

UNICEF “Child Friendly Communities” Initiative Evaluation Report

UNICEF LEBANON COUNTRY OFFICE

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List of Abbreviations

CFCI	Child Friendly Communities Initiative
DAC	Development Assistance Committee
DD	DeirDalloum
F	Fnaydeq
GOL	Government of Lebanon
MDG	Millennium Development Goal
MEC	Municipal Education Committee
MEHE	Ministry of Education and Higher Education
MoSA	Ministry of Social Affairs
UNDAF	United Nations Development Assistance Framework
WEJ	Wadi el Jamous

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Executive Summary

Background

Despite the recent growth rates in the Lebanese economy, social policies did not succeed in bridging the gap between economic growth and social development and reducing poverty, vulnerability and exclusion¹. In 2004-2005, 8% of the Lebanese population was living in extreme poverty (less than USD 2.4 per person per day) and 28.5% living under the upper poverty line (USD 4 per person per day)².

According to the MDG progress report in 2010, closing poverty gaps is one of the three targets that Lebanon might not be able to achieve by 2015. Several studies in the nineties and the years following 2000 identified chronic poverty pockets in Baalbeck-Hermel, South of Lebanon, and particularly in North Lebanon³. Only 6% of Beirut population live under the upper poverty line while it rises in North Lebanon (Akkar and Tripoli) to 53% of which 18% living in extreme poverty⁴. In South Lebanon and the Bekaa, respectively 42% and 29% of the population is poor. This constant delimitation of poverty in Lebanon pinpoints the invariable problems of accessibility and quality of social services and gauges the limited capacity of the GOL to provide and maintain service delivery.

These regional disparities are not only reflected in skewed distribution of income and wealth but also in socio-economic issues, services and activities that continue to be concentrated in Beirut and its surrounding area of Mount Lebanon. For instance, in Akkar where population below the age of 20 constitutes 52% of the total population, the insufficient availability of basic services leads to unsatisfactory mother and child health outcomes, low educational achievement (illiteracy rates up to 30%), youth unemployment reaching 40% and outward migration rates as high as 25%⁵

In this context, the Children Friendly Communities Initiative (CFCI) is a joint initiative developed by UNICEF Lebanon Country Office and funded by the Italian Government through its Development Cooperation Office in Lebanon.

Purpose

The overall objective of this report is to evaluate the pilot project of the CFC Initiative implemented in three villages in Akkar (DeirDalloum/Zouk el Mukashareen, Fnaydeq and Wadi el Jamous) and “to articulate what worked, what did not work and why, and capturing feedbacks and lessons learned in a participatory approach including beneficiaries and donor, for future interventions and scaling up. The evaluation will evaluate successful and not successful interventions, as well as collecting in systematic

¹MOSA and UNDP, 2011, *National Social Development Strategy*

²According to MoSA and UNDP’s “Poverty, Growth and Income distribution in Lebanon” (2008). “The upper poverty line is defined as the value of the basket of goods and services actually consumed by households whose food and every intake is equal to the minimum requirement of 2200 calories per person per day. At the official exchange rate this poverty line translates into about USD 4 per capita per day.

³*Mapping of Living Conditions - MOSA/UNDP, National Physical Master Plan of the Lebanese Territory - CDR and Poverty, Growth and Inequality in Lebanon- UNDP*

⁴ UNDP, Millennium Development Goals, Lebanon, Progress Report, September 2011

⁵*UNICEF Annual Report for Lebanon, 2010*

manner valuable information from the 3 communities, planning and implementing partners and donor through which the project is conducted”⁶.

The evaluation has been conducted in line with UNICEF evaluation report standards and aligned with OECD DAC criteria⁷. In other words, the evaluation aims at verifying the CFCI in terms of relevance, efficiency, effectiveness, impact and sustainability.

All through the evaluation process, an equity-focused approach is adopted in view of increasing the understanding of the causes and drivers of inequities and exclusion in the deprived areas as well as examining the outcomes for the most disadvantaged beneficiaries of the Initiative.

The outcomes of the evaluation will be used for a better understanding of the actual status of the Initiative and for the improvement of the future interventions and activities within the Initiative and other similar projects.

Methodology

The data collection and analysis for the evaluation followed a qualitative approach and participative methods. The evaluation has been conducted through three phases: (1) Desk review, (2) Field work, and (3) Desk Analysis. Each of these phases is presented in more details in the following sections.

- Desk review: The first phase of the evaluation has the purpose of verifying the CFCI outputs through the analysis of available documents and data pertaining to the Initiatives.
- Field work: In order to gather a wide range of opinions on the implementation and achievements of the CFCI, 22 semi-structured interviews have been conducted with stakeholders in Beirut, Wadi El Jamous, Fnaydeq and DeirDalloum: The donor representative, Government representatives and members of the CFCI advisory board, UNICEF staff and consultants, members of the Municipal councils of the targeted villages and members of the working committees designed by the CFCI⁸.
- Desk analysis: The analysis of the information obtained from the desk review allowed the working team to obtain a deeper understanding of the objectives and outputs of the CFC Initiative and their actual status. In addition, qualitative information was collected from the fieldwork following a standardized checklist. The collected information was then processed and classified following a set of indicators (e.g. “relevance to community needs”, “time efficiency, etc.) directly linked to the standard evaluation criteria (relevance, efficiency, effectiveness and sustainability). Based on this classification, the collected data was scored on a scale ranging between 0 and 2 (0 being an unmet criterion and 2 being a met criterion)

⁶ Request for Proposals, UNICEF – *Evaluation of Child Friendly Community Initiative*, RFP/LEBA/2011/001, Lebanon Country Office, 25 July 2011.

⁷ OECD DAC Evaluating Development Co-operation, UNICEF Evaluation report standards, UNICEF – Adapted UNEG Evaluation Reports Standards, UNICEF Guidance On Equity – Focused Evaluations.

⁸ The detailed agenda of the mission is reported in Annex 2

Key Findings

Relevance

- ⇒ The CFCI is consistent with the UNDAF 2010-2014 expected outcomes especially Outcome 4 pertaining to weak governance and the challenges of regional disparities and socio-economic exclusion.
- ⇒ The CFCI is consistent with the Italian Cooperation Development Office in Lebanon notably the ARTGOLD project which is its most important intervention in Lebanon.
- ⇒ The CFCI is consistent with the Social Policy component of the UNICEF Country Programme 2010-2014. It is in line with the results pertaining to the capacity building of local communities' actors as well as the transferring of experience of integrated packages of UNICEF supported interventions into planning, budgeting and operational guidelines for decentralized development.
- ⇒ Although CFCI is consistent with the expressed needs of targeted communities stakeholders (participatory approach), no thorough needs assessment was carried out in order to determine the actual priorities in terms of needs prior to the design and implementation of the CFCI.

Efficiency

- ⇒ The resources have been managed in a transparent way and have respected in general the allocation of funds as per the budget.
- ⇒ Based on the actual expenses of year 2010 of the CFCI, 22% of total budget covered the costs of human resources, including UNICEF staff and the consultants implementing the project. The cost of UNICEF staff comprises 19% of the total budget and only 3% is allocated to external consultants. This distribution of funds shows the involvement of UNICEF staff in all the phases of implementation without an extensive resort to consultants or NGOs.
- ⇒ The remaining 76% of 2010 actual expenditures covered all the costs of logistics and the implementation of all the CFCI interventions in the three pilot villages.
- ⇒ Although the evaluation does not comprise auditing purposes, it is important to note that all the implementing partners were selected based on a transparent and competitive procurement process.
- ⇒ The logical framework suggested has not been followed due to the modification of the initial project proposal and therefore no systematic performance monitoring and reporting was carried out.
- ⇒ The involvement of the UNICEF team in the implementation of all the activities has implied a timely implementation of the CFCI.
- ⇒ The involvement of local committees in the management of the CFCI increased the ownership of the local communities vis-a-vis the CFCI and was based on the concept of "learning by doing" which consisted of a coaching and mentoring methodology adopted throughout the CFCI project.

Effectiveness and results

- ⇒ The overall objective of the project has not been met at this stage of implementation and it is not possible to measure its level of achievement. So far elements of the proposed model of decentralized planning and resource management have been developed.

- ⇒ The central government represented by relevant ministries was not consistently involved in the implementation process which is necessary for the validation of such a model and its up streaming at a later stage.
- ⇒ All the activities planned to achieve the first expected outcome “To achieve better local governance” have been accomplished.
- ⇒ Most of the interventions of the CFCI pertain to the rehabilitation of basic infrastructure and the provision of service in support to education, culture and healthcare.

Sustainability

- ⇒ According to different sources, most of the interventions pertaining to rehabilitation of infrastructure do not have a specific planned maintenance system.
- ⇒ Despite their limited funds, the municipalities are providing for the time being the necessary funds for the sustainability of interventions pertaining to the provision of services. However, there are no maintenance plans or systems in place.
- ⇒ At present, none of the interventions have clear and set financing plans necessary to secure the sustainability of the interventions following the end of CFCI pilot project.
- ⇒ The CFCI exit strategy consists of a set of studies undertaken in 2011 which aim to support the targeted municipalities for their future interventions and fundraising activities.
- ⇒ The CFCI is currently aiming at strengthening the different committees that have played a role in the CFCI in order to be able ensure the sustainability of the implemented interventions.
- ⇒ On the basis of the evaluation findings UNICEF and local partners donor will determine the relevant implementation approach of the remaining period.

Lessons Learned

The purpose of the evaluation is to verify whether a model of decentralized planning and resource management is in place and to identify the successful and non successful interventions within the CFCI pilot project. The evaluation aims at providing a series of lessons learned and a set of recommendations based on the identified factors of success as well as weaknesses and gaps.

The CFCI has been so far able to set some elements of “a model of decentralized planning and resource management able to address socio-economic exclusion in the most deprived areas of Northern Lebanon”.

The initiative comprises panoply of interventions that initially aim to enhance local governance, to provide necessary services and to mobilize the local community for development purposes. The evaluation has identified in previous sections of the report the extent of success of interventions based on the criteria of relevance, efficiency, effectiveness and sustainability. As specified in the evaluation request for proposal, the impact of interventions cannot be assessed at this stage as the results are still premature.

The following section presents a number of lessons learned from the results of the evaluation followed by two sets of recommendations, one of which pertains to development initiatives in general and the other tackles the CFCI in a specific manner.

- ⇒ The source of most development problems and therefore the solutions for these problems are often found at the national or regional level (e.g. basic infrastructure issues such as power, water, public education policy, healthcare system, etc.). Therefore, any program that exclusively focuses its efforts on the local level is bound to have relatively limited impact that is restricted to the alleviation of the direct symptoms of national/regional development malfunctions.
- ⇒ The interventions were selected based on a participatory approach on the expressed needs of local stakeholders. However, because of the lack of a systematic needs assessment/strategic plan, these stakeholders themselves do not have clear idea of what is needed.
- ⇒ The initiative was successful in terms of work execution, respect of timeline and the transparent use of funds. Thus, the main challenge of the CFCI resides in its initial design. In addition, the initial project logical framework was not referred to during the implementation process. A ongoing monitoring was carried out which prevented from a continuous and systematic identification of the divergence of the project from its initial track during the implementation phase.
- ⇒ Rather than going through NGOs to implement the CFCI at the local level, UNICEF directly went to the field and the initiative was implemented through local stakeholders. This approach maximizes efficiency by eliminating unnecessary overhead and ensures ownership of the project by the targeted local communities. However, it is important to note that in certain instances, NGOs have the capacity to play a positive role within a proper context.
- ⇒ Municipalities may not be the best implementing partner for all types of interventions for instance activities related to education such as the “Revolving textbooks” project and the sewing atelier.
- ⇒ Sustainability issues were identified in most interventions and are exacerbated with municipalities being caught with expenses to be maintained on a long term knowing their already limited budget. These sustainability problems are magnified by the fact that the implemented activities are not considered as a priority by targeted municipalities (such as, municipal library, cultural buses, sewing atelier).
- ⇒ The way that CFCI tackled the complex cultural barriers of communities through its participatory approach with local stakeholders, in bringing together different actors in the community to work together, set committees and working groups (which sometimes worked and sometimes did not) can be a crucial lesson for future endeavors of such projects in similar contexts of marginalized and remote communities.
- ⇒ As the interventions planned have mainly addressed bottlenecks on the supply side, health awareness stands out as one of the main barriers on the demand side improvements on the supply side should be matched by improvements on the demand to increase access for quality health services.

Recommendations for development assistance

In order to maximize their impact and effectiveness, development interventions ought to be integrated within established national strategies such as the National Physical Master Plan or strategic plans pertaining to relevant government agencies such as MEHE (Ministry of Education and Higher Education). UNICEF would gain from selecting the parts of these national strategies that are relevant to UNDAF and the UNICEF country program and designing its development interventions on their intersection.

The chances of success of UNICEF interventions are maximized when they are founded in existing local or regional strategic plans. Such plans have been developed in a number of Lebanese cities/regions and UNICEF could tackle aspects or issues addressed within these plans.

This development approach which takes national and regional strategies as a platform for individual development interventions has many advantages including avoiding overlap in the work of various agencies, coordinating various development initiatives, and ensuring that the projects developed respond to actual community needs and contribute to the achievement of fundamental development objectives.

Recommendations specific to the CFCI

The CFCI is a pilot project whose purpose is to test the initial design and extract the lessons learned in order to perfect the program prior to its deployment to a wider geographic area. Following is a number of guidelines that if followed will increase the chances of success of the wider initiative.

- ⇒ Conduct an objective needs assessment in each of the targeted areas. The needs assessment should comprise an overview of the various aspects that together constitute the livelihood and social conditions of the targeted community. The surveys which were implemented in the three pilot villages may be used as a foundation for a needs assessment that reorients the interventions in the proper direction
- ⇒ Carry out a mapping of development interventions in the wider region in order to avoid overlap of initiatives and in order to determine unaddressed development issues that may constitute appropriate targets for UNICEF
- ⇒ Have a clear and focused overall objective to be achieved through a set of interlinked interventions that targets specific dimensions in order to maximize impact. Objectives may be focused on the intersection of UNICEF's areas of interest and the results of the needs assessment so that they may target either a specific profile of beneficiary e.g. school children or a specific need such as maternal health
- ⇒ The effectiveness and efficiency of the Initiative will benefit from increased cooperation on a number of different levels:
 - Cooperation with complementary initiatives implemented by other agencies;
 - Cooperation with neighboring municipalities;
 - Effective cooperation within the local community in the form of an institutionalized and empowered committee that encompasses the various stakeholders whose buy in is essential for the success of the project. This committee needs to have a specific mandate whereby each member may be in charge of a specific sub-project. This is a very important guarantee of the sustainability of the project.
- ⇒ Continue the successful practice of "learning by doing" which consists of coaching and mentoring municipalities throughout the process of implementation.
- ⇒ Design baseline indicators for each project in order to allow the continuous follow up of its impact on the targeted aspects of living conditions of the communities.

- ⇒ Strengthen the capacity of healthcare providers to provide communities with health related behavioral change messages in line with decentralized led interventions.

1. The Child Friendly Communities Initiative

1.1 Background

Despite the recent growth rates in the Lebanese economy, social policies did not succeed in bridging the gap between economic growth and social development and reducing poverty, vulnerability and exclusion⁹. In 2004-2005, 8% of the Lebanese population was living in extreme poverty (less than USD 2.4 per person per day) and 28.5% living under the upper poverty line (USD 4 per person per day)¹⁰.

According to the MDG progress report in 2010, closing poverty gaps is one of the three targets that Lebanon might not be able to achieve by 2015. Several studies in the nineties and the years following 2000 identified chronic poverty pockets in Baalbeck-Hermel, South of Lebanon, and particularly in North Lebanon¹¹. Only 6% of Beirut population live under the upper poverty line while it rises in North Lebanon (Akkar and Tripoli) to 53% of which 18% living in extreme poverty¹². In South Lebanon and the Bekaa, respectively 42% and 29% of the population is poor. This constant delimitation of poverty in Lebanon pinpoints the invariable problems of accessibility and quality of social services and gauges the limited capacity of the GOL to provide and maintain service delivery.

These regional disparities are not only reflected in skewed distribution of income and wealth but also in socio-economic issues, services and activities that continue to be concentrated in Beirut and its surrounding area of Mount Lebanon. For instance, in Akkar where population below the age of 20 constitutes 52% of the total population, the insufficient availability of basic services leads to unsatisfactory mother and child health outcomes, low educational achievement (illiteracy rates up to 30%), youth unemployment reaching 40% and outward migration rates as high as 25%¹³.

In this context, the Children Friendly Communities Initiative (CFCI) is a joint initiative developed by UNICEF Lebanon Country Office and funded by the Italian Government through its Development Cooperation Office in Lebanon.

1.2 Objective of the Initiative

As specified in the project document, the overall objective of the Initiative is “the provision of a model of decentralized planning and resource management that would address socio-economic exclusion in the most deprived areas of Northern Lebanon”.

The specific objective of the Initiative is “to strengthen the capacity of the municipalities to plan and implement programs at the local level, to improve access of the population to health, education,

⁹MOSA and UNDP, 2011, *National Social Development Strategy*

¹⁰According to MoSA and UNDP’s “Poverty, Growth and Income distribution in Lebanon” (2008). “The upper poverty line is defined as the value of the basket of goods and services actually consumed by households whose food and every intake is equal to the minimum requirement of 2200 calories per person per day. At the official exchange rate this poverty line translates into about USD 4 per capita per day.

¹¹*Mapping of Living Conditions - MOSA/UNDP, National Physical Master Plan of the Lebanese Territory - CDR and Poverty, Growth and Inequality in Lebanon- UNDP*

¹²UNDP, Millennium Development Goals, Lebanon, Progress Report, September 2011

¹³UNICEF Annual Report for Lebanon, 2010

water/sanitation, protection services and facilities and any other services targeting children, adolescents and youth.”

The CFC Initiative is a pilot project that takes place in three villages/municipalities in the region of Akkar which are DeirDalloum/Zouk el Mukashareen, Wadi el Jamous and Fnaydeq.

Deir Dalloum has a resident population of 3,200 residents with an average household size of 5.3 members. The population is relatively young with more than 57% of the residents below the age of 25. According to the CFCI survey in 2011, about 11% of residents are illiterate knowing that 60.4% of the illiterate residents at Deir Dalloum are females compared to 39.6% males. More than 29% of residents have reached the elementary level, 24.5% the intermediate level, 6% have had a secondary level education and 5.9% are in the university. University education is higher among females (58.3%, compared to 41.7% of males). About 25.7% of residents declared to be employed compared to 73.7% who were not working at the time of the study.

Wadi el Jamous has a resident population of 5,230. The average household size is of 5.9¹⁴ knowing that the national average in 2004 is of 4.2 members and the average household size of the governorate of North Lebanon is of 4.7¹⁵. The population of Wadi El Jamous is young with 87% of the residents aged less than 25 years. Around 35% of residents between age 3 and 21 are not enrolled in schools due to their work at home or the financial situations of their households. In addition, the access to public services in this pilot village is weak knowing that only 4.4% of total residents are linked to the public water network while 70% of households rely on private companies for service water¹⁶. It is also important to note that 47.3% of males in Wadi el Jamous are working compared to only 4.6% of females.

Fnaydeq is relatively larger than Wadi el Jamous and has a total population of 11,666 residents and an average household size similar to Wadi el Jamous (5.4). More than 50% of residents with children between the age of 3 and 21 go to the local healthcare centre. More than 24% of students are enrolled in a public school compared to 45% enrolled in private schools and 23% in free private schools. It must be noted that more than 78% of residents in Fnaydeq do not work.

The pilot project duration is of 2.5 years and covers the period between April 2009 and September 2011. The project is extended until September 2012.

It must be noted that the Initial project document “Project Proposal for funding” as submitted by UNICEF to the Italian Development Cooperation Office in February 2009 has been modified and was not implemented as planned. The initial project was designed as a joint UNDP-UNICEF project for a period of 2.5 years. The project was later on amended and adjusted where UNICEF became the implementing organization. This is partly due to the withdrawal of UNDP Lebanon which was supposed to be a participating UN organization, as mentioned in the project document, along with UNICEF Lebanon. The withdrawal of UNDP, has led to the modification of the scope of the Initiative; the initial project document comprised a detailed logical framework consisting of the same overall objective but with more detailed immediate objectives and several additional outputs with the description of the expected

¹⁴UNICEF CFCI, Household Survey for Wadi El Jamous, DeirDalloum and Fnaydeq, Presentation, Information International, Ref 15-91/ January 2011

¹⁵ CAS, 2006, The National Survey of Household Living Conditions 2004.

¹⁶ UNICEF CFCI, Household Survey for Wadi El Jamous, DeirDalloum and Fnaydeq, Presentation, Information International, Ref 15-91/ January 2011

results chain. However, the actual project document is a compressed version of the initial project document, comprising the initial overall objective of the CFCI and the five types of activities to be included:

- (i) Trainings for decision makers and service providers,
- (ii) Rehabilitation of basic infrastructure, provision of necessary supplies,
- (iii) Small-scale community-generated projects,
- (iv) Behaviour change communication campaigns and
- (v) Networking and alliance building

The CFCI is in line with the lessons learned identified in the UNICEF Country Programme 2010-2014 pertaining to decentralized programming and integrated packages of key interventions incorporating services for health, water and sanitation, education and protection.

The CFCI targets the social policy area defined in the UNICEF Country Programme 2010-2014 in particular the issue of decentralized development. It is also aligned with the expected outcomes of the UNDAF 2010-2014 in particular outcome 4 pertaining to the challenges of regional disparities and socio-economic exclusion and weak governance.

1.3 Budget and partnerships

The total CFCI budget approved by UNICEF and the Italian Development Cooperation Office is of USD 1.5 million. This amount represents approximately 60% of the social policy budget in UNICEF Lebanon Country Programme 2010-2014 and 13% of its total budget. The funds are provided by the Italian Development Cooperation Office. Additional funds of USD 113 thousands were awarded by the Big Ball Event (BBE – Dubai).

While the Italian Development Cooperation Office has been exclusively a donor for the project, UNICEF has been the major implementer – through the involvement of staff dedicated to the project and the implementation and management of all the activities, with the selection, coordination and supervision of all the implementing partners.

The large part of activities consisted of rehabilitation works for basic infrastructure, provision of necessary supplies, and organization of training sessions and workshops in the three villages of the pilot project. In addition to the respective municipal councils, different committees and groups were involved in the CFCI such as municipal education committees, women working groups, and youth groups.

Also, several governmental bodies were partners in the CFCI as members of an advisory board, co-chaired by UNICEF as implementing agency and MoSA as lead ministry and involving representatives of the Ministry of Interior and Municipalities, Ministry of Culture, Ministry of Energy and Water, Ministry of Education and Higher Education, Ministry of Finance, Ministry of Health and Ministry of Sports and Youth. All these ministries are engaged at national and local level in the provision of services and they were all called to participate in the CFCI through its advisory board.

1.4 Inputs: outputs, implementing partners and resources

The inputs of the CFCI include human resources assigned to the project: a project manager, a project assistant, two drivers, and several contractors responsible of following up works in the field.

The CFCI covered the expenses related to venues for conferences and workshops and all other costs, including the final evaluation.

The CFCI covered the expenses of all the interventions/activities undertaken within the pilot project.

The major component of the project is related to the provision of necessary supplies and rehabilitation of basic infrastructure. Suppliers were selected through public procurement process which was managed by the municipal council of the targeted communities and under the supervision of UNICEF.

Field coordinators were selected by the UNICEF team in order to follow up the works – implementation of rehabilitation works, provision of supplies, and coordination between the concerned parties, in a systematic manner in the three targeted villages.

1.5 Outputs: Activities and beneficiaries

The activities carried out during the two years of implementation mainly consisted of interventions pertaining to i) training for decision makers and service providers at the community level and ii) rehabilitation of basic infrastructure and the provision of services to support educational and cultural interventions.

However, based on the review of available information up to the date of the evaluation, interventions corresponding to the remaining categories mentioned in the project summary¹⁷, have not been tackled or only partially treated: iii) Small-scale community-generated projects, iv) Behavior change communication campaigns and v) Networking for optimization of resource utilization.

It must be noted that the project summary does not provide a clear definition of the five categories of activities and does not classify the CFCI interventions according to these five categories. Therefore, the evaluator concluded the classification of interventions per categories without reference to any project document indications.

The CFCI consists of 36 planned interventions: 14 have been fully accomplished, 21 are in progress and 1 has not been done.

The evaluation covers only 25 interventions out of the total 36 initially planned interventions:

- 14 intervention that have been fully accomplished
- 11 interventions that are now (until September 2011) in progress but in stage where they can be included in the interventions to be evaluated.

Below is the list of interventions included in the evaluation by code, title and location (Wadi el Jamous (WEJ); DeirDalloum (DD); Fnaydeq (F)):

¹⁷ See CFCI project summary in Annex 5.

Code	Name of project	Location	Estimated # of Beneficiaries ¹⁸
100	Rehabilitation works at Wadi el Jamous public school	WEJ	340 students
101	Revolving textbooks project providing school textbooks to all public schools students of WEJ, to be co-managed by municipality and Women Working Groups	WEJ	340 students
102	Provision of sewing machines to WWG (WEJ)	WEJ	12 women 340 students
103	Upgrading of public football field (WEJ)	WEJ	N/A
106	Establishment of municipal public library /language centre/IT and multimedia centre and support to youth cultural, recreational and sports activities	WEJ	N/A
109	Wash In School (WIS) in the public school	WEJ	340 students
111	Rehabilitation works at DeirDalloum public school	DD	219 students
112	Revolving textbooks project providing school textbooks to all public schools students of DeirDalloum	DD	219 students
113	Provision of mobile Library to be co-managed by the YWG and municipality (Changed to provision of a Municipal Cultural Bus)	DD	N/A
114	Equipping the municipality with a fax machine, UPS/APS and a generator	DD	5
115	Upgrading of recreational area recently fenced and paved	DD	N/A
117	Consultancy for the construction of Primary and Intermediate quarters in plot offered by the local community to MEHE	DD	N/A
121	Wash In School (WIS) in the public school	DD	219 students
123	Rehabilitation works at Gharbiyeh primary public school	F	120 students
124	Revolving Textbooks project providing school textbooks to all primary and intermediate public schools students of Fnaydeq	F	469 students
125	Provision of mobile Library to be co-managed by the YWG and municipality	F	30 students
126	Equipping the existing MoPH health care centre and training of local medical staff (nurses/midwives) with provision of a fully equipped ambulance for emergencies	F	4000 cases (per year)
127	Provision of 2 mini buses for Al Gharbiyeh School (15 seats)	F	120 students
128	Provision of a generator for Al Gharbiyeh School (12Kva)	F	120 students
131	Provision of roof on the centre's side to protect municipality Ambulance	F	N/A
132	Establishment of municipal public library /language centre/IT and multimedia centre and support to youth cultural, recreational and sports activities at municipal level	F	N/A
133	Establishment and equipping of sewing atelier at municipality premises as a small-scale-community-generated project for the women groups	F	20 women 469 students
135	Wash In School (WIS) in the public school	F	469 students
140	Household Survey	F	N/A
141	Consultative and Empowerment Process with Municipalities and local communities: Capacity building through workshops and training	F	40 municipal staff and members

¹⁸ The estimated number of beneficiaries is only for indicative purposes and is based on the review of collected information from available document and interviewed stakeholders

1.5.1 Trainings for decision makers and service providers

The CFCI provided a set of workshops and training to the municipal councils of the targeted communities. The workshops covered topics of importance for the empowered of municipalities and local communities “to pave the way for better planning and implementation of local development initiatives that will contribute to the growth and well being of children, youth and women”¹⁹. The workshops comprised interventions from government representatives aiming at “bridging the gap between authorities at local level and relevant ministries”²⁰. Workshops were attended by municipal council members, public school directors, committees and CSO representatives and covered themes such as Child-Friendly Schools, Mobile and Fixed Libraries, the WASH initiative, the benefits of establishing Technical Offices at Union of Municipalities, solid waste disposal management and the review of completed CFCI Interventions in 2010 (Interventions# 140 and 141).

1.5.2 Rehabilitation of basic infrastructure, provision of necessary supplies

a) Most of the activities of the CFCI fall under the rehabilitation of basic infrastructure.

The CFCI concentrated on the rehabilitation of a public school in each of the three targeted communities. The rehabilitation and upgrading works at the three piloted public schools were handed before the start of the academic year 2010-2011. Works consisted of waterproof painting, installation of drinking water pipes, sanitary pipes, water tanks, electric pipes, metallic frame for windows, new WCs, WCs for handicapped, tiling, plastering the ceiling of classrooms, addition of pre-fabricated classrooms, new concrete playground, plastering of external walls of playgrounds, etc. (Interventions # 100, 111 and 123). In addition, the CFCI has provided funds dedicated for an engineering study and design for the construction of primary and intermediate quarters in plot offer by the local community of DeirDalloum to MEHE (Intervention # 117).

The CFCI carried out the upgrading of two recreational areas in Wadi el Jamous and DeirDalloum; The works consisted of the construction of a football field in Wadi el Jamous and the upgrading of the recreational area in DeirDalloum (Interventions # 103 and 115)

The CFCI undertook the upgrading of the library in Wadi El Jamous public school in order to make it operational as a public library. During school hours the library is managed by the school librarian and after school hours by a librarian recruited by the municipality. The library also includes an English language learning section equipped with PCs provided by the British Council. In Fnaydeq, a room has been rehabilitated within the Municipality building and the works are now at the last phase (Interventions # 106 and 132).

The CFCI undertook the construction of a roof for the public health care center Fnaydeq ambulance (Intervention # 131)

b) The activities pertaining to the provision of necessary supplies are the following:

“Revolving textbooks” is a project implemented in the three targeted communities and is considered as one of the key interventions of the CFCI. The project benefits all 5 primary and

¹⁹ UNICEF Lebanon, CFCI 4th Progress Report, March 2011

²⁰ *Ibid*

intermediate public schools in the 3 targeted communities or 1028 students registered for the academic year 2010-2011. The project is managed by the “Municipal Education Committee” of each municipality, which formed for this purpose by CFCI. The committees implemented the distribution of school textbooks at the beginning of the school year and their collection at the end of the year according to mid-term and short term plans set for the sustainability of the intervention for at least three years. (Interventions # 101, 112 and 124)

The CFCI undertook the provision of supplies to support educational and cultural interventions such as mini buses for the transport of children for Al Gharbiyeh school, the provision of sewing machines to the women association “Al Uswa Al Hasana” in Wadi el Jamous which will provide in return school uniforms and organize remedial classes to students at risk of dropout, and the provision of two cultural buses to transport children and youth to cultural destinations (Interventions # 127, 128, 102, 133, 113, 125).

The CFCI has also provided equipments to the municipality of DeirDalloum and an ambulance to the public health care center (Interventions # 114 and 126).

1.5.3 Behavior change communication campaigns and networking for optimization of resource utilization

Based on the review of the collected information, interventions pertaining to behavior change within the CFCI are limited and consist mainly of the “Wash In Schools” intervention in the piloted public schools of the 3 municipalities. With the support of MEHE, the CFCI aims at establishing technical guidelines on hardware design for sanitation facilities in the 5 targeted public schools and software guidelines on promoting hygiene behavior change in order to ensure the quality of water, sanitation and hygiene (WASH) in school programs (Interventions # 109, 121 and 135).

These interventions are still at early stages. A representative of the Ministry of Energy and Water and member of the CFCI advisory board conducted a field trip to the three villages and has launched the procedure of testing water quality of main water sources in the targeted communities. The test results include recommendations that aim to guide local authorities towards necessary measures for the provision of clean water to the communities.

These interventions fall within the category of “networking for the optimization of resource utilization” along with the elaboration of a study pertaining to the upgrading of Mishmish solid wastes recycling plant in Fnaydeq (Intervention #130 – This intervention is not included in the scope of the evaluation as it is in premature stages).

2. The Evaluation

2.1 Purpose and objectives

The overall objective of this report is to evaluate the pilot project of the CFC Initiative implemented in three villages in Akkar (DeirDalloum/Zouk el Mukashareen, Fnaydeq and Wadi el Jamous). The evaluation aims at providing a series of lessons learned and good practices and identifying the major factors of success as well as weaknesses and gaps²¹.

The evaluation has been conducted in line with UNICEF evaluation report standards and aligned with OECD DAC criteria²². In other words, the evaluation aims at verifying the CFCI in terms of relevance, efficiency, effectiveness, impact and sustainability.

All through the evaluation process, an equity-focused approach is adopted in view of increasing the understanding of the causes and drivers of inequities and exclusion in the deprived areas as well as examining the outcomes for the most disadvantaged beneficiaries of the Initiative.

The outcomes of the evaluation will be used for a better understanding of the actual status of the Initiative and for the improvement of the future interventions and activities within the Initiative and other similar projects.

2.2 Methodology

The data collection and analysis for the evaluation followed a qualitative approach and participative methods. The evaluation has been conducted through three phases: (1) Desk review, (2) Field work, and (3) Desk Analysis. Each of these phases is presented in more details in the following sections.

2.2.1 Desk review

The first phase of the evaluation has the purpose of verifying the CFCI outputs through the analysis of available documents and data pertaining to the Initiatives. The desk review consisted of reviewing available information such as:

- Standards documents (OECD DAC Evaluating Development Co-operation, UNICEF Evaluation report standards, UNICEF – Adapted UNEG Evaluation Reports Standards, UNICEF Guidance On Equity – Focused Evaluations);
- Project documents (project proposal, progress reports, Memorandum of understanding with targeted municipalities, implementing partners' reports of activities, financial reports, administrative data, monitoring reports, etc.).

It must be noted that the desk review phase was transversal to all the phases of the evaluation. Even after the completion of the initial desk review (phase one), the CRI team collected documents

²¹ Request for Proposals, UNICEF – *Evaluation of Child Friendly Community Initiative*, RFP/LEBA/2011/001, Lebanon Country Office, 25 July 2011.

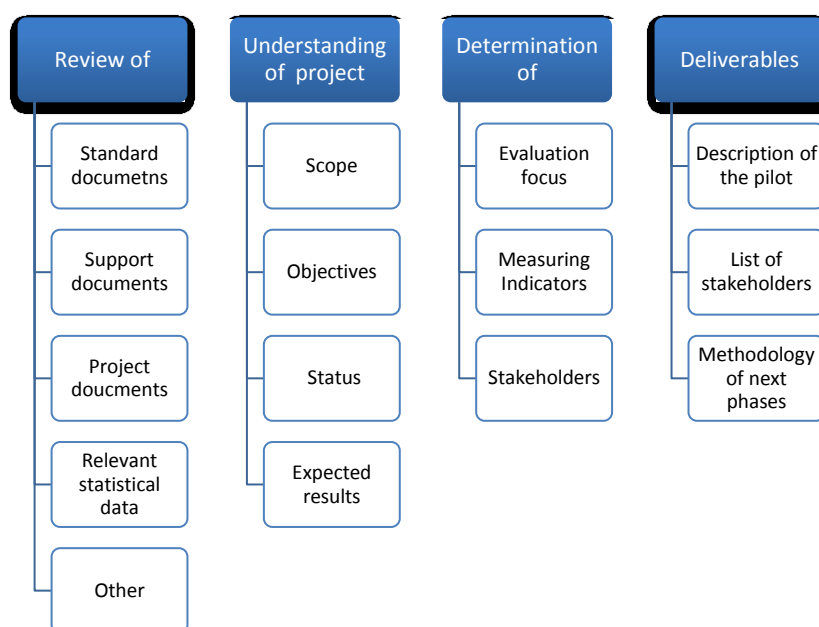
²² OECD DAC Evaluating Development Co-operation, UNICEF Evaluation report standards, UNICEF – Adapted UNEG Evaluation Reports Standards, UNICEF Guidance On Equity – Focused Evaluations.

throughout the fieldwork (phase two) from the various planning and implementing stakeholders and partners such as, donors, municipal councils, school principals, etc.

The thorough revision of the collected documents allowed the working team to obtain a deeper understanding of the objectives and outputs of the CFC Initiative and their actual status. Based on the desk review, the working team identified key issues that are to be the focus of the evaluation process and identified major indicators for measuring the relevance, effectiveness, efficiency, sustainability and outcomes of the CFC Initiative. In addition, the working team identified the different categories of stakeholders/beneficiaries and the extent of their participation in the Initiative.

Accordingly, the outcomes of the desk review are as follows:

1. A description of the scope and status of the CFC Initiative pilot project;
2. A list of the major stakeholders of the CFC Initiative pilot project;
3. The methodology that will be followed for the remaining phases of the evaluation.



2.2.2 Fieldwork: Interviews with stakeholders and site visits

In order to gather a wide range of opinions on the implementation and achievements of the CFCI, 22 semi-structured interviews have been conducted with stakeholders in Beirut, Wadi El Jamous, Fnaydeq and DeirDalloum. The list of stakeholders to be included in the fieldwork was prepared based on the findings of the desk review and initial meetings with the CFCI team. The list was subsequently validated by UNICEF staff based on the fact that it covers the key participants that have taken part in the CFCI whether implementers or beneficiaries. The list of stakeholders included: The donor representative, Government representatives and members of the CFCI advisory board, UNICEF staff and consultants, members of the Municipal councils of the targeted villages and members of the working committees designed by the CFCI²³.

²³ The detailed agenda of the mission is reported in Annex 2

The checklists designed for the semi-structured interviews were in line with the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, results and sustainability of the Initiative. The questions focused on issues pertaining to the:

- Satisfaction about the overall implementation of the programs;
- Status of objectives, outputs and activities of the CFCI;
- Project management;
- Use of resources;
- Monitoring and evaluation procedures;
- The sustainability of the Initiative
- Results

Detailed minutes for each of the 22 meetings were prepared and organized according to the five evaluation pillars (relevance, efficiency, effectiveness, impact and sustainability) and respecting the structure of the checklists which allows a structured analysis of the collected data.

2.2.3 Desk analysis

The final phase of the study was dedicated to the analysis of the information obtained.

The analysis of the information obtained from the desk review allowed the working team to obtain a deeper understanding of the objectives and outputs of the CFC Initiative and their actual status.

The information collected from the fieldwork was also organized and standardized according to the five criteria of the evaluation (relevance, efficiency, effectiveness, impact and sustainability). The qualitative information was collected from the fieldwork following a standardized checklist. The collected information was processed and classified following a set of indicators (e.g. “relevance to community needs”, “time efficiency, etc.) directly linked to the standard evaluation criteria (relevance, efficiency, effectiveness, impact and sustainability).

In order to quantify the collected qualitative data, a scoring system was adopted and consists of:

- The score of (0), if one aspect of the Initiative does not meet the evaluation criteria;
- The score of (1), if one aspect of the Initiative meets the evaluation criteria to a certain extent;
and
- The aspect of (2), if one aspect of the Initiative fully meets the evaluation criteria.

The consolidation of the scores pertaining to the different aspects of the Initiative and the five evaluation criteria quantifies the fieldwork results and confers an indication of the status of the outputs and outcomes of the Initiative. This quantification supports and validates the analysis of the qualitative information.

3. Findings

3.1 Relevance

KEY FINDINGS

- ⇒ The CFCI is consistent with the UNDAF 2010-2014 expected outcomes especially Outcome 4 pertaining to weak governance and the challenges of regional disparities and socio-economic exclusion
- ⇒ The CFCI is consistent with the Italian Cooperation Development Office in Lebanon notably the ARTGOLD project which is its most important intervention in Lebanon.
- ⇒ The CFCI is consistent with the Social Policy component of the UNICEF Country Programme 2010-2014 particularly with the result pertaining to the capacity building of local communities' actors and the transferring of the experience of integrated packages of UNICEF supported interventions into planning, budgeting and operational guidelines for decentralized development.
- ⇒ Although CFCI is consistent with the expressed needs of targeted communities stakeholders (participatory approach), no thorough needs assessment was carried out in order to determine the actual priorities in terms of needs prior to the design and implementation of the CFCI.

The relevance of a project is defined as the extent to which the objectives of a development intervention are consistent with duty bearers' and rights holders' requirements, country needs, global priorities and partners' and donors' policies²⁴.

The evaluation was conducted through the desk review of project documents and through interviews to donor representatives, UNICEF staff and consultants, project implementers and intermediate beneficiaries.

3.1.1 Relevance to Development Assistance Frameworks: UNDAF, and MDG

The CFCI is relevant to the UNDAF Lebanon 2010-2014 and aligned with the expected outcomes of the UNDAF 2010-2014 in particular Outcome1 and 4 pertaining to weak governance and the challenges of regional disparities and socio-economic exclusion. The following table shows the coherence of the outcomes, outputs and interventions of the CFCI with the Outcomes and Outputs of UNDAF 2010-2014:

²⁴ UNICEF NYHQ, Evaluation Office, UNICEF Evaluation Report Standards, Chapter III, Glossary of Terms, September 2004.

UNDAF 2010-2014	UNICEF CFCI
Outcome 1 “By 2014, good governance reforms with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at different levels”	Outcome (i) “better performance of local governance” and Output (i) “trainings for decision makers and service providers”
Output 1.2.5 “Strengthened management and technical capacity in central and local authorities for policy and programme development, including decentralization policy and planning (UNDP, UNICEF, ILO, UNESCO and UNHABITAT)”	Interventions # 114, 140 and 141 (and transversal to all the other interventions)
Outcome 3 “By 2014, women are increasingly empowered to equally access the social, political, economic and legal spheres towards the realization of their rights”	Outcome (iii) “mobilization of the community potential for development change” and Output (iii) “small-scale community-generated projects”
Output 3.1.2 “Awareness, evidence-based advocacy and policy dialogue among decision makers and general public on gender equality and human rights of women and girls are increased (ILO, UNFPA, UNESCO, UNDP, UNRWA, UNICEF)”	Intervention # 102 and #133
Outcome 4 “By 2014, the socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic social services are improved within a coherent framework of reduction of regional disparities”	Outcome (ii) “secured access to quality services” and Output (ii) “Rehabilitation of basic infrastructure, provision of necessary supplies”
Outcome 4.1 “Increased access to, and utilization of, quality health services, particularly in underserved areas and with focus on vulnerable groups “	Interventions # 126, 131
Outcome 4.2 “Improved quality and access to education in line with targeted national standards, particularly in underserved areas”	Interventions # 100, 101, 103, 106, 111, 112, 113, 115, 117, 123, 124, 125, 127, 128, 132,
Outcome 4.4 “Improved access to sustainable livelihoods and employment opportunities in underserved areas, with a specific focus on vulnerable groups”	Interventions # 102, 133
Output 4.4.2 “Capacity of institutions and community groups is strengthened for effective formulation and implementation of regional and local development plans” (UNDP, ILO, FAO, UNHABITAT, UNFPA, UNIDO, UNICEF)	Interventions # 102, 133
Outcome 5 “By 2014, improved accessibility of natural resources and enhanced response to national and global environmental challenges”	Outcome (iii) “mobilization of the community potential for development change” and Output (iv) behaviour change communication campaigns and Output (v) networking for optimization of resource utilization
Outcome 5.3 “Improved integrated water resource management, including sanitation reflected in national decision-making”	Interventions # 109, 121, 135

The CFCI overall objective “the provision of a model of decentralized planning and resource management that would address socio-economic exclusion in the most deprived areas of Northern Lebanon” is in line with the Millennium Development Goals especially with Goal 1 “Eradicate extreme poverty and hunger”.

CFCI Interventions pertaining to the rehabilitation of schools (Interventions # 100, 101, 111, 112, 117, 123, 124) in the three-targeted villages and the provision of school books are relevant to Goal 2 “Achieve universal primary education”

CFCI interventions pertaining to the small-scale community generated project for the women groups (Interventions #102 and 133) are relevant to Goal 3 “Promote gender equality and empower women”.

CFCI interventions pertaining to water and sanitation (#109, 121, and 135) are relevant to Goal 7 “Ensure environmental sustainability”

3.1.2 Relevance to donor and UNICEF policies

The major project funded by the Italian Development Cooperation Office in Lebanon is the ARTGOLD project which is implemented in Akkar among other regions in Lebanon. The key component of the ARTGOLD project relies on local economic development of the most deprived areas in Lebanon. In this context, the Italian Development Cooperation Office has funded the UNICEF CFCI. Moreover, one of the criteria for the selection of the three targeted villages is the location of projects in Akkar funded by the Italian Development Cooperation Office.

On another level, the CFCI is relevant to the UNICEF Country Programme overall strategy. As indicated in the UNICEF Country Programme 2010-2014, “the principal of non-exclusion will be maintained a corner stone of the country programme of cooperation, as more equitable development is fundamental for preventing the risk of conflicts rooted in inequality and for sustaining any previously achieved results for children all across Lebanon.”

However, the CFCI only partially tackles problem areas (a) and (d) as highlighted by the Common Country Assessment: (a) insufficient data collection and analysis capacity; (b) policy gaps in key sectors; (c) absence of regular mechanisms to ensure adherence to human rights frameworks and standards; and (d) limited opportunities for young people to develop to their full potential and participate in social life²⁵.

Accordingly only the suggested key results (a) and (d), relevant to the aforementioned problem areas (a) and (d) are partially addressed by the CFCI interventions pertaining to the elaboration of households’ surveys in the three targeted villages and the activities involving youth groups such as the creation of youth committees and rehabilitation of recreational areas²⁶:

- (a) Updated and disaggregated data and in-depth analysis of the situation of children and adolescents is available to guide decision-making and national policy formulation in the areas of health care, education and HIV/AIDS.
- (d) National policies and systems for creating more space for adolescent participation and development of their life skills are discussed, with the view of enhancing the national role and capacity of adolescents in preventing conflict and violence and promoting a culture of tolerance and peace.

²⁵ UNICEF, *Lebanon Country Programme Document (2010-2014)*, 15 September 2009.

²⁶ *Ibid*

Consequently, the CFCI overall objective partly falls in the Social Policy component of the Country Programme (2010-2014), which focuses on key result (a) and comprises the “participation in initiatives to support the capacity of local development actors, implemented jointly with UNDAF partners, the World Bank and the European Union. Transferring the experience of integrated packages of UNICEF supported interventions into planning; budgeting and operational guidelines for decentralized development will be another important result of the social policy programme component”²⁷.

3.1.3 Consistency with national priorities

The Initiative is in line with the National Social Action Plan “Toward Strengthening Social Safety Nets and Access to Basic Social Services”. National priorities of the social action plan include poverty reduction measures, increased efficiency in social spending and the need to elaborate a comprehensive medium and long term social development agenda. In light of the GoL commitment for Paris III and the Social Action Plan recommendation, the Ministry of Social Affairs, in a joint initiative with UNDP, prepared a National Social Development Strategy²⁸ which was published in December 2010. Although it has not yet been submitted to the Council of Ministers, the National Social Development Strategy could be taken into consideration in the design of development interventions, especially that it is the first comprehensive document formulated with the backing of all concerned ministries through the Inter-Ministerial Committee for Social Issues (IMC).

In addition, Government representatives which are members of the CFCI advisory board met during the evaluation fieldwork recognized the relevance of CFCI interventions to the needs of the country such as the need for public libraries in the underprivileged areas (intervention #106 and 132), the rehabilitation of public health centers (interventions # 126 and 131), the need for the amelioration of the situation of water and sanitation and relevant awareness (interventions # 109, 121, 135) and the need for networking with government agencies such as the creation of the CFCI advisory board which links municipal councils with government representatives.

3.1.4 Relevance to targeted communities needs

The CFC Initiative is relevant to the expressed needs of the met stakeholders, which may or may not reflect the actual needs of the targeted communities. UNICEF conducted a fact-finding exercise between December 2009 and March 2010 which aimed at gathering and validating all data relevant to the CFCI. For this purpose, the UNICEF team conducted field visits to the targeted villages and organized bilateral meetings with most stakeholders involved in local development projects²⁹. Based on the expressed needs of mayors and other key stakeholders, UNICEF team designed the interventions of the CFCI. However, it must be noted that no through needs assessment based on structured technical tools was conducted prior to the design of the CFCI. Therefore, the CFCI is relevant in regards to the expressed needs of a certain number of stakeholders as opposed to the actual needs of the communities, which can only be identified through a structured needs assessment.

²⁷ *Ibid*

²⁸ MoSA/UNDP, 2010, *National Social Development Strategy*, Beirut.

²⁹ UNICEF, Child Friendly Communities Initiative, Fourth Progress report, March 2010

It is important to note that the household survey that was carried out by the CFCI in the three piloted villages is a vital intervention that is essential to overcome the lack of data in the national statistics which do not cover the caza and region levels. The findings of such surveys are useful to build upon in a situational analysis of the targeted area and later on identify its needs. Nevertheless there are two major aspects that must be taken into consideration in order to maximize the benefits of such interventions. On one hand, the capacity building of the producers and users of the survey must be carried out in order to guarantee the quality and sustainability of the intervention. On another hand, the survey must be standardized with consistent definitions and methodologies in order to allow the best use and consolidation of results at a larger level.

Constraints:

- ⇒ The need for an ambulance in Fnaydeq was expressed by the Municipality Council but has not been used since its provision and for the past 6 months.
- ⇒ The provision of a mobile library was initially suggested by the UNICEF team and approved by the municipal councils. After the approval, the two mobile libraries turned into cultural buses. In DeirDalloum the cultural bus has been used only once for the past year within Akkar, knowing that the cultural bus aims at exploring the different regions in Lebanon and notably cultural sites. In Fnaydeq the cultural bus became a female university student's shuttle from Fnaydeq to Tripoli.
- ⇒ The provision of municipality equipment to DeirDalloum Municipality was initially suggested by the UNICEF team and welcomed by the mayor. However the fax machine is mostly used for the communication with the UNICEF team in Beirut.
- ⇒ According to the mayors of the three targeted municipalities, the results of the household survey are mostly used for general information. In DeirDalloum, there is not municipal staff able to use the collected data. According to the mayor, only members of his family can use the household survey data.

3.2 Efficiency

KEY FINDINGS

- ⇒ The resources have been managed in a transparent way and have respected in general the allocation of funds as per the budget.
- ⇒ Based on the actual expenses of year 2010 of the CFCI, 22% of total budget covered the costs of human resources, including UNICEF staff and the consultants implementing the project. The cost of UNICEF staff comprises 19% of the total budget and only 3% is allocated to external consultants. This distribution of funds shows the involvement of UNICEF staff in all the phases of implementation without an extensive resort to consultants or NGOs.
- ⇒ The remaining 76% of 2010 actual expenditures covered all the costs of logistics and the implementation of all the CFCI interventions in the three pilot villages.
- ⇒ Although the evaluation does not comprise auditing purposes, it is important to note that all the implementing partners were selected based on a transparent and competitive procurement process.
- ⇒ The logical framework suggested has not been followed due to the modification of the initial project proposal and therefore no systematic performance monitoring and reporting was carried out.
- ⇒ The involvement of the UNICEF team in the implementation of all the activities has implied a timely implementation of the CFCI.
- ⇒ The involvement of local committees in the management of the CFCI increased the ownership of the local communities vis-a-vis the CFCI and was based on the concept of “learning by doing” which consisted of a coaching and mentoring methodology adopted throughout the CFCI project.

Efficiency is defined as an economic term referring to the measure of the relative cost of resources used in a program to achieve its objectives³⁰. In this evaluation, this criterion comprises also the management of the project.

The evaluation was conducted through the study of the CFCI budget and related documents and through in-depth interviews with the UNICEF staff and implementers involved in the CFCI.

³⁰ UNICEF NYHQ, Evaluation Office, *op. cit.*

3.2.1 Distribution and use of resources

The total CFCI budget approved by UNICEF and the Italian Development Cooperation Office is of USD 1.5 million. The total amount spent in 2010 is of USD 860'036. The total amount allocated for 2011 is of USD 421'447 of which USD 247'739 were spent until September 2011. A total of USD 230'000 was reallocated to 2012 as per no-cost extension.

The total CFCI budget was almost equally distributed among the three targeted villages with 39% for Fnaydeq, which is the largest between the three, 34% for Wadi el Jamous and 27% for DeirDalloum.

For year 2010, the actual expenditures have exceeded the initial allocated budget by 14% due to the prices determined by the procurement bidding process. Moreover, the amount that was actually spent exceeded by 2% the prices set in the bidding process.

Based on the actual expenses of year 2010 of the CFCI, 22% of total budget covered the costs of human resources, including UNICEF staff and the consultants implementing the project³¹. The cost of UNICEF staff comprises 19% of the total budget and only 3% is allocated to external consultants. This distribution of funds shows the involvement of UNICEF staff in all the phases of implementation without an extensive resort to consultants or NGOs.

The remaining 76% of 2010 actual expenditures covered all the costs of logistics and the implementation of all the CFCI interventions in the three pilot villages.

The following is the distribution of the actual expenditures dedicated to the implementation of the CFCI interventions for year 2010³²:

- Half of total CFCI budget 2010 - 2011 (49%) was dedicated to interventions pertaining to the rehabilitation of infrastructure.
- Around 35% of total CFCI budget 2010 - 2011 was dedicated to interventions pertaining to the provision of necessary supplies
- Around 7% total CFCI budget 2010 - 2011 was allocated for interventions pertaining to behavior change activities such as child protection prevention and implementation of scout activities.
- Only 3% total CFCI budget 2010 - 2011 was assigned to the elaboration of studies and consultancies that aim to provide necessary information for municipalities in order to be able to elaborate and design future activities outside the scope of the CFCI.
- 5% of total budget of 2010 and 2011 is allocated to administrative supervision costs

Although the evaluation does not comprise auditing purposes, it is important to note that all the implementing partners were selected based on a transparent and competitive procurement process.

³¹UNICEF, Child Friendly Communities Initiative, Fourth Progress report, March 2010

³² The distribution of the actual expenditures for 2011 cannot be presented as the accounting books have not been closed yet.

3.2.2 Results based management

The project logical framework

As defined by the OECD/DAC Glossary, the RBM is a management strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results. RBM can be evaluated through the assessment of accountability of results, monitoring of the work progress and the reporting on performance.

The appliance of RBM was evaluated through the identification of the links between the implemented activities with the objectives and results and the existence of performance monitoring.

A logical framework was attached to the CFCI project proposal submitted by UNDP and UNICEF to the Italian Cooperation in request for funding. This logical framework clearly defines the intervention logic starting from the overall objective, the specific objectives and the expected results. The objectively verifiable indicators of achievement and the sources of verifications are identified in details.

However, this document was not used as a reference the implementation of the CFCI and for the verification of the achievement of the expected results. This is due to the modification of the project scope following the withdrawal of UNDP as an implementing agency. Thus, the logical framework suggested in the project proposal was not followed by UNICEF staff and instead a summary project was developed which only identifies, the overall objective, the outcomes and activities of the CFCI, without any reference to objectively verifiable indicators and their sources of verifications and the relevant expected results.

Therefore the major challenge was the absence of any accountability of results. Systematic performance monitoring and performance reporting was not carried out based on the verification of the identified indicators in the logical framework (attached to the project proposal). Instead, only ad hoc monitoring missions were carried out for specific interventions within the CFCI between November 2010 and April 2011.

At present, the overall objective of the CFCI has not been fully met. Further details and explanation on this issue are reported in the section dedicated to the effectiveness of the Initiative.

The management strategy

The management of the CFCI relies on the UNICEF staff involved in the implementation of the CFCI as well as contracted parties.

The UNICEF team has carried out the preparation of three six-month progress report submitted to the Italian Development Cooperation Office. The progress reports describe in details the project updates and the details of the budget to date. However, these reports do not verify the achievement of objectives and the accomplishment of expected results as identified in the logical framework of the project proposal. Therefore the performance monitoring and reporting is not systematic and does not track the accomplishment of the project as initially designed and does not deal with objectively verifiable indicators. In this context, the project summary of the CFCI does not provide the details necessary for a RBM performance monitoring.

On another note, the limited number of partners created for the implementation of activities, has led to a timely implementation of all activities without major delays. According to the interviewed stakeholders, most of the interventions did not have any delays in implementation (Delays were registered in the implementation of intervention # 103 Upgrading of public football field and intervention # 113 Provision of cultural bus).The CFCI has relied on the constant involvement of the UNICEF team in the implementation of all the activities without a partnership with non-governmental organizations. In addition, the UNICEF team has relied, whenever necessary, on partnerships with existing local committees (i.e. parents committees) or committees created for the purpose of the CFCI (i.e. municipal education committees).

This management strategy has built the capacities of the participants and increased the involvement of the local communities and their sense of ownership towards the CFCI. Moreover, based on a concise comparison of the project implementation through an NGO, the project implementation through the targeted municipality reduces the share of the support (from more than 25% to less than 5%), guarantees a high level of commitment and empowers local actors³³.

However, it must be noted that some of the committees created for the purpose of the CFCI has encountered difficulties in their performance and have affected to a certain extent the effectiveness of the CFCI. For instance, the Municipal Education Committee has encountered a set of difficulties in the management of the “Revolving Textbooks” project (# 101, 112, and 124). The difficulties include the double reporting to municipality staff and the school management as well as the lack of cooperation and coordination of school management with the Committee in some instances where the school management expressed its dissatisfaction regarding the involvement of the municipality in school affairs which overlaps the school prerogatives (e.g. Fnaydeq).

³³ “Comparison among two ways of signing projects/ budgets with partners”, Presentation provided to the study team by UNICEF staff.

3.3 Effectiveness and Results

KEY FINDINGS

- ⇒ The overall objective of the project has not been met at this stage of implementation and it is not possible to measure its level of achievement. So far elements of the proposed model of decentralized planning and resource management have been developed.
- ⇒ The central government represented by relevant ministries was not consistently involved in the implementation process which is necessary for the validation of such a model and its up streaming at a later stage.
- ⇒ All the activities planned to achieve the first expected outcome “To achieve better local governance” have been accomplished.
- ⇒ Most of the interventions of the CFCI pertain to the rehabilitation of basic infrastructure and the provision of service in support to education, culture and healthcare.

Effectiveness is intended as a measure of the extent to which an aid program achieves the set objectives and attains its expected results³⁴.

The evaluation of the CFCI effectiveness has been carried out through the desk review of project documents such as progress reports and reports of implementing partners and consultants, in addition to interviews with UNICEF staff and key stakeholders.

At present, the overall objective of the CFCI has not been met. According to the donor and UNICEF staff, the CFCI pilot project has not attained the establishment of a model for decentralized planning and resource management but has only so far set the key model elements. The major aspects of the CFCI that have not been properly tackled pertain to the linking of the CFCI interventions with relevant central government agencies.

The outcomes and objectives of the CFCI cannot be measured due to the absence of objectively verifiable indicators. However, the relevant interventions fall within the five categories of activities mentioned in the project summary.

Out of the 36 planned interventions 18 have been fully accomplished, 17 are in progress and 1 has not been accomplished.

In the following sections, the outcomes are analyzed more in details.

3.3.1 A Model of decentralized planning and resource management

As already mentioned, the overall objective of the project has not been met at this stage of implementation and it is not possible to measure its level of achievement. Only elements of this model have been developed. This is more related to the fact that the initial design of the CFCI was vague than to the lack of project effectiveness.

³⁴UNICEF NYHQ, Evaluation Office, *op. cit.*

The CFCI was launched at the beginning of 2009 and has focused on the implementation of a series of activities pertaining to rehabilitation of infrastructure and provision of social services in three targeted communities. However, the main challenge which has not been addressed adequately and extensively was the involvement of central government and representatives of related ministries which is necessary for the validation of such a model and its up streaming at a later stage.

3.3.2 Better performance of local governance and Mobilization of the community potential for development change

- All the activities planned to achieve the first expected outcome have been accomplished. In particular:

The CFCI provided a set of workshops and training to the municipal councils of the targeted communities. The workshops covered topics of importance for the empowered of municipalities and local communities “to pave the way for better planning and implementation of local development initiatives that will contribute to the growth and well being of children, youth and women”³⁵. The workshops comprised interventions from government representatives aiming at “bridging the gap between authorities at local level and relevant ministries”³⁶. Workshops were attended by municipal council members, public school directors, committees and CSO representatives. The workshops organized have been appreciated by the participants in terms of the data presented.

A household survey was undertaken in the three targeted communities where the municipality was involved in its implementation for the purpose of capacity building in terms of data collection, According to the mayors of the three targeted municipalities, so far the results of the household survey are mostly used for general information. In Deir Dalloum, there is not municipal staff able to use the collected data. According to the mayor, only members of his family can use the household survey data

The CFCI supported a participatory approach which involved the local authorities and representatives of the community in the design and implementation of all the interventions of the CFCI in view of a “learning by doing” process. The local actors have been given leading roles throughout all the phases of the project leading to the empowerment of all stakeholders, municipalities, and representatives of working groups and committees. Local authorities have been involved in the planning and implementation of local development initiatives and projects with basic guidance and support from the UNICEF team. It is important to note that CFCI did not involve or contract any NGO for the implementation of its intervention. The efficiency of the interventions in terms of financial and time frames has been satisfactory and did not register time delays or financial problems.

Constraints

The workshop sessions, although useful in terms of information sharing and awareness raising, did not allow for extensive training sessions pertaining to the better performance of local governance, through the systematic and structural training of relevant municipal council members or municipal staff on administrative and financial skills. The workshops were ad hoc one day intervention.

³⁵ UNICEF Lebanon, CFCI 4th Progress Report, March 2011

³⁶ *Ibid*

The UNICEF team has stressed on the involvement of the municipality in the planning and implementation of all interventions even in realms outside the scope of the municipal council which have led, in certain instances, to complications in management and the overlap of prerogatives of concerned parties.

For instance, the “Revolving textbooks” project have been facing similar problems in the three targeted communities pertaining to the management of the municipality of the distribution and collection of school books. Year 1 of the project has witnessed a low collection rate due to the lack of coordination and cooperation between the schools and the municipality. Following the implementation of year 1 of the project, the stakeholders have agreed that the distribution and collection of schoolbooks of year 2 and 3 should be handled by the school administration and not by the municipality through the Municipal Education Committee.

Another example of overlapping prerogatives is the management of the public healthcare center in Fnaydeq. The ambulance service requires the approval of the doctor in office in the healthcare center, who is the person in charge of evaluating the relevance of the request of an ambulance at a specific situation. However, the ambulance is also not allowed to be in service without the approval of the president of the Municipality, knowing that the ambulance is property of the municipality. The necessity of both approvals may lead to complications and delays in certain situations.

In the same context, the establishment of a public library within the premises of the public school of Wadi el Jamous but under the prerogatives of the municipality has witnesses a decline in cooperation and coordination between the mayor and the school principal.

3.3.3 Secured access to quality services

- Most of the implemented interventions of the CFCI pertain to the rehabilitation of basic infrastructure:

The rehabilitation of three public schools in Wadi el Jamous, Deir Dalloum and Fnaydeq has improved the conditions of classrooms, playgrounds and toilets used by students. It has also increased the school capacity in Fnaydeq and Deir Dalloum. As repeated by several sources, the rehabilitation works were highly needed as the conditions of the school prior to these interventions were neither appropriate nor safe for the students. The implementation of works took place on time and was handed in right before the beginning of the academic year 2010-2011.

The CFCI carried out the construction of a football field in Wadi El Jamous and the upgrading of two recreational areas in Deir Dalloum.

- The construction of the football field is one of the few activities that were subject to delay. The delay in the completion and handing over of works was due to limited working hours and the limited number of workers. In inauguration of the field, a first tournament was organized in September 2010 with the participation of 16 local football teams.
- The football team of the village does not have a permanent coach but relies on a voluntary trainer who is present in Wadi El Jamous once or twice a week.

- It is important to note that the football field is mostly used by males due to their incline to football. Females are left out of this recreational area which covers more than half of the budget assigned to Wadi El Jamous in 2010.
- After the completion of works, the beneficiaries have expressed the need of lighting as most of the football games take place in the evening. However, due to budget constraints, no lighting was provided for the field.
- The field was affected by a storm in December 2010 which led to severe damages in the walls and the artificial grass. The municipality funded the wall repair while the artificial grass was repaired under guarantee from the supplier.

The rehabilitation of the public healthcare center in Fnaydeq has improved the condition of the premises of the center and has provided the center with an ambulance. The equipment of the healthcare center is to be provided by UNICEF at the end of 2011 and complemented by the equipments provided by the Italian NGO CISP. It must be noted that the condition of the centre has only improved in terms of premises while the number of patients have not increased following the completion of works (Almost same number of patients between 2010 and 2011). In addition the provided ambulance has not been used since its provision and for the past six months. According to the doctor in office, the center lacks mostly equipments and human resources. Also, the residents of Fnaydeq are in need of health and hygiene awareness which the doctor is the only provider.

The CFCI undertook the upgrading of the library in Wadi El Jamous public school in order to make it operational as a public library. During school hours the library is managed by the school librarian and after school hours by a librarian recruited by the municipality. The library also includes an English language learning section equipped with PCs provided by the British Council. The Ministry of Culture is to provide the training of the librarians. At present, the library is still not in operation. In Fnaydeq, a room has been rehabilitated within the Municipality building and the works are now at the last phase. It must be noted that the funds assigned for the creation of a public Library in DeirDalloum have been assigned to additional upgrading works for the recreational area. Adequate premises for the library could not be found in the village and the mayor expressed his worries concerning the expenses pertaining to the operations of the library. According to the mayor, the library would be a burden on the municipal budget and hence the municipality cannot guarantee the sustainability of the intervention.

– The CFCI undertook the provision of supplies to support educational and cultural interventions:

“Revolving textbooks” project benefits all 5 primary and intermediate public schools in the 3 targeted communities or 1028 students registered for the academic year 2010-2011. The project is managed by the “Municipal Education Committee” of each municipality, which formed for this purpose by CFCI. These committees which are initially responsible of the distribution of school textbooks at the beginning of the school year and their collection at the end of the year have face several difficulties leading sometimes to the delay of textbooks delivery and collection and thus a low collection rate. As abovementioned, these problems are due to the distribution of tasks between the municipality and the schools.

- The project was successful in Al Gharbiyeh and DeirDalloum schools where the principals applied strict implementing measures accompanied with peer awareness provided to students, teachers and parents. A high collection rate is registered in both schools.

- The collection rate was as low as 50 textbooks out of more than 300 textbooks in year 1 in Wadi el Jamous which is partially due to the lack of cooperation and coordination between the mayor and the principal. The school principal expressed a low sense of ownership visavis the project which might be due to the assignment of the management of the project to the mayor and not the school principal.

The two mini buses have been provided for Al Ghabriyeh school in Fnaydeq, which transport more than 200 students to school every day. According to the school principal, the buses were a necessity as the students used to walk everyday for an hour in bad weather conditions. In addition, a generator has been provided to Al Gharbieh school which is used for the heating of classes during power cuts. According to the school principal, the two mini buses of 15 seats each are not enough and additional buses are needed. The consumption of fuel of the buses and the generator is the responsibility of the school which the principal believes to be a burden knowing that the annual budget of the school is around LBP 8 million.

The CFCI provided 12 sewing machines and a generator to the women association "Al Uswa Al Hasana" in Wadi el Jamous. This association has been organizing literacy sessions for women, remedial classes for students at risk of drop out, and vocational training sessions since 2004 and has become an NGO in 2008. This intervention aims at supporting the association for the establishment of a sewing atelier, which intend at generating funds necessary to finance remedial classes to students at risk of dropout. Several months after the opening of the sewing atelier, , the Turkish denim company OrtaBlu decided to partner with the association on a new venture which would see the women at Aleswa al-Hasana manufacture school uniforms for children in Africa. It donated 12 new sewing machines and supplied the women with denim fabric to make the uniforms, some of which have been given for free to schoolchildren in the village. It is important to note, that only several months after the opening of the atelier, the 12 sewing machines provided by UNICEF were replaced by the machines donated by OrtaBlu, which have considered to UNICEF donated machines to be "traditional" and not functional or adequate for a relatively large production. The 12 sewing machines provided by UNICEF are currently not in use and the association plans to sell them and replace them with newer machines.

The provision of two mobile libraries was initially planned. However, the two buses dedicated to the mobile libraries have been transformed into cultural buses. In DeirDalloum the cultural bus has been used only once for the past year within Akkar, knowing that the cultural bus aims at exploring the different regions in Lebanon and notably cultural sites. After a year of providing the bus to the municipality, the registration of the vehicle has not yet been finalized which makes the movement of the bus illegal. In Fnaydeq the cultural bus was transformed into a female university student's shuttle from Fnaydeq to Tripoli. The shuttle transports for free more than 30 female university students to Tripoli every day. Prior to the provision of the shuttle, the students lived in Tripoli and away from their parents or paid more than LBP 10'000 for daily transportation.

The CFCI provided the municipality equipment to the municipality of DeirDalloum. The fax machine is mostly used for the communication with the UNICEF team in Beirut. According to the mayor, the municipality does not communicate with other parties on a regular basis through fax. The generator is used for a couple of hours during the day whenever the mayor is present in the premises of the municipality

3.4 Sustainability

KEY FINDINGS

- ⇒ According to different sources, most of the interventions pertaining to rehabilitation of infrastructure do not have a specific planned maintenance follow-up.
- ⇒ Despite their limited funds, the municipalities are providing for the time being the necessary funds for the sustainability of interventions pertaining to the provision of services. However, there are no maintenance plans or systems in place.
- ⇒ At present, none of the interventions have clear and set financing plans necessary to secure the sustainability of the interventions following the end of CFCI pilot project.
- ⇒ The CFCI exit strategy consists of a set of studies undertaken in 2011 which aim to support the targeted municipalities for their future interventions and fundraising activities.
- ⇒ The CFCI is currently aiming at strengthening the different committees that have played a role in the CFCI in order to be able ensure to a certain extent the sustainability of the implemented interventions
- ⇒ The CFCI has now been extended for an additional year where UNICEF and the donor are supposed to elaborate a defined exit strategy.

The sustainability is intended as the continuation of benefits from a development intervention after the major development assistance has been completed³⁷.

CFCI strategy to strengthen the planning role of the municipalities and their committees:

The CFCI exit strategy relies at one point on the strengthening of the different committees which have played a role throughout the implementation process of the CFCI. The formalization and strengthening of these committees, which is now at the core of the CFCI, can be relied on for the guarantee of the sustainability of the interventions following the closing stages of the Initiative.

Another aspect of CFCI the strategy consists of a set of studies and consultancies undertaken in 2011 which aim to support the targeted municipalities for their future interventions and fundraising activities. These studies comprise:

- Consultancy (engineering study and design documents) for the construction of Primary and Intermediate quarters in plot offered by the local community to MEHE);
- Consultancy (engineering study and design documents) for the upgrading of Mishmish solid wastes recycling plant or construction of a plant to recycle Fnaydeq solid wastes;
- Testing water quality of main water sources in the three targeted communities. The resulting report offers recommendations that should guide mayors and municipal council members to install the adequate filters and/or seek and implement other relevant measures in order to provide clean water to the community and especially the students of the public school.

³⁷UNICEF NYHQ, Evaluation Office, *op.cit.*

Maintenance system and continuity of service

According to different sources, most of the interventions pertaining to rehabilitation of infrastructure do not have a specific planned maintenance system.

- ⇒ The targeted public schools have a small budget which does not allow for maintenance of the rehabilitation works undertaken by UNICEF. Only small maintenance works can be financed by the treasure of the parents committee, which are usually dedicated for the support of students in need.
- ⇒ The municipality of Wadi el Jamous is responsible of the maintenance of the football field. The municipality is capable of undertaking small maintenance works which do not affect its limited budget. Large maintenance works do not constitute a priority for the municipality and will affect the allocation of funds of its budget.
- ⇒ The maintenance of the premises of the healthcare center cannot be funded

Most interventions pertaining to the provision of services also require maintenance necessary for their sustainability. Despite, the limited funds, the municipalities are providing for the time being the necessary funds for the sustainability of the services. However, there are no maintenance plans or systems in place

- ⇒ The public school of Gharbiyeh is responsible for the provision of fuel for the two mini buses and the generator provided by UNICEF. According to the school principal, the fuel consumption constitutes around LBP 1.5 million out of the total school budget of LBP 8.5 million. This constitutes around 19% of the annual budget. It is important to note that the necessary maintenance have not been done for the generator and the buses, as the school principal prefers using the necessary funds for more urgent matter.
- ⇒ The Municipality of Fnaydeq is responsible for the provision of fuel for the university shuttle from Fnaydeq to Tripoli and a bus driver.
- ⇒ The sewing machines and generator provided by UNICEF were initially put under the prerogatives of the municipality of Wadi El Jamous, which makes the council responsible of the operational costs of the Atelier. Several months later, the municipality decided to give away the machines and the generator to the association in return the association will become responsible of the running costs of the Atelier. In one way, this initiative has empowered the women association but this could also show that the municipality is reluctant to cover the running costs of the Atelier.

Plans for future financing

At present, none of the interventions have clear and set financing plans necessary to secure the sustainability of the interventions following the end of CFCI pilot project. However, ideas of future financing plans have been communicated for certain interventions by relevant stakeholders:

- ⇒ The sewing atelier of Wadi el Jamous is so far financially sustainable due to the partnership with "Ortablu". Without the assistance of this Turkish company, the atelier might face difficulties of viability. According to the representative of the association, the returns are meager so far. The association is now designing a business plan, with the support of UNICEF, in order to open a shop where the atelier products can be displayed. However, the association is aware that the competition is high, knowing that some products, such as school uniforms, can be imported from Syria at a lower price. In

addition, the atelier returns dedicated to the atelier workers, who work around 8 hours a day, are considered to be small. Each of the 16 women got around LBP 123 000 from the first wave of 193 produced uniforms and LBP 195 000 from the second wave.

- ⇒ The Municipality of Fnaydeq is planning to charge the passengers of the university shuttle of a reduced transportation fee in order to be able to finance the expenses of the bus and to sustain the activity
- ⇒ The municipality of DeirDalloum is planning to rent the cultural bus in order to be able to cover its expenses
- ⇒ The municipality of DeirDalloum is also planning to organize tournaments in the upgraded recreational area which could be a profit generating activity.
- ⇒ The municipalities of the targeted committees do not have plans for the future financing of the “Revolving textbooks” intervention which funds will not be enough after year 3.

4. Equity Focused Approach

As abovementioned, the CFCI pilot project is taking place in Akkar in Northern Lebanon which is the most deprived area in Lebanon according to the latest reports pertaining to poverty and inequality in Lebanon³⁸. The selection of the Akkar area is in line with an equity focused approach targeting the worst-off.

However, the selection of the villages of Wadi el Jamous, DeirDalloum and Fnaydeq within the Akkar *caza* is based on criteria not directly related to equity focused approach. The selection criteria were agreed jointly by the Italian Cooperation and UNICEF and included, among other considerations³⁹:

1. Italian Cooperation’s projects locations in Akkar
2. Availability of public school with at least 200 students
3. Balanced representation of communities

In this regard a thorough needs assessment for the area or the candidate villages could have provided the necessary data to identify worst-off categories with the Akkar region.

In terms of the design of the CFCI, most of interventions comprised in the Initiative do target worst off categories such as students enrolled in public schools, patients of a public healthcare center, and unskilled women working groups.

The interventions pertaining to the rehabilitation of schools and provision of necessary supplies such as the rehabilitation of school buildings, the provision of revolving textbooks and the supply of school transport intervention have considerably improved the schooling conditions of the most deprived children in these three villages knowing that more than 40% of students in Wadi el Jamous and around 25% of students in Fnaydeq are enrolled in public schools⁴⁰. According to national statistics, students enrolled in public schools in Lebanon come from the most underprivileged categories.

³⁸UNDP, 2008, *Poverty, Growth and Inequality in Lebanon*, Beirut.

³⁹UNICEF, 2010, *Child Friendly Communities Initiative*, 1st and 2nd Progress report, March 2010

⁴⁰UNICEF CFCI, Household Survey for Wadi El Jamous, DeirDalloum and Fnaydeq, Presentation, Information International, Ref 15-91/ January 2011

Also the rehabilitation of the public healthcare centre in Fnaydeq has improved the condition of the premises of the center. This intervention has addressed the needs of the most deprived residents. More than half of the residents of Fnaydeq with children aged between 3 and 21 years old go to this rehabilitated healthcare centre compared to 24% who visit the local doctor and 8.7% who go to the Halba or Tripoli hospitals⁴¹. On the national level more than half of Lebanese households do not have any kind of health insurance⁴² and patients visiting public health centers belong to the most disadvantaged groups in Lebanon.

On another level, the CFCI supported women working groups through the creating of sewing ateliers in Wadi el Jamous and Fnaydeq which also aims at assisting these women in offering remedial classes for students facing difficulties. Not only this initiative targets the worst off children enrolled in public schools in the pilot area but also empowers the women working groups by providing a full time job and a steady income. According to the CFCI household survey, only 3.7% of women in Fnaydeq and 4.6% of women in Wadi el Jamous work. This situation is in line with recent national statistics which highlight the conditions of women in Lebanon where the participation rate of females stand as low as 20%⁴³ while males reach more than 60%.

⁴¹*Ibid.*

⁴² UNDP/MOSA, 2006, Living Conditions of Lebanese Households , Beirut

⁴³*Ibid*

5. Scoring for the validation of the qualitative results

The scoring of the qualitative results of the fieldwork confers an indication of the status of the outputs and outcomes of the Initiative. This quantification supports and validates the analysis of the qualitative information.

As specified in the description of the evaluation methodology, qualitative information was collected from the fieldwork following a standardized checklist. The collected information was then processed and classified following a set of indicators (e.g. “relevance to community needs”, “time efficiency, etc.) directly linked to the standard evaluation criteria (relevance, efficiency, effectiveness and sustainability). Based on this classification, the collected data was scored on a scale ranging between 0 and 2 (0 being an unmet criterion and 2 being a met criterion)

According to the scoring results of the quantified collected information, the relevance criterion has the highest score (1.6/2). Within the relevance criterion, the indicator of “Relevance to community needs” registered the lowest score (1.5/2) in comparison to the indicator of “Relevance to country needs” (1.8/2) and “Relevance to donor and UNICEF needs” (1.9/2). However, it is important to note that the score of the relevance criterion is only based on the views and opinions of the interviewed stakeholders and does not converge with the assessment of the evaluator.

Efficiency and effectiveness have similar scores (respectively 1.38 and 1.40) and stand lower than relevance criterion. Time efficiency (1.8) is the best efficiency indicator which confirms the respect of the CFCI of the project timeline. “Performance efficiency” has a relatively low score (1.2) which highlights the lack of systematic monitoring and reporting.

Sustainability has the lowest score of the evaluation criteria and falls below average (0.7). The relevant indicators of the “continuity of service”, “Financial viability” and “adequate exit strategy” scored respectively (0.7) and (0.7) and (0.8) which highlights the absence of actual long term maintenance plans and future financing strategies for almost all the CFCI interventions.

For more details regarding the scoring of the different interventions subjected to the evaluation, please refer to Annex Score Sheet of Interventions

6. Lessons Learned

The purpose of the evaluation is to verify whether a model of decentralized planning and resource management is in place and to identify the successful and non successful interventions within the CFCI pilot project. The evaluation aims at providing a series of lessons learned and a set of recommendations based on the identified factors of success as well as weaknesses and gaps.

The CFCI has been so far able to set some elements of “a model of decentralized planning and resource management able to address socio-economic exclusion in the most deprived areas of Northern Lebanon”.

The initiative comprises panoply of interventions that initially aim to enhance local governance, to provide necessary services and to mobilize the local community for development purposes. The evaluation has identified in previous sections of the report the extent of success of interventions based on the criteria of relevance, efficiency, effectiveness and sustainability. As specified in the evaluation request for proposal, the impact of interventions cannot be assessed at this stage as the results are still premature.

The following section presents a number of lessons learned from the results of the evaluation followed by two sets of recommendations, one of which pertains to development initiatives in general and the other tackles the CFCI in a specific manner.

- ⇒ The source of most development problems and therefore the solutions for these problems are often found at the national or regional level (e.g. basic infrastructure issues such as power, water, public education policy, healthcare system, etc.). Therefore, any program that exclusively focuses its efforts on the local level is bound to have relatively limited impact that is restricted to the alleviation of the direct symptoms of national/regional development malfunctions.
- ⇒ The interventions were selected at best based on the expressed needs of local stakeholders. However, because of the lack of a systematic needs assessment/strategic plan, these stakeholders themselves do not have clear idea of what is needed.
- ⇒ The initiative was successful in terms of work execution, respect of timeline and the transparent use of funds. Thus, the main challenge of the CFCI resides in its initial design. In addition, the initial project logical framework was not referred to during the implementation process and no ongoing evaluation was carried out which prevented from a continuous and systematic identification of the divergence of the project from its initial track during the implementation phase.
- ⇒ Rather than going through NGOs to implement the CFCI at the local level, UNICEF directly went to the field and the initiative was implemented through local stakeholders. This approach maximizes efficiency by eliminating unnecessary overhead and ensures ownership of the project by the targeted local communities. However, it is important to note that in certain instances, NGOs have the capacity to play a positive role within a proper context.

- ⇒ Municipalities may not be the best implementing partner for all types of interventions for instance activities related to education such as the “Revolving textbooks” project and the sewing atelier.
- ⇒ Sustainability issues were identified in most interventions and are exacerbated with municipalities being caught with expenses to be maintained on a long term knowing their already limited budget. These sustainability problems are magnified by the fact that the implemented activities are not considered as a priority by targeted municipalities (such as, municipal library, cultural buses, sewing atelier).

In other words, the CFCI was a successfully implemented project that suffers from a lack of well thought out and planned design.

7. Recommendations

Recommendations for development assistance

In order to maximize their impact and effectiveness, development interventions ought to be integrated within established national strategies such as the National Physical Master Plan or strategic plans pertaining to relevant government agencies such as MEHE. UNICEF would gain from selecting the parts of these national strategies that are relevant to UNDAF and the UNICEF country program and designing its development interventions on their intersection.

The chances of success of UNICEF interventions are maximized when they are founded in existing local or regional strategic plans. Such plans have been developed in a number of Lebanese cities/regions and UNICEF could tackle aspects or issues addressed within these plans.

This development approach which takes national and regional strategies as a platform for individual development interventions has many advantages including avoiding overlap in the work of various agencies, coordinating various development initiatives, and ensuring that the projects developed respond to actual community needs and contribute to the achievement of fundamental development objectives.

Recommendations specific to the CFCI

The CFCI is a pilot project whose purpose is to test the initial design and extract the lessons learned in order to perfect the program prior to its deployment to a wider geographic area. Following is a number of guidelines that if followed will increase the chances of success of the wider initiative.

- ⇒ Conduct an objective needs assessment in each of the targeted areas. The needs assessment should comprise an overview of the various aspects that together constitute the livelihood and social conditions of the targeted community. The surveys which were implemented in the three pilot villages may be used as a foundation for a needs assessment that reorients the interventions in the proper direction

- ⇒ Carry out a mapping of development interventions in the wider region in order to avoid overlap of initiatives and in order to determine unaddressed development issues that may constitute appropriate targets for UNICEF
- ⇒ Have a clear and focused overall objective to be achieved through a set of interlinked interventions that targets specific dimensions in order to maximize impact. Objectives may be focused on the intersection of UNICEF's areas of interest and the results of the needs assessment so that they may target either a specific profile of beneficiary e.g. school children or a specific need such as maternal health.
- ⇒ The effectiveness and efficiency of the Initiative will benefit from increased cooperation on a number of different levels:
 - Cooperation with complementary initiatives implemented by other agencies;
 - Cooperation with neighboring municipalities;
 - Effective cooperation within the local community in the form of an institutionalized and empowered committee that encompasses the various stakeholders whose buy in is essential for the success of the project. This committee needs to have a specific mandate whereby each member may be in charge of a specific sub-project. This is a very important guarantee of the sustainability of the project.
- ⇒ Continue the successful practice of "learning by doing" which consists of coaching and mentoring municipalities throughout the process of implementation.
- ⇒ Design baseline indicators for each project in order to allow the continuous follow up of its impact on the targeted aspects of living conditions of the communities.

Finally, the results of this evaluation entail that the CFCI would benefit from a restructuring of its initial design prior to its potential up streaming.

Annexes

Annex 1 Bibliographic references

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Annex 2 Mission Agenda: List of interviews

#	Name	Agency	Function
1	Giulia Ulbadelli	Italian Cooperation	Representative
2	Joumana Nasser	UNICEF	Project manager
3	ChadiSawaya	UNICEF	Field Monitor
4	Ali El zein		Consultant
5	ImadHachem	MoC	Advisory Board
6	MirvatHokayem	MoEaW	Advisory Board
7	Dr. Raymond Elias	MoPH	Advisory Board
Wadi El JamousJamous			
8	KhodrAkkari	Municipality	President
9	Mohammad Akkari	MEC	Representative
10	Ahmad Sayour	Public School	Director
11	Khadija Assaad	Women Association	Representative
12	Mohammad Akkari	Youth Group	Representative
Fnaydeq			
13	Abdel el IlahZakaria	Municipality	President
14	KhaledIssa	Public School	Director
15	Ahmad Kenaan	Public School	Director
16	Munir Ba3arini	Healthcare center	Representative
17	MohamadMostapha	MEC	Representative
18	MalakLakis	Working Women Group	Representative
DeirDalloum			
19	JirjiKourani	Municipality	President
20	MrsKourani	MEC	Representative
21	KhaledHaddara	Public School	Director
22	Joseph Kourani	Youth Group	Representative

The fieldwork was conducted from October 6, 2011 until October 20, 2011.

Annex 3 Initial Project Logical Framework

Objectives>>Outputs>>Activities	Measurable indicators	Means of verification	Important assumptions
<p>Development Objective:</p> <p><i>National policy making capacity is strengthened with a <u>model</u> of participatory programming for development to combat socio-economic exclusion at the decentralised level</i></p>	Adopt-A-Village model documented and endorsed by the Government	<ul style="list-style-type: none"> - Complete model documentation / evaluation package - Model endorsement letter issued by the government counterpart 	No major deviations from the current course of the Government of Lebanon towards socio-economic reforms occurs as a result of another round of political crisis inside the country and/or in the region
<p>Immediate Objectives:</p> <ol style="list-style-type: none"> 1. Local government agencies and other key stakeholders are empowered with technical expertise and additional resources enabling them to develop and implement local development policies, with a particular focus on especially vulnerable populations. 2. Children, young people, families and population at large have access to good quality, affordable and effective health, hygiene, education, vocational training and social protection services. 3. Local communities are equipped with knowledge and offered opportunities stimulating progressive behaviour change towards healthier life style, better parenting, more active citizenship, human rights awareness, stronger environmental alertness, diversified livelihoods, inter-cultural and inter-generational tolerance, etc. 	<ul style="list-style-type: none"> - National stakeholders demonstrate and regularly apply better programming skills - # and % of population (disaggregated by age/gender) having access to services - Quality of services conform to agreed standard - # and % of population effectively reached with Behaviour Change Communication (BCC) messages - # and % of population regularly participating in various community initiatives 	<ul style="list-style-type: none"> - Evidence collected through qualitative assessment - Project records and local demographic statistics - Quality assessment of respective services - Project records and local demographic statistics - Project records and local demographic statistics 	Project stakeholders' pool remains reasonably stable (given the usual high rotation of staff in governmental and NGO structures) to ensure continuous commitment and ownership
<p>OUTPUTS (leading to Objective 1):</p> <ol style="list-style-type: none"> 1.1. Data collection, analysis and needs assessment mechanisms and processes are established at the local level 	<ul style="list-style-type: none"> - Reasonably sufficient amount of statistical and factual data available for informed decision making within the project scope 	<ul style="list-style-type: none"> - Project and municipal records 	Project management and implementation structures are well-designed to cover

Objectives>>Outputs>>Activities	Measurable indicators	Means of verification	Important assumptions
<p>1.2. Local stakeholders' skills in needs and resource assessment, prioritisation and participatory planning are strengthened</p> <p>1.3. Local Working Groups of stakeholders provide a platform for consensus building on development priorities, necessary action, division of accountabilities, coordination modalities and progress monitoring</p> <p>1.4. A format of the Project Steering Committee for regular inter-action, dialogue and cooperation (including, on technical issues) between the stakeholders at the local and national levels is identified and institutionalised</p> <p>1.5. Small-scale projects developed by Working Groups, reviewed and agreed upon in consultation with the Project Steering Committee and endorsed for funding / implementation</p> <p>1.6. Continuous monitoring and oversight system for project quality support is established through partnering with entities specialized in socio-economic development planning</p> <p>1.7. Project support in terms of management, coordination and monitoring is secured on behalf of partner UN agencies</p>	<ul style="list-style-type: none"> - Local Strategic Development plans developed in a participatory manner - Regular meetings with documented outcomes and respective action points - Formal commitment of national authorities and agencies to participate - Regular meetings with documented outcomes and respective action points - Fully developed small-scale project documents - Periodic reviews of project achievements and progress conducted, documented and disseminated to stakeholders - Feedback from project stakeholders obtained during project reviews 	<ul style="list-style-type: none"> - Project and municipal records - Project and municipal records - Project records (official commitment letters) - Project records (minutes of PSC meetings) - Project records - Project records (progress reports) - Project records (periodic evaluation forms) 	<p>all critical aspects of the project (needs assessment, action planning, implementation modalities, monitoring and networking) and fully functional</p>
<p>ACTIVITIES (leading to Outputs >>> Objective 1):</p> <p>1.1 ToR and work processes formalised for a Data Collection and Analysis unit at the local level</p> <p>1.2 Trainings for local stakeholders conducted addressing the issues of internal management, needs assessment techniques, project design, financing and implementation, participatory involvement of the community, networking, emergency preparedness, in addition to integrated peace building and conflict resolution approach in the field of local development</p> <p>1.3 Consultations with partners at the local level</p>	<p>INPUTS:</p> <ul style="list-style-type: none"> - Project personnel and UN personnel costs - Training costs 	<p>Project records and funds utilization reports</p>	<p>Projected resource needs (in terms of HR, technical expertise, funding and time needed to complete activities) are accurately estimated and sufficient to reach desired results</p>

Objectives>>Outputs>>Activities	Measurable indicators	Means of verification	Important assumptions
<p>1.2. Local stakeholders' skills in needs and resource assessment, prioritisation and participatory planning are strengthened</p> <p>1.3. Local <i>Working Groups</i> of stakeholders provide a platform for consensus building on development priorities, necessary action, division of accountabilities, coordination modalities and progress monitoring</p> <p>1.4. A format of <i>the Project Steering Committee</i> for regular inter-action, dialogue and cooperation (including, on technical issues) between the stakeholders at the local and national levels is identified and institutionalised</p> <p>1.5. Small-scale projects developed by <i>Working Groups</i>, reviewed and agreed upon in consultation with the <i>Project Steering Committee</i> and endorsed for funding / implementation</p> <p>1.6. Continuous monitoring and oversight system for project quality support is established through partnering with entities specialized in socio-economic development planning</p> <p>1.7. Project support in terms of management, coordination and monitoring is secured on behalf of partner UN agencies</p>	<ul style="list-style-type: none"> - Local Strategic Development plans developed in a participatory manner - Regular meetings with documented outcomes and respective action points - Formal commitment of national authorities and agencies to participate - Regular meetings with documented outcomes and respective action points - Fully developed small-scale project documents - Periodic reviews of project achievements and progress conducted, documented and disseminated to stakeholders - Feedback from project stakeholders obtained during project reviews 	<ul style="list-style-type: none"> - Project and municipal records - Project and municipal records - Project records (official commitment letters) - Project records (minutes of PSC meetings) - Project records - Project records (progress reports) - Project records (periodic evaluation forms) 	<p>all critical aspects of the project (needs assessment, action planning, implementation modalities, monitoring and networking) and fully functional</p>
<p>ACTIVITIES (leading to Outputs >>> Objective 1):</p> <p>1.1 ToR and work processes formalised for a Data Collection and Analysis unit at the local level</p> <p>1.2 Trainings for local stakeholders conducted addressing the issues of internal management, needs assessment techniques, project design, financing and implementation, participatory involvement of the community, networking, emergency preparedness, in addition to integrated peace building and conflict resolution approach in the field of local development</p> <p>1.3 Consultations with partners at the local level</p>	<p>INPUTS:</p> <ul style="list-style-type: none"> - Project personnel and UN personnel costs - Training costs 	<p>Project records and funds utilization reports</p>	<p>Projected resource needs (in terms of HR, technical expertise, funding and time needed to complete activities) are accurately estimated and sufficient to reach desired results</p>

Objectives>>Outputs>>Activities	Measurable indicators	Means of verification	Important assumptions
<p>conducted, ToR for <i>Working Groups</i> developed and membership agreed</p> <p>1.4 Consultations with counterparts at the national level conducted, ToR for the <i>Project Steering Committee</i> developed and membership agreed</p> <p>1.5 On-the-job coaching during the preparation of small-scale project proposals</p> <p>1.6 Entity specialised in socio-economic development and planning is identified and ToR for project quality assurance agreed</p> <p>1.7 Project Management Unit in managing UN agency is established, ToR agreed and staffing provided</p>	<ul style="list-style-type: none"> - UN personnel, travel and events costs - UN personnel and events costs - UN personnel costs, contract costs (for quality assurance agency) - Contract costs - UN personnel costs (overall management, monitoring, reporting, finance, contract management, procurement and logistics functions) 		
<p>OUTPUTS (leading to Objective 2):</p> <ul style="list-style-type: none"> - Critical elements of local health, education, and water supply/sanitation facilities and infrastructure are rehabilitated and fully functional - "Child- and youth-friendly spaces" arranged offering a range of training courses, recreational and volunteer activities to children and adolescents - Vocational orientation and economic empowerment schemes for young people are activated to facilitate school-to-work transition (with a special focus on securing sustainable livelihoods for young people with disabilities, including mine/UXO survivors, and/or in other especially vulnerable situations) - Professional health, water engineering, education and social protection personnel's skills in applying modern techniques and approaches in their respective technical areas are strengthened and upgraded - System of referrals to regional hubs and specialised health, education and social protection 	<ul style="list-style-type: none"> - Technical estimation of rehabilitated capacity of respective facilities and infrastructure (# of students, patients, households to be served) - Technical estimation of hosting capacity of established spaces (# of children to be accommodated, # and qualification of assigned staff) - # of people benefiting from vocational orientation schemes; expansion of options in terms of livelihoods - % of trained personnel actually applying newly acquired skills in their daily performance - Documented work processes, protocols 	<ul style="list-style-type: none"> - Project records (closure of contracts files with quality of work certification) - Project records (rental or other arrangements facilitated by municipalities) - Project records - Evidence collected through qualitative assessment/observation - Project records 	<p>Same as the set of assumptions relevant for Objective 1.</p>

Objectives>>Outputs>>Activities	Measurable indicators	Means of verification	Important assumptions
<p>centres (voluntary counselling and testing for HIV/AIDS, neonatal resuscitation, prevention of mother-to-child transmission of HIV, handling learning difficulties and mental care, providing shelter to victims of violence and abuse, etc.) is established</p> <ul style="list-style-type: none"> - Linkages with national / sub-regional child protection networks promoted to expand access to knowledge and expertise in the area of human rights protection 	<p>and formalised commitments of cooperating parties</p> <ul style="list-style-type: none"> - Institutionalised networking mechanisms in place (scheduled consultations, documented joint meetings, confirmed membership and regular attendance, e-mailing lists, regular informational updates, etc.) 		
<p>ACTIVITIES (leading to Outputs >>> Objective 2):</p> <ul style="list-style-type: none"> - Necessary rehabilitation of health, and education facilities, water supply and sanitation (individual and semi-collective) systems conducted - Basic equipment and materials for primary health centres, water pumping stations and networks, schools and "child-friendly spaces" procured <p>- All health workers at local health centres are trained in immunization services (including monitoring, vaccine management and cold chain maintenance), obstetric emergency and neo-natal resuscitation care, STIs management</p> <ul style="list-style-type: none"> - Responsible municipality staff and technicians 	<p>INPUTS:</p> <ul style="list-style-type: none"> - Contracts for rehabilitation of physical infrastructure (primary health centers, schools, water supply schemes, sewage systems) - Purchase orders for cold chain equipment and immunisation materials, basic midwifery and obstetric emergency kits - Purchase orders for submersible pumps, boosters, pipes and fittings, generators and electrical panels for local water supply networks - Purchase orders for low-cost water treatment equipment for households - Purchase orders for school equipment (science labs, ICT items, furniture) and educational materials - Purchase orders for recreational materials, sports equipment, toys, books - Training costs 	<p>Project records and funds utilization reports</p>	<p>Same as the set of assumptions relevant for Objective 1.</p>

Objectives>>Outputs>>Activities	Measurable indicators	Means of verification	Important assumptions
<p>are trained in quality testing, treatment and economic utilization of clean drinking water, as well as in waste collection and disposal management</p> <ul style="list-style-type: none"> All administrators and teachers in local schools trained in school / class management and teaching methods, through a combination of lecture-based and on-the-job coaching programmes, with special focus on the needs of children with learning difficulties Municipality focal points, NGO activists, social workers, community and youth leaders brought together in a local <i>Child Protection Network</i> and oriented on sensitive child protection issues, such as child abuse and exploitation, domestic violence, discrimination, segregation due to disability, proliferation of residential care, juvenile justice, etc. Procedural and logistical arrangements are in force between all primary health centres and one of the three sub-national EPI cold rooms in charge for vaccine distribution Procedural, logistical and budgetary arrangements are in force between municipalities and waste recycling facilities in the area to sustain the service Procedural and logistical arrangements are in force between "child-friendly spaces" and specialised centres/NGOs offering legal, medical, social or material assistance in individual cases requiring special protection measures 	<ul style="list-style-type: none"> Training costs Training costs Training and project personnel costs Project personnel costs Project personnel and contracts costs Project personnel and travel costs 		
<p>OUTPUTS (leading to Objective 3):</p> <p>3.1 Behaviour Change Communication (BCC) campaigns based on a comprehensive set of the "facts for life"¹² are implemented targeting the</p>	<ul style="list-style-type: none"> # and % of population effectively reached by BCC campaign messages 	<ul style="list-style-type: none"> BCC campaign monitoring records 	Same as the set of assumptions relevant for

Objectives>>Outputs>>Activities	Measurable indicators	Means of verification	Important assumptions
<p>widest possible audience</p> <p>3.2 Various forms of community activism and participation supported and promoted to maximise the use of local development potential (including, based on cultural heritage and available natural resources)</p> <p>3.3 Local youth groups are capable to play a more active role in the recovery of their communities, including by promoting inter-confessional tolerance and national unity</p> <p>3.4 Regular forums for intra-community dialogue and feedback to local authorities established and institutionalised</p>	<ul style="list-style-type: none"> # of newly launched projects Increase in ## of participating population # of newly launched projects Increase in ## of participating population examples of initiatives with full ownership and participation of local communities 	<p>(audience coverage data through mass media and other channels)</p> <ul style="list-style-type: none"> Project and municipal records Project records Project and municipal records 	Objective 1.
<p>ACTIVITIES (leading to Outputs >Objective 3):</p> <ul style="list-style-type: none"> BCC campaign ToR developed and implementation organisation identified through competitive bidding (including the production of IEC materials) Media channels for BCC campaign negotiated Health care professionals, community health workers, school teachers, local activists are trained as healthy life style messengers and peer counsellors, to complement media-based BCC campaign with home visits and other forms of community outreach Channels to involve parents in school affairs activated; adult literacy classes, local handicraft productions, cultural heritage exploration, environmental conservation projects are supported and encouraged Local youth groups trained on organisational planning, fundraising, community mobilisation and networking 	<p>INPUTS:</p> <ul style="list-style-type: none"> Contract costs Contract costs Training costs NGO contracts and small-scale project costs Training and project personnel costs 	<p>Project records and funds utilization reports</p>	Same as the set of assumptions relevant for Objective 1.

Annex 4 Score Sheet of Interventions

Projects	Evaluation criteria				
	Relevance	Effectiveness	Efficiency	Sustainability	Total
Gen	1.76	1.38	1.29	1.25	1.42
100	2.00	1.80	1.83	0.30	1.48
101	2.00	1.00	0.83	0.46	1.07
102	1.83	1.38	2.00	1.00	1.55
103	2.00	1.17	1.11	0.00	1.07
106	1.67	1.00	1.44	1.67	1.44
109	2.00	2.00	1.00	0.00	1.25
111	2.00	1.88	1.00	0.25	1.28
112	1.25	2.00	1.75	0.67	1.42
113	0.75	0.33	0.50	0.67	0.56
114	0.50	1.75	2.00	1.00	1.31
115	1.33	1.67	1.83	0.25	1.27
117	1.00	1.00	1.00	1.00	1.00
121	1.83	2.00	1.00	0.00	1.21
123	2.00	1.38	1.75	0.00	1.28
124	1.75	0.63	0.58	0.11	0.77
125	1.50	0.75	0.50	1.50	1.06
126	1.94	1.25	2.00	0.00	1.30
127	2.00	2.00	1.00	2.00	1.75
128	1.67	2.00	2.00	1.00	1.67
131	2.00	1.00	2.00	0.00	1.25
132	1.67	1.00	2.00	1.67	1.58
133	1.50	1.00	1.50	2.00	1.50
135	2.00	2.00	1.00	0.00	1.25
140	1.50	1.56	2.00	0.67	1.43
141	2.00	1.50	1.00	1.00	1.38
CFC total	1.67	1.40	1.38	0.71	1.29
WEG	1.90	1.45	1.38	1.08	1.45
DD	1.45	1.55	1.29	0.38	1.17
F	1.85	1.31	1.33	0.92	1.35



EMBASSY OF ITALY IN BEIRUT
*Office of Italian Cooperation for
development*

“Child Friendly Communities” Initiative - CFCI
Project Summary

“Child Friendly Communities” Initiative - CFCI - is a joint initiative developed by UNICEF Lebanon Country Office and funded by the Italian Government through its Development Cooperation Office in Lebanon. The Initiative is aimed at providing a model of decentralized planning and resource management that would address socio-economic exclusion in the most deprived areas of Northern Lebanon.

The objective of the Initiative will be to strengthen the capacity of local actors / municipalities to plan and implement programmes at the decentralised level, to improve the access of the population in rural settings to health, education, water/sanitation and protection services and facilities and any other service targeting specifically children, adolescents and Youth.

As a pilot location, three villages were selected in the region of Akkar, DeirDalloum/Zouk el-Mukashareen, Fnaydeq and Wadi el-Jamous, to test the mechanisms of participatory programming for development.

Of critical importance for the CFCI success will be to empower the municipalities and community leaders at large to play a leading role in priority setting and action planning.

In addition, the engagement of other key government counterparts will be sought at local level, specifying a special “niche” in the cooperation framework with local agents of the Ministries of Social Affairs as the lead ministry for Child Friendly Cities, Interior and Municipalities/Directorate of Municipalities/Union of Municipalities, Education, Public Health, Culture, Water and Energy, Youth and Sports, as well as the Ministry of Finance, the Council for Development and Reconstruction (CDR), implementing UN agencies and the Italian development Cooperation Office.

The CFC Initiative time span covers the period between April 2009 and September 2011. During these 2.5 years the funding provided by the Italian Development Cooperation Office for the total amount of 1.2 million EURO will be used for activities that include:

- (i) trainings for decision makers and service providers,
- (ii) rehabilitation of basic infrastructure, provision of necessary supplies,
- (iii) small-scale community-generated projects,
- (iv) behaviour change communication campaigns and
- (v) networking and alliance building.

The CFC project draws upon the experience gained by UNICEF and other UN agencies in a number of similar initiatives tested in Lebanon and/or globally, just to name the few, such as “Adopt-a-School”, “Millennium Village”, “Child-Friendly City”. The initiative will be implemented in close coordination with the UNDP’s *ART GOLD programme* and other projects implemented in Akkar aimed at establishing local networks of skilled development planners and managers from local authorities, NGOs and civil society leaders

unite for
children



UNICEF Lebanon Country Office

*UNICEF - Evaluation of "Child Friendly Community" Initiative
Pilot project in 3 villages\communities in Akkar*

Request for Proposals (RFP)

RFP/LEBA/2011/001

Lebanon Country Office –25July 2011

Prepared by:
HrayrWannis
M & E Officer

Reviewed by:
Nadine Aboukhaled
Social Policy Officer

DEFINITIONS

For the purpose of the present Request for Proposal, the following definitions shall apply:

- a) "UNICEF" shall mean the United Nations Children's Fund, a subsidiary organ of the United Nations, established by the General Assembly of the United Nations by resolution 576 (1) of 11 December 1946.
- b) UNICEF LCO shall mean "UNICEF – Lebanon Country Office" which is located in Beirut, Clemenceau Street, Gefinor center bloc-E.
- c) "CFC" Child Centered Community
- d) "RFP" shall mean Request for Proposal
- e) "BC" shall mean Bidder Company\Consultant

PROCEDURES AND RULES

Purpose of the Request for Proposals (RFP)

This RFP is being issued to solicit bids from institutions/consultants to conduct an evaluation of CFC initiative, a pilot project in the Akkar region in 3 municipalities: "A Model of child centered decentralized planning and resource management" funded by the Italian Government. UNICEF requests the institutions/consultants to provide complete Technical and Financial proposals covering all aspects of this RFP. The role of the successful BC will be to provide services as outlined in the Terms of Reference (annex 1).

Contractual Process

The schedule for the contractual process is as follows:

- a) RFP opened for bids August 1, 2011
- b) Technical and Cost proposals received August 22, 2011
Not later than (noon) 12:00 p.m, August 22, 2011 at UNICEF Lebanon Country Office, Beirut Clemenceau st.Gefinor center bloc-E 6th floor.
- c) Opening of Bids received August 24, 2011
- d) Internal review and selection process completed August 31, 2011
- e) Award of contract September 5, 2011
- f) Proposed commencement date September 8, 2011
- g) Proposed completion date October 10, 2011

It is understood that UNICEF LCO reserves the right to alter this schedule according to its own needs.

RFP Change Policy

All requests for clarification of this RFP must be submitted in writing by e-mail to Mrs. Joumana Nasser Project Manager email: jnasser@unicef.org, Mr. Hrayr Wanniss M & E officer email: hwannis@unicef.org, or Nadine AbouKhaled Social policy Officer naboukhaled@unicef.org. Only written inquiries will be considered and written responses will be provided.

RFP Response Format

The contractors will be asked to make the bid in two parts: one will be the **Technical proposal** and the other will be the **Financial/budget proposal**.

All proposals (Technical and Financial) must be prepared in English to ensure that the UNICEF LCO team can make fair assessment of the bidder's ability to successfully carry out the contract. Any information that the BC considers proprietary should be clearly marked "proprietary", next to the relevant part of the text. UNICEF LCO will treat such information accordingly.

The contractors must submit the Technical Proposal and the Financial Proposal for evaluation purposes. Costs shall not appear in any part of the Technical Proposal.

The contractors must provide sufficient information in the proposals to address each area of the evaluation criteria (see Annex 1), to ensure that the evaluation team can make a fair assessment of the consultancy firm based only on its proposals.

The BC should deliver two copies of the Technical and financial Proposals by courier to Ms. Linda Rached, Tel +961 1 756 101, or by email: lrached@unicef.org with a copy to hwannis@unicef.org and naboukhaled@unicef.org with Subject "Evaluation of CFC Initiative", Clemenceau street Beirut, Gefinor Bldg. Bloc-E 6th Floor, no later than 12.00 p.m. on the designated date, August 22 2010.

RFP Review and selection process

Following the submission of the proposals, a UNICEF LCO team with Italian cooperation representative will assess the merits of each proposal. The review and selection of the bids will be restricted to the contents of the proposals, contractor profile, and relevant experience and costing, as stipulated in the Terms of Reference for the Evaluation.

The choice of a consultant firm or independent consultant will be made on the basis of a competitive review the following manner: 65% on the technical competency of the consultant\ team-leader and team members divided as follows; 30% on relevant skills; 25% methodology, creativity and participatory techniques; 10% organizational experience in delivering evaluations; 35% financial.

Failure to comply with any of the terms and conditions contained in this RFP, including the provision of all required information, may result in the contractor(s) response/proposals being eliminated from further consideration.

Technical proposals receiving 70% marks or higher will be considered technically responsive. The Financial proposal of technically compliant and most responsive proposals will be opened and reviewed. Proposals which are considered technically non-compliant and non-responsive will not be given further consideration.

The final selection of the most responsive proposals will be based on the best combined overall score based on the technical score and the financial proposal, as indicated in the selection criteria.

RFP Terms and Conditions

This RFP, along with any responses thereto, shall be considered the property of UNICEF LCO and the responses will not be returned to their originators.

In submitting this proposal the BC agrees that he/she will accept the decision of UNICEF LCO.

UNICEF LCO reserves the right to:

- Contact any or all references supplied by the bidder
- Request additional supporting or supplementary data from the bidder
- Arrange interviews with the bidders' party.
- Reject any or all proposals submitted
- Accept any proposals in whole or in part
- Negotiate the terms of the contract with the selected bidder

Proposals must be valid for a minimum of sixty (60) days from the date of their submission and must be signed by an authorized representative of the bidder's party.

UNICEF LCO shall not be held responsible for any costs incurred by the bidders in the preparation and presentation of their proposal.

Contractual Terms and Conditions

The General Terms and Conditions attached, as in Annex 2, will form part of any contract resulting from this RFP. Annex 1 guides the technical focus of this evaluation, and UNICEF will make any technical decisions in consultation with Italian government.

STATEMENT OF PROJECT REQUIREMENTS

Tasks, deliverables and timeframe requirements are outlined in the Terms of Reference (Annex 1).

COST/FINANCIAL PROPOSAL

The Financial Proposal should be in US Dollars (US\$) and must be submitted separately from the Technical Proposal. Costs shall not appear in any part of the Technical Proposal. **If costs appear in any part the Technical Proposal, the proposal will be considered invalid and lead to its rejection.**

The Financial Proposal should include separate budget lines for fees, travel and related costs and administrative overheads. The fees need to be quoted on a daily rate basis

Annex 1: UNICEF Evaluation of “Child Friendly Community” Initiative

Pilot project in 3 Municipalities\communities in Akkar”

BACKGROUND

“Child Friendly Communities” Initiative - CFCI - is a joint initiative developed by UNICEF Lebanon Country Office and funded by the Italian Government through its Development Cooperation Office in Lebanon. The Initiative is aimed at providing a model of decentralized planning and resource management that would address socio-economic exclusion in the most deprived areas of Northern Lebanon.

The objective of the Initiative is to strengthen the capacity of local actors / municipalities to plan and implement programmes at the decentralized level, to improve the access of the population in rural settings to health, education, water/sanitation and protection services and facilities and any other service targeting specifically children, adolescents and Youth.

In addition, the engagement of other key government counterparts will be sought at local level, specifying a special “niche” in the cooperation framework with local agents of the Ministries of Social Affairs as the lead ministry for Child Friendly Cities, Interior and municipalities/Directorate of Municipalities/Union of Municipalities, Education, Public Health, Culture, Water and Energy, Youth and Sports, as well as the Ministry of Finance, the Council for Development and Reconstruction (CDR), implementing UN agencies and the Italian development Cooperation Office.

Three villages\Municipalities were selected in the region of Akkar: DeirDalloum/Zouk el-Mukashareen, Fnaydeq and Wadi el-Jamous by the Italian development cooperation, where the CFC initiative carried out its implementation based on size, diversification and representation.

The CFC Initiative time span was planned to cover the period between April 2009 and September 2011. During these 2.5 years the funding provided by the Italian Development Cooperation Office for the total amount of 1.2 million EURO to be used for activities that include:

1. trainings for decision makers and service providers,
2. rehabilitation of basic infrastructure, provision of necessary supplies,
3. small-scale community-generated projects,
4. behavior change communication campaigns and
5. Networking and alliance building.

The project was extended until September 2012. The implementation phase for the year 2012 will focus on identifying sustainable capacity building schemes for municipalities and improve linkages between local governance and central line ministries accountable for national policy making.

A detailed logframe of the project is provided with the project proposal.

PURPOSE OF THE EVALUATION

The CFC initiative's local level implementation phase ends by the end of September 2011, thus the overall purpose of this evaluation is to articulate what worked, what did not work and why, and capturing feedbacks and lessons learned in a participatory approach including beneficiaries and donor, for future interventions and scaling up. The evaluation will evaluate successful and not successful interventions, as well as collecting in systematic manner valuable information from the 3 communities, planning and implementing partners and donor through which the project is conducted.

The evaluation report will facilitate sharing of the information gathered with the intention to improve future planning and interventions at the municipal and central level and also to assess whether the overall stated goal and objective of the CFC initiative is relevant and on course.

The findings of the evaluation will be shared with all relevant stakeholders and municipalities with the intention for the evaluation report and its dissemination to contribute to strengthen programming approaches that target the empowerment of decentralized local governance.

OBJECTIVES

Under UNEG guidelines and standards, to assess the initiative through the lens of OECD\DAC evaluation criteria – the relevance, effectiveness, efficiency, sustainability and outcomes of the CFC initiative (impact level results are still premature at this stage). The assessment of relevance will consider the relevance of the objectives and the relevance of the design, and also the effectiveness of its planning and monitoring framework.

More specifically, the evaluation will address the following areas:

a) Relevance

1. How relevant and appropriate is the CFCI concept and design (outputs, indicators, inputs and activities)?
2. Did the project objectives and interventions address the needs of the targeted communities and different stakeholders (beneficiaries\right-holders, mayors, municipal council and government)?
3. What groups were the project activities relevant to? And how relevant have, the activities of the initiative, been for the most vulnerable and disadvantaged groups in the communities? (gender, poverty, ethnicity and disabled groups)

b) Effectiveness

1. Does the project have an effective monitoring and evaluation mechanism in place, and how is the information generated by this M&E system being used?
2. Were activities implemented as planned? And what were the main factors that contributed to whether activities resulted in intended outputs or not, in each sector?
3. To which extent the planned outputs were delivered?
4. How effective are the interventions in reaching the worst-off in the community?

5. To what extent are the project participants (mayors, municipal council and beneficiaries) involved in the planning, designing, implementation and monitoring of CFC activities?
And;
6. Were children, adolescents and youth involved or participated in the processes of planning, designing, implementing and monitoring?

c) Efficiency

1. How efficient was the project in using resources and achieving coverage?
2. How efficient was the project with regards to the implementing timetable?
3. Can results be maximized by the use of the same resources?
4. How efficient were stakeholders in their response and contributions towards the goals of the interventions and outputs?

d) Results

1. What has been the progress made towards achievement of the expected outcomes and can unexpected results be detected?
2. What are the achieved outcomes\results in each sector? And how do different stakeholders perceive the outcomes\results?
3. Is there any detectable influence on the improvement of linkages between local governance and line ministries?

e) Sustainability

1. What is the level of buy-in of national partners (Government and civil society) to this pilot initiative?
2. What measures have been built into the project on the national, regional and community level to sustain the outcomes of the project?
3. How do children and young people see the sustainability of the initiative?
4. What part(s)\whole of the initiative can be scaled up and how?

SCOPE OF WORK

a) General Scope

This results-based evaluation will require the use of participatory evaluation methodologies. These will consist of predominantly qualitative evaluation approaches, but will also include some quantitative methods (i.e. admin data, and access to survey measurement where available and feasible). Suggested qualitative approaches are focus group discussions, one-on-one interviews, and individual case studies, including desk reviews, stakeholder meetings and site visits.

The Evaluation will also consider project documents and support documents as well as any reports from monitoring and evaluation at country level, and Statistical data will be assessed where available and useful.

An experienced consultant in qualitative research methods will carry out the evaluation, the incumbent will collect the necessary data from the specific areas of the CFC initiative, in order to feed the analytical evaluation of the project with country specific information.

b) Specific tasks:

The Evaluation Team is responsible in carrying out the following tasks:

1. Conduct a desk review of relevant project documents produced in country and UNICEF LCO; project documents, donor reports, existing studies and any other related documents, outputs and outcomes of the CFC initiative, against commitments and priorities. This should include a description of resources (human and financial) committed to the initiative.
2. Develop a methodology for involving related beneficiaries and stakeholders of the project in the conduction of field research of the evaluation, and how worst-off people will be reflected in the research, a detailed time line, etc.
3. Develop evaluation tools (IDI questionnaires, Focus Group Discussion (FGD) guidelines, etc.) to collect data for the evaluation.
4. Conduct a participatory evaluation that will involve project implementers and target beneficiaries and stakeholders, which will provide useful feedback on the project implementation and objectives, successes and failures. The project evaluation will be results-based.
5. Share findings, lessons learned and recommendations of the evaluation with the various stakeholders including the community who participated in the research and adjust according to their feedback, to the extent that this is relevant for the quality and reliability of the report.
6. To submit a final evaluation report, where its content is based on evidence and causal chain analysis, that clearly identifies the inputs committed and the activities, outputs and outcomes achieved during the project, as well as the overall lessons learned and recommendations that can inform future phases of design and scaling up.
7. Ensure that all deliverables are undertaken and submitted in a timely manner.
8. All deliverables are to be in English language. (to be translated later to Arabic for wider dissemination)

All deliverables (draft and final) are to be submitted to UNICEF, for approval.

EXISTING DOCUMENTATION

i) Project Documents:

- CFC Project proposal
- CFC Municipal MoU's
- Annual Donor Reports

- Trip reports
- Financial reports
- Implementation Progress reports...etc.

ii) Standards documents:

- [UNEG Evaluation Standards](#)
- [UNEG Evaluation Code of conduct](#)
- [UNEG Evaluation report checklist](#)
- [UNEG ethical guidelines](#)
- [UNICEF\UNEG Evaluation Report Standards](#)
- Examples of UNICEF good evaluation reports (attached)

STAKEHOLDER PARTICIPATION AND ACCOUNTABILITIES

Consultant will ensure the participation of the following informants for the evaluation, where possible:

- Stakeholders, beneficiaries and their families and community leaders or members;
- UNICEF LCO;
- Local Partners; Government and NGOs.

Representatives from the above mentioned stakeholders and beneficiaries will form the different reference groups and be consulted during the design of this evaluation and will be asked to review the evaluation report.

QUALIFICATIONS

- Advanced university degree and/or academic background in a social sector;
- Minimum 10 years work experience in strategy planning and evaluation of social projects (preferably in child rights area and community development) field;
- Knowledge and experience around Human rights based approach for Programming, Child Rights, Gender Issues and results-based management.
- Excellent Communication skills and demonstrated ability to facilitate group discussions and knowledge of participatory methodologies; and
- Extensive qualitative Evaluation experience in the field of participatory community development project;
- Previous experience in evaluation of UNICEF implemented project would be an asset;
- Proven very good communication skills with government and community members;
- High analytical and conceptual skills and ability;
- Fluency in English and Arabic (written and spoken);
- Good knowledge of computer applications;
- Proven ability to negotiate/interact with various levels of government;
- Demonstrated ability to produce high quality evaluation reports, including recommendations for future work;

PROCEDURES AND LOGISTICS

The evaluation team will be responsible for organizing all logistical arrangements needed to conduct this evaluation including in-country travel. UNICEF will be supporting with relevant contacts and coordination with stakeholders and partners, and in facilitating the field research.

DURATION

The evaluation is expected to be carried out between September 6th and October 3rd, 2011. It is expected to start on September 6th 2011; covering desk review, development of tools, field work, analysis and report writing. The evaluation process is expected to be finalized by October 3rd, 2011.

DELIVERABLES

To deliver a Comprehensive evaluation report of the CFC project, tackling all the areas of interest in the ToR, in line with UNICEF Evaluation Report Standards. The evaluation report should include the executive summary prepared in line with UNICEF guidelines. The final report should comprise the description of evaluation methodology, including a discussion of the limitations. Also annexed should be contact details of people interviewed, questionnaires. FGD guidebooks, and any other relevant materials referenced to in the report should be attached to the final report.

All submissions should be made in an electronic Word format.

Annex 2

GENERAL TERMS AND CONDITIONS

ACKNOWLEDGEMENT COPY

Signing and returning the acknowledgement copy of a contract issued by UNICEF shall constitute acceptance of a binding agreement between UNICEF and the Contractor.

DELIVERY DATE

Delivery Date to be understood as the time the contract work is completed at the location indicated under Delivery Terms.

OBLIGATIONS

The contractor shall neither seek nor accept instructions from any authority external to UNICEF in connection with the performance of its services under this contract. The contractor shall refrain from any action which may adversely affect UNICEF and shall fulfill its commitments with fullest regard for the interest of UNICEF. The contractor shall not advertise or otherwise make public the fact that it is a contractor with UNICEF.

LIMITATION EXPENDITURE

No increase in the total liability to UNICEF or in the price of the work resulting from changes, modifications, or interpretations of the statement of work will be authorized or paid to the contractor unless such changes have been approved by the contracting authority through an amendment to the contract prior to incorporation in the work.

TAX EXEMPTION

Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the UN, including its subsidiary organs, is exempt from all direct taxes and is exempt from customs duties in respect of articles imported for its official use. Accordingly, the Vendor authorizes UNICEF to deduct from the Vendor's invoice any amount representing such taxes or duties charged by the Vendor to UNICEF. Payment of such corrected invoice amount shall constitute full payment by UNICEF. In the event any taxing authority refuses to recognize the UN exemption from such taxes, the Vendor shall immediately consult with UNICEF to determine a mutually acceptable procedure.

LEGAL STATUS

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis UNICEF. The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNICEF.

CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of the Contract, respect local customs and conform to a high standard of moral and ethical conduct.

INDEMNIFICATION

The Contractor shall indemnify, hold and save harmless and defend, at its own expense, UNICEF, its officials, agents, servants and employees, from and against all suits, claims, demands and liability of any nature or kind, including their costs and expenses, arising out of the acts or omissions of the Contractor or its employees or sub-contractors in the performance of this Contract. This provision shall extend to claim and liability in the nature of workmen's compensation claims and those arising out of the use of patented inventions or devices.

WORKPERSON'S COMPENSATION AND OTHER INSURANCE

(a) The Contractor shall provide and thereafter maintain all appropriate workmen's compensation and liability insurance to cover its employees and any claims for death, bodily injury or damage to property arising from the execution of this Contract. The Contractor represents that the liability insurance includes sub-contractors.

(b) The Contractor shall not permit any lien, attachment or other encumbrance by any person to remain on file in any public office or on file with UNICEF against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contract.

AMENDMENTS AND ASSIGNMENTS

No change in or modifications of this Contract shall be made except with prior written agreement between the Regional Director UNICEF MENARO and the contractor. The Contractor shall not assign, transfer, pledge, sub-contract or make other disposition of this Contract or any part thereof, or of any of the contractor's rights, claims or obligations under this contract except with the prior written consent of the United Nations.

OFFICIALS NOT TO BENEFIT

The contractor represents and warrants that no official of the United Nations has been, or shall be admitted by the contractor to any direct or indirect benefit arising from this contract of the award thereof. The contractor agrees that breach of this provision is a breach of an essential term of this contract.

COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS

UNICEF shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights and trademarks, with regard to documents and other materials which bear a direct relation to or are prepared or collected in consequence or in the course of the execution of this contract. At UNICEF's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to the UNICEF in compliance with the requirements of the applicable law.

CONFIDENTIAL NATURE OF DOCUMENTS

(a) All maps, drawings, photographs, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of UNICEF, shall be treated as confidential and shall be delivered only to the UN authorized officials on completion of work under this Contract.

(b) The Contractor may not communicate any time to any other person, Government or authority external to UNICEF, any information known to it by reason of its association with UNICEF which has not been made public except with the authorization of the UNICEF; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract with UNICEF.

FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

(a) In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to UNICEF of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify UNICEF of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of the Contract. On receipt of the notice required under this Article. UNICEF shall take such action as, in its sole discretion; it considers being appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under the Contract.

(b) If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract. UNICEF shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 14, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.

(c) Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection or other acts of a similar nature of force.

TERMINATION

If the Contractor fails to deliver any or all of the deliverables within the time period(s) specified in the contract, or fails to perform any of the terms, conditions, or obligations of the contract, or if the Contractor becomes bankrupt or insolvent, UNICEF may terminate this Contract, in whole or in part, upon fourteen (14) days' notice to the Contractor. In the event of any termination no payment shall be due from UNICEF to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this contract.

Upon the giving of such notice, the Contractor shall have no claim for any further payment, but shall remain liable to UNICEF for reasonable loss or damage that may be suffered by UNICEF for reason of the default. The Contractor shall not be liable for any loss or damage if the failure to perform the contract arises out of force majeure.

Upon termination of the contract, UNICEF may require the contractor to deliver any finished work which has not been delivered and accepted, prior to such termination and any materials or work-in-process related specifically to this contract. Subject to the deduction of any claim UNICEF may have arising out of this contract or termination, UNICEF will pay the value of all such finished work delivered and accepted by UNICEF.

ASSIGNMENT AND INSOLVENCY

1. The Contractor shall not, except after obtaining the written consent of UNICEF, assign, transfer, pledge or make other dispositions of the Contract, or any part thereof, of the Contractor's rights or obligations under the Contract.

2. Should the Contractor become insolvent or should control of the Contractor change by virtue of insolvency, UNICEF may, without prejudice to any other rights or remedies, terminate the Contract by giving the Contractor written notice of termination.

USE OF UNITED NATIONS AND UNICEF NAME AND EMBLEM

The Contractor shall not use the name, emblem or official seal of the United Nations or UNICEF or any abbreviation of these names for any purpose.

ADVERTISING

Specific permission of UNICEF will be necessary for the Contractor to advertise or otherwise make public that the Vendor is furnishing goods or services to UNICEF.

ARBITRATION

Any controversy or claim arising out of or in connection with the Contract or any breach thereof, shall, unless it is settled by direct negotiation, be settled by the UNCITRAL Arbitration Rules as at present in force. The parties to the Contract shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of such controversy or claim.

PRIVILEGES AND IMMUNITIES

The privileges and immunities of the UN, including its subsidiary organs, are not waived.