination of results, handy manuals, workshops, farmers training sessions, and the final report subsequently released, Lebanese farmer having used and/or still relying on soil fumigation by the use of methyl bromide.

What are the project achievements of special interest? (success stories, best practices, etc.)
 Introduction of new aspects of plant production and protection among farmers, increase of interest to shift from methyl bromide to the alternatives suggested by the project.

How will the project activities be sustained after the end of the project? If they will not, why?
 Sustainability of the project must be ensured by either the Ministry of Environment or the Ministry of Agriculture.

PROJECT SHEET

* The following sheet was presented by the project manager at the first M&R workshop

<p>*Project name: Conservation and Sustainable use of Dryland Agrobiodiversity</p>	<p>*Implementing agency: Lebanese Agricultural Research Institute (LARI)</p>
<p>*Planned starting date: January 1999</p>	<p>*Actual starting date: June 1999</p>
<p>*Duration of the project: 5 years</p>	<p>Date approved: January, 1999</p>
<p>*% physical progress: 3%</p>	<p>* Number of project staff: 5 (Project manager, 2 site assistants, 1 administrative assistant, 1 driver)</p>
<p>*Total project Budget: 2,217,552 \$: 1,500,752 \$ Project available fund 571,800 \$ government input in-kind 145,000 \$ UNDP input in-kind</p>	<p>UNDP budget: ca. 2.9% of the available fund for supportive costs</p>
<p>*% financial progress: 3%</p>	<p>Adjusted budget: -</p>
<p>*% administrative cost: for 6/1999 - 1/2000 = 56% for 1/2000 - 1/2001 = 23% for 1/2001 - 1/2002 = 24% for 1/2002 - 1/2003 = 36% for 1/2003 - 1/2004 = 40% for 1/2004 - 6/2004 = 31%</p>	<p>Additional funds raised: -</p>
<p>*Objectives:</p> <ul style="list-style-type: none"> - The project aims at promoting the conservation and preservation of important wild relatives and landraces of agricultural species in Lebanon by introducing and testing in-situ and on-farm mechanisms and techniques for the conservation and sustainable use of agrobiodiversity. - The specific objectives of the project include the following: <ol style="list-style-type: none"> 1. Conduct eco-geographic surveys of crop target species; 2. Conduct socio-economic surveys on the communities where the project is active; 3. Create a standardized GIS-based database on collected information from the national and regional project components for a better understanding of the threats of the agrobiodiversity of the region; 4. Promote alternative land-use practices at project sites for the conservation and sustainable use of agrobiodiversity; 5. Increase national capacity to provide training in <i>in-situ</i> and on-farm conservation techniques; 6. Modify existing legislation and land use rights where necessary in the national interest to promote the conservation and sustainable use of agrobiodiversity; 7. Increase the national awareness on the importance of conserving the biodiversity of indigenous crop species at all levels (farmer community, schools and general public); 8. Monitor the impacts of the project activities for lessons learned and adaptive project management. 	

Component	Implemented	Partially implemented	Not implemented
data collection and production of a GIS data base (including ecological, botanical, and socio-economic data)		Starting	
capacity building: Training for farmers and extension agents			√
capacity building: Training for project staff and staff of the national mentoring agency		Starting	
capacity building: Fellowships for Masters of Science degrees in natural resource conservation		√	
regulatory and legislative modifications			√
educational awareness: introduction of agrobiodiversity issues within the local and national educational curricula			√
public awareness: at the level of the farmer, rural community, national awareness and international awareness for the future sustainability of the project			√
reporting and Monitoring of project activities	√		
project assessment of the project activities			√
project assessment: lessons learnt (from the regionality aspects of the project and the activities which are being applied in this form for the first time)			√

Will there (or will there be) an additional phase to this project?

What are the main indicators used to measure project results and effects, if any?

Results of the surveys, data collection and analysis would be used as the main guidelines for the development of the following aspects of the project assessment and programs:

- selection of the specific sites and communities with which the project will work;
- communicate and discuss with the community the survey results and the corresponding needs and priorities;
- set accordingly the training programs and the agricultural development activities for the farming communities within the Project objectives and scope.

The main indicators to measure the project progress and results would be mainly the following:

During the project:

- the changes in the biodiversity, land cover, socio-economic situation at the sites where the project is active, as measured by actual survey data updated at least at an annual basis;
- the continuous interaction of the community with the project staff and their willingness to share activities of the project.

At the end of the project:

- the interaction and response of the public and private institutions as well as the general public with the objectives of the Project at the level of adopting its main objectives at the main curricula and extra curricular activities of the schools, within the curricula of the agricultural technical schools and the programs of extension agents at the Ministry of Agriculture;
- the willingness of the local communities to sustain the project activities;
- the willingness of the national programs and institutions to support financially, logistically and legally the established Project activities and achievements;
- the willingness of Regional and International Organizations and institutions to support financially, logistically and legally the national programs in sustaining the Project activities and achievements.

Has the project been revised? If yes, what has changed?

Not valid

What has been the impact of project staff training and how was it measured?

Not yet valid

Has the project manager changed? Yes No
How many times:

Are project staff performance reviews undertaken (including UNVs)? If yes, how often and by whom?

Not yet valid

Were there any changes in UNDP focal points? Yes No
If yes, how did it affect the project?

*Are there any other UNDP funded activities at the MoE that are directly related to your project activities?

No

*What were/ are the main management issues that you faced:

- Planning (including budgeting):
Regular workplans were not a problem, however the difficulty was in including the costs within them.
Budgeting was a problem in terms of easiest program to use for the preparation of the budget, whether the fiscal years to be used or starting date of the project, items to include in which budget lines.
- Reporting
Mainly report formats and sometimes the content too.
- Evaluation
Not yet undertaken
- Administrative (procurement, etc.)
Procurement procedures and formats to be used in each case were not clear.

*Please identify your reporting procedures:

Report name	Sent to ¹⁾	Copy to ¹⁾	Frequency	Physical Progress	Financial Progress	Compulsory (✓)
Project inception report	FP	HQ, NC, RC, IC	Once at the beginning of the project			✓
Detailed workplan	FP	HQ, NC, RC, IC, RPM, RNC, NSC	At the beginning of the project and updated every 6 months	✓		✓

Monthly report	FP	HQ, NC, RC, IC, RPM, RNC, cooperating projects and NGOs on site	Once a month	✓		✓
Project revision	FP	HQ, NC	Twice per year		✓	✓
Project Implementation Review (PIR) document	FP	HQ, NC, RC, IC, RPM, RNC	Once per year (May-July)	✓	✓	✓
Annual Project Review Assessment (APR)	FP	HQ, NC, RC, IC, RPM, RNC	Once per year	✓	✓	✓
Mid-term evaluation report	FP	HQ, NC, RC, IC, RPM, RNC	After 36 months of project initiation	✓	✓	✓
Final evaluation	FP	HQ, NC, RC, IC, RPM, RNC	6 months prior to project end	✓	✓	✓
Ad-hoc reports: procurement report, for support resource mobilization, impact assessment, NGO participation, training held	ND	ND	ND	ND	ND	ND

FP = GEF focal Point, UNDP, Beirut;
 HQ = GEF/UNDP head quarters, NY;
 NC = National Project Coordinator;
 RC = Regional Coordinator, ICARDA;
 IC = International Cooperation at ICARDA;

RPM = Regional Project Managers;
 RNC = Regional National Coordinators;
 NSC = National Steering Committee;
 ND = not determined yet

Who are the target beneficiaries of your project?
 Farmers and farmer communities in the project area as well as the communities of the region; plant breeders world-wide
 Number of beneficiaries:

What are the project achievements of special interest? (success stories, best practices, etc.)
 Not identified

How will the project activities be sustained after the end of the project? If they will not, why?
 Sustained by the farmers through the value added to the crops they produce and through the supportive legislation induced by the project;
 Sustained by local NGOs and other farmers communities already present or created by the project the region;
 Sustained by the national implementing agency (Lebanese Agricultural Research Institution-LARI) through its active involvement in the planning and execution of project activities, its close links with the involved communities, the training of its personnel, the establishment of agrobiodiversity support units via the Project, its close links with other governmental institutions that could support financially and logistically the established activities after the end of the project.

PROJECT SHEET

** The following sheet was presented by the project manager at the first M&R workshop*

*Project name: LIFE Program	*Implementing agency: UNOPS
*Planned starting date: 1992	*Actual starting date: November 1995
*Duration of the project: Until December 1999	Date approved:
*% physical progress:	* Number of project staff: 2
*Total project Budget: 200,000 USD Annually	UNDP budget: not evident
*% financial progress: In 1999, 75% approximately	Adjusted budget:
*% administrative cost: 28%	Additional funds raised: ~5,000\$

- *Objectives:
- Promoting local-local dialogue
 - Action to improve the living conditions in low-income urban communities
 - Influencing policies related to environment issues related to local governance

*Components: Component	Implemented	Partially implemented	Not implemented
1. Small Scale Projects (Identifying projects, screening, follow-up and monitoring)	✓		
2. Capacity Building Workshops : Policy Dialogue Workshop Solid Waste Management Participatory Local Governance Media and Government Gender Training	✓ ✓ ✓ ✓ ✓		
3. Local Participatory Governance (on-going dialogue with the newly elected municipalities)		✓	
4. Policy Influence in the field of SWM			✓

*Is there (or will there be) an additional phase to this project?

The Global LIFE Program recently proposed a fourth phase; it has not yet been approved.

*What are the main indicators used to measure project results and effects, if any?

Regular progress reports from LIFE counterparts that are discussed and accepted during the monthly NSC meetings (number of beneficiaries, number of involved local stakeholders, number of participants etc.).

Has the project been revised? If yes, what has changed?

Not yet.

What has been the impact of project staff training and how was it measured?

Apart from the Gender Training Workshop that targeted LIFE counterparts mainly, no staff training was undertaken

Has the project manager changed? Yes No
 How many times:
 Once: Ms. Brigitte Kayrouz who resigned for personal reasons was replaced by Ms. Mirvat Abu- Khalil

Are project staff performance reviews undertaken (including UNVs)? If yes, how often and by whom?
 No, but a LIFE Global Evaluation was undertaken in March 1999

Were there any changes in UNDP focal points? Yes No
 If yes, how did it affect the project?
 Many times. The level of interest in the project is relative to the focal point's time and concern.

*Are there any other UNDP funded activities at the MoE that are directly related to your project activities?
 Capacity 21 Programme

*What were/ are the main management issues that you faced:
 Planning (including budgeting): Lack of communication and support (no induction) -
 Reporting No systematic reporting system -
 Evaluation Lack of information in the files -
 Administrative (procurement, etc.) No induction -

*Please identify your reporting procedures:

To (function)	Copy to:	Frequency	Physical Progress	Financial Progress (✓)	Compulsory (✓)
Ex: Focal Point (UNDP)		Once a month	✓		✓
UNOPS		Twice a month	✓	✓	✓

Who are the target beneficiaries of your project?
 CBOs, Local NGOs, Municipalities, urban poor societies
 Number of beneficiaries: 9 projects

*What are the project achievements of special interest? (success stories, best practices, etc.)
 Solid Waste Management: Arabsalim, Becharre, Nabatieh, Maghdousheh ▪
 Reducing Health Hazards: Ghobeiry (Horsh El-Kateel) ▪
 Gender Training Workshop (in order to mainstream gender in LIFE projects) ▪

*How will the project activities be sustained after the end of the project? If they will not, why?
 Sustainability was a major criteria set by the NSC in the screening procedure for the project proposals and this is usually ensured through the following:
 Involvement of the municipalities in the projects ▪
 Contribution of the private sector in cash or in kind ▪
 Fundraising activities ▪

PROJECT SHEET

**The following sheet was presented by the project manager at the first M&R workshop*

*Project name: Capacity 21	*Implementing agency: Ministry of Environment		
*Planned starting date: April	*Actual starting date: August 1997		
*Duration of the project: 2 Years	Date approved: April 1997		
*% physical progress: 90%	* Number of project staff: 10		
*Total project Budget: 650.000 \$	UNDP budget: 400.000 \$		
*% financial progress: 80%	Adjusted budget:		
*% administrative cost: 60%	Additional funds raised: Approximately 3.000.000 \$		
<p>*Objectives:</p> <ul style="list-style-type: none"> - Immediate training and technical assistance to concerned stakeholders. - Follow-up building legal framework for environmental management. - Establish four local agenda 21 in four different municipalities. - Promote networking among concerned stakeholders. - Prepare the national awareness plan and assist in the implementation. 			
*Components:			
Component	Implemented	Partially implemented	Not implemented
Planned training and technical assistance		✓	
Legal framework		✓	
Local agenda	✓		
Networking and disseminating information	✓		
National awareness plan		✓	
*Is there (or will there be) an additional phase to this project? No			
*What are the main indicators used to measure project results and effects , if any? Time indicator, feedback from stakeholders, field visits, data collection.			
Has the project been revised? If yes, what has changed? No			
What has been the impact of project staff training and how was it measured? No concrete measures. Just through disseminating their experience to concerned stakeholders.			
Has the project manager changed? No			
Are project staff performance reviews undertaken (including UNVs)? If yes, how often and by whom? No			

Were there any changes in UNDP focal points? Yes
 If yes, how did it affect the project?
 A little bit of confusion

Are there any other UNDP funded activities at the MoE that are directly related to your project activities?
 All UNDP projects are related to the project activities.

What were/ are the main management issues that you faced:
 Planning (including budgeting): Activities to be implemented: We had to deviate from the actual project document to satisfy needs assessment of target groups. Budget not flexible at all.
 Reporting: No standard format for reports. Too many reporting.
 Evaluation: No feedback from UNDP focal points at all times. Otherwise, evaluation based on reports.
 Administrative (procurement, etc.): Complicated procurement procedures. No full flexibility to project management.

Please identify your reporting procedures:

To (function)	Copy to:	Frequency	Physical Progress	Financial Progress (✓)	Compulsory (✓)
UNDP (progress report)		Once a month	✓		✓
UNDP (Tripartite review)	Ministry of Environment (MoE)	Twice a year	✓		✓
for focal points	Ministry of Environment (MoE)	Once a year regular	✓		✓

Who are the target beneficiaries of your project?
 CSOs, Private sector, municipalities, MoE Staff
 Number of beneficiaries:

What are the project achievements of special interest? (success stories, best practices, etc.)
 A 21 Process;
 Disbursement of MoE funds to NGOs.
 Resource mobilization activities.
 Involving private sector in environment initiatives.

How will the project activities be sustained after the end of the project? If they will not, why?
 Through projects that were initiated by Capacity 21.
 Through focal points (to a limited extent).

PROJECT SHEET

**The following sheet was provided at the launching of the Project*

*Project name: Lebanese Environment Development Observatory	*Implementing agency: Ministry of Environment		
*Planned starting date: February 1, 1999	*Actual starting date: December 1, 1999		
*Duration of the project: 24 Months	Date approved: July 1998		
*% physical progress: NA	* Number of project staff: 5		
*Total project Budget: 371.000 \$	UNDP budget: -		
*% financial progress:	Adjusted budget: -		
*% administrative cost: 49%	Additional funds raised: -		
<p>*Objectives:</p> <ul style="list-style-type: none"> - Reduce data gaps in environment information - Update state of the Environment Report - Introduce indicators techniques - Develop environmental maps - Capacity building of MoE and other line ministries 			
*Components:			
Component	Implemented	Partially implemented	Not implemented
Organize workshops			X
Formulate steering committee			X
Develop work plan for data collection			X
Introduce environmental indicators techniques			X
Training on the use of indicators			X
<p>*Is there (or will there be) an additional phase to this project? Too early to answer</p>			
<p>*What are the main indicators used to measure project results and effects, if any? Will be developed in the course of the project</p>			
<p>Has the project been revised? If yes, what has changed? Yes. Time frame: from 36 months to 24 months Budget: from 550.000 \$ to 371.000 \$</p>			
<p>What has been the impact of project staff training and how was it measured? Too early to answer</p>			
<p>Has the project manager changed? <input type="checkbox"/> Yes <input type="checkbox"/> No How many times: Not relevant. Project Manager not assigned yet.</p>			

Are project staff performance reviews undertaken (including UNVs)? If yes, how often and by whom?
Too early to answer

Were there any changes in UNDP focal points? Yes No
If yes, how did it affect the project?
No impact yet (too early)

*Are there any other UNDP funded activities at the MoE that are directly related to your project activities?
Yes

*What were/ are the main management issues that you (*will*) faced:
Planning (including budgeting):

Reporting ; too many reports

Evaluation

Administrative (procurement, etc.)

*Please identify your reporting procedures:

To (function)	Copy to:	Frequency	Physical Progress	Financial Progress (✓)	Compulsory (✓)
Ex: Focal Point (UNDP)		Once a month	✓		✓
EC LIFE 3d Countries	EC Beirut, MoE	Once every 6 months	✓		✓
EC LIFE 3d Countries	EC Beirut, MoE	Interim		✓	✓
UNDP	MoE	Once every 6 months	✓	✓	✓

Who are the target beneficiaries of your project?

The general public, Researchers, Universities (students), decision makers, NGOs.

Number of beneficiaries:

*What are the project achievements of special interest? (success stories, best practices, etc.)
Too early to answer.

*How will the project activities be sustained after the end of the project? If they will not, why?
By establishing a monitoring network based on indicators techniques for reporting environmental information.

PROJECT SHEET

** The following sheet was presented by the project assistant at the first M&R workshop*

*Project name: Strengthening of National Capacity and Grassroots in situ-conservation for sustainable biodiversity protection	*Implementing agency: ministry of Environment		
*Planned starting date: Nov. 15, 1996	*Actual starting date: Nov. 15, 1996		
*Duration of the project: 5 years	Date approved: Feb. 8, 1996		
*% physical progress:	* Number of project staff: 25		
*Total project Budget: 3.128 Million	UNDP budget: 2.5 millions		
*% financial progress: 60%	Adjusted budget: -		
*% administrative cost: 15%	Additional funds raised: -		
<p>*Objectives:</p> <ul style="list-style-type: none"> - Management and conservation of three protected areas; - Capacity building and institutional strengthening - Sensitization and education campaign - Conserve endemic and endangered wildlife and their habitats - Strengthening the institutional capacity of environmental agencies and NGOs; - Promote national reconciliation 			
*Components:			
Component	Implemented	Partially implemented	Not implemented
A detailed delineation of the final status and size of the three reserves			
Hire management teams, one for each reserve			
Detailed management plans for the three reserves			
A series of field studies and activities to gather data and analyze results			
A monitoring programmer to measure progress based on GIS and GPS			
<p>*Is there (or will there be) an additional phase to this project?</p> <p>No</p>			

* What are the main indicators used to measure project results and effects, if any?

- A system of the three well managed model protected areas covering nearly 5% of land areas of Lebanon;
- Timely implementation of project activities;
- An increase in the observed flora and fauna in the three protected areas;
- Government, NGOs working together for conservation of nature;
- Improved ability of government and NGOs to manage protected areas via:
 - a- functional management team;
 - b- Draft management plans;
 - c- Management training workshops.
- Revival of nature based tourism in Lebanon
- Number of Lebanese visitors exposed to the different regions of their country and meeting, their fellow citizens thereby promoting national reconciliation.

1. Has the project been revised? If yes, what has changed?

Yes it has been revised.

After the prior approval from MoE, UNDP and IUCN the following project revision and changes have been made:

- Budget revision as to some base line activities;
- Contracted procurement consultant;
- Contracted consultancy team from AUB to develop and produce business plans for the three reserves;
- Procurement of additional non-expendable equipment;
- Contracted a driver for the protected areas project at MoE;
- Extension of Project Manager contract for another 6 months and project administration/finance for another one year.

What has been the impact of project staff training and how was it measured?

Impact was not measured in any official way, rather the performance of each NGO was the measure.

Has the project manager changed? No

How many times:

Were project staff performance reviews undertaken (including UNVs)? If yes, how often and by whom?

Management team evaluation undertaken by the GO unit that hired them once a year

Were there any changes in UNDP focal points? No

If yes, how did it affect the project?

Are there any other UNDP funded activities at the MoE that are directly related to your project activities?
Capacity 21 and Sustainable Networking project (SDNP).

What were/ are the main management issues that you faced:
Planning (including budgeting):

Reporting X

Evaluation X

Administrative (procurement, etc.)

Please identify your reporting procedures:

To (function)	Copy to:	Frequency	Physical Progress	Financial Progress (✓)	Compulsory (✓)
Ex: Focal Point (UNDP)		Once a month	✓		✓

Who are the target beneficiaries of your project?
 People of Lebanon, Ministry of Environment, Elected officials, Government, Scientific institutions, non-governmental organizations, international organizations, international community, neighboring countries and the three NGOs managing the reserves.

Number of beneficiaries:

*What are the project achievements of special interest? (success stories, best practices, etc.)
 The overall interest this project has created in Lebanon for the establishment of new protected areas can be measured by the number of newly declared protected areas by the Parliament (4 new).

*How will the project activities be sustained after the end of the project? If they will not, why?
 Project activities after the project will depend on direct funding from the MoE and fund-raising activities by each NGO.

PROJECT SHEET

** The following sheet was presented by the Project Coordinator at the first M&R workshop*

Project name: Urban Management Programme	*Implementing agency: Makassed Association
Planned starting date: 93-94	*Actual starting date: 94
Duration of the project: 2001	Date approved:
Physical progress: 50%	* Number of project staff: 1 + par (11 members)
Original project Budget: 200,000\$	UNDP budget:
Financial progress: 60%	Adjusted budget:
Administrative cost: 40%	Additional funds raised:

Objectives:

- 1) promote cities sustainable development
- 2) build the capacity of local stockholders while dealing with sustainable urban development and management issues.

Components:

Component	Implemented	Partially implemented	Not implemented
Environmental management	-		
Poverty alleviation		-	
Participatory governance			-

Will there be an additional phase to this project?
 depending on availability of funds.

What are the main indicators used to measure project results and effects, if any?
 The indicators were developed in order to monitor and evaluate city consultation activity (ref.: project document)

Has the project been revised? If yes, what has changed?
 The project has passed through 3 phases. We're actually in the 3rd phase whereby there was more focus on 3 outputs on a single activity "city consultation"

What has been the impact of project staff training and how was it measured?
 applicable

Has the project manager changed? Yes No
 How many times: 3 times

Have project staff performance reviews undertaken (including UNVs)? If yes, how often and by whom?
 applicable

Were there any changes in UNDP focal points? Yes No
 How did it affect the project?
 It didn't really affect the project.

Were there any other UNDP funded activities at the MoE that are directly related to your project activities?

- *What were/ are the main management issues that you faced:
- Planning (including budgeting): Yes/ Delay in implementation due to delay to issue authorization from UNCHS - Nairobi
 - Reporting
 - Evaluation Not applicable
 - Administrative (procurement, etc.).

*Please identify your reporting procedures:

To (function)	Copy to:	Frequency	Physical Progress	Financial Progress (✓)	Compulsory (✓)
Ex: Focal Point (UNDP)		Once a month	✓		✓
UMP Regional Support Office	UNDP (not often)	Quarterly	-	-	

Who are the target beneficiaries of your project?
Citizens living in cities and towns

Number of beneficiaries: around 200 women – other projects did not have direct beneficiaries.

*What are the project achievements of special interest? (success stories, best practices, etc.)

- Media involvement in all WMP activities / sensitization on the issues of urban management
- The host institution held interest in environmental issues / this has resulted in its partnership with the UMP in Pilot project.
- Involvement of UMP national panel in the preparation of Habitat II national report

*How will the project activities be sustained after the end of the project? If they will not, why?
Institutionalization of UMP work on the national and regional levels through:

- Establishment of a national NGO
- This NGO is already part of a regional network (NENA Urban forum).

ANNEX 2. Meetings Held

List of meetings*

At the Ministry of Environment

- Dr. Berj Hartjian, Ministry of Environment, Director General
- Ms. Lina Yamout, Ministry of Environment, Focal Point for the Protected Areas Project
- Ms. Rola Nasreddine, Ministry of Environment, as Focal Point for Climate Change project
- Mr. Faisal Abu Ezeddin, Protected Areas Project, Project Manager
- Mr. Monir Bu Ghanem, Capacity 21 Programme, Project Manager
- Mr. Rami Abu Salman, Capacity 21 Programme, Technical Advisor
- Mr. Garo Harotunian, Methylbromide alternatives Project, Project Manager
- Mr. George Akl, Lebanese Environment Development Observatory, Project Manager
- Mr. Mazen Hussein, Ozone office, Project Manager
- Mr. Ramez Kayyal, Unit of Planning and Programming, METAP Project

At UNDP Office

- Mr. Rachid Ayadi, Deputy Resident Representative
- Ms. Dima Al-Khatib, Programme Officer, Environment Office
- Mr. Renaud Meyer, Programme Officer.

At ESCWA

- Dr. Omar Touqan, ESCWA, ENRE Division, Chief
- Dr. Hosny Khordagui, ESCWA, Regional Advisor on Environment
- Dr. Michel Abi Antoun, Agricultural Research Institute - Fanar, Researcher
- Ms. Hanan Atallah, ESCWA, ENRED-Environment Unit, Research Assistant
- Ms. Mirvat Abu Khalil, LIFE Project, Project Manager
- Dr. Wafa Khoury, Agrobiodiversity Project, Project Manager
- Mr. Sarkis Khawaja, Protected Areas Project, Manager of Horsh Ehdan Reserve
- Ms. Dania Rifai, Urban Management Programme, Coordinator

At the Council for Development and Reconstruction

- Dr. Ghassan Siblani, CDR, UN-Liaison Officer

- Held by the team of the Project on Monitoring and Reporting UNDP-SD Programmes.

**The first training workshop on Monitoring and Reporting
November 18-20, 1999
List of the Participants in case studies working groups**

Case study one: Project Planning

Working group:

Dr. Wafa Khoury, Agrobiodiversity Project, Project Manager;
Ms. Manal Mouallem, Unit of Planning and Programming, METAP, technical Assistant;
Mr. Faisal Abu Ezeddin, Protected Areas Project, Project Manager;
Ms. Nathalie El-Rayes, Council for Development and Reconstruction, Unit of Planning;
Ms. Marlene Freiwat, Methyl bromide alternatives project, Site Engineer;
Mr. Mohammed Kabbara, Methyl bromide alternatives project, Site Engineer;
Mr. Antoine Yaacoub, Methyl bromide alternatives project, Site Engineer.

Case study two: Project sustainability

Working group:

Mr. Mohammed Monzer, Agrobiodiversity Project, Site Engineer;
Mr. Anwar Andary, Capacity 21 Programme, Local Agenda Specialist;
Ms. Katty Tannoury; Capacity 21 Programme, Local Agenda Specialist;
Ms. Elena Yahia, LIFE Project, Assistant;
Mr. Monir Bu Ghanem, Capacity 21 Programme, Project Manager.

Case study three: Reports

Working group:

Ms. Mirvat Abu Khalil, LIFE Project, Project Manager;
Mr. Adel Yacoub, Ministry of Environment, Focal Point for the Methylbromide alternatives Project;
Ms. Maya Hamdan, Capacity 21 Programme, Administrative Assistant;
Mr. Kossay Charafeddine, Council for Development and Reconstruction, UN Liaison Office;
Mr. Garo Harotunian, Methylbromide alternatives Project, Project Manager;
Ms. Sawsan Abu Fakhreddine, Association for Forest development and Conservation, Coordinator of Activities.

Case study four: Role of focal points/ programme officer/ project manager

Working group:

Mr. Rami Abu Salman; Capacity 21 Programme, Technical Advisor;
Ms. Hala Kilani; Capacity 21 Programme, Local Agenda Specialist;
Ms. Hanan Atallah, UNESCWA, Environment Unit, Research Assistant;
Ms. Rola Nasreddine, Ministry of Environment, Focal Point for Climate Change project and Ozone Office;
Ms. Lara Samaha, Ministry of Environment, Focal Point for Biodiversity Enabling Activity Project.

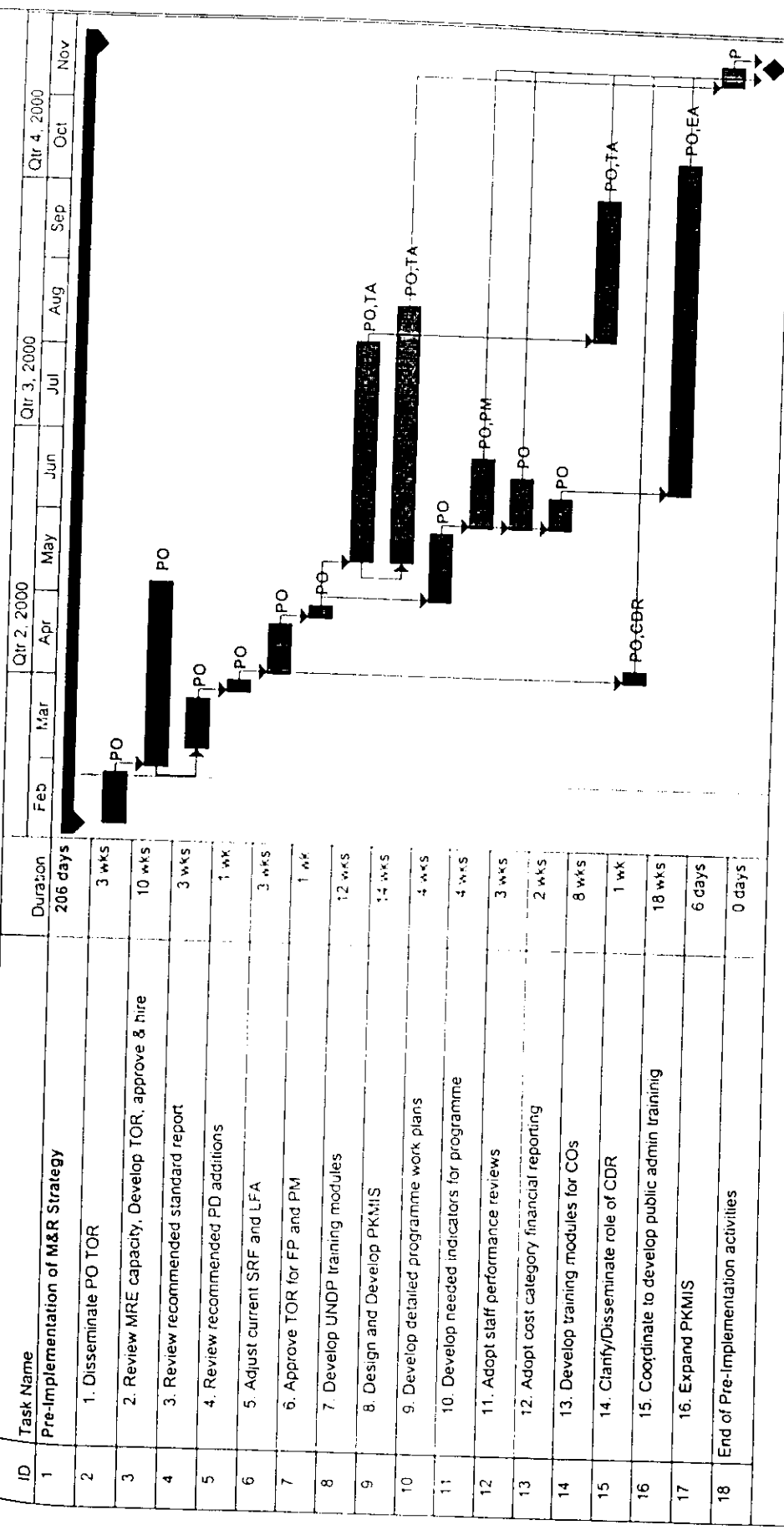
Case study five: Indicators for awareness, training and studies.

Working group:

Dr. Michel Abi Antoun, Agricultural Research Institute, Researcher;
Ms. Mariana Yazbeck, Agrobiodiversity Project, Site Engineer;
Ms. Andrea Munla, Environment Information Center, Director;
Ms. Bassima Khatib, Al-Makassed Foundation, Coordinator;
Mr. Marwan Husseiky, Capacity 21 Programme, Local Agenda Specialist;
Dr. Ghassan Jaradi, Protected Areas Project, Manager of Palm Islands Reserve.

ANNEX 3: Strategy Pre-Implementation Activity Schedule

Pre-Implementation of M&R Strategy



ANNEX 4. Project and Programme Indicators Templates

Selection of indicators

number of principles guide the indicators into playing a critical role in the evaluation process. The 2 are:

1. Providing feedback on performance against targets or trends, and allowing monitoring of outcomes;
2. Assisting analysis by focusing attention on key issues;
3. Providing a basis for accountability;
4. Guiding decision-making;
5. Reducing uncertainty and ambiguity;
6. Providing a basis for efficient communication and consultation.

Some indicators will measure change in a parameter, and it is necessary to select those that are of relevance to the analyses being undertaken. In general indicators should be:

1. Directly related to the factor being evaluated;
2. They must be logically and analytically sound;
3. Quantifiable and based on data of acceptable accuracy;
4. Suitable for comparisons over time, within a sector or across activities;
5. Sensitive and able to reflect change over relatively short time frames.

Particular relevance are the criteria that establish the usefulness of indicators for decision-makers. These are directly relevant to the selection of performance indicators where a major purpose is to assess performance relative to intended objectives.

Quantitative Measurability & Criteria for Selection

In order to minimize the difficulty encountered in measuring qualitative indicators, especially those of impact, it is necessary to identify the following guidelines for indicator selection. Indicators should be:

1. Highly sensitive to change;
2. Able to provide an early warning of major or extensive change;
3. Adaptable to sector-wide impact assessment;
4. Have integrative ability with other indicators so as to provide a more complete picture of the impact achieved.

Furthermore, indicators must provide information useful to decision-makers as it relates to the goals of the programme / project. Therefore, indicators should:

1. Provide information on progress towards goals, standards and objectives;
2. Enable comparison at local and international levels;
3. Be easily understood by decision makers and in some cases the general public;
4. Report on the state of the environment issues of widespread public concern;
5. Provide comparative information for different geographic areas where applicable;
6. Be cost-effective to monitor;
7. Be easily represented graphically.

However, it is important to note that for the purpose of clarity and simplicity it would be desirable to develop and use a minimum number of indicators that would provide a comprehensive indication of current conditions and impacts.

Development of Indicators

(The following sheet can be used as a tool for developing more complex indicators)

1. Indicator

- Name:
- Brief Definition:
- Unit of measurement:

2. Placement in the framework: *(as it related to the project and programme objectives)*

3. Significance:

- Purpose:
- Relevance to sustainable development:
- Linkages to other indicators:
- Targets:

4. Methodological description and underlying definitions:

- Measurement Method:
- Limitations of the indicator:

5. Assessment of the availability of data from international and national sources:

- Data needed to compile the indicator:
- Data availability:
- Data sources:

*Source: Indicators of Sustainable Development Framework and methodologies – UN- August 1996
(modified to suit the Strategy for Monitoring and Reporting UNDP Sustainable Development Programmes in Lebanon).*

Objective/ Activity	Inputs (I)	Outputs (O)	Efficiency (E)	Risk (R)	Impact (IM)	Effectiveness (T)	Sustainability (S)
Could be divided by component or sub-component.	Including all costs and other resource.	All project outputs.	Measures the performance of the inputs relative to the outputs.	Factors outside the control of the project that might affect its outcome.	Impact on the environment and where applicable on beneficiaries.	Measures the performance of the inputs relative to the impact.	Sustainability of the environmental and institutional impacts.

*Developed at the planning stage and reviewed at inception and during the project.

Project Indicators Measures and Process*

Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	To whom	Collection Method	Source	Prerequisite
<i>This is the detailed indicator description. This can include percentages or any other data type. Filled out with a description at the planning stage and data added to it during implementation.</i>	<i>Baseline value of indicator measure</i>	<i>Intended target value of measure</i>	<i>Periodicity of collection</i>	<i>Could be an individual or a group</i>	<i>The person or group or institution that this information will be reported to</i>	<i>If necessary (i.e. survey, before and after questionnaire, etc....)</i>	<i>Source of info. as in reports, computer system, or any external sources needed</i>	<i>If any other data needs to be collected by someone else to make this indicator complete or any equipment is required for collection</i>

* All items except "indicator measure" data is filled out during planning. "Indicator measure" data and constant review of other columns will take place during implementation.

ANNEX 5. Workshop (Case studies)

First Workshop on Monitoring and Reporting
(Holiday Inn Hotel, November 18-20, 1999)

Case Study One:

Theme: Project Planning

Objectives:

- To review and improve the planning process, including the project document.
- To set the stage for a more efficient and effective monitoring and reporting system.

Activities:

Review the project document in order to change and/or introduce:

1. Workplans.
2. Indicators for inputs, outputs, risks, impact, sustainability (indicator measurement methodology).
3. Section on monitoring to include reporting and project review requirements.
4. For each specify:
 - Frequency
 - Responsibility
 - Objectives of reports/ reviews
5. Role of focal points (Ministry, UNDP and NGO) in this project.
6. Coordination methodology with similar/ related activities and/or projects.
7. Special requirements for the environment and Lebanon.
8. Any other recommendations as you see fit.

Case Study Two:

Theme: Project sustainability

Objectives:

- To plan a sustainability strategy for a project.
- To review both static and dynamic sustainability

Activities: As far as sustainability of the project is concerned:

1. Develop a workplan (who is going to implement project activities after the project ends)
2. Set a mechanism for sustainability after completion
3. Define the role of focal points (UNDP and Ministry)
4. Define the role of the original stakeholders in sustainability
5. Funding after completion of the project
6. Human resources required
7. Sustainability results foreseen
8. Any other recommendations as you see fit

Case Study Three:

Theme: Reports

Objective:

- To review and improve program reports for more efficient and effective project monitoring, coordination and evaluation

Activity:

Recommend the different types of reports (monthly, quarterly, and yearly):

1. Define the content and various users of the information included within each report;
2. How often should the reports prepared (monthly, quarterly, yearly, etc.)?
3. How does it help evaluation?
4. Who should report? And to whom?
5. Any other recommendations as you see fit

Case Study Four:

Theme: Role of focal Points/ Programme officer

Objective:

- Define the role of focal points at UNDP, Ministry and NGO and that of the programme officer, as you think they should be.

Activities:

1. Identify the role of the government focal points and UNDP focal points (responsibilities, reporting requirements and qualifications).
2. Identify the role of the UNDP Programme officer (responsibilities, reporting requirements and qualifications).
3. What should the role of each be in terms of designing, planning, implementing, monitoring, reporting, and evaluating the project?
4. What is the role of the MoE function of programming, planning and monitoring?
5. Any other recommendations as you see fit

Case Study Five:

Theme: Indicators for awareness, training and studies

Objective:

- To identify practical indicators of various awareness, training and studies components.

Activities:

1. Develop indicators from the planning stage through sustainability (inputs, outputs, risks, impacts and sustainability)
2. Take one example of each (awareness, training and studies) and specify indicators (measure; frequency; responsibility; in cooperation with; to whom; source; prerequisite).
3. Any other recommendations as you see fit.

Case Study Six:

Theme: Role of Private sector and NGOs

Objective:

- To develop a strategy to better monitor and coordinate activities with NGOs and the private sector.

Activities:

1. How do Ministry, UNDP projects and overall UNDP environment programme coordinate with the private sector and NGOs when involved in UNDP projects?
 - Planning process

- Monitoring process
- Evaluation and sustainability

Example:

How can the Ministry (and/or UNDP) monitor the role and results of a NGO after the project completion?

2. How should the Ministry, UNDP projects and overall UNDP environment programme coordinate and share information with NGOs and the private sector who are implementing non-UNDP funded projects?

Example:

A Company gets funding for a project. How do you know about it and how do you monitor their work?

Add any other recommendations as you see fit.

**ANNEX 6. Generic Terms of Reference for Project Managers (PM) and Executing
Agency Focal Points (FP)**

Generic Terms Of Reference

UNDP Project Manager

The Project Manager (PM) will be recruited by UNDP with CDR, and approved together with the Executing Agency. The PM will be the liaison between the UNDP Programme Office and the Executing Agency among other stakeholders. He/She will work closely with the Executing Agency Focal Point (FP) to manage and coordinate the implementation of UNDP activities over the lifetime of the project. The PM will ensure that at the end of the project, all project activities and outcomes are sustainable. The duties of the Project Manager are partially meant to serve as a capacity building function for the Focal Point and other executing agency staff.

Duties and Responsibilities:

- Work together with the Executing Agency Focal Point to monitor project progress.
- Report on and, when necessary, develop relevant project management performance and impact indicators.
- Coordinate project activities and share progress reports with other UNDP projects.
- Keep an up-to-date implementation schedule of project activities and use it to monitor project duration and financial progress.
- Advise Focal Points on UNDP rules and regulations when necessary.
- Ensure knowledge sharing and capacity building of Executing Agency staff.
- Coordinate all project activities with relevant stakeholders in the public, private and community organization sectors (CBOs, NGOs, municipalities, etc...).
- Plan and implement all UNDP project procurement activities.
- Maintain steady and efficient communication with the Focal Point.
- Ensure a smooth transition from the Project implementation stage to Executing Agency take over.
- Focus on institutionalizing project outcomes within the Executing Agency.
- Share relevant information with the Focal Point to insure efficient and effective project implementation.
- Share and receive feedback on reports from the Focal Point as follows:
 - FP reads and comments on reports before they are sent out.
 - FP is copied on the initial financial and procurement documentations.
 - FP reads and comments on the final financial and procurement documentation.
 - FP is copied on events planning correspondence.
 - FP reads and comments on international correspondences.
 - FP is copied on local correspondences.

13. Produce periodic reports and submits to the UNDP Programme Officer as follows:

- Inception report at project start up.
- Monthly report.
- Annual Project Report.
- Financial Reports (twice a year).

14. Seek additional funding from other organization when required.

Qualifications (will vary with project – change as appropriate)

Professional experience:

- Exposure to, and at least, 3 years experience in issues relevant to the environmental subject matter.
- Excellent project management skills.
- Ability to monitor, document and report on progress.
- Excellent skills in using Office software products.
- Ability and willingness to work with and lead a staff team.
- Familiarity with or the ability to quickly learn UNDP and public administration rules and regulations.
- Excellent managerial skills.

Language requirements:

Fluency in English is required. Ability to communicate in French is desirable.

Communication with UNDP Project Manager:

The reporting procedures expected from the Project Manger will be conducted as follows:

Document	PM will Copy / Inform FP	PM will submit for review before submission to the FP
Progress Reports		X
Financial procurement (initial)	X	
Financial procurement (final)		X
Events planning	X	
International Correspondence		X
Local Correspondence	X	

Terms Of Reference

Executing Agency Focal Point

The Executing Agency Focal Point (FP) will be appointed by the Executing Agency as the representative to the UNDP Project. He/She will work closely with the UNDP Project Manager to manage and coordinate the implementation of UNDP activities over the lifetime of the project. The FP will eventually progress to take on a wider range of responsibility to ensure sustainability of project activities and results. The duties of the Project Manager are partially meant to serve as a capacity building function for the Focal Point and other Executing Agency staff.

Duties and Responsibilities:

1. Participate in and/or be informed of the project planning process.
2. Work together with the Project Manager to monitor project progress.
3. Report on project progress to superiors at the Executing Agency.
4. Coordinate project activities with on-going Executing Agency activities.
5. Keep an up-to-date implementation schedule of UNDP Project activities.
6. Advise UNDP project staff on public administration rules and regulations when necessary.
7. Coordinate capacity building activities related to the UNDP Project.
8. Coordinate procurement activities of government funding for the Project.
9. Maintain steady and efficient communication with the Project Manager.
10. Ensure a smooth transition from the Project implementation stage to Executing Agency take over. Focus on institutionalizing project outcomes within the Executing Agency.
11. Share relevant information with the Project Manager to insure efficient and effective project implementation.
12. Contribute to Project Manager (PM) reports in the following manner:
 - Read and comment on PM reports before they are sent out.
 - Be copied on the initial financial and procurement documentations produced by the PM.
 - Read and comment on the final financial and procurement documentation produced by the PM.
 - Be copied on the events planning correspondence produced by the PM.
 - Read and comment on international correspondences produced by the PM.
 - Be copied on local correspondences produced by the PM.

Communication with Executing Agency Focal Point:

The reporting procedures in regard to the communication with Focal Point (FP) will be conducted as follows:

Document	PM will Copy / Inform FP	PM will submit for review before submission to the FP
Progress Reports		X
Financial procurement (initial)	X	
Financial procurement (final)		X
Events planning	X	
International Correspondence		X
Local Correspondence	X	

**ANNEX 7. Terms of Reference for Monitoring and Evaluation Officer for the UNDP
Environment Programme**

This position could encompass more duties that seem relevant to the Sustainable Development Programme Office at UNDP. It is essential that the minimum requirements below be met so that the monitoring and evaluation function is in line with the needs of the programme. The UNDP would consider the recruitment of a programme assistant to the environment programme. In that case, the TOR proposed should be readapted to show the position as being an assistant to the functions below that would be assumed by the Programme Officer.

**United Nations Development Programme
Terms of Reference**

Monitoring and Evaluation Officer / Programme Assistant

As mentioned above if a Programme Assistant is to be recruited instead of a Monitoring and Evaluation Officer, the duties of the Programme Assistant would be as assistant to the Programme Officer who will take upon the more complex tasks below.

The Monitoring and Evaluation Officer (MEO) will assume full responsibility of assisting the UNDP Environment Programme Officer in overseeing the monitoring and evaluation of the UNDP environment programme. He/she will report directly to the Environment Programme Officer at UNDP.

Principle Duties and Responsibilities:

1. Follow the guidelines developed in the programme Monitoring and Reporting (M&R) strategy.
2. Assist in evaluating and revising the M&R strategy if needed.
3. Continuously identify information requirements of UNDP Sustainable Development Programme concerning planning, monitoring and evaluation.
4. Coordinate and work closely with other UNDP Programmes when necessary to ensure synergy between the different programmes.
5. Conduct information audit/checks, in order to determine the accuracy of the data in the Programme Knowledge Management Information System (PKMIS).
6. Review the performance indicators and reports produced by the projects and programme and suggest necessary changes.
7. Review information flows and advise and implement procedures to best monitor and evaluate the programme and projects.
8. Monitor and report on the performance of the overall UNDP Sustainable Development Programme.
9. Develop project implementation and performance indicators in conjunction with the Programme Officer and agree on reporting requirements.
10. Submit periodic reports on the physical, time, and financial status of the programme as required by management.
11. Periodically review the PKMIS and recommend changes or additions when necessary.
12. Set up operational arrangements for collecting, analyzing, and reporting project data, and for investing in capacity building, to sustain the Monitoring and Evaluation function.
13. Propose ways in which Monitoring and Evaluation findings will be fed back into decision-making.
14. Coordinate with all projects to meet their monitoring and evaluation requirements.
15. Coordinate with the Programme Officer to incorporate information dissemination within the monitoring and evaluation process.

Qualifications:

Professional experience:

- A minimum of five years experience in the area of project management, preferably in monitoring and evaluation.
- Relevant experience in the environment sector.
- Working knowledge of information management.
- Experience in working on large projects.
- Proficiency in software office products including Word, Excel, PowerPoint, and Microsoft Project.

Personal characteristics:

- Able to work independently with little supervision.
- Ability to travel within Lebanon.

Language requirements:

- Excellent verbal and written communication skills.
- English, French and Arabic proficiency.

ANNEX 8. Programme and Project Management Indicators

Activity /Indicators	Inputs (I)	Outputs (O)	Efficiency (E)	Risk (R)	Outcomes & Impacts (OI)	Effectiveness (ES)	Sustainability (S)
UNDP Environment Programme	<ul style="list-style-type: none"> Overall programme budget Number of programme staff 	<ul style="list-style-type: none"> Male to female staff ratio Training for programme staff Training of project staff Overall administrative costs Number of projects in programme % of overall UNDP programme activities funded by other agencies Number of NGOs/municipalities involved Number of private sector organizations involved Number of NGOs / municipalities trained Number of private sector organization trained 	<ul style="list-style-type: none"> % Administrative costs of overall programme Clarity of functions and coordination Staff turnover Vacant Positions Ratio of Mgt to assistance staff Quality and frequency of financial info. Collected Delays in report submission Time taken to prepare and process procurements Quality & usefulness of reports Actual vs planned implementation delays Cost overruns Use of available information systems % of projects extended beyond planned duration 	<ul style="list-style-type: none"> Changes in counterpart agency staff Overload of programme Insufficient commitment on the part of some beneficiary agencies Changes in staff 	<ul style="list-style-type: none"> Efficient coordination of environment projects 	<ul style="list-style-type: none"> Updating of Strategic Results Framework Extent to which lessons learned are documented and used. 	<ul style="list-style-type: none"> Establishing an Institutional memory Institutional capacity building of UNDP

Project Management Performance Indicators

Date of last change:

Activity /Indicators	Inputs (I)	Outputs (O)	Efficiency (E)	Risk (R)	Outcomes & Impacts (OI)	Effectiveness (ES)	Sustainability (S)
Technical Assistance	<ul style="list-style-type: none"> Overall project budget Number of project staff National Consultants International Consultants 	<ul style="list-style-type: none"> Component costs Number of project unit staff Male to female staff ratio Training for project staff Overall administrative costs Number of NGOs/municipalities involved Number of private sector organizations involved Number of NGOs / municipalities trained Number of private sector organization trained 	<ul style="list-style-type: none"> % Administrative costs of project Clarity of functions and coordination Staff turnover Vacant Positions Ratio of Mgt to assistance staff Quality and frequency of financial info. Collected Delays in report submission Time taken to prepare and process procurements Quality & usefulness of reports Actual vs planned implementation delays Cost overruns Quality of monitoring Use of information systems Extension of duration Coordination with other UNDP projects 	<ul style="list-style-type: none"> Changes in counterpart agency staff Overload of project Insufficient commitment on the part of some beneficiary agencies Changes in staff 			<ul style="list-style-type: none"> Feeding of Institutional memory Institutional capacity building of beneficiaries

ANNEX 9. Programme Knowledge Management Information System

Programme Knowledge Management Information System (PKMIS)

Objectives

To provide a complete tool for the planning, monitoring, reporting and evaluation of the Sustainable Development Programme using a management information system built around planning and monitoring tools and a relational database system.

The system will be accessible by all programme and project staff and will include lessons learned, programme indicators, monitoring information, and procedures.

Another objective of the PKMIS is to automate all project management processes and procedures. This will enable staff to obtain quick access to information necessary for decision-making. The PKMIS is also intended to facilitate top down feedback through sharing of information via the system and allowing programme staff and project managers to have access to tools that will enable them to perform analysis on their collective data.

The system will enable the Programme to:

- Improve the planning and monitoring function
- Based on the Country Cooperation Framework and the Strategic Results Framework, setup an indicator-based system to better evaluate the performance and impact of the project
- Focus on the monitoring information as the basis for decision-making
- Establish a consistent process to review both the quantity and quality of programme and project implementation
- Measure the discrepancies between the initial design and the actual realization of the programme and project
- Provide the mechanism for an "early warning" system to identify potential and current problems
- Improve coordination and avoid overlap between projects
- Make programme and project information readily available

Design

The PKMIS envisioned is based on an integrated set of applications that facilitates the management of financial, temporal, and eventually spatial information

The PKMIS will distinguish between two components of *planning and monitoring* and *information management*. The two information systems to be used are a computerized project management system and a *relational database*. The *planning and monitoring system* is a planning and progress monitoring process to ensure compliance with all required activity schedules. The *relational database system* focuses on the area of performance, evaluation and reporting.

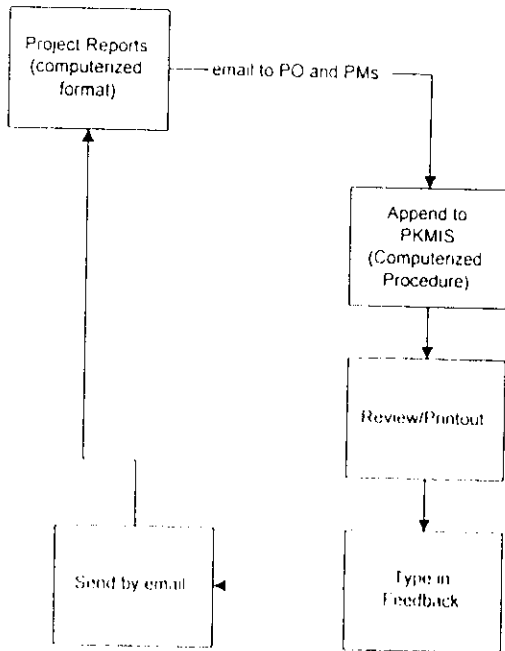
The *planning and monitoring system* based on a computerized project management system will aid in:

- the early detection of delays ("early warning")
- identification of cost overruns
- assigning and monitoring activity responsibilities
- measuring discrepancies between planned activities and actual implementation

To complement the monitoring system and respond to the evaluation needs a *relational database* will assist in the:

- querying of information
- detection of activities overlap between projects
- improvement of coordination between project activities
- measurement and presentation of indicators
- graphical presentation of data
- creating reports

Foreseen Information Flow



ANNEX 10. Standardized Reports

INCEPTION REPORT OUTLINE UNDP SUSTAINABLE DEVELOPMENT PROGRAMME

1. Introduction

- General Project Framework.
- Project Rationale.
- Relevant and related activities that have taken place since project design and planning.
- Objectives of the inception report.

2. Project Objectives

3. Expected Results

- Immediate objectives, inputs and outputs.

4. Implementation methodologies

- According to specific project activities.
- Linkages with overall programme, between project activities, and with other projects.
- Project activities related to project sustainability.
- Institutional arrangements, organization, staffing, and distribution of tasks.

5. Indicators

- Impact indicators.
- Management indicators.

6. Implementation

- Work plan (update that of the project document with specific implementation dates).
- Latest budget figures.

7. Monitoring, Reporting and Evaluation (update of the Monitoring and Evaluation section of the project document).

Annexes in the project document should be reviewed and included with the inception report if any changes are made

Source: Formulation and Implementation of CAMP Projects- Operational Manual- Mediterranean Action Plan- 1998 (modified to suit the Strategy for Monitoring and Reporting UNDP Sustainable Development Programmes in Lebanon).

**MONTHLY REPORT
UNDP SUSTAINABLE DEVELOPMENT PROGRAMME**

Date:
Date covered by report:

1. Project Information

Project Name: _____
 Executing Agency: _____
 Project Manager: _____

2. Project Progress (*Attach implementation schedule using computerized project management software and showing activity planned start and finish, actual start and finish, planned budget and actual budget per activity, indicator name, baseline measure, target measure, actual measure, and Gantt chart*)

Project Planned Start:	Project Planned Finish:
Project Actual Start:	Project Expected Finish:

3. Project Implementation:

a. Issues from previous report

Issue	Recommendation	Action taken	Remaining actions	Deadline	Responsibility

b. Issues resolved:

Issue encountered	Solution	Lesson

c. New Problems

Issue	Recommendation	Deadline	Responsibility

d. Unforeseen new risks (add the risks below to the indicators template)

Risks	Mitigation measures	Responsibility	Deadline

4. Signatures

Project Manager

Name: _____

Signature: _____

Executing Agency Focal Point

Name: _____

Signature: _____

UNDP Programme Officer

Name: _____

Position: _____

Date: _____

Signature: _____

Feedback:

Cc: Project Managers

Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)

**BI-YEARLY REPORT
UNDP SUSTAINABLE DEVELOPMENT PROGRAMME***

Date:
Date covered by report:

1. Project Information

Project Name: _____
Executing Agency: _____
Project Manager: _____

2. Project Progress (Attach implementation schedule using computerized project management software and showing activity planned start and finish, actual start and finish, planned budget and actual budget per activity and Gantt chart).

Project Planned Start:	Project Planned Finish:
Project Actual Start:	Project Expected Finish:

3. Project Implementation:

a. Issues from previous report :

Issue	Recommendations	Action taken	Remaining actions	Deadline	Responsibility

b. Issues resolved:

Issue encountered	Solution	Lessons

c. New Problems

Issue	Recommendations	Deadline	Responsibility

d. Unforeseen new risks (add the risks below to the indicators template)

Risks	Mitigation measures	Responsibility	Deadline

4. Indicators (Attach the project performance and management indicators template with the latest updates as appropriate).

5. Expenditures

Cost Category	Amount Planned	Percentage of total	Actual Amount	Percentage of total	% Difference
Totals					

Administrative costs (%):

6. Signatures

Project Manager

Name: _____

Date: _____

Signature: _____

Executing Agency Focal Point

Name: _____

Date: _____

Signature: _____

UNDP Programme Officer

Name: _____

Position: _____

Signature: _____

<p><i>Feedback:</i></p>

*This report is a cumulative representation of the major progress achieved in the last six months.

FIELD VISIT REPORT FORM
UNDP SUSTAINABLE DEVELOPMENT PROGRAMME

Date: _____

1. Project Information

Project Name: _____

Executing Agency: _____

Project Manager: _____

2. Objectives of the Visit:

3. Please list the general findings, conclusions and recommendations:

4. Project/Component Progress:

Project/Component Planned Start:	Project/Component Planned Finish:
Project/Component Actual Start:	Project/Component Expected Finish:

5. Project/Component Implementation Issues:

a. Issues from previous report / field visit:

Issue	Recommendation	Action taken	Remaining actions	Deadline	Responsibility

b. Issues resolved:

Issue encountered	Solution	Lesson

c. New Issues:

Issue	Recommendation	Deadline	Responsibility

d. Unforeseen new risks:

Risks	Mitigation measures	Responsible	Deadline

6. People Met (attach a list of the names and positions of people met)

7. Signatures

Project Manager

Name: _____

Date: _____

Signature: _____

Executing Agency Focal Point

Name: _____

Date: _____

Signature: _____

UNDP Programme Officer

Name: _____

Position: _____

Signature: _____

<p><i>Feedback:</i></p>

ANNEX 11. UNDP Programme Staff Orientation Outline

Project Orientation / Initiation Outline

Financial Management and Budgeting

The session will focus on project budgeting and flexibility in budget shuffling. Will introduce the different cost categories used and methods of collection and reporting of financial data.

Logical Framework Analysis (LFA)

Introduces staff to the LFA concept in order to help them in monitoring project activities and relating back to project objectives. Shows where the project stands in regards to the Strategic Results Framework and the Country Cooperation Framework.

Project Management and Computerized Projects Management

An introduction to project management, primarily time management. A two-day session on Computerized Project Management with examples of how the software can be used for project planning and monitoring.

Time Management Session Outline

- What is project management?
- Project Life Cycle and Time Management
- Four Stages of Time Management
- Planning - Work Breakdown Structure
- Bar/Gantt Chart Method
- Critical Path Method (CPM)
- CPM activities
- Activity relationships
- Program Evaluation and Review Technique (PERT)

Computerized Project Management Session Outline

- Creating a project
- Work Breakdown Structures (WBS)
- Establishing project parameters
- Using Calendars
- Determining task relationships
- Resource allocations
- Verification of the project plan
- Establishing project baselines
- Project monitoring / tracking
- Project reporting

Monitoring, Reporting and Evaluation (MRE)

Defines MRE and highlights its use in project and programme. Explains the development, collection and use of different types of indicators.

MRE Session Outline:

- Objectives of MRE
- Monitoring (Definition, Objectives, Participatory & Feedback Process, Requirements)
- Reporting (Definition, Guidelines)
- Evaluation (Definition, Objectives, Relevance, Performance, Impact, Sustainability, Requirements)
- Monitoring, Reporting, and Evaluation in the Project Cycle
- Stakeholders
- Issues
- Methods and Tools of MRE
- MRE Planning
- Indicators (Types [Input, Output, Performance, Risk, Effects/Impact, Sustainability], Choosing, Guide to Develop, Measurement)

Reporting

Introduce the different types of reports used and how they can be used for self-monitoring.

UNDP Procurement Rules and Regulations

Procurement processes and guidelines. Preparation of terms of reference and bidding documents.

Project Modification

When, how, and to what extent it can be done. The clearing process.

Funding

Hints on methods and sources of soliciting additional funding for project activities.

In addition to all the session materials that will be provided, the following should be distributed:

- Terms of Reference for the Programme Officer
- Terms of Reference for the Project Manager
- Terms of Reference for the Executing Agency Focal Point
- Responsibility and function of CDR
- Common Acronyms
- Country Cooperation Framework and Strategic Results Framework

**ANNEX 12. Themes Indicators (Awareness, Capacity Building, Legal Framework,
Sustainability, and Technical Assistance)**

Project Indicators Measures and Process

Awareness Theme – Capacity 21 Project

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
I.1	Number of days			Monthly	PM	PO	Activities schedule		
I.2	Number of days			Monthly	PM	PO	Activities schedule		
I.3	Funding in USD			Monthly	PM	PO	Financial Statement		
O.1	Number of awareness sessions			Monthly	PM	PO	Activities schedule		
O.2	Number of schools visited								
O.3	Number of Students								
O.4	Number of teachers								
O.5	Ratio of urban to rural schools visited								
O.6	Ratio of private to public schools visited								
O.7	Availability of Guide for environmental school clubs								
E.1	Cost per trainee (USD)								
R.1	Existence of National Law for solid waste (Y/N)	N	Y						
R.2	Capacity of recycling industry vs. amount of								

Impact Indicators Measurement/Theme-Awareness

Awareness Theme – Capacity 21 Project

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
R.3	recyclable material produced per day (tons) Schools assisted in developing waste management plans (Y/N)								
IM.1	Increase in amount of waste collected for recycling			Quarterly	Schools	PM	Approximation of number of bins filled (PM approximates tonnage)		Recycling Bins available
IM.1	Reduction in unrecycled waste (tons)			Yearly	Industry	PM	Approximation of tonnage		
IM.2	% of student who attended awareness who are involved in school waste management programmes			Quarterly	Schools	PM			
IM.3	% of schools that attending awareness session that have developed school waste management programmes			Quarterly	Schools	PM			

Impact Indicators Measurement Theme-Awareness

Project Indicators Measures and Process

Awareness Theme – Capacity 21 Project

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
IM.4	Improve level of awareness (rating system)			Quarterly	PM	PO	KAP (knowledge, attitude, and practice tests) – before and after testing of knowledge		
S.1	% of schools with Environment programmes in school curricula			Yearly	Schools	PM			
S.1	Government establishes environment programme in school curricula (Y/N)			Yearly	Government (Ministry of Education)	PM			
S.2	Government enforcement of waste management (Y/N)			Yearly	Government (Ministry of Environment)	PM			
S.3	Financial feasibility for recycling industry (Y/N)			Yearly	Industry	PM			

Project Indicators
Theme: Awareness – Capacity 21 Project

Objective/ Activity	Inputs (I)	Outputs (O)	Efficiency (E)	Risk (R)	Impact (IM)	Effectiveness (T)	Sustainability (S)
Awareness campaign on waste management in schools	<ul style="list-style-type: none"> Project Staff Consultants Funding 	<ul style="list-style-type: none"> Number of sessions Number of schools Number of students Number of teachers Rural and urban divisions Private and public Guide for environmental school clubs 	<ul style="list-style-type: none"> Cost per trainee 	<ul style="list-style-type: none"> Lack of national law for solid waste Weak recycling industries Lack of planning to implement awareness results Lack of coordination with similar school environment awareness programs 	<ul style="list-style-type: none"> Reduction in un-recycled waste Involvement of students in school waste management programs Establishment of environmental schools in clubs Increase in the level of awareness of students, teachers, and administration 		<ul style="list-style-type: none"> Including environment education in curricula Government enforcement Financial Feasibility for recycling industries Active involvement of school administration

Impact Indicators Theme – Awareness

**Project Indicators Measures and Process
Capacity Building – Protected Areas Project**

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
I.1	Amount in USD								
I.2	Number of project staff								
I.2	Number of days								
O.1	Number of training sessions								
O.1	Number of people training								
O.2	Number of training sessions								
O.2	Number of people training								
O.3	Number of training sessions								
O.3	Number of people training								
O.4	Number of training sessions								
O.4	Number of people training								
R.1	People Displaced (Y/N)								
R.1	Number of people displaced								
R.2	Boundary enforcement is an issue								
R.3	Level of local participation (Range 1-5)								

Impact Indicator Measures/Theme – Capacity building

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
R-4	l=low Area of private land to be included								
I.1	Good documentation of the pilot experience (Y/N)								
I.2	Count of select number of endangered wildlife			Yearly					
I.3	Increase in income (USD)								
I.3	Increase in services around the protected areas (number of new services)								
I.4	Local NGOs involved in activities (Y/N)								
I.5	Increase in overall vegetative cover (square km)								
I.5	Increase water holding capacity of the land (square m)								
I.5	Increase in the number of indigenous and migrating wildlife and								

Impact Indicator Measures Theme - Capacity building

**Project Indicators Measures and Process
Capacity Building – Protected Areas Project**

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
	source of genetic material for surrounding barren areas.								
S.1	Creation of Department of Protected Areas and Wildlife at the MoE (Y/N)								
S.2	Allocation of budget for protected areas								
S.3	Amounts collected out of entrance fees, book and plant sales, and donations.								
S.3	Estimated worth of volunteer time								
S.4	Number of established protected areas								
S.5	Training of Ministry and Protected area staff								
S.6	Assessment of use of management plans for protected areas						Audit of protected areas management		

Project Indicators
Capacity Building – Protected Areas Project

Objective/ Activity	Inputs (I)	Outputs (O)	Efficiency (E)	Risk (R)	Impact (IM)	Effectiveness (T)	Sustainability (S)
Capacity building of Park Management Teams (PMT) and Ministry staff	<ul style="list-style-type: none"> • Funding • Project staff 	<ul style="list-style-type: none"> • PMT and ministry staff trained in managing protected areas • Training on Biological diversity monitoring • Training on GIS/GPS operations • Training in NGO rural awareness campaigns 		<ul style="list-style-type: none"> • Displacement of human population • Lack of enforcement of boundary encroachment • Local participation • Necessity to include some private land under the protected areas. 	<ul style="list-style-type: none"> • The pilot areas will serve as an example of well-managed protected areas. • Better chance for the survival of threatened and endangered wildlife • Stimulating the local economy • Engaging local NGOs • Improve the environmental condition in the protected areas 		<ul style="list-style-type: none"> • Creation of a Department of Protected Areas and Wildlife at the MoE • Government allocation of budget to the protected areas • Collection of entrance fees, book and plant sales, donations and volunteers • Establishment of more protected areas • Training of ministry and protected area staff • Use of management plans in management of protected areas.

**Example of an Evaluation Strategy for the
King Hussein Environmental Management Training Program – Jordan
Funded by the Canadian International Development Agency**

The following are the indicator types and a sample of the indicators that will assist in answering some of the main evaluation questions:

Indicator Type	Questions to be answered	Indicator
Relevance	Are the purpose and approach of implementation and the selected institutions still relevant under the current conditions?	<ul style="list-style-type: none"> • Continuing demand for training session • External factors
Input/Output	Are the training sessions being provided, and are they accessible? What factors are responsible for the attendance or lack thereof? What was the quality and timeliness of the training courses?	<ul style="list-style-type: none"> • Number of training of trainees classes delivered • Number of focus area training classes delivered by the Canadian team. • Number of focus area training classes delivered by the Jordanian institutions • Number of staff months of technical assistance provided • Number of research projects funded and completed • Proportion of qualified staff that had access to training • Percentage of qualified staff that attended training • Ratio of women to men for the above • Timely implementation of project components
Outcome	Is the level of skill of trainees changing as anticipated? Are the trainees using their newly acquired skills? Why are some trainees using their skills while others are not?	<ul style="list-style-type: none"> • Percentage of trainees using skills on the job
Impact	To what level has environmental management improved? What factors have prevented greater improvement in environmental management? What are the social, economic, technical and other effects on the different stakeholders? How many have been affected? Has the project had any significant unforeseen effects?	<ul style="list-style-type: none"> • Increased participation in training programs • Greater employment opportunities • Increase in the application of environmental management skills • New skills been successfully acquired • Increase in the level of cooperation between project institutions • Extent to which the training of trainees manual has been incorporated into the regular course offerings of training institutions • Lessons learned • Change of attitudes as far the environment is concerned
Risk	What are the identified risks? How did they play in the outcome and impact of the project? what are some of the previously unidentified risks?	<ul style="list-style-type: none"> • Improved environmental training continues to be a priority for Jordan • Canadian environmental expertise is relevant to Jordan's needs • Institution management staff are allowed time to attend training, seminars and scholarship programs • Jordanian trainers are available to attend

		<p>training skills improvement courses</p> <ul style="list-style-type: none"> Continued interest to invest in training Trainers who have been involved in skills development training remain interested in conducting training Trained staff apply learned skills to their work settings
Efficiency	<p>What is the cost-effectiveness of the KHEMTP? What have been the management efficiencies and inefficiencies in the project implementation? Will the cost-efficiency or inefficiency make this program sustainable or not?</p>	<p>To achieve the efficient implementation of the project, to promote the replication of KHEMTP success on a larger scale and on a continuous basis.</p> <ul style="list-style-type: none"> Achievement of program goals Satisfaction of participating institutions with the relationship with the executing agency Effectiveness of coordination between institutions and agency Effectiveness and efficiency of monitoring and evaluation arrangements Financial administration and control Overall organization and management efficiency of the training program Flexibility of the organization in its ability to modify the project in light of changing circumstances
Effectiveness	<p>Is there satisfactory progress towards project objectives? To which extent did the project achieve its objectives? Was the target group reached and to what extent?</p>	<ul style="list-style-type: none"> Target groups reached Target groups missed
Sustainability	<p>What is the likelihood that the project results will endure? What is the likelihood that the environmental management training programs will continue after the end of the external involvement?</p>	<ul style="list-style-type: none"> Institutional strengthening of training management: the ability of the training institutions to deliver, manage and organize training in the future; The ability of the organizations to financially sustain the training effort on one-hand and provide the funding to train its staff on the other; The capacity of the training institutions to provide their trainers with opportunities to continuously upgrade their delivery and environmental knowledge in current and possibly future focus areas; Improved environmental training continues to be a priority for Jordan; Continued interest to invest in training; Trainers who have been involved in skills development training remain interested in conducting training; Trained staff apply learned skills to their work settings; Continued government/private sector/NGO commitment to training in environmental management; Sense of ownership of the training programs developed; and Continuous market demand for training services.

Indicators Measures and Process
 Legal Framework – Industrial Compliance Project

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
I.1	Consultative group is active (Y/N)								
I.2	Number of days								
I.2	Number of project staff								
I.3	Budget (USD)								
I.4	Number of days								
I.5	Number of days								
I.6	Number of training workshops								
I.7	Number of Study Tours								
I.8	Plans of detailed activities developed (Y/N)			Beginning of project					
O.1	Update decree on classified establishments (Y/N)								
O.2	Finalization of EIA decree (Y/N)								
O.2	Production of EIA manual (Y/N)								
O.2	Number of EIA trainings								
O.2	Number of								

Indicators Measures and Process
 Legal Framework – Industrial Compliance Project

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
	people attended training								
O.3	Produce guidelines for environmental auditing (Y/N)								
O.3	Design national monitoring strategy (Y/N)								
O.3	Number of sessions								
O.3	Number of trainees								
O.4	National model for enforcement is in place (Y/N)								
O.4	Development and endorsement of permitting and auditing system in place (Y/N)								
I.1	Percentage of Reduced pollution in the two industries								
I.2	Percentage of number of industries that have agreed to adopt pollution reduction								

Impact Indicators Measurement Theme – Legal Framework

Indicators Measures and Process
 Legal Framework – Industrial Compliance Project

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
S.1	measures Plans being drawn up to adopt similar measures for other industries (Y/N)								
S.2	Human resources are assigned to the function of monitoring auditing at the ministry (Y/N)								
S.3	Agreement made as to who will enforce measures (Y/N)								
S.4	Percentage of government expenditures that are subject to EIA								
S.5	Number of training on EIA being provided to relevant beneficiaries vis a vis demand (%)								

Legal Framework
Indicators – Industrial Compliance Project

Objective/Activity	Inputs (I)	Outputs (O)	Efficiency (E)	Risk (R)	Impact (IM)	Effectiveness (T)	Sustainability (S)
Provide assistance to the Ministry of Environment to fulfill its mandated role of providing guidance on environmental laws, regulation, and monitoring	<ul style="list-style-type: none"> • Consultative group • Project Staff • Budget • International Consultant • National Consultant • Training workshops • Study tours • Planning of detailed activities for decree approval • Ozone data about industries 	<ul style="list-style-type: none"> • Update decree on classified establishment • Finalization of EIA decree, production of manual, and provision of training • Develop environmental monitoring and auditing capacity at MOE • Introduce economic instruments in two priority industries 		<ul style="list-style-type: none"> • Delays in adoption of decrees • Support for the decrees • Ministries agreeing on economic instruments • Industrialists agree to participate 	<ul style="list-style-type: none"> • Reduce environmental pollution • Industries adopt measures to reduce pollution • Strengthening capacity at the MoE • Economic benefits to the government 		<ul style="list-style-type: none"> • Duplication of economic instruments across other industries • MoE has the capacity to monitor and audit • Agreement on enforcement arrangements • Use of EIA manual • Continuous training on EIA to relevant beneficiaries

Project Indicators Measures and Process
Sustainability - Lebanese Environment Development Observatory

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
I.1	Number / type of equipment		GIS / data system		Project Manager / IT Specialist	DG, PO			Identification of equipment
I.2	Number of person days								
I.3	Number of days								
I.4	Number of days								
I.4	Number of project staff	5							
I.5	Number of Risks	0	Cover major risks	Quarterly	PM	DG, PO	Activities	Staff reports	
O.1	Number of representatives	0	11	Yearly	PM	DG, PO			
O.2	Number of Workshops								
O.2	Number of workshop attendees								
O.3	Number of participants in the conception phase								
O.4	Number of Indicators relevant to Lebanon								
O.5	State of Environment reported published (Y/N)								
O.6	Proposal on sustaining is produced and approved (Y/N)								
O.7	Design and setup of information system is completed								
R.1	Lack of coordination and participation (Range 1-5) 1=bad								
R.2	Number of days of Equipment procurement delays								
R.3	Effects of rapid changing								

Sustainability - Lebanese Environment Development Observatory
Project Indicators Measures and Process

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
R-4	technology (Range 1-3) 1=bad, 3=worst Coordination with CAS (Range 1-3) 1=bad								
R-5	M&R strategy Programme Knowledge Management Information System taken into consideration (Y/N)								
IM.1	Number of decisions based on information								
IM.2	Number of gap reductions		100%	Yearly		PM/DG/PO			
IM.3	# of meetings	0							
IM.6	Number of agencies sharing information	0	1 per year	Yearly	PM/FP				
IM.2	Meetings are held to discuss gaps and redundancies (Y/N)			Yearly	PM				
IM.2	Agreement on collection of data responsibilities (Y/N)								
S.1	Increasing number of users								
S.2	Number of decisions								
S.3	MoE is satisfied with information system benefits						Survey		
S.4	Type of groups accessing information (Web site)								
S.5	Instances of system breakdown						Counter for the web based system		

Project Indicators Measures and Process

Sustainability - Lebanese Environment Development Observatory

Reference	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
S.6	Continuous involvement of CAS (Rate 1-5) 1=bad								
S.5	Ratio of available budget vs. required budget								
S.7	Ratio of government employees assigned to maintain the system vs. required number								
S.9	Data regularly updated (mechanism in place for data update) (Y/N)								
S.9	Data audited rating						Data audit		
S.5	Software being upgraded (Y/N)								
S.10	Training for use of information system is provided if needed (Y/N)								

Theme - Sustainability
 Lebanese Environment Development Observatory

Objective/ Activity	Inputs (I)	Outputs (O)	Efficiency (E)	Risk (R)	Impact (IM)	Effectiveness (T)	Sustainability (S)
Design and development of information system	<ul style="list-style-type: none"> • Equipment • International Consultant • National Consultant • Project staff • 5. Lessons learned from other projects in the area 	<ul style="list-style-type: none"> • Set up of committee • Workshops • Report on indicators, data gaps, and redundancies • Develop indicators sheet • State of environment report • Proposal on sustaining LEDO • Design and Setup information system 		<ul style="list-style-type: none"> • Lack of coordination with and participation of relevant agencies • Equipment procurement delays • Rapid changes in technology • Coordination with central administration of statistics • Coordination with UNDP • Monitoring and Reporting strategy • Reliability of information 	<ul style="list-style-type: none"> • Better understanding of environmental situation and trends • Supply decision-makers with data • Reduce gap and redundancies of data • Strengthen capability of MoE to coordinate activities • Increase awareness • Frequency of sharing data 		<ul style="list-style-type: none"> • Continued use of information system and Satisfaction of beneficiaries • Use of data for decision-making • Accessibility to information by different groups • Maintenance of equipment, budget, and software • Involvement of Central Administration of Statistics and MoE in the process • Staff assigned to project • Updating of data • Provision of training

Themes: Sustainability

Sustainability is defined as the capacity of a project to continue to deliver its intended benefits over an extended period of time.

Sustainability is affected by and depends on the balance of a number of factors, namely:

- Country conditions (commitments)
- Economic and financial policies
- Availability of funds, political situation, sector conditions
- Operational (programme/project management capacity)

The close attention and detection of problems in these areas allows decision-makers to correct them and extend the sustainability potential of project results.

While some benefits will be easily quantified such as the rate of CO2 levels in the atmosphere, others will be more difficult to measure as in the case capacity building activities.

Sustainability Guidelines (Rating System)

Beneficiaries in this table are meant depending on the situation can be the community organizations that will be involved in the sustainability of programme benefits or the executing agency itself.

As in the case of all the other types of indicators it is essential in the case of sustainability to obtain a good measurement of baseline information and assign intended targets for sustainability measures.

The indicators measure and process template used for other indicators should be used to identify the baseline, targets, frequency, responsibility, individuals/group to report data to, collection methods, source of information, and any prerequisites.

The indicators are divided into four categories to allow the user to differentiate between different points of focus.

Ratings: 1=very poor, 2=poor, 3=average, 4=good, 5=very good

Indicators	Example	Rating				
		1	2	3	4	5
Continued delivery of benefits						
Volume / stability of actual and intended benefits	Use of internet by community organizations – SDNP					
Efficiency of service delivery	Number of users of the EIC					
Quality of services / benefits						
Satisfaction of beneficiaries						
Distribution of benefits among different economic and social groups						
Maintenance of physical infrastructure (including information technology)						
Physical Condition (including equipment)	Condition of computer equipment – SDNP					
Adequacy of maintenance procedures	Environment Information Center					
Beneficiary involvement in maintenance procedures						
Adequacy of operating budget						

Long-term institutional capacity							
Capacity and mandate of the executing agency							
Stability of staff and budget of executing agency							
Adequacy of interagency coordination							
Adequacy of coordination with beneficiaries							
Flexibility and capacity to adapt to changes							
Support from stakeholders							
Stability and support from international agencies							
Stability and strength of support from national government							
Stability and strength of support from local governments	Waste management						
Stability and support at the community level	Waste management						
Ability to avoid political controversies	Legal framework						

**Project Indicators Measures and Process
Technical Assistance – Ozone Project**

Ref.	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
I.1	Amount in USD	USD 4,280,000		Quarterly	PM	PO	Financial Statement		Budget
I.2	Number of days			Quarterly	PM	PO	Contract/Invoice		Contract
I.3	Number of days			Quarterly	PM	PO	Schedule		Contract
O.1	Number of factories per type			Quarterly	PM	PO	Activities Schedule		
E.1	USD per factory			Quarterly	PM	PO	Financial Statement		
R.1	Amount required as % of amount available			Quarterly	PM	PO	Work plans and budget		
R.2	Delay in policy adoption (days)			Monthly	PM	PO	Activities Schedule		
R.3	Availability of data (Y/N)			Quarterly	PM	PO	Research		
IM.1	% Reduction in ODS			Yearly	PM	PO	Activities monitoring		Equipment
IM.2	% of assistance that adopted methods			Quarterly	PM	PO	Activities monitoring		
IM.3	Database Established (Y/N)			Quarterly	PM	PO	Activities monitoring		Equipment / software
T.1	Cost of 1% reduction in ODS (USD)			Yearly	PM	PO	Activities Monitoring and Financial Statement		
T.2	Average time between assistance and implementation of recommendations (Months)			Quarterly	PM	PO	Activities Monitoring		
S.1	Approval of Second Project (Y/N)	No	Yes	Four months before end of project	PM, PO				Design and planning of second project
S.2	Availability of funding (Y/N)	No	Yes	Four months before end of	PM, FP, PO				Discussions with the

Project Indicators Measures and Process
 Technical Assistance – Ozone Project

Ref.	Indicators Measure	Baseline Measure	Target	Frequency	Responsibility	Report To	Collection Method	Source	Prerequisite
S.3	Mechanism of enforcing reduction in place (Y/N)	No	Yes	Throughout project	PM, FP				government and UNDP Decreases required for enforcement responsibility
S.4	Use of alternatives is economically feasible (Y/N)	Yes	Yes	Yearly	PM	PO	Monitoring of activities		
S.5	Report on ODS levels (Y/N)	No	Yes	Every six months	PM, FP	PO			Equipment
S.6	Government Adherence to Montreal Protocol (Y/N)	Yes	Yes	Quarterly	PM, FP	PO	Communication with government	Government	

Impact Indicators Measurement Theme - Technical Assistance

Technical Assistance Theme
Ozone Project

Objective/ Activity	Inputs (I)	Outputs (O)	Efficiency (E)	Risk (R)	Impact (IM)	Effectiveness (T)	Sustainability (S)
Technical and Financial assistance to 32 different industries (foam, aerosol, refrigeration, methyl bromide, fire fighting)	<ul style="list-style-type: none"> • USD 4,280,000 • International and national consultants • Project staff 	<ul style="list-style-type: none"> • Number of factories by type 	<ul style="list-style-type: none"> • Cost per factory 	<ul style="list-style-type: none"> • Inadequate provision of funds • Delayed implementation of policy • Lack of data on industries 	<ul style="list-style-type: none"> • Reduction in use of ODS • % of implemented and adopted alternative technologies • Generate ODS data on industries 	<ul style="list-style-type: none"> • Cost per one percent reduction • Average length between last consultation and implementation of recommendations 	<ul style="list-style-type: none"> • Approval of second project • Availability of funding for TA • Enforcement • The use of non-ODS is economically feasible • Regular monitoring of ODS levels • Adherence to Montreal Protocol

ANNEX 13. Project Document Recommendations

Recommendations for Project Document Development on Monitoring and Evaluation

The following recommendations will assist in the better planning for monitoring and evaluation at the early stages of the project:

1. A list of abbreviations/acronyms should be provided for each document to make it easier to comprehend some of the UN internal language.
 2. A table of content is equally necessary to orient the reader to the content of the document.
 3. In the "Development Context" section it might be helpful to highlight the background and environment that the project will be implemented under in terms of providing basic socio-economic data and other relevant information that are either directly or indirectly related to the project. It will also highlight and make reference to the main baseline data that are presented in the indicators template.
 4. The "Development Context" section should also point out the relationship between project objectives and activities and those of other projects under planning or implementation.
 5. The "Immediate Objective" section under Project elements (Section C) requires that measurable indicators, mean of verification, and risk or assumptions be given. It is recommended that the indicator template provided in Annex 4 be used for this purpose for the sake of consistency. This will allow for the measurement of the impact indicators, outputs and risks required for this section. This section should provide information on the set of lessons learned from other projects and present how they will be used for the better implementation of this project.
 6. Similarly, section "D" on "Risks or Assumptions" should have its indicators of risk included in the provided indicators template.
 7. The UNDP guidelines for Section II "Monitoring and Evaluation" are attached in this annex. Reporting requirements and report formats to be used need to be mentioned and provided in an annex. This section should also refer to the Impact and Management indicators templates and collection methodologies. It should also emphasize the provisions, costs, sources, and methodologies for collection of baseline data. This section should give insight onto how the project is going to extract, document and disseminate project information and lessons for the benefit of future activities and projects.
 8. A section on sustainability should be added, the indicators for which will be included in the indicators template. This section should clearly point out to the activities that will be taken within the project to insure that the project results are sustainable.
 9. As highlighted in the annexes of the Project Document the following items should be included:
-

- Logical Framework Matrix (LFM): This should be done in conjunction with the strategic results framework (SRF) for the Sustainable Development Programme. There needs to be an evident, coordinated, and referenced link between the objectives in the SRF and those in the LFM. This is in line with section 3.4.d of the strategy. The LFM will also highlight the relationship between the project outputs and other UNDP project outputs.
- Work plan, including responsibility of national and international staff. This needs to be much more detailed than in the current practice. All known project activities should be included. This will help in developing a more accurate budget for the project. The work plan made using computerized project management would highlight the activities, duration of each, relationships between different activities, responsibilities, and when appropriate budget. The activities could also be categorized under each of the main five themes of the Sustainable Development Programme allowing therefore the project managers to report by theme and therefore making it easier for the programme office to better report across themes.
- A section labeled project management with its own budget and activities should be added to the work plan. This would include the monitoring, reporting and evaluation schedule required in Annex V of the project document and any required budgets to undertake those activities.
- An additional annex will include all the indicators and their methodology of collection as presented in the indicators template in Annex 4 of this document.
- Terms of reference of all project staff and those of consultants required for the project (when possible) should be included in Annex IX. This would also include the terms of reference / role of the executing agency focal points. In addition a matrix of responsibilities in terms of reporting and communications should be provided. A sample matrix that was discussed in the workshops is included in Annex 6 of this document. Information and reporting flow diagram could be included in this section if a large number of stakeholders are involved.
- The budget by activity should also be presented by UNDP cost category. Contingency funding for physical and price contingencies should be included in every project.

ANNEX 14. Project Modification Sheet

**UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT MODIFICATION SHEET**

Date: _____

Project Name: _____

1. OBJECTIVE

a. Original Project Objective:

b. Suggested changes/additions to project objective:

c. Rational for recommended modification (*highlight rational, relevance, and factors that led to the recommendation*)

2. BUDGET

a. Original Project Budget:

b. Modified Project Budget: (*Please detail new expenditures and specify required resources [equipment, staff, ...]*)

ITEM	COST
Total Change	

3. IMPLEMENTATION PLAN

a. New Activities and Schedule: (*Please attach a schedule using computerized project management*)

Activity	Duration	Responsibility	Cost

b. Original Project End Date:

c. **Modified Project End Date:**

4. MONITORING AND REPORTING

a. **Indicators:** *(Please attach relevant indicators using the indicators template for all new/modified objectives and/or activities)*

b. **Note any changes in the reporting requirement that may result from the modification**

5. PROJECT MANAGEMENT

a. **Highlight any changes to the coordination and institutional settings of the project especially regarding the executing agency contribution**

b. **Attach recommended terms of reference for any additional human resources required.**

6. SIGNATURES

Project Manager

Name: _____

Signature: _____

Executing Agency Director General

Name: _____

Signature: _____

UNDP Programme

Name: _____

Position: _____

Date: _____

Signature: _____

ANNEX 15: Results and Effects Indicators

Indicators Evaluation Grid

Selection Criteria	Rating (5=high, 1=low)				
	5	4	3	2	1
Highly sensitive to change;					
Able to provide an early warning of major or extensive change;					
Adaptable to sector-wide impact assessment;					
Have integrative ability with other indicators so as to provide a more complete picture of the impact achieved.					
Provide information on progress towards goals, standards and objectives;					
Enable comparison at local and international levels;					
Be easily understood by decision makers and in some cases the general public;					
Report on the state of the environment issues of widespread public concern;					
Provide comparative information for different geographic areas where applicable;					
Be cost-effective to monitor;					
Appropriateness of the indicator vis-à-vis the immediate and development objectives of the programme/project					
Ownership by beneficiaries and other stakeholders					
Cost-effectiveness of data collection\					
Contain a target value and time frame for easy verification					
Be easily represented graphically.					
Total Indicator Rating (highest is better)					

Traditional criteria for indicator selection

An indicator should:

- 0 Be developed within a conceptual framework based on a wide consensus;
- 1 Be simple and easy to interpret;
- 2 Be in such a form that it can easily be used to produce an index;
- 3 Not be biased by the data collector's views on the subject;
- 4 Not require too many additional data: the data required to support the indicator should be readily available or made available at a reasonable cost/ benefit ratio;
- 5 Be accessible to a wide range of potential users;
- 6 Be in limited number;
- 7 Concern both inputs in the environment, processes, outputs, impacts.

Sustainable Development Indicators
Long-Term Effects



	1960	1992	1996	2000	Year of latest MNA latest	Target	Timeframe
SOCIAL							
<u>Poverty and Demographics</u>							
Employment rate							
Head count index of poverty							
Poverty gap index							
Population growth rate							
Total fertility rate							
Population density							
<u>Education, Public Awareness and Training</u>							
Rate of change of school-age population							
Primary school enrolment ratio (gross and net)							
Secondary school enrolment ratio (gross and net)							
Adult literacy rate							
<u>Human Health</u>							
Access to basic sanitation							
Access to safe drinking water							
Life expectancy at birth							
Infant mortality rate							
<u>Sustainable Human Settlement Development</u>							
Rate of growth of urban population							
Per capita consumption of fossil fuel by motor vehicle transport							
ECONOMIC							
GDP per capita (Thousands US\$)							
Net investment share in GDP (Thousands US\$)							
Sum of exports and imports as a percent of GDP							
Share of manufactured goods in total merchandise exports							
<u>Change in consumption patterns</u>							
Annual energy consumption							
Share of natural-resource intensive industries in manufacturing							
Introduction of renewable energy resources							
<u>Financial resources and mechanisms</u>							
Debt/GDP							
Debt Service / export							
Environmental protection expenditures as a percent of GDP							
Amount of new or additional funding for sustainable development							
<u>Transfer of environmentally sound technology, cooperation and capacity bldg</u>							
Capital good imports							
Foreign direct investments							
Share of environmentally sound capital goods imports							
Technical cooperation grants							

INSTITUTIONAL

- Sustainable development strategies
- Mandated environmental impact assessment
- Potential scientists and engineers per thousand population
- Adoption of the code of environment
- Promulgation of laws/decrees for hunting regulation and quarries management
- Ratification of global agreements
- Technical cooperation grants
- Strengthening of government agencies

ENVIRONMENTAL

Ozone layer depletion

- Measured ozone depletion
- Emissions of ozone-depleting substances
- Documenting the purchase of a new ODS-free HFC-134a compressor
- Verifying the destruction of a CFC-11 foam blowing machine
- % of decrease in items containing ozone depleting substances
- Number of industries adopting non-CFCs machines: total of industries

Water resource management

- Concentration in groundwater and in surface waters compared to standards of salinity, nitrates and pesticides
- Annual withdrawal (all uses): annual average resource
- Over-exploitation index of groundwater
- Areas covered by wetlands: total area
- Wetlands areas designated as Ramsar site: total wetlands
- Indicator of unsustainable production = annual volume exploited in fossil aquifer - total volume of water withdrawn
- Existence of a water code for integrated water management

Water demand management

- Total water demand (all uses) per capita
- Sectoral demand: total demand (in % and per capita)
- Total water demand per type of agriculture per area
- Water public supply for domestic use, industries supplied, tourism, etc
- Total water demand for energy purposes
- Index of non compliance:
- Number of the water sample analyses done by authority in charge and not meeting standards for drinking water

- Number of distribution unit serving more than 1000 inhabitants not meet standards for drinking water, especially for
 - bacteriological parameters
 - salinity
 - other physico-chemical parameter

Development of measures to adapt current water legislation or introduce new enactment enabling

- Control of water withdrawals
- Control of demands in the different sectors of use
- Pollution control and prevention
- Implementation of economic tools

Development of pricing policy, elaborated charging and tariff strategies in water use for the different sectors

Drinking water demand per inhabitant (average, urban population, rural population)
 Population with access to drinking water (connected - water fountain, total population)
 Share of the population with access to the sanitation network, and to septic tanks

- Urban areas
- Rural areas

Part of the population connected to collecting systems and served by treatment plants

- Primary treatment (mechanical or physical)
- Secondary treatment (biological)
- Tertiary treatment (chemical or biochemical)

Industrial discharges into water compared to standard levels

- Organic matters
- Suspended matters
- Toxic pollutants

Agricultural water demand per irrigated hectare (average and according to major crops)

Indicators of risk of water pollution by nutrients

- Nitrates consumed / ha of cultivated area
- Pesticides consumed / ha of cultivated areas

- Areas irrigated with treated wastewater / total irrigated areas

Share of the areas irrigated with:

- Surface irrigation
- Sprinkler irrigation

Water quality

Water quality (as for standards)

Use of agricultural pesticides per ha

Use of fertilizers per ha

Efficiency of water treatment plant

Number of wastewater treatment plants

Number of employees of waste water treatment plants per 100 connections

Percent of water collected

Percent of water treated

Increased amount of treated wastewater

Area irrigated with treated sewage (ha)

Annual user charges for wastewater treatment (monetary value x t)

	1960	1992	1996	2000	Year of latest	MNA latest	Target	Timeframe
Rehabilitated sewer network (yes no and coverage)								
Rehabilitated wastewater treatment plant								
Installed monitoring and laboratory equipment (Y/N)								
Flow of pollution DCO, DBO, metals, etc.								
Number of water monitoring stations								
Number of pollution permits negotiated								
Number of enforcement actions								
Lower health care costs								
Increased tourism revenue								
Hectare of water protection								
<i>Industrial pollution</i>								
GDP industrial sector/ total GDP								
Industrial extractive activity or pollution distribution								
Index of industrial production (general and by sector) e.g.:								
- Mines and quarrying								
- Cement								
- Iron and steel industry								
- Chemical industry (particularly phosphate)								
- Tanneries								
- Agro-food (olive oil)								
Number of total small industries: total industries								
Number of total polluting small industries								
Number of non-licensed small and medium industries								
Number and area of industrial sites in the coastal zone								
Number of area of industrial sites in non-categorized zones								
Emissions of carbonic gas (CO ₂)								
Emissions of CFC								
Concentration of CO ₂								
Concentration of particles								
Concentration of Nox								
<i>Solid waste management</i>								
Generation of industrial and municipal solid waste								
Household waste production per capita								
Household waste disposed per capita								
Distribution of municipal waste								
- Organic matter								
- Recyclable matter								
- Others								
Rate of waste recovery								
Rate of waste recycling								
Rate of waste reuse								
Rate of projects granted to recover waste from energy								

	1960	1992	1996	2000	Year of latest	MNA latest	Target	Timeframe
--	------	------	------	------	----------------	------------	--------	-----------

Measures of effectiveness of NGO SWM activities
 Formulation of an integrated SWM plan
 Formulation of decrees, laws on SWM
 Treatment of municipal waste (not recycled or not reused):
 - Composting
 - Incineration
 - Landfilling
 Expenditures on waste management
 Number of recycling industries, total number of industries
 Number of closing recycling industries, total number of recycling industries (per year)
 Number and area of illegal discharges
 Total waste disposal charges to population (monetary value/year)
 Rate of toxic waste production
Air pollution
 Gas emissions responsible for greenhouse effect
 - Emissions of SO₂
 - Emissions of NO_x
 - Frequency for exceeding norms
 Excess of respiratory affections linked to emissions, respiratory death and/or hospitalization due to asthma crisis
 Reduction of high sources of pollution's emissions neighboring dense population
 Enhancement of air quality in office and residence areas
 Rate of emissions linked to traffic in big agglomerations
 Power stations emissions of sulfur dioxide and nitrogen oxides
Protection of the atmosphere
 Emissions of ozone-degrading gases (CFCs, halons, etc.)
 Emissions of greenhouse gases (carbon dioxide, methane, etc.)
 Emissions of toxic substances (pesticides, radioactive substances, etc.)
 Emissions of substances that contribute to eutrophication (phosphate and nitrogen-containing materials)
 Solid waste returned to environment
Nature conservation
 Depletion of soil and soil fertility
 Rate of decrease in forest quality
 Rate of depletion of fishery stocks and fishery quality
 Depletion of ground water stocks and water quality
 Land conversion activity distribution
 Protected areas distribution
 Presence of endangered/ threatened species

	1960	1992	2000	Year of latest	MNA latest	Target	Timeframe
--	------	------	------	----------------	------------	--------	-----------

Ecosystem distribution by type of ecosystem							
Distribution of endangered/ threatened species							
Presence of heavy metals in the soil							
<u>Freshwater quality</u>							
River quality – chemical and biological							
Presence of nitrates in rivers and groundwater							
Presence of phosphorous in rivers							
Pollution incidents							
Expenditure on water abstraction, treatment and distribution							
Expenditure on sewage treatment							
<u>Human welfare impact</u>							
Polluted drinking water exposure							
Air pollution exposure							
Environmental disease vectors exposure							
Contaminated food exposure							
Inadequate shelter exposure							
Occupational exposure to toxics							
<u>Sustainable agricultural development</u>							
Consumption of fertilizers/pesticides required to produce 1 unit (in monetary value/tonnage) per agricultural sub-sector							
Changes in production/ hectare (by agricultural sub-sector)							
Changes in production/ unit due to the application of sound agricultural practices							
Measures of effectiveness of UNDP agricultural projects (as perceived by farmers)							
Variation in prod. of some products (cereals, vegetables) in water abstraction irrigated acreage							
Quantity of labor (m-h) required to produce 1 unit (monetary value or tonnage per agricultural sub-sec.)							
Variation in crop production / variation in acreage threatened by erosion							
Disappearance of landscape features (hedges, isolate trees, etc.) arable land							
Annual percentage of wetland areas drained or reclaimed							
Number of researchers in agriculture/ number of farmers							
Number of varieties of cultivated species							
% of agricultural lands irrigated by wastewater							
% of agricultural lands classified as natural areas of ecological value							
% of natural areas of ecological value used as agricultural lands							
% of agricultural lands classified as sensitive areas							
% of agricultural land protected under natural reserves regulations							
Exports and imports of agricultural products per sub-sector							
Share of domestic consumption covered by imports per sub-sector							
Share of agricultural output produced for export per sub-sector							
Total development assistance to agriculture							
Number of UNDP technical assistance agents in agriculture							
Number of farmers trained in sound agricultural practices							

	1960	1992	1996	2000	Year of latest	MNA latest	Target	Timeframe
Contribution of UNDP agricultural projects to the greenhouse effect								
Demonstrations initiated by farmers (number of demonstrators, type of action, damage)								
Interest for the agricultural sector among the general public (e.g. number of individuals visiting agricultural fairs, etc.)								
Formulation of an agricultural policy by the government								
Level of incentives planned by the government								
Membership of agricultural associations/ national average								
Level of interest in the environment among farmers (survey results)								
% of farmers abiding by a code of good agricultural practice (rational use of fertilizers, pesticides, etc.)								
Number of varieties grown on 80% of total cultivated area								
Number of breeds representing 80% of total numbers of one species								
% of threatened species (vertebrates) where agriculture is the major cause of decline								
% of farms under "holistic" management systems (organic agriculture)								
% of agricultural lands under extensive cultivation								
% of agricultural lands under greenhouse cultivation								
<u>Land use:</u>								
Man-made area per capita								
% of protected areas								
land covered by urban development								
Re-use of land in urban uses for development								
Road building								
Green spaces in urban areas								
Percentage of farmers attending a crop demonstration site before fertilizer top-dressing								
Number of farmers trained								
Latest date for delivery of fertilizer to farm stores								
Percentage increase/ decrease in household income through sales of wood and non-wood products (in rural areas)								
Percentage of farmers who have tried a new variety and intend to use it again								
Decentralized local-level natural resource management								
Fuelwood consumption per capita (m ³)								
Use of agricultural pesticides (t/km ²)								
Use of fertilizers (t/km ²)								
Arable land per capita								
Area affected by water erosion (km ² and %)								
Area affected by wind erosion (km ² and %)								
Land affected by desertification (km ² and %)								
Areas affected by chemical deterioration (km ² and %)								
Area affected by physical deterioration (km ² and %)								
Land reform policy (Y/N)								
Cost of agricultural research (US\$)								
Area of land reclaimed (km ²)								
Rural land cover								

	1960	1992	1996	2000	Year of latest	MNSA latest	Target	Timeframe
--	------	------	------	------	----------------	-------------	--------	-----------

Number of designated and protected areas
Level of damage to designated and protected areas
Agricultural productivity
Nitrogen usage
Pesticide usage
Environmentally managed lands
Forest cover
Rate of charcoal production
% of forests managed
Tree (per type) health
% of timber production
% of timber imported
% of timber illegally harvested (per type of tree, area, etc.)
% of forest cover/ total area
Protection of sea and coastal areas
Population growth in coastal areas (%)
Population density in coastal areas (inhab./km2)
Urban rate (%)
Consumption of fertilizers, measured in N,P (t) (km2/ha)
Consumption of pesticides (t) (ha/km2)
Discharges of fertilizers and pesticides in the sea: Volume (t) and concentration (ppm)
Discharges of direct effluents, domestic and industrial: Volume (t) and concentration (ppm)
Discharges of untreated and treated domestic and industrial waste water (%)
Discharges of riverine input: volume (t) and concentration (ppm)
Concentration of contaminants in water, sediment, organisms in relation of existing quality standards
Occurrence of special marine species
Concentration of faecal coliform in water (nb./100ml)
Concentration of microbial in species of fishery production areas (nb. g)
BOD,COD in water (ppm)
Concentration of nutrients in water (N and P) (ppm)
Algae index
Coastal legislation (Y/N)
Application of quality standards (Y/N)
Control systems regarding discharges - quantity and quality (Y/N)
Waste water collection (Y/N) (Rate/Frequency)
Wastewater treatment coverage (Y/N)
- % of total wastewater
- % of population served by treatment systems
Cleaning actions after pollution accidents (Y/N)
Control systems regarding the status quality of the coastal system (Y/N)
Health surveillance networks (Y/N)
Environmental pollution monitoring networks (Y/N)
Catches of marine species (t)

1960 1992 2000 Year of latest MNA latest Target Timeframe

Releases of nitrogen and phosphorous to coastal waters				
Maximum sustained yield for fisheries				
Overfished areas (number, type, area, km ²)				
Deviation of stock of marine species from maximum sustained yield (msy) level (%)				
Control systems (planned, currently adopted, etc.) regarding the status of marine biodiversity (Y/N)				
Number of marine species stocks regulated by quotas (Y/N)				
Expenditure for fish stock monitoring (US\$)				
Concentrations of key pollutants				
Contaminants in fish (concentration, type, etc.)				
Bathing water quality, adherence of bathing water quality to legal texts				
Inputs of contaminants				
Oil spills and operational discharges (frequency, amount, etc.)				
<u>Combating deforestation</u>				
Forest fire occurrence (rate, area, type of forest)				
Presence of law to combat forest fires				
Population participating in combating forest fires (NGOs, civil defence, army, others)				
Tools provided/ planned to combat deforestation				
Wood harvesting intensity (per area)				
Forest area change (per area)				
Rate of deforestation (per area)				
Per capita wood consumption				
Incentives of forest cleaning (currently applied, planned, etc.)				
Area of forest (type, per region)				
Area of roadless forest				
Forest fragmentation index				
Proportion of watershed with appropriate cover				
Managed forest area ratio				
Protected forest area as percent of total forest area				
<u>Management of solid waste and sewage-related issues</u>				
Distribution of municipal waste (organic matter, recyclable, etc.)				
Distribution of recyclable matter (paper, glass, textiles, metals and plastics)				
Total area covered by landfills				
Average transport distance for waste				
Municipal waste disposal				
Sewage plant efficiency				
% of leaks in sewage network				
Existence of a legislation				
<u>Management of sustainable tourism</u>				
Ratio tourists/residents				
Greenhouse gas emissions due to tourism transportation				
Greenhouse gas emissions due to energy used for tourist accommodation				
Number of air conditioned room in hotels				
Number of refrigerators in hotels				
Percentage of area occupied by tourist establishments in relation to total residential area				
Percentage of area changed for tourism purposes				

1960 1992 1996 2000 Year of latest MNA latest Target Timeframe

- Visitors in protected areas, in absolute terms and as related to the carrying capacity
- Number of ski centers (deforestation)
- Percentage of water supply to the tourism sector
- Percentage of roads, tourist, ports and airports with regards to the total Lebanese network
- Percentage of waste attributable to tourism
- Percentage of coastal zones occupied by tourist establishments in relation to total residential coastal zones
- Percentage of coastal zones changed for tourism purposes
- Percentage of coastal zones covered by roads
- Number of tourist ports
- Road traffic density during the tourist season vs road traffic density during other periods of year (for noise)
- Air traffic density during the tourist season vs air traffic density during other periods of year (for noise)
- Amount of discotheques in open spaces
- Number of NGOs promoting sustainable tourism
- Percent of tourism establishments abiding by environmental practices
- Biodiversity
- Number of endemic species as a % of total no. of native species
- Number of threatened species as a % of total no. of native species
- Endemic species (no., %)
- Threatened species in protected areas (no., %)
- Endemic species in protected areas (no., %)
- Threatened species in ex-situ collections (no., %)
- Threatened species with viable ex-situ populations (no., %)
- Terrestrial Biodiversity
- Plant intensity
- Reappearance of species
- Plant age
- Plant size
- Species richness (no, no.habitat type)
- Population status of key indicators species/groups
- Quality and quantity of wood harvesting
- Socio-economic impact of recreational activities
- Amount and design of fire barriers and fire-fighting technologies
- Number of activities of personnel trained in Protected Areas management, and eco-tourism
- Number and quality of studies related to Protected Areas research and management
- Urban Biodiversity conservation
- Kind and number of plants used in landscaping



Sustainable Development Indicators Results

	Rating			Number	Baseline	Target	Timeframe
	Yes	1	2				
SUSTAINABILITY							
Formulation of SRF and National Environmental Action Plan (NEAP)							
Measures of effectiveness of coordination (information exchange among public and private, national and international, local com.)							
Public agencies and private firms with officers provided with explicit environmental management responsibilities (number, % of firms, % ISO 9000 or 14000 certified)							
Number of government agencies with officers carrying out well defined environmental management policies (number trained, etc.)							
Clear response of UNDP-SD Program to SRF and NEAP (code, strategies, action, etc.)							
Establishment of an active Local/National committee for sustainable management of protected areas							
Establishment of an active Local/National committee for sustainable energy management							
Establishment of an active Local/National committee for sustainable resource management							
Effectiveness of National Committees in achieving SD							
Measure of social support and trust of NGOs							
Information Systems put in place							
Definition of national policies/programmes for reducing the effect of land degradation, deforestation, desertification, etc.							
Allocation of financial resources to the public sector, private sector, local and community initiatives and NGOs							
Mobilization of internal and external means for achieving SD targets (increased international cooperation)							
CAPACITY BUILDING							
Increase in number of joint missions by international/UNDP experts and national government experts							
Number and diversity of organizations participating in/or benefiting from the design, planning and implementation of UNDP-SD programming							
Measure of increased participation by private sector in UNDP-SD programmes (measure of participation and satisfaction)							
Measure of increased participation by NGOs in UNDP-SD programmes (measure of participation and satisfaction)							
Measure of increased participation by CBOs in UNDP-SD programmes (measure of participation and satisfaction)							
Measure of increased effectiveness of private sector in UNDP-SD programmes (measure of participation and satisfaction)							
Measure of increased effectiveness of NGOs in UNDP-SD programmes (measure of participation and satisfaction)							
Measure of increased effectiveness of CBOs in UNDP-SD programmes (measure of participation and satisfaction)							
LEGAL/REGULATORY FRAMEWORK							
Enforcement of existing laws; Formulation of new required laws							
Follow-up of newly formulated laws							
Adoption of the Code of Environment							
National/local plans in place and achieving results for sustainable energy production and consumption							
Putting in place a sustainable water resources management							
Putting in place a sustainable green vegetation cover management							
Sustainable industrial management put in place							
National Strategies for SD in place (Biodiversity, protected areas, energy, ozone depletion, desertification, etc.)							
Changes in regulation (environmental management regulations agreed/put in place/used on the national level)- Assessment of these changes							
Recorded changes in economic management systems (green taxes/polluter pays/EIA, etc. put in place/agreed/used)							
AWARENESS							
% of meetings held, number of documents produced and type of training carried out in languages accessible per type of population (NGOs, decision-makers, researchers, private sector, etc.)							
Information Systems put in place							
Measure of potential real impact of NGOs							

Participants assessment of quality and value of training experiences
 Measure of effectiveness of participants before and after training
 Social instruments (e.g. awareness raising) effective in promoting SD
 Increased membership and participation of NGOs in conservation
 Improved coverage of conservation issues in educational curricula
 Improved media coverage of Conservation issues
 Increase in local interest by contacting UNDP programme or projects for information, participation or assistance
 Improved public participation in various environmental campaigns/activities

TECHNICAL ASSISTANCE

Introduction and implementation of effective public and private sector policy (cleaner production, public/private partnerships, etc.)
 Increase in number of joint missions by international/UNDP experts and national government experts
 Number of environment and economic sustainable technologies available and accessible (adoption of improved conservation tech.)

REFERENCES

- CIDA, Sustainable Development Framework, 1996
- Evaluation Handbook - Inter-American Development Bank, 1997
- GEF, Information Kit on Monitoring and Evaluation, UNDP source, 1999
- MAP, Formulation and Implementation CAMP projects, Operational manual, 1999
- Regional Environment Assessment Report on the Coastal Zone of Lebanon – ECODIT-IAURIF, September 1997
- Sallah, Jo Anne Yeager, Monitoring and Evaluation Strategy for Implementation of the Gambia Environmental Action Plan, 1996
- Stewart, Howard for UNDP, Report on work with Capacity 21 Programmes in Lebanon and Jordan, 1996
- Stewart, Howard MacDonald, Global Monitoring and Reporting Strategy –Capacity 21, UNDP, 1996
- UNDP, Annual Program – Project Report: Ozone Project, 1998
- UNDP, Central Evaluation Office, A Study of Government Monitoring and Evaluation Systems: The Case of Bhutan, 1993
- UNDP, Central Evaluation Office, Generic Issues in Monitoring and Evaluation: What works and what does not, 1993
- UNDP, Country Cooperation Framework, Lebanon, 1997
- UNDP, Development of a Monitoring and Reporting Strategy for Capacity 21 in Lebanon, 1993
- UNDP, Final Tripartite Review Report – Sustainable Development Networking Programme, 1999
- UNDP, Guideline for Evaluators, 1993
- UNDP, Guidelines for Project Formulation, 1992
- UNDP, Implementation Plan – Climate Change, 1998
- UNDP, Indicators of Sustainable Development Framework and Methodologies, 1996
- UNDP, Individual Performance Plan
- UNDP, Life – Lebanon Performance Evaluation Report, 1997
- UNDP, Position Paper on UNDP's Portfolio for the Environment in Lebanon, 1997
- UNDP, Project Document – Demonstration Project of Alternative to Methyl Bromide for Soil Fumigation (Green House), 1994
- UNDP, Project Document – Enabling Activity (Building Capacity for GHG Inventory and Action Plans in Response to UNFCCC Communications obligations), 1995

UNDP, Project Document – Establishment of a Sustainable Development Networking Programme (SDNP) in Lebanon, 1995

UNDP, Project Document – Establishment of an enabling environment for integrating the principles of sustainable development in Lebanon, 1993

UNDP, Project Document – Institutional Strengthening for the Implementation of the Montreal Protocol in Lebanon, 1997

UNDP, Project Document – Lebanon Environment and Development Observatory, 1999

UNDP, Project Document – National Programme for Promoting Sustainable Development at the Institutional Level, 1997

UNDP, Project Document – Regional: Conservation and Sustainable Use of Dry Land Agro-Biodiversity of the Near East, 1997

UNDP, Project Document – Strengthening of National Capacity and Grassroots In-situ Conservation for Sustainable Biodiversity Protection, 1995

UNDP, Project Document – Urban Management Programme – Phase 3, 1996

UNDP, Project Implementation Review – Strengthening the National Capacity & Grassroots In-Situ Conservation for Sustainable Biodiversity Protection, 1999

UNDP, Report of the Forward Evaluation Mission on the Lebanon Local Agenda 21 Process, 1999

UNDP, Strategic Results Framework 1997-2001 Environment Programme, 1999

UNDP, Strategic Results Framework: Environment and Natural Resources

UNDP, Terms of Reference, National Officer (Programme)

UNDP, The UNDP Results Framework and Performance Indicators, Suggestions and Practical Advice, April 1999

Mohammed, Nizar for UNDP, Towards a Monitoring and Learning Strategy for the Kendelev Project

UNDP, Tripartite Review Report – Institutional Strengthening of the Montreal Protocol in Lebanon, 1999

UNDP, UNDP Programming Plan for Environmental Management, 1997

UNFPA, Programme Monitoring and Evaluation, New UNFPA Guidelines

Urban Management Programme PER – May 1997 – Coordinator Report

Urban Management Programme Performance Evaluation – May 1997 – Consultant Report

USAID, Monitoring the Environmental Impacts of USAID-Funded Activities to Conserve Biological Diversity, 1995

World Bank, Assessing Development Effectiveness, 1994

World Bank, Operations Policy Department, Performance Monitoring Indicators, 1996

REFERENCES FOR INDICATORS

الجمهورية اللبنانية

مكتب وزير الدولة لشؤون التنمية الإدارية
مركز مشاريع ودراسات القطاع العام

IFEN, Environmental Performance Indicators in France, 1996-1997

IFEN, Indicators of sustainable development: A synopsis of work abroad and key points for discussion, number 8, June 1997

MAP, Formulation and Implementation CAMP projects, Operational manual, 1999

OECD, Public Management Service, Managing accountability in intergovernmental partnerships, 1999

OECD, Report of the 2nd OECD Workshop on pesticides risks indicators, June 1999.

PLAN BLEU, PNUE, Indicateurs pour le développement durable en Méditerranée, un jeu préliminaire, Juin 1999

PLAN BLEU, METAP, Reports of the international workshop on Environmental Performance Indicators, December 1997

Stewart, Howard MacDonald, Global Monitoring and Reporting Strategy –Capacity 21, UNDP, 1996

UN, Indicators of Sustainable Development Framework and Methodologies, August 1996

UNDP, Ministry of Environment, Biodiversity Enabling Activity Project, Biodiversity National Strategy, 1998

World Bank, Lessons and Practices, Designing project Monitoring and evaluation, June 1996

World Bank, Environment Department, Environment Performance Indicators: A first Edition Note, February 1996

World Bank, Footnotes for (Country) selected indicators of Bank portfolio Performance and Management

World Bank, Departments of Environment and Tourism, The Construction of sectoral environment pressure indicators: The case of tourism

World Resources Institute, Environmental Indicators: A systematic approach to measuring and reporting on environmental policy performance in the context of sustainable development, May 1995

Internet papers and sources

Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)