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UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
SUBSTANTIAL REVIEW
Lebanon

Project Title: Lebanon Host Communities Support Project – Phase 2 (LHSP 2.0)
Project Number: 00084708
Implementing Partner: UNDP
Start Date: 01/01/2024 **End Date:** 31/12/2026 **PAC Meeting date:** 12/12/2023

Brief Description

Lebanon continues to confront an unprecedented financial and economic crisis facilitated by a history of violence, volatility, and social inequality that has undermined the subsistence capacity of already vulnerable populations. The country continues hosting the largest numbers of refugees per capita in the world (almost 1 in 3), estimated at 1.5 million displaced Syrians along with 31,400 Palestine refugees from Syria, 35,000 Lebanese returnees, and a pre-existing population of more than 174,422 Palestine refugees, and risks for new displacement waves are rising with a deteriorating geopolitical environment. This multi-layered crisis has devastating impacts on the social, economic and environmental capital of the country and, increasingly, on its social cohesion and stability as well.

Communities hosting large numbers of displaced populations have to face, with inadequate institutional capacities, fast-dwindling resources, and insufficient collective approach, the lingering consequences of the Syrian displacement crisis, exacerbated since 2019 by a severe economic, fiscal and governance meltdown, while pressure from climate change keeps increasing. This state-of-affairs undermines their capacity to cope with the immediate impacts of the compounded crisis – including breakdowns in essential services, rising poverty and the stiffening of inter- and intra-community tensions – and curtails their ability to overcome systemic challenges through a development approach, including, but not limited to, the protracted presence of displaced populations with no durable solutions in sight.

The **Lebanon Host Community Support Project – Phase 2 (LHSP 2.0) Project** builds upon the long-accumulated experience and lessons learnt from implementing the LHSP since 2014. LHSP 2.0 proposes to anchor more firmly stabilization activities into an integrated local development paradigm, to work more at an area-based level in clusters and unions and to strengthen its support to municipal capacity development, to increase impact and sustainability of stabilization support.

At the local level, the LHSP 2.0 aims to help **increase coping and sustainable development capacities in host communities** and create a more enabling environment for **mitigating and preventing tensions** by:

(a) **reducing perceived competition between different population groups over public services, livelihood and economic opportunities** by helping to maintain and increase service outputs and create economic opportunities, in a context of acute incapacitation of the public and private sectors to maintain their levels of operations and to mitigate negative crisis impacts over populations, Lebanese, displaced or refugees; and
(b) **providing conflict-sensitive and inclusive dialogue and decision-making spaces** where different components of local communities can explore and agree peacefully on their common interests and build their own pathway to a more sustainable future.

The LHSP 2.0 will be implemented in 55 target areas (15 clusters or unions and 40 individual municipalities). It aims to benefit nearly 2,340,000 people (incl. 30% displaced) with improved services, inclusive livelihoods opportunities, and resilient social stability.

Outcomes (UNDP Country Programme Document 2023-2025):

- *Outcome 2: Strengthened security, stability, justice, and social peace*
- *Outcome 3: Strengthened stabilization and green recovery to reduce vulnerabilities and environmental risks, including through enhanced competitiveness and business environment of sustainability-oriented MSMEs and high potential green productive sector values chains*

Indicative outputs with gender marker.

1. Mechanisms and capacities built in hosting areas for generating and implementing in a conflict-sensitive and gender-responsive manner local plans that can help prevent and respond to tensions and sustainably reduce multi-dimensional vulnerabilities. (GEN 2).
2. Physical infrastructure, including for energy supply, enhanced and more sustainable service delivery models promoted to secure affordable access to gender-responsive basic and social services, including energy supply, for vulnerable groups and hosting communities. (GEN 2).
3. Decent livelihoods opportunities paying living income increased for vulnerable groups, with focus on women, youth and people with disabilities, and opportunities for low-carbon and inclusive economic recovery generated, including through the social enterprise sector (GEN 3).
4. Community-based peacebuilding initiatives, including in schools and media space, supported to help reduce tensions, prevent violence, especially against women, and create an enabling environment for collective action for the public good (GEN 3).

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Total resources required (USD):	**$ 80,113,560** *CPCR Programme: $75 077 294* *PB Programme: $4 692 785*	
Resources allocated (USD):	**$37,335,993**	
	KfW 5	2,916,581
	KfW 7	19,601,908
	KfW 8	9,090,909
	BPRM 5	2,500,000
	Denmark	1,022,000
	Norway 5	715,628
	ACCD 3	299,897
	South Korea 1	495,049
	South Korea 2	500,000
	UNDP Regional	194,020
Unfunded (USD):	**$42,777,567**	
	Pipeline: $ 10,911,076	
	BPRM 6	2,500,000
	SFD	7,381,076
	KS Relief	1,030,000
	To be mobilized: $ 31,866,491	

Agreed by:

Mohammed B. Salih
UNDP Resident Representative a.i. Lebanon

Signature: DocuSigned by: 4C17B57AEAA5467...

Date: 02-Feb-2024

DS DS

ACRONYMS

AFP	Area-based Food Plan
AWEL	Advancing Women-led Enterprises in Lebanon Project (UNDP)
CDR	Council for Development and Reconstruction
CFW	Cash-for-Work
CPCR	Crisis Prevention & Crisis Response Programme (UNDP)
CPD	Country Programme Document
CSAJ	Community Security and Access to Justice Project (UNDP)
DGLAC	Directorate General of Local Authorities and Councils
DRM	Disaster Risk Management
GBV	Gender-based violence
IFSP	Improving Food Security in Lebanon Project (UNDP)
ImF	Independent Municipal Fund
LCRP	Lebanon Crisis Response Plan
LDC	Local Development Committees
LDSL	Local Development for a Sustainable Lebanon Project (UNDP)
LDP	Local Development Plans
LED	Local Economic Development
LGLD	Local Governance & Local Development
LHSP	Lebanon Host Communities Support Project
LoA	Letter of Agreement
MoE	Ministry of Environment
MoET	Ministry of Economy & Trade
MoEW	Ministry of Energy & Water
MoIM	Ministry of Interior and Municipalities
MoSA	Ministry of Social Affairs
MSLD	Mechanism for stability and local development
MSME	Micro, small, and medium enterprises
PBP	Peace-Building Project (UNDP)
PGP	Palestinian Gatherings Project (UNDP)
PPLD	Participatory Process for Local Development
PSEA	Prevention of sexual exploitation and abuse
PWD	Person with disability
SDP	Service Delivery Plan
SPP	Social Peace Plan
SWM	Solid waste management
TVET	Technical and vocational education and training
UNHCR	United Nations High Commissioner for Refugees
SDC	Social Development Centre

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I. DEVELOPMENT CHALLENGE

The development challenge: Lebanese host communities are increasingly left facing on their own, with inadequate institutional capacities, fast-dwindling resources, and insufficient collective approach, the lingering consequences of the displacement crisis linked to regional conflicts since 2012, now overlaid and exacerbated since 2019 by a severe economic, financial and governance meltdown, while pressure from climate change on ecosystems and local societies continues growing year after year.

This state-of-affairs undermines the capacity of communities, cities, and local areas hosting large numbers of displaced populations to cope with the immediate impacts of the compounded crisis – in particular the breakdown in basic and social services, rising poverty and the stiffening of local tensions – and curtails their ability to overcome systemic challenges paving their development pathway including, but not limited to, the protracted presence of displaced populations with no durable solutions in sight.

Lebanon continues to confront an unprecedented financial and economic crisis facilitated by a history of violence, volatility, corruption and social inequality that has undermined the subsistence capacity of already vulnerable populations. Multiple shocks have hit the country, including the social upheaval in early 2019 followed by the COVID-19 pandemic from 2020, the explosions at the Port of Beirut on August 4, 2020, and most recently, the cholera outbreak in 2022. At the same time, the country continues hosting the largest numbers of displaced people per capita in the world (almost 1 in 3), estimated at 1.5 million displaced Syrians[1] along with 31,400 Palestine refugees from Syria, 35,000 Lebanese returnees, and a pre-existing population of more than 174,422 Palestine refugees in 12 official Palestine refugee camps and 156 informal gatherings. There are also an estimated 135,000 migrants in Lebanon, either passing through or stationary, living for many in informality and deepening precarity.[2] Since the beginning of 2023, a new wave of Syrian refugee arrivals is reported by the Lebanese government, potentially up to 20,000,[3] as tensions and fighting are rising again in certain parts of Lebanon's neighbour. This multi-layered and compounded crisis has devastating impacts on the social, economic, and environmental capital of the country and, increasingly, on its social cohesion and stability as well.

This has led to a dramatic recession of the country's economy with sharp currency depreciation, monetary shortages, inflation, and massive fall in real GDP per capita (over 57.6% since 2018).[4] This crisis is described by the World Bank as a 'deliberate disaster', ranking as one of the most severe crisis episodes globally since the mid-nineteenth century, and led the financial institution to downgrade Lebanon in July 2022 to a lower middle-income country status (which it had left 27 years before). Unemployment has more than doubled as a result, from 11.4% in 2018 to 29.6% in 2022, and even higher among women (32.7 %) and a staggering 47.8% among youth (15-24);[5] and those who still work have to accept lower pay[6] and/or informal employment, especially women (now 52% of working women against 45% in 2018),[7] with its corollary of vulnerability to exploitation. In addition, micro, small, and medium enterprises (MSMES), cooperatives, entrepreneurs and small-scale farmers are struggling to finance their minimum recovery and sustainability needs.

As a result, all populations are falling deeper into **poverty** with loss of income, loss of job opportunities, and high inflation, particularly in food items, added to shortages in fuel, electricity, and medicines. The World Bank estimates that more than half the Lebanese population is living below the poverty line while 82% households in 2021 were concerned by multidimensional poverty[8] (double from 2019). Poverty and acute need for assistance remain also the lot of displaced populations, with nearly 90% of displaced Syrian households who cannot meet their basic needs[9]; also, nearly 3 in 4 Palestinian households live below the poverty line.[10] At the national level an already concerning food security situation further deteriorated because of the significant depreciation of the local currency, protracted and rising inflation, and significant disruption of livelihoods. About one-third of the Lebanese population and half of Syrian refugees face acute food

[1] LCRP, 2023. This includes 789,842 registered refugees with the UNHCR – UNHCR does not register Syrians as refugees in Lebanon since 2015 as per government decision.
[2] IOM (2013). « IOM Lebanon Crisis Response Plan 2023 ».
[3] https://www.aljazeera.com/news/2023/9/8/lebanons-pm-says-syrian-refugee-influx-could-upset-demographic-balance, accessed on 10/10/2023.
[4] GDP (2018) = US$ 55 billion; GDP (2022) = US$21.3 billion (projection); real GDP per capita (2018) = US$ 9,226; (2022) = 3,912 (Source: World Bank).
[5] International Labor Organization (ILO) & Central Administration of Statistics (2022). *Lebanon follow-up Labour Force Survey,* January 2022.
[6] 23% of employees considered to be low pay workers compared to 21.8% in 2018 (ILO and CAS, 2022)
[7] Ibid.
[8] UNESCWA (2021). *Multidimensional poverty in Lebanon (2019-2021): Painful reality and uncertain prospects*, Policy Brief 2, Beirut.
[9] Vulnerability Assessment of Syrian Refugees in Lebanon 2022 (UNHCR, WFP, UNICEF)
[10] In 2021, 87% of Palestinian refugees from Syria were living below the poverty line (VaSYR) and 73% of Palestine refugees in Lebanon were living in poverty according to UNRWA.

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insecurity[11] and the proportion of children taken out of school – or facing classrooms without teachers – is increasing. Only half of Syrian school-aged children are attending school. All in all, Lebanon has experienced the greatest global drop in the Human Development Index since 2013, from 79th to 112th rank, and years of progress towards the SDGs have been wiped out. Recovering from such collapse could take years, if not decades.

In a context of increasing economic vulnerabilities, depleting services and political polarization, tensions, incidents, violence, and conflict are on the rise. The crisis is not only challenging Lebanon's social and economic infrastructure, it also brings a new set of disparities, divisions and tensions that threaten to undermine its delicate stability. UNDP's Tension Monitoring System reveals that over the last four years, refugee-host community relations remain fluctuating and unpredictable. If a five-year peak of negative perceptions was reached at the beginning of 2023, a marked improvement took place since then (34.4% negative in August 23 against 44.6% in March) to return to a level fairly close to the one prevailing at the beginning of 2018 (32.6%). Regional variations are even more drastic, with tensions very high in certain governorates (88% in the Bekaa, 62% in Akkar) and much lower in others (4.4% in Beirut, 16.2% in Nabatiye).[12] If the main tension drivers perceived by both Syrians and Lebanese relate increasingly to basic needs of the population, including competition for lower skilled jobs (56%), competition for services and utilities (54.2%) and perceptions of unfair aid distribution (26.3%), the tension generating system is complex with an interplay of factors linked to regional geopolitics, national rhetoric and local experiences. In short, communities hosting the largest percentage of displaced Syrians are not necessarily those with the highest level of perceived tensions or actual incidents. What is determinant though is the interplay between the level of pressure on basic needs with the coping capacities of local governance and local development systems.

As a reflection of increased tensions and their perceived drivers and fuelled by the perspective of municipal elections (now postponed to May 2024), a more radical political discourse against the presence of displaced Syrian and a narrative of unfair treatment by the international community towards Lebanese affected by the crisis is gaining momentum. In certain localities, public authorities take harsher measures such as curfews on displaced Syrians, movement restrictions, forbidding the presence of non-registered Syrians, lower wages for Syrian daily workers, collective evictions (especially for Informal Tent Settlements or ITSs), or reserving bread for Lebanese citizens. While still marginal (only 2% of displaced Syrian households declare being affected by restrictive measures),[13] the increasingly radical political discourse and hate speech towards displaced Syrians in mainstream Lebanese media increases the threat level on their protection.

Intra-Lebanese relations are also not immune to the compounded crisis affecting the country. While in 2018, 23.2% of Lebanese perceived intra-communal relations in a negative way, this ratio reaches 37.3% five years later.[14] Even though the situation has improved in the last 6 months (46.1% in March 2023), tensions between Lebanese are also very volatile and can result in various incidents with different degrees of severity. Aside from the main political and sectarian tension drivers for intra-Lebanese relations, economic factors are most cited as drivers of increased tensions (inflation, lack of access to cash, unfair distribution of resources, competition over jobs and resources).

The combination of deterioration in the economic and social wellbeing of Lebanese and refugees, high levels of political instability, and the increasing paralysis of security institutions – affected like other public institutions by the severe fiscal and leadership crisis, is reportedly leading to higher occurrence of security incidents (although reliable statistics are not available) and dramatically worsening perceptions of safety, nationwide. Overall, 68.5% of the population reports feeling unsafe or very unsafe going out during the night; this is nearly seven times as many as in 2018 (10.4%). Crime rate would be highest in areas with high poverty and unemployment rates as well as limited security capacity.

The deteriorating political, economic, and social climate curtails progress in reducing pre-existing **gender inequalities** in the country and intensifies women's poverty and marginalization. In 2023, Lebanon still stands out as one of the countries with the highest gender gap in the world15 (132 out of 146). Lebanese women remain marginalized in political life, numbering only 6.3% of parliament members and only 5.4 % of municipal councilors16Lebanon fares also particularly low on women's economic empowerment. Despite

[11] Integrated Food Security Phase Classification (2022). Lebanon Acute Food Insecurity Report
[12] UNDP/Ark Perception survey, Wave XVI, August 2023, adding the numbers of survey respondents perceiving relations as negative and very negative.
[13] UNHCR (2023). « Protection Monitoring Findings, Lebanon, 1st Quarter 2023 ».
[14] UNDP/Ark Perception survey, Wave XVI, August 2023, adding the numbers of survey respondents perceiving relations as negative and very negative
[15] World Economic Forum (2023), Global Gender Gap Report 2023.
[16] UNDP. (2016). Women in Municipal Elections 2016.

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outnumbering men as university graduates, women's labour force participation, stands at a new low of 22.2% in 2022 and is three times lower than that of men (66%).[17] Furthermore, only 17 % of women report as self-employed and just 4% of the country's firms having female top managers, in comparison to a global average of 19%.[18] Women in Lebanon also tend to hold lower-paying jobs, with a higher concentration of employment in the public sector, which is worst-affected by the fiscal crisis, they are less resilient to socio-economic shocks, as they are less likely to be employed, to have savings and livelihoods access networks beyond their families. Women's economic and political marginalization in Lebanon is not only linked to a patriarchal organization of power and economy commonly found across the world, but also to discriminatory labour laws as well as limited enforcement of the few existing laws protecting women's rights. The crisis impact on displaced women, Syrian, Palestinian or else, is even harsher and women-headed displaced households are more likely to adopt crisis and stress coping strategies, including by not accessing healthcare they need, live in informal settlements and be dependent on humanitarian assistance for food and shelter needs. Displaced women have lower access to the job market (labour force participation among displaced Syrian women is six times lower than men's and ten times for Palestinian women, standing only at 6%)[19] and suffer from highest wage gap, especially in the agriculture sector. In addition to being confronted to harsher gender norms than usually found in Lebanon, displaced women also have lower access to legal residency than men,[20] which is a serious impediment for protection, social, and livelihoods needs.

What this rapid depiction of the current social and economic context of Lebanon reveals is that the **crisis coping capacity of host communities – and the Lebanese society at large – is being hard tested and shows increasing signs of failure.** At the local level, municipalities are generally seen as the first responder to their residents' needs, resolving issues of social stability, ensuring safety nets, contributing to basic service functionality, alongside state institutions, and supporting productive sectors in their area. The crisis has severely affected municipal capacities to continue assuming these roles. For example, while electricity supply is a responsibility of the national company (Electricité du Liban), it can nowadays only supply 2 to 6 hours of power per day and municipalities have been left with the responsibility of procuring the fuel needed to generate power for vital sectors (schools, Social Development Centres, wastewater stations, etc.) on their territory for the rest of the time – which most cannot do any longer. Other operational costs are also increasingly falling on the table of municipalities, not mentioning staff salaries, and in many places service outputs for solid waste management, social services or wastewater treatment are falling. Law enforcement is not immune as some municipalities have lost up to 50% of their municipal police forces due to inability to pay them inflation-adjusted salaries. Ground-level disaster preparedness and response capacities are weakened, increasing risks of important human and material losses in future disaster events. All this expectedly creates massive discontent among the population[21] and shatters public trust towards municipalities (from 83% in 2018 to only 33.5% in 2023).[22] Confronted with this dramatic situation, the central government seems to have abdicated responsibility, leaving the public administration bleed dry and extending no additional support to municipalities. Municipalities are left out in the cold scrambling to find short-term solutions to a severe cashflow crisis, including by collecting off-budget donations (usually from the Lebanese diaspora), starting small income-generating projects, outsourcing basic services to NGO or private operators, or selling valuable municipal land. With trust levels falling the ability of municipalities to continue leveraging the social capital in local communities to face this crisis together, while no exit is in sight, is highly uncertain. One hundred and thirty municipal councils (out of 1,058) have resigned since 2016 and more might follow suit after municipal elections have been postponed until 2024.

The compounded crisis is also **jeopardising** the **country's development gains and perspectives**. While Lebanon has an accumulated wealth of strategic development plans at national or local level produced up to 2015,[23] these are now mostly stacked on shelves and planning in general has been deprioritized by government. The Lebanon Crisis Response Plan (LCRP), co-designed with the international community, focuses mostly on short-term response to Syria's crisis. The (rare) new public infrastructure built in the past few years across the country, mostly with donor funding, is usually prioritized against a quick assessment of needs and lack of

[17] ESCWA, UNFPA and National Commission for Lebanese Women (2022). *Women's Economic Participation in Lebanon: A Mapping Analysis of Laws & Regulations*.
[18] Expertise France and European Union (2021). *Women Entrepreneurs in Lebanon: Surviving the Crisis Amidst the Challenges*.
[19] 18% for women against 73% for men (Source: VASyR 2022).
[20] In average, 15% of Syrian displaced women are registered with government against 21.3% for Syrian men (Source: VASyR 2022).
[21] Level of dissatisfaction with public services: 68% for water services (40% in 2019); 96% for electricity (42% in 2019); 48% for solid waste management (20% in 2019); 51% for wastewater treatment (16% in 2019). Source: (UNDP/Ark Perception Survey XV)
[22] UNDP/Ark Perception Survey XVI, August 2023. In March 2023, 57% disagreed that their municipality is trying its best to respond to community needs (80% in Akkar and Baalbek Governorates to 55% in the South). (UNDP/Ark Perception Survey XV).
[23] In 2020, an estimated 55% of Lebanese municipalities had developed a strategic plan (Source: DRI, VNGI, 2020)

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attention to longer-term demographic evolutions and impact on natural resources (land, water, biodiversity), not mentioning the severe cashflow shortages affecting public institutions, which leads several brand-new service facilities to remain idle after delivery. New legislations needed to contain undesirable crisis effects (e.g. dwarfing of local tax resources due to the devaluation) or create new opportunities for a virtuous future (e.g. solar energy cooperatives) are not forthcoming. In the economic arena, the absence of local economic development thinking[24] and financial services for MSMEs limits the recovery benefits that could be leveraged from the growth noted in certain sectors (e.g. sustainable tourism, tech industry, agriculture). If Lebanon's greenhouse gas emissions have fallen since 2018,[25] as a result of the economic collapse, the environment is taking a fierce toll from the crisis as the quality of environmental governance, climate readiness and adaptive capacity have plummeted.[26] According to the Ministry of Environment, considering its current readiness state, Lebanon risks an additional fall of 14% fall in GDP by 2040 and 32% by 2080[27] due to climate change impact.

In the end, the compounded crisis is crippling host community capacities for charting, implementing, investing in, and seizing opportunities to overcome systemic development challenges. That posed by the **impact of Syria's crisis** remains overriding: in a context of dwindling international support to cushion the costs of Syrian refugee presence in Lebanon, and yet uncertain security, political and economic environment in Syria that would be needed to see massive voluntary returns, the protracted presence of displaced Syrians, especially if it remains managed mostly through humanitarian and security mechanisms, is a determinant variable for local development pathways. Other challenges cannot be overlooked though and should be considered in any integrated response as UNDP is trying to build through the Stability for Local Development Project (LHSP 2.0). This is the case with (a) the need to break away from an unsustainable local development model inherited from the post-civil war period, vulnerable to systemic risks and failing to leave no one behind, and with (b) the rapid loss of trust in local institutions – and state institutions in general, also affected by rampant corruption fuelled again by the crisis situation, but that is the last retaining wall against a complete breakdown of the rule of law and social contract.

Underlying and root causes:

The difficulties of host communities in Lebanon to cope effectively with crisis impacts while leveraging potential for overcoming longer-term sustainable development challenges, come from a hoist of underlying causes affecting local governance and local development institutions and mechanisms in Lebanon in general. These have been considered in the design the LHSP 2.0 while acknowledging that no single project can answer them all.

a) A foundation of subnational governance institutions with limited human and organizational capacities to lead local development in normal circumstances is further disorganized by the crisis: Most municipalities and unions are under-staffed[28] and do not follow results-oriented human resource management principles. This has worsened with the crisis, accentuating the local administration deficit in Lebanon.[29] Local governance in Lebanon has been stunted by years of a legal framework keeping power centralized and central government's discretionary power over local policy-making and local finances. The deconcentrated administration has also been kept stunted and governorates and districts administrations mostly engage in security maintenance and disaster response – and controlling rather than supporting municipalities.

b) Available financing for essential services and local development is dominated by irregular and conditional streams which, in addition to being highly insufficient, also exacerbate territorial inequalities and corruption risks. To make up for the huge blow to local finances created by the near obliteration of annual government transfers through the ImF,[30] some municipalities try to increase municipal fee collection instead but face major hurdles with tax avoidance among the population and local business as well as inefficiencies in tax collection.[31] Municipal income-generating projects (e.g. renting out municipal properties for private ventures) or collecting donations from wealthy residents and the diaspora are other alternatives, but contribute to deepening territorial inequalities in addition to creating opportunities for corruption and clientelism as many such financing sources remain off-budget. Donor support to hosting

[24] United Cities Lebanon (2022). *Rethinking Central Government Policy-Making for Local Economic Development,* UNDP, UN-Habitat, EU/MERP.
[25] Latest report on national direct and indirect GHG inventory from 2019 shows a 7% decline from 2018. With COVID and the financial crisis deepening since then, GHG emissions are expected to have continued declining (Source: Lebanon's 4th National Communication on Climate Change, 2022).
[26] In 2022, Lebanon ranked 142 out of 180 countries on the Environmental Performance Index – a drop of 54 ranks since 2020 (https://epi.yale.edu)
[27] Ministry of Environment's estimates cited in "Climate change in Lebanon: a Threat Multiplier", United Nations Lebanon, 2021.
[28] 36% operating with one civil servant only (see: Are municipalities in Lebanon delivering? DRI, July 2019).
[29] In 2020, local administration rate in Lebanon was just below 1 municipal agent per 1,000 people, similar to what is found among least developed countries (Source: CUL/BTVL, 2020. «Diagnostic sur les leviers et freins à la conception d'un plan national de formation des municipalités au Liban»).
[30] A main source of municipal income until 2019 (31% in average but to up 90% for smaller ones and 70% for Unions).
[31] According to UNDP research (2022), collection efficiency ranged from 2% to 50% among surveyed municipalities.

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municipalities to help maintain and expand their service delivery capacities, primarily coordinated by the LCRP, has been a modest compared to needs[32] and is, by nature, heavily earmarked and uncertain.[33] All in all, revenue inequalities between municipalities, already very high prior to the crisis (by a 1 to 100 factor on a per capita basis),[34] have been exacerbated since 2019 leading to a very contrasted picture in terms of local coping and development capacity. Access to affordable financing for economic agents, including famers and cooperatives, has also dried up; those who can still borrow money have to go through informal channels at exorbitant conditions or rely on unreliable diaspora support. This has a huge impact on the development of MSMEs and agriculture, even in value chains with growth perspectives.

c) Integrated area-based planning is deprioritized by local actors, governments, and development partners in favour of quick, small-scale, and fragmented issue-based responses, and gender-transformative local policies are rare. The first (and last) National Physical Master Plan for the Lebanese Territory (SDATL)[35] adopted in 2009, which attempted to reconcile the country's long-term economic and human development needs with the bearing capacity of its land and natural resources, had opened a virtuous period of strategic area-based planning in Lebanon up to 2015,[36] but the influx of Syrian refugees and recurrent crises have since refocused planning efforts towards sectoral, short-term and community level plans that can fit available donor support for service delivery and livelihoods – instead of taking a broader SDG-driven regional development approach where needs of Lebanese communities and displaced populations are considered inclusively. Now, the financing crisis discourages many to resume strategic planning. As local politics are overwhelmingly dominated by men, and sometimes also by lack of awareness and capacities,[37]very few municipalities take concrete organizational, policy or budgetary measures to fast-track gender equality. Local economic development (LED) ecosystems are quite weak for a middle-income country as is (or was) Lebanon.[38] Government seems unable to continue elevating municipal capacities for sustainable planning[39] and donor support (mostly through the LCRP) remains driven by the need to programme donor funding rather than strengthening local capacities for piloting better local development.[40]

d) Host communities' capacities, platforms, methods and/or incentives to build whole-of-society responses for stabilization and development remain stunted, which leaves the space to individualistic and potentially antagonistic coping strategies and fails to rebuild social capital. Plummeting levels of citizen trust in municipalities and state institutions in general is direct evidence for the damage done by the protracted crisis to the social contract. Underlying divisions between communities whether political and./or sectarian in origin and between municipalities and the central state (especially with governors) also come out faster and stronger, deterring the pooling of human and financial resources beyond municipal limits to design and implement collective solutions with higher cost-effectiveness.[41] Collective actions led by civil society do happen here and there but cannot rely on enabling policy, institutional and financing frameworks, for scaling up. Likewise, cooperation between municipal institutions and the private sector for seizing local economic development opportunities, is rare.[42] Development partner support, as for UNDP with its MSLD (*mechanism for stabilization and local development*) has helped reinforce social capital in selected locations, but the institutionalization of such experiments remains problematic. Whole-of-society compacts at the level of larger areas to leverage technical, financial, and political resources available in Lebanon or from the diaspora, are yet to happen.

e) The legitimacy of local authorities, shaken by the 2019 upheaval, is being further challenged by delivery failures and perceptions of corruption. Municipal councils are still largely dominated by sectarian policies and older men – women represent less than 6% of local elected officials (one of the world's lowest). Participatory and accountable local governance is not the rule except where project-driven participatory mechanisms have been tested (e.g. MSLD) and/or where progressive mayors take seriously citizen aspirations for good governance. With elections postponed to 2024, the wave of municipal dissolutions could accelerate,

[32] Totaling an average of US$ 24.8 m/year for the 2015-2021 period – in comparison to annual ImF transfers to municipalities totaling $US 500 m prior to the financial crisis (Source: LCRP Annual Report 2021).
[33] Ibid. Total amount of LCRP institutional support to municipalities stood at US$ 21.4 m in 2021, a 37% drop from 2019.
[34] UNDP (2022). « Municipal Finance Assessments », Policy Advocacy Report, MERP/UNDP, June 2022.
[35] Schéma Directeur d'Aménagement du Territoire Libanais (2005).
[36] In 2020, an estimated 55% of Lebanese municipalities had developed a strategic plan (Source: DRI, VNGI, 2020)
[37] USAID (2019). Lebanon Gender Assessment Report, Performance Management and Support Program for Lebanon.
[38] Short-term or one-off livelihoods interventions have taken over value-chain and local economic development approaches that were successfully rolled-out in Lebanon in the 2010's.
[39] A spatialized development data repository, created by the Ministry of Environment with UNDP support (SPIMS), has been deactivated for lack of funding to ensure maintenance.
[40] Out of LCRP's institutional support funding to municipalities since 2015, only 2.3% concerns system strengthening (LCRP Annual Report 2021).
[41] Unions of municipalities report facing increasing political deadlocks in their governing body; the same is reported for municipal councils with multi-confessional and/or pluralistic membership. Cross-union cooperation, or cross-municipal for those not part of a Union, are very seldom.
[42] United Cities Lebanon (2022).

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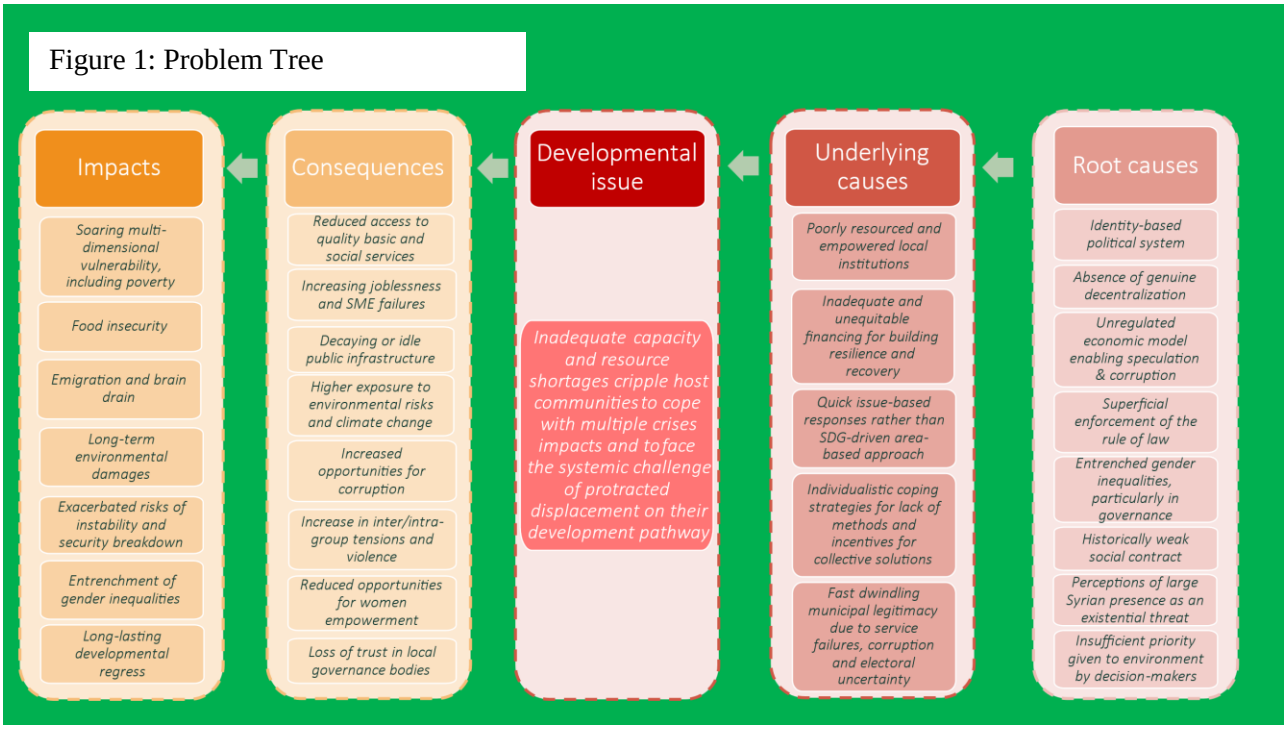
opening the door to heightened political and social instability.

All these challenges take root in structural faults of the Lebanese socio-political, governance, and economic foundations, as shown in the problem tree on next page. While the LHSP 2.0 cannot directly impact these root causes, it is important to understand them for shaping the project's strategy and interventions.

Figure 1: Problem Tree



Opportunities and positive trends

As in any crisis, as complex as can be, there are in Lebanon individuals, communities, organizations or networks that take initiatives working against adversity and offering potential for longer-term solutions and there are also contextual factors that open up new virtuous opportunities. Below is a non-exhaustive list of opportunities and positive trends that UNDP wants to continue maximizing through its programme.

→ **Continuous municipal engagement:** most municipalities, despite extraordinary difficulties, continue assuming their core functions, even among the 12.3% of them where municipal councils have resigned or been dissolved by government); they remain the face of the state and eager to demonstrate that they can help local populations withstand this crisis. The most helpful ones hope that this will compel any future government speed up decentralisation at last.

→ **The rise of local initiatives**: there is a flurry of home-grown initiatives taken by municipalities, unions, citizen groups, associations or cooperatives, and an outpour of diaspora support, to step in for central government failures with crisis response. If properly coordinated and along strategic visions, they could mature, scale up and contribute to longer-term development.

→ **Accelerated green transition**: the crisis is accelerating beyond hope the green transition in the energy sector and could do the same for agriculture – a sector with strong growth perspectives.[43] It also brings incentives for rethinking entirely land, water, and forest conservation and use. It could have the nudge effect for critical behavioural changes brought by years of unbridled and highly-speculative growth.

→ **Lebanon fosters private sector and remains innovation-friendly**: the private sector shows creativity in finding solutions to cope with production constraints (e.g. energy costs, import prices, market access) including by fast-tracking innovation. With the right connection to local decision-makers, the private sector can help calibrate green and cost-efficient solutions for services and local economic recovery.

→ **Potential for municipal own-revenues:** some municipalities take steps to become more accountable and attract thereof more direct funding to their operations – from philanthropists, diaspora, private sector, or development partners. With adequate legal arrangements, administrative capacities and accountability guarantees, this could be better organized and scaled up to mobilize more private wealth through local taxation or income-generation projects.

→ **Law and order have not deserted the local space:** the country has not turned to lawlessness and

[43] Growth potential $US 450 m annually for agriculture and agri-food production for domestic and international markets (Source: World Bank, 2023).

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widespread violence despite the collapse of central state. Municipal police continue functioning – if at a lower level than before given workforce cuts – as mayors are keen to protect and enhance this function.[44] Elected officials help prevent violence, alongside mukhtars who continue playing their traditional role for reconciliation.

→ **Inclusion can be maintained and enhanced:** more women take part in decision-making at the local level (including thanks to LHSP's contribution) and there is higher interest from mayors to further women's economic empowerment.[45] Concerning the displaced, some municipalities prioritize projects serving Lebanese and Syrians equally under the same modality and try to engage long-term Syrian residents in municipal affairs. There is space to widen the use of an 'adaptive solutions' approach as a pragmatic win-win solution.[46]

Lessons Learnt from the Lebanon Host Communities Support Project:

The Lebanon Host Communities Support Project (LHSP), which the LHSP 2.0 project builds upon, was initiated in 2014 in partnership with the Ministry of Social Affairs (MoSA), the Ministry of Interior and Municipality (MoIM), and the Council for development and Reconstruction (CDR), to enhance social stability and promote development in hosting communities as part of a national strategy to respond to the forced displacement crisis. The LHSP came on the heels of a five-year long project (ART-GoLD) which promoted territorial planning and development, in particular in the economic arena, in four neediest areas of Lebanon through a better articulation between municipal, governorate, and national levels, and sought to build sustainable partnerships between Lebanese and European local governments through decentralized cooperation. The ART-GoLD approach and methodology has inspired much of LHSP past and current tools.

The LHSP has been fully integrated in the framework of the LCRP (Social Stability and Livelihood Sectors) since the start. To date, the project focused on achieving three main goals:

1) Increase the livelihoods and economic opportunities in affected areas.
2) Strengthen the capacity of local and national actors to deliver basic services in a participatory and conflict sensitive manner.
3) Improve local level dispute resolution and community security.

Since 2014, the LHSP has mobilized over $200 million and worked with and implemented over 850 projects in 240 municipalities and 54 unions and clusters of municipalities, across all the country's governorates. Village, neighbourhoods, and municipalities hosting a high ratio of displaced Syrians and presenting other signs of vulnerability were targeted as considered at higher risk of tension and violence due to the lack of services and the competition over job opportunities and other factors. With an estimated 5.5 million beneficiaries (of which 30% are displaced Syrians), equally women and men, benefiting from secured access to basic and social services and livelihood opportunities (1.5 m worker days generated, and 33,600 jobs maintained), the project has provided a valuable safety net to the groups most vulnerable from the multiple crisis context. It has helped create peace-enabling environments in host communities through the Mechanism for Stability and Local Development (MSLD) and other peacebuilding activities.

With its third cycle (2020-2023) completing soon, the LHSP has undergone several rounds of independent external evaluations. The latest one, finalised in August 2023,[47] produced the following key conclusions:

1) The project [its third cycle] has been relevant to the needs of Lebanese host communities where they have been affected by increased vulnerability due to stresses on basic services and livelihood opportunities but could have better adapted design to a quickly changing and deteriorating context of increased vulnerability and anti-refugee rhetoric.
2) The project's localized community-level approach (MSLD) has contributed to local economic activities and generated income, but impact would have been wider and more inclusive should have a more area-based approach been adopted.
3) The MSLD process, where conducted in an inclusive and participatory manner, has potential to contribute to mitigating tensions.
4) The effectiveness of LHSP was undermined by the absence of a project-wide strategy to assess results, identify lessons, and improve performance.

[44] Over 225 municipalities today adhere to the municipal police reform programme (UNDP, MoIM, Internal Security Forces or ISF).
[45] Source: UNDP Municipal Gender Assessment Index Report (2022).
[46] UNDP (2023). *UNDP Lebanon's Adaptive Solutions Approach in Responding to the Impact of the Syria Crisis: Good Practices for Sharing and Potential Replication*. Beirut, July 2023.
[47] Van de Velde, M., P. Proudfoot and Turkmani N. (2023). "Evaluation of Lebanon Host Communities Support Project (2019-2022)", 20/10/2023.

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5) The level of ownership of the project implementation and achievements by government counterparts has gradually reduced, also due to the state's fiscal crisis and reduced human resources consequently.
6) The decentralised approach to project implementation, through four regional offices, has proven to be effective for higher contextualisation, but regional staff resources are not sufficient to reap the full benefits of such decentralisation.

Several recommendations for the next LHSP phase have been formulated by the evaluation mission (see Box 1), echoing recommendations also made in previous evaluations.[48] These recommendations have been duly considered in the design of LHSP 2.0 and are reminded and further detailed throughout the next sections where relevant. The project design was also informed by UNDP's new integrated approach to local development in Lebanon, developed in June 2023 (see below).[49]

Box 1: Recommendations from LHSP External Evaluation

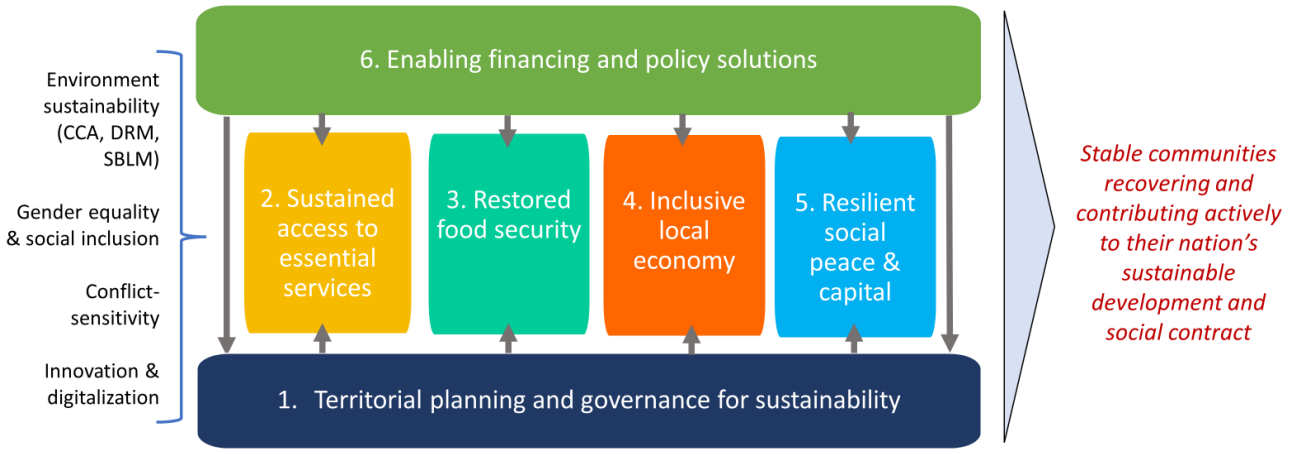
- *Update the LHSP design and allow for annual updates to reflect contextual and programmatic changes.*
- *Strengthen monitoring, evaluation and learning to inform programme decisions combining a systems-based approach with strong field monitoring.*
- *Transition to an area-based approach addressing the needs of a geographic locality rather than individuals or groups*
- *Maintain the MSLD process supporting a participatory conflict sensitive approach for mapping priorities and triggers of instability but shorten project identification.*
- *Support efficiency in resource use to optimize outcomes.*
- *Enhance collaboration with government and with other development and humanitarian actors.*

II. STRATEGY

UNDP's Integrated Approach to Local Development

The Lebanon Host Community Support Project – Phase 2 (LHSP 2.0) forms part of a new portfolio initiative by UNDP Lebanon in support of integrated local development. Bringing different UNDP projects working with subnational systems and stakeholders under a common Framework for Action (see below), this **Local Governance and Local Development (LGLD) Portfolio** aims to leverage, through localized and multi-level governance mechanisms, the comparative advantages of local areas and their physical, economic, cultural, social, fiscal and political resources to achieve sustainable and spatially-coherent outcomes fulfilling aspirations for peace, social, economic and environmental progress. Driven by a sustainable development vision enshrined in Agenda 2030, with this portfolio approach UNDP wishes to fast-track the mainstreaming of fundamental objectives of environmental resilience (against climate change impact in particular), gender equality, leaving no-one behind and accountable governance in all local development mechanisms.

Figure 2: UNDP's Framework for Action on Local Development in Lebanon



CCA = climate-change adaptation, DRM = disaster risk management, SBLM = sustainable biodiversity and land management

This shift to a portfolio approach responds to recommendations made in several external evaluations on UNDP's support to local governance, crisis response and local development in Lebanon, calling for "*consolidating municipal-level work to provide viable, scalable, long-term programme models for services, livelihoods and environmental protection*".[50]

[48] UNDP IEO (2020). Lebanon Independent Country Programme Evaluation; and Joyn Coop (2021), "Mid-Term Evaluation of the German contribution to the Local Host Communities Support Programme".
[49] UNDP Lebanon (2023). "Strategy Note: Implementing an Integrated Approach to Local Development in Lebanon", July 2023.
[50] ICPE Lebanon, p.42. & p.47.

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To engineer this shift, UNDP mobilizes three main levers:

1) *its integration* role over the multifaceted support (national, international, diaspora) provided to Lebanese communities and refugees living in their midst, with the aim of better…
2) *localizing* capacities for area-based management and for experimenting solutions for inclusive and green stabilization, recovery, and development, and better leveraging the country's potential for…
3) *innovation*, financing, and reform to ensure impact at scale in the longer run.

Box 2: Strategic levers for UNDP's shift to an integrated approach to local development

Integration: bringing greater coherence and synergies between interventions delivered by UNDP, by UN agency, funds and programmes, and by national and local stakeholders of local development in Lebanon.

Localization: bringing the management of functions needed to deliver progress on the SDGs down to the local level (territorial diagnostic, planning, resource mobilization, coordination, monitoring & evaluation, community mobilization, communications) under the full leadership of local governance and local development systems, rather than outsourced to central government or development partners.

Innovation: promoting solutions whether technological, social or governance-related, which can respond to immediate delivery issues while connecting innovators that have potential to achieve together systemic shifts for local development.

By activating these three levers, UNDP can contribute to increasing the responsiveness of local governance and local development systems to the immediate needs of local populations and their aspirations for social peace and sustainable development. In Lebanon's context, this means helping local governance and local development systems, whether at community, city or regional level, address three fundamental development challenges: (a) the protracted presence of displaced populations across Lebanon's communities; (b) the vulnerability of Lebanon's local development model until now to shocks and crises, whether environmental, economic, social, or political; (c) the breakdown of the social contract between state and society, even at the local level between municipalities and their residents.

Within the LGLD portfolio of projects, the LHSP 2.0 responds primarily to the need of local hosting communities for stability and keeping a pathway to inclusive sustainable development that leaves no one behind, including displaced populations. Doing so will also contribute to identifying and implementing viable solutions to enhance the resilience of Lebanese territories in general and to rebuilding the social contract across the country. This is also because the LHSP 2.0 is designed and will deliver in very close articulation and complementarity with other projects of the LGLD portfolio, hence contributing to portfolio-level objectives (see further down).

The Project Strategy

The LHSP 2.0 project replaces the LHSP but keeps the same overall strategy: one of stabilization for local development or stabilization guided by an integrated local development paradigm. The project strategy rebalances more equally the stabilization and local development objectives than in previous LHSP cycles. The project will hence help **increase coping and development capacities in most vulnerable communities** and create a more enabling environment for mitigating and preventing tensions by:

(a) reducing perceived competition between different groups over public services, livelihood, and economic opportunities by helping to maintain and increase service outputs and create economic opportunities, in a context of acute incapacitation of the public and private sectors to maintain their levels of operations and to mitigate negative crisis impacts over populations, Lebanese and displaced; and
(b) **providing conflict-sensitive and inclusive dialogue and decision-making spaces** where different components of local communities can explore and agree peacefully on their common interests and build their own pathway to a more sustainable future.

The following definition of **stabilization,** originating in the Lebanon Humanitarian Country Team, is used by LHSP 2.0: "*strengthening the ability of individuals, households, communities, municipalities, and local areas to withstand shocks and stresses, recover from such stresses, and work with national and local institutions to achieve transformational change for sustainability of human development in the face of future shocks*".[51] This definition clearly positions 'stabilization' within a sustainable development approach and pathway.

While the massive arrival of refugees from Syria during the last decade was until 2019 the dominant shock to be responded to, multiple shocks have been plaguing the country since then and future shocks and stresses are expectable – would it just be from climate change. Reducing exposure to the impacts of shocks and stresses is

[51] Lebanon Humanitarian Country Team (2023). *Escalating Needs in Lebanon. A 2023 Overview*. Beirut, January 2023, p.4.

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a direct contribution to sustainable development. LHSP 2.0 will therefore continue addressing **multiple risks to the stability of Lebanese communities**, as initiated in the previous LHSP cycle.

In practice, the LHSP 2.0 will assist local stakeholders, including municipalities, unions, and community members, in areas of higher vulnerability to crisis impacts due, among other causes, to hosting higher ratio of displaced populations, to conduct conflict-sensitive needs assessment, strategic planning and project prioritization, considering broader risk factors and sustainable development dynamics. Top-ranking identified priorities will then be supported by the Project through funding and direct execution and capacity development of duty bearers and beneficiaries for managing the delivered service infrastructure, equipment, or productive tools in cost-effective, inclusive and gender-responsive way. The Project will at the same time implement a tension mitigation strategy through peacebuilding activities aimed at identifying early on tension drivers, acting upon them and creating a more enabling environment for lasting social stability and peace, mobilizing women and youth agency.

Guiding principles and modalities

The overall strategy is guided by several principles and modalities – some of which were already considered in the previous cycles while others are new and respond to evaluation recommendations and reflect UNDP's shift as well to an integrated local development approach. Hence, the LHSP 2.0 remains positioned at the **humanitarian-peace-development nexus** and mobilizes different conflict-sensitive programmatic options to respond to humanitarian-like situations (disasters, epidemics, violence, massive new displacement, complete breakdown of services) with quick-impact support through a new 'Rapid Response Facility', as well as a revamped participatory stakeholder engagement and planning model for more 'regular' host community contexts with challenges coming from an accumulation of underlying issues requiring longer-term and modular investments and capacity development. Building upon the MSLD experience, the **Participatory Process for Local Development** or PPLD will guarantee inclusivity, agility, and sustainable development impact alongside stabilization. The Project will also shift to an **area-based modality** and work with target areas consisting mostly of clusters and unions of municipalities, within broader focus zones where UNDP supports strategic / territorial planning mechanisms, including for economic recovery, through other portfolio projects. The Project will still engage with individual municipalities responding to specific situations (e.g large urban municipalities or isolated host communities). Acknowledging the protracted presence of displaced populations in Lebanon for the near future, the LHSP 2.0 Project will promote **adaptive solutions** that help local governance and local development systems provide for the needs of all residents with unified solutions. This is also justified by the fundamental principle of **leaving no-one behind**, which underpins UNDP action worldwide. To this end, with the LHSP 2.0, UNDP will beef up its approach to vulnerability reduction, investing in more localized vulnerability analyses, data capacities, and acting more firmly upon systemic vulnerability drivers. This is particularly relevant for LHSP 2.0's **gender equality and youth empowerment** focus, where the Project will follow a three-pronged approach supporting women and youth's agency (agents of change), empowerment (equal access to decent and durable social and economic opportunities) and protection. Motivated by the 'localization' imperative for achieving integrated local development and finding an exit strategy to international support towards refugee presence in Lebanon, the LHSP 2.0 Project will offer more ambitious **results-oriented capacity development support** to local stakeholders, primarily municipalities and unions, directly connected to project-funded interventions, to reinforce local management responsibility and financing capacity. Driven by the same concern for sustainability, LHSP 2.0 will support a higher level of mainstreaming of environmental considerations in local planning and implementation. This **nature-based response** in LHSP 2.0 is commandeered by the increased

Box 3: What's <u>new</u> with the LHSP 2.0

- *Revamped nexus programming tools: a Rapid Response Facility (RRF) to act timely in situations of acute destabilization risks, and a Participatory Process for Local Development (PPLD) for anchoring stabilization processes to an SDG pathway in host communities.*
- *Area-based modality, working mostly at cluster and union level, and within broader focus zones where various UNDP support can combine for more strategic impact on resilience, recovery, and sustainable development.*
- *Reinforced focus on vulnerabilities: through promoting adaptive solutions and privileging interventions tackling systemic vulnerability drivers including those still marginalizing women and youth.*
- *Priority for localizing stabilization and local development management functions through (i) strengthened capacity development support to local institutions in the framework of multi-year partnerships, (ii) support to institutionalizing participatory mechanisms; (iii) support to resource mobilization by municipalities and unions.*
- *Stronger emphasis on nature-based responses, from diagnostic through to implementation and maximizing opportunities for stabilization support to accelerate the green transition.*

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level of risks on the environment posed by the multi-dimensional crisis in Lebanon. On the more positive side, it is also realizing the unique opportunities offered by the current period to fast-track the green transition in Lebanon for reasons for energy efficiency and economic resilience.

Below is a more extensive presentation of LHSP 2.0's guiding principles presented above:

a) **Humanitarian-development-peace nexus**: LHSP 2.0 remains focused on nexus engagement in a broad understanding, hence not just focusing only on immediate fragility drivers (e.g. service breakdowns) with quick-impact actions. Rather, working at the nexus is understood as providing support that is relevant to a continuum of needs in target areas, spanning crisis prevention, crisis response and recovery, and development. LHSP 2.0 combines interventions needed to diffuse fast-rising tensions around service delivery and jobs with others addressing fragility drivers finding their origin in structural faults of the Lebanese local governance and local development system (e.g. environmental predation, fiscal laxism) through, for example, building municipal capacities, introducing social or technical innovations with potential for uptake, or nurturing new coalitions for local development. The Project also mobilizes distinct tools for providing agile nexus support: on one hand a Rapid Response Facility, allowing to deliver critical stabilization support in urgent situations through fast-track modalities, and a more regular participatory planning and implementation modality in more mainstream situations.

b) **Conflict-sensitivity and inclusive participation:** LHSP 2.0 carries over, with adjustments for increased effectiveness based on recent evaluations and stakeholder consultations, the conflict analysis and conflict-sensitive participatory mechanisms used in previous cycles, in particular the MSLD. Participation and inclusion contribute to building greater awareness of stabilization and development challenges, acceptability, and ownership of interventions. It also helps reduce the gap between municipal authorities and citizens and can positively influence trust levels, another important ferment of stabilization. Inclusivity in decision-making can contribute to diffusing tensions and fake ideas through evidence-based analysis, dialogue and consensus-building across identity lines, be they sex-, age-, sectarian- or politically-based. In broad terms, the shift to a new Participatory Process for Local Development or PPLD) aims to improve the MSLD along three axis (as recommended by evaluations):[52] (a) *governance:* improving its inclusiveness, including by enhancing how the views and needs of displaced populations are considered, as well as how such process guarantees accountability towards the wider population and to the municipal council beyond planning; (b) *expertise:* enhancing the use of data and strategic analyses, particularly those situated at the wider territorial level to increase the relevance of identified priorities in Local Development Plans; (c) *flexibility*: the new PPLD will work more as a toolbox for inclusive participatory governance, with different modules that can fill in identified capacity gaps in target areas, rather than a one-size-fits-all package for all locations (see Section III for details on the PPLD). UNDP will also discuss with central government options for institutionalizing the PPLD experiment.

[52] See Recommendation #4 in LHSP 2020-2023 Evaluation.

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Box 3: What is an area-based approach?

UNDP defines an area-based approach as programming which targets specific geographical areas (and not isolated target groups) characterized by a complex development problem, through an integrated, inclusive, participatory and flexible approach.

Integration: multi-sectoral programming where interventions complement each other and work towards common economic, social and environmental objectives for the area.

Inclusion & participation: co-creation throughout programme design and implementation with multi-stakeholder platforms led by local authorities.

Adaptability: iterations in programme design with course corrections as needed based on strong context, risk and impact monitoring

Coherence: flexile programming but in line with community priorities and broader national plans and strategies.

c) **Area-based approach**: LHSP 2.0 engages with defined geographical target areas and attempts to improve the lives of all communities that live in them, and particularly of the most vulnerable groups among them.[53] Reinforcing a trend initiated with the previous LHSP cycle, LHSP 2.0 privileges unions and cluster of municipalities as entry point for needs analysis and response planning and delivery. This is justified for reasons of (a) sustainable impact, as considering broader territorial dynamics, whether in terms of natural resources, service networks, people and economic flows and socio-cultural identities, helps devise interventions with better chance of lasting impact; (b) cost-efficiency, as an area-based approach also helps direct UNDP support towards projects that can serve more people for the same cost. Shifting to an area-based approach is a commitment of the whole UNDP Lebanon country programme and LHSP 2.0 target areas fall within larger 'focus zones' where other UNDP projects, including for energy and water efficiency, community security or accountable local governance, are brought to operate, building a coherent UNDP response to stabilization and sustainable development needs. LHSP 2.0 continues intervening at the level of single municipalities where required, especially in situations of rapid response to emerging crises, for urban centres where individual municipalities are relevant units of planning and programming for strategic impact (e.g. Tripoli) and in the case of isolated vulnerable communities.

d) **Adaptive solutions**: defined as "*mid to long term responses that support nationally and locally owned capacities and systems, to allow displacement-affected Lebanese communities and displaced populations they are hosting to live in safety, dignity and contribute to peace and sustainable development as agents of change*",[54] such approach recognizes that displacement will remain protracted in Lebanon for the near future while taking full consideration of Lebanon's position and interests towards the return of displaced populations, including refugees, to their country of origin. In a context-driven fashion, LHSP 2.0 continues disseminating, widening, and deepening the range of good practices and tools that can contribute to more adaptive solutions to protracted displacement.[55] This means, for example, investing in unified municipal service delivery frameworks for all groups and promoting economic sectors and value chains that provide decent livelihood opportunities to all those that live in or near poverty in the area, irrespective of their origin. The concept of adaptive solutions is closely linked to that of area-based approach as both imply widening the scope of analysis and planning to meet the needs of the vulnerable groups and to support displaced populations to prepare for and eventually return home once conditions allow.

e) **Leaving-no-one-behind:** in line with UNDP's global focus on a rights-based approach to reducing marginalization and inequalities,[56] the LHSP 2.0 applies a vulnerability lens when selecting target areas and beneficiaries, and seeks to address underlying vulnerability drivers, including discrimination based on intersectional identity factors such as gender, age, class, health, nationality, and sexual orientation. Vulnerability at an area level is considered from a multidimensional point of view, and in addition to the ratio of refugees-to-host community population, other criteria including poverty, deprivation levels, youth unemployment, tension and insecurity levels, environmental risks such as exposure to natural disasters and climate change, in both Lebanese and displaced communities are considered. UNDP will update its target area selection protocol to accommodate this broader definition of vulnerability. Within target areas, the Project prioritizes work with and for vulnerable women (e.g. heads of households, survivors of violence, illiterate, elderly), unemployed youth, people with disabilities (PWDs) and other minorities considered marginalized such as queer communities, applying an intersectionality lens to how these different factors interplay and how project responses should tackle multiple forms of discrimination, exclusion, and violence experienced by marginalized groups.

[53] See Recommendation #3 in LHSP 2020-2023 Evaluation.
[54] UNDP (2023). *UNDP Lebanon's Adaptive Solutions Approach in Responding to the Impact of the Syria Crisis: Good Practices for Sharing and Potential Replication*. Beirut, July 2023.
[55] Ibid.
[56] Executive Board of the UNDP, UNFPA and UNOPS (2021). UNDP Strategic Plan 2022-2025, p.1.

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f) **Gender equality**: LHSP 2.0 builds on UNDP Lebanon's Gender Equality Strategy 2023-2025 and strengthens the gender strategy applied till now in LHSP, consisting in five main areas of attention: women's agency in local development; women's economic empowerment and labour market participation; ensuring gender-sensitive socio-economic infrastructures, gender-responsive local governance; preventing and responding to violence against women. With this framework and following evaluation recommendations, LHSP 2.0 places increased attention and resources to three areas of action: (i) mainstreaming gender equality in regular municipal management and local development tasks, starting from building capacities of local authorities for gender-specific analysis and gender-responsive planning and budgeting; (ii) integrate gender-based violence (GBV) prevention across all programmatic interventions to address risks and barriers in particular in the construction and agriculture sectors by building capacities, raising awareness, establishing protection mechanisms and assisting GBV survivors access available psychosocial care through a stronger referral system; (c) linking up better women benefiting from short-term livelihoods support to the productive and labour markets, in particular in small-holder agriculture, for example by developing standard support package for nascent women-led cooperatives. Specific attention will be also given to supporting women's advancement in non-traditional roles within both agricultural and non-agricultural value chains. In terms of methods, LHSP 2.0 invests in developing more elaborate gender analysis tools (including systematic sex disaggregation in profiling and monitoring data) and conducting research on gender-differentiated project impacts.

g) **Youth**: as for women, LHSP 2.0 prioritizes youth as stakeholders and beneficiaries through a three-pronged strategy: (i) youth as agents of change and peace, with ensuring youth presence in all participatory processes (e.g. PPLD) and supporting youth agency through youth-led media, awareness campaigns and NGOs; (ii) youth empowerment by ensuring that social or economic projects supported respond to youth needs and can provide safe and positive alternatives to negative coping strategies (e.g. drug use, crime, harassment) including through sports, culture and environmental work, skills development and job market linkages, etc.; and (iii) youth protection, by supporting peacebuilding work in schools and in the social media space, supporting institutions working on prevention of negative habits (drug use, school-based and sexual harassment, dangerous driving, gun violence, etc.) and those working for the socioeconomic integration of children and youth with special needs.

h) **Capacity development for localization**: if stabilization support is to pave the way for longer-term sustainable development, as promoted by LHSP 2.0, it needs to contribute to building local capacities for delivering progress on the SDGs. This means providing capacity development support that is results-oriented, in the sense that it helps increase effectiveness and sustainability of the infrastructure, livelihood and peacebuilding assistance provided through the Project. LHSP 2.0 broadens the capacity development offer proposed by LHSP to municipalities and unions. Thanks to collaborations with leading UNDP projects in the area of local governance (see further down), LHSP 2.0 increases multi-modal capacity development activities for municipalities, unions, CSOs, MSMEs, cooperatives or farming / business associations and business support services (e.g. Chambers of Commerce, start-up incubators). This support will be framed in multi-year capacity development programmes negotiated with stakeholders based on capacity assessments and targeting performance enhancements directly relevant to the Project's financial support (e.g. improving municipal administrative systems for reducing operating costs for an infrastructure built with project support).

i) **Nature-based response**: the need to reduce greenhouse gas emissions, mitigate against climate change impact, reduce exposure to disaster risks and conserve biodiversity and a healthy living environment, as well as preserve ecosystem services such as for sustainable tourism, will be integrated from the planning stage and throughout the chain of project identification and implementation. Environmental data and analytical capacities, tools, and legal, technical / behavioural solutions, necessary to reach higher-level of mainstreaming of environmental considerations will be contributed as well by UNDP's environmental portfolio, in particular for sustainable land management, renewable energy, climate change adaptation, and solid waste management.

Theory of Change

LHSP 2.0 is designed to provide stabilization support where most needed but also to tackle **underlying causes** of the insufficient responsiveness of local governance and local development systems (i.e. not limited to municipalities) to coping, stabilization and development needs of local populations. Ultimately, LHSP 2.0 seeks to strengthen the **stability of Lebanese host communities in a period of heightened risks of tensions** and **their capacity to keep a pathway to sustainable development and a resilient social contract**.

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The overall Theory of Change is summarized on the chart in next page, and the **rationale** linking the intended outcome and project interventions is explained afterwards.

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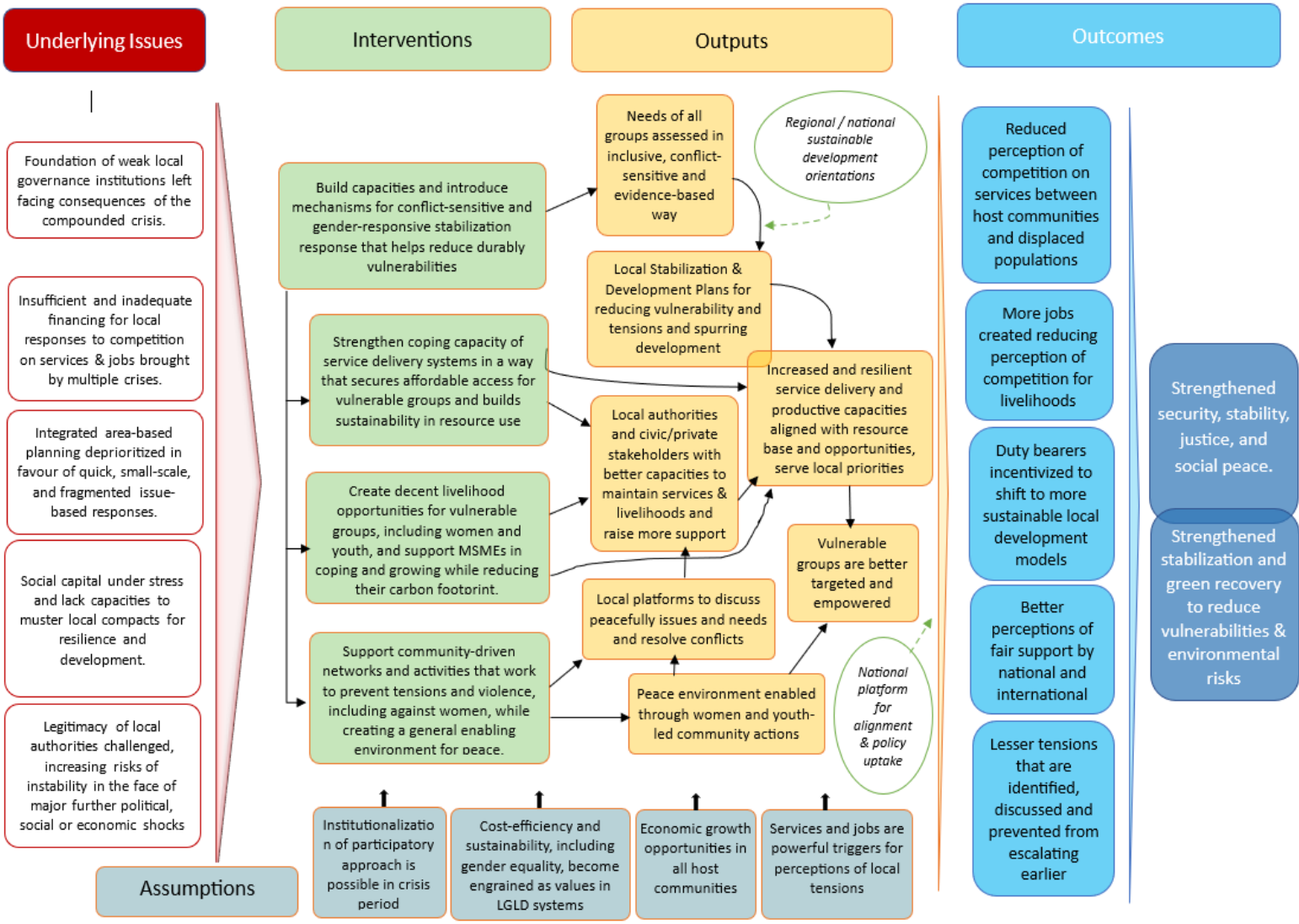
Figure 3 : LHSP 2.0 Theory of Change



Then

- Delivery of inclusive basic and social services will be shored up and access increased for vulnerable populations and, together with a more active and transparent municipal communications on achievements and progress, and better prepared citizens to identify fake news, this will contribute to reducing perceived competition between host populations and refugees;
- more productive entities, including MSMEs, cooperatives, farms, etc. and productive value chains and sectors as a whole, will be able to maintain or expand their operations, and new ones will be created, leading to more decent job opportunities, especially for women, youth and PWDs, hence reducing perceived competition for livelihoods between Lebanese and displaced populations, especially among vulnerable groups;
- motivation and capacities of local authorities including municipalities and unions, to gradually shift to more cost-effective, climate resilient, and inclusive service delivery models will be increased;
- motivation and capacities of local economic agents to adopt low-carbon and climate-resilient production models and offer decent working conditions, will be increased;
- host communities will feel better supported by local authorities, national institutions, and international community and perceive assistance distributed in a transparent and impartial manner; and
- old and new rising tensions will be discussed more openly, and deflated early on, and potential conflicts avoided.

Ultimately

= Conditions for stability in host communities will be preserved.
= Lebanese host communities will be better capable of coping with the crisis.
= Progress towards the SDGs will resume in host communities.

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Assumptions:

[1] – Activities to Outputs

- Municipalities and unions, as duty bearers, understand the need, especially in the current period, to work on improving their core systems to increase their coping capacities and welcome UNDP's offer to link funding support for local projects with tailored capacity development programmes.
- MSLD process can be reformed to achieve higher inclusivity, including of different sectors, expertise, and conflict-sensitivity at the same time, also because there remains sufficient social capital and agency among stakeholders to join such collaborative mechanism.
- PPLD (reformed MSLD) can be effectively articulated with higher-level territorial dialogue and planning mechanisms for resilience and local development to benefit from orientations that can help align local-level planning and prioritization with the SDGs.
- Communication strategy by UNDP and by local stakeholders is effective in achieving correct attribution of investments and the awareness of local communities on positive interactions between host communities and displaced populations.
- Privileging projects with area-based level benefits (union or cluster), assuming clear project selection criteria, is accepted and supported by communities and municipalities.
- Local decision-makers and communities are ready to consider an adaptive solutions approach to enhancing service delivery and livelihoods development if it has higher impact on tension levels as well as on economic viability and environmental resilience.
- Municipal finances can be enhanced even in current challenging times to ensure operations and maintenance of funded projects.

[2] – Outputs to outcome

- Participatory approach (such as the proposed PPLD) to addressing local governance gaps in a context of crisis can be institutionalized to continue shaping local development pathways beyond project period.
- Duty bearers managing service delivery infrastructures supported by the Project do keep cost-efficiency / sustainability, climate resilience and inclusive access after project is completed as guiding principles.
- Each target area has growth reserves in economic sectors and value chains prioritized locally, including those that offer more economic empowerment opportunities for women, so that investments made in productive infrastructure and skills development do result in durable job creation.
- Availability of new opportunities for employment and self-employment leads to the positive changes in the perceptions related to the competition for jobs.
- Development partners consider favourably LHSP 2.0's approach and offer to contribute technically and financially to the planning and prioritization process to achieve higher coherence and impact.
- Duty bearers and local societies in general are ready to translate their commitment to and new skills for increasing women's empowerment and environmental resilience into concrete action plans, investment choices and necessary regulatory decisions.
- Most determinant factors for triggering tensions at local are services and jobs; if these are improved, then negative political narratives and regional events will have lesser grip people's perceptions of tensions.
- Reduction in tensions linked to better services and more job creation and perceived equity in how such improvements are distributed over a territory reduce motivations for using violence to assert one opinion and interests, including among the youth.

[3] – Outcome to impacts

- Strengthening local and national authorities' legitimacy contributes to social stability.
- Sufficient resources are mobilized from different sources, in addition to those provided by LHSP 2.0, by stakeholders in target areas to implement a significant portion of their Local Development Plans so as to affect positively community perceptions on a wider scale and in the longer-term.
- System transformation in Lebanon can start and develop from the local level, even in a situation of incapacitated central government leadership. This is possible not only while the country is going through a severe economic and institutional crisis but because this crisis is increasing the readiness and resourcefulness of local governance and local development stakeholders to cope and come out stronger.
- The social contract between municipalities, citizens, and businesses can be rapidly recovered and expanded, with incentives coming from better services, more jobs, and accountable governance delivered thanks to the Project, and lead to a virtuous circle of increased municipal revenues, improved living conditions, higher citizen compliance with local rules (including for land and natural resource use) and hence faster transition to sustainable development pathways.

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External factors

What can be achieved in the way of bottom-up stabilization and development in Lebanon today, and for how long, is eminently linked as well to the broader political, governance, economic, security, and geopolitical contexts – all of which are interlinked. The sooner the **political deadlock** at the apex of the state is solved, the faster one can hope the **public financial management** machinery – that is meant to be a prime source of stabilization and local development financing in a middle-income country as Lebanon – will resume; a marked improvement in the country's **financial services and monetary situation** would also vastly improve prospects for faster local economic recovery – and first of all access to finance for individuals and businesses. A **central administration** back at work could mean a train of policy measures facilitating stabilization and help scale up the area-based model of action at the centre of LHSP 2.0. The **situation in Syria** with regards to prospects for economic and social recovery has also far-reaching implications on stabilization in Lebanon, as it could motivate a durable settlement to the refugee crisis in Lebanon and open economic growth potential for Lebanon. So does the situation on the country's Southern border in response to the conflict in Gaza. Should either or both contexts unravel, new massive population displacements (both Lebanese and Syrians) could happen, pushing again the centre of gravity of LHSP 2.0 towards the humanitarian end of nexus. Finally, and not the least, the **level of radicality in the discourse of political leadership** vis-à-vis the presence of displaced populations, and in particular Syrians, and in a context of deepening economic crisis and heightened regional tensions, has direct repercussions on perceptions in host communities and engagement space with local stakeholders on inclusive local governance for stabilization. A hardening of that discourse could influence tension levels irrespective of potential alleviation of pressure on services and jobs on the ground to which LHSP 2.0 would have contributed and annul hence some of its positive impacts.

Expected contributions of the Local Governance and Local Development Portfolio

As explained in introduction, the LGLD Portfolio is UNDP's main programmatic instrument to operationalize its Framework for Action on Local Development. A portfolio approach means pivoting from a fragmented set of projects operating often in parallel though potentially overlapping thematically and geographically and often not reaching enough the underlying dynamics and logics underpinning the functioning of local governance and local development systems, to a coherent group of interventions bundled under different projects in a way that minimizes overlaps and maximizes synergies. The LGLD Portfolio holds for now six projects that contribute to deliver six portfolio objectives, each project contributing to one or more objectives – other projects may be added to the portfolio later. The portfolio structure is presented in Annex 1.

The LHSP 2.0 will contribute to 5 of the 6 portfolio objectives:

- Objective 1: Local governance and development systems able to muster inclusive and nature-based responses to local stabilization and development needs.
- Objective 2: Inclusive access to climate-resilient and cost-efficient services & urban infrastructure enhanced
- Objective 3: Food security for vulnerable groups secured and sufficiency in locally- and sustainably produced food increased.
- Objective 4: Decent livelihood options available for all, including women, youth and the displaced, from greener and diversified local economies.
- Objective 5: Communities capable of preserving their social peace and rebuilding social capital.

For delivering its outputs, LHSP 2.0 relies on synergies with other portfolio projects as follows:

➔ The *Local Development for a Sustainable Lebanon Project (LDSL):* focusing on territorial planning and governance to accelerate SDG localization in Lebanon and working at the level of entire focus zones with municipalities, unions, districts, and governorates organized in territorial working groups, the LDSL provides LHSP 2.0 with longer-term strategic and spatialized orientations needed to guide the lower-level planning and prioritization process in LHSP 2.0 target areas. This way, stabilization efforts can better contribute to achieving SDGs in the longer-term. The LDSL also aims to produce, in partnership with national institutions, standardized capacity development packages on core municipal functions, which will be used by LHSP 2.0 for results-oriented capacity development programmes run with beneficiary municipalities. The LDSL plans to invest in accelerating innovation for greener and more inclusive service delivery and local economies and to facilitate uptake of improved models on the ground through projects such as LHSP 2.0. Finally, the LDSL works with national institutions and politicians to improve the policy environment and financing mechanisms for municipalities and service delivery. Ground-level portfolio projects, such as LHSP 2.0, can provide valuable evidence and lessons learnt to inform policy evolutions.

➔ The *Neighbourhood Recovery Framework* and *the Palestinian Gatherings Projects*: these two projects

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operate for the most part in urban environments and follow a similar stabilization and vulnerability reduction approach than LHSP 2.0. Both projects promote participatory approaches for bridging the gap between local authorities and the marginalized and derelict neighbourhoods and informal settlements they are focusing on. Methodological cross-fertilization is expected between these projects and the LHSP 2.0. In the case of the Palestinian Gatherings Project (PGP), several gatherings are in LHSP 2.0 target areas. In such case, outcomes of the community mobilization and planning work conducted in gatherings will be accrued to the PPLD process covering the wider municipality or union to produce local development plans to be funded by LHSP 2.0, PGP, other UNDP projects or by other development partners.

➔ The *Improving Food Security in Lebanon Project* (FSP) works with national and local stakeholders, including the Lebanon Agricultural Research Institute and farming communities, in developing, among other expected outputs, Area-based Food Plans (AFPs) that will establish priorities for increasing production of staple foods (wheat especially) in various agroecological regions and improve food storage, transformation, and distribution to secure healthy food needs of vulnerable populations. The IFSP also helps fast-track innovation uptake by smallholder farmers for improved local varieties and greener production methods. LHSP 2.0 will draw on the IFSP's technical expertise when working with farming communities to identify viable agricultural projects to fund and use the AFPs to prioritize on an area-based basis investments in productive farming, food storage & processing and food distribution infrastructure and capacity development.

➔ The *Advancing Women-led Enterprises in Lebanon Project* (AWEL): this project is meant to bridge national economic recovery policies, programmes and institutional capacities focusing on women-led enterprises, such as for trade facilitation or access to finance and innovation, with local economic development ecosystems. LHSP 2.0 will be the Project's main conduit to facilitate enrolment of local women-led MSMEs in LHSP 2.0 target areas into the various support policy and capacity-building workstreams piloted by the Project.

Linkages to national priorities

The Lebanon Crisis Response Plan (LCRP) is a joint plan of the Government of Lebanon and its international and national partners. It aims to address national objectives and priorities for responding to the impact of the Syrian crisis in Lebanon. Yearly appeals are developed based on an annual review of needs. The last LCRP framework covers the period 2022-2023. The linking below corresponds to this plan and will be updated once the next planning framework, starting 2024, is announced by the Government and its partners.

The LHSP 2.0 operates under the LCRP 2023-2025 framework and contributes to two of its four strategic objectives and, under them, two of its seven sector outcomes:

- **Strategic Objective 3:** Support service provision through national systems
- **Strategic Objective 4:** Reinforce Lebanon's economic, social, and environmental stability
  - Social Stability Sector – Outcome 1: Strengthen municipalities, national and local institutions' ability to alleviate resource pressure, reduce resentment, and build peace.
  - Social Stability Sector – Outcome 2: Strengthen municipal and local community capacity to foster dialogue and address sources of tensions and conflicts.
  - Livelihood Sector – Outcome 1: Stimulate local economic growth and market systems to foster income-generating opportunities and decent and safe employment.

Linkages to UNDP Lebanon Country Programme Document (2023 – 2025)

The country programme theory of change centres on rebuilding the trust between the State and its citizens through three pathways. LHSP 2.0, working at the HDP nexus and at the community level, contributes to two of these pathways or priorities (and five CPD outputs):

- **Country Programme Priority 2**: Strengthened security, stability, justice, and social peace.
  - Output 2.1: Institutional systems strengthened to manage multi-dimensional risks and shocks at national and sub-national levels.
  - Output 2.2: Inclusive, risk informed and gender and youth-responsive recovery solutions, including stabilization, social cohesion and peace building efforts and mine action, implemented at national and subnational levels.
  - Output 2.3: Integrated conflict sensitive and gender-responsive development solutions provided in municipalities hosting the country's most vulnerable communities to enhance their resilience (including host communities).

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- **Country Programme Priority 3**: Strengthened stabilization and green recovery to reduce vulnerabilities and environmental risks, including through enhanced competitiveness and business environment of sustainability-oriented MSMEs and high potential green productive sector values chains.
  - Output 3.1: Natural resources protected and managed to enhance sustainable productivity and livelihoods.

Linkage to UN Strategic Development Cooperation Framework in Lebanon (2023 – 2025)

The LHSP 2.0 contributes to three goals and three outcomes of the UNSCDF 2023 – 2025.

- **Goal 1 (People)**: Improved lives and wellbeing for all people in Lebanon
  - Outcome 2: Strengthened provision of and equitable access to quality services, including basic services.
- **Goal 2 (Prosperity)**: Improved resilient and competitive productive sectors for enhanced and inclusive income-generating and livelihood opportunities.
  - Outcome 2: Diversified income opportunities to promote social and economic inclusion.
- **Goal 3 (Peace)**: Peaceful and inclusive society for participatory and equitable development
  - Outcome 2: Strengthened security, stability, justice, and social peace.

III. RESULTS AND PARTNERSHIPS

The LHSP 2.0 is a joint initiative of the Crisis Prevention and Crisis Response Programme and the Peacebuilding Project in UNDP Lebanon. Their contributions are integrated in the different outputs and activities presented below. Budget allocations are separated and shown in Section VII.

Expected Results

The Project is designed around four outputs:

Output 1	*Local governance for stabilization*	Mechanisms and capacities built in hosting areas for generating and implementing in a conflict-sensitive and gender-transformative manner local plans that can help prevent and respond to tensions and sustainably reduce multi-dimensional vulnerabilities.
Output 2	*Essential services & infrastructure*	Physical infrastructure, including for energy supply, enhanced and more sustainable service delivery models promoted to secure affordable access to gender-responsive basic and social services, including energy supply, for vulnerable groups and hosting communities.
Output 3	*Livelihoods & local economic recovery*	Decent livelihoods opportunities paying living income increased for vulnerable groups, with focus on women, youth and people with disabilities, and opportunities for low-carbon and inclusive economic recovery generated, in particular through the social enterprise sector.
Output 4	*Social peace & social capital*	Community-based peacebuilding initiatives supported to help reduce tensions, prevent violence, especially against women, and create an enabling environment for collective and gender-inclusive action for the public good.

Environmental resilience, gender equality, and social inclusion (including youth and PWDs), and conflict-sensitivity are mainstreamed across all four outputs through a multi-pronged approach:

i. Awareness-raising: decision-makers and influential civic and business leaders at local level will be invited to attend awareness-raising and training events discussing the importance of these factors for Lebanon's sustainable development and provided with concrete examples and tools for mainstreaming.
ii. Participation & leadership: the greater representation (including in leadership functions) of women, youth, PWDs, displaced persons, people directly affected by climate change or man-made environmental damages, will be secured in all project activities to ensure that their voices are not only heard but also valued in shaping the projects' direction, priorities, and strategies.
iii. Data production: technical solutions and skills will be developed for improving the disaggregation of local development data describing the situation and needs of vulnerable groups and environmental risks.
iv. Mainstreaming tools and capacities: the dissemination of tools for mainstreaming policy and legal instruments related to gender equality, environmental conservation, disaster / climate change resilience and conflict prevention, into municipal, cluster and union-level planning, budgeting and project appraisal will be supported through capacity development for municipalities and unions, local development committees

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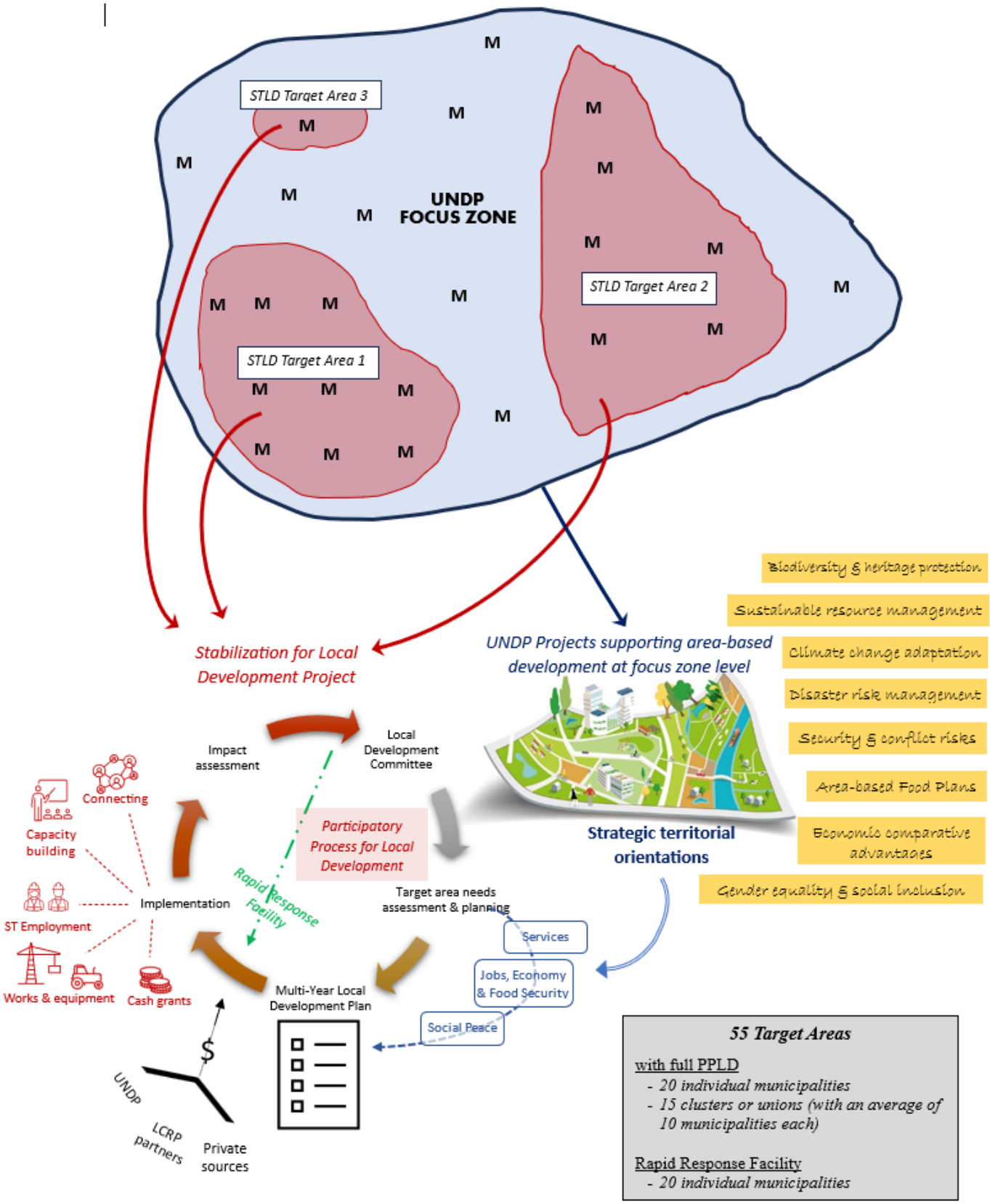
and CSOs involved in running public services or livelihood activities.

v. Results measurement: the use of gender-, resilience- and conflict-sensitive indicators, mobilizing quantitative and qualitative data, for monitoring project results and impacts for impact analyses.

The diagramme below shows the overall participatory planning and implementation model proposed for LHSP 2.0, highlighting articulations with other portfolio projects. The detailed presentation of the four outputs and expected results starts afterwards.

Figure 4: LHSP 2.0 Participatory Planning & Implementation Model



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Target Areas

As recommended by the independent evaluation of LHSP 2019-2023 and in line with UNDP Strategy for Integrated Local Development, UNDP's support to stabilization in host communities is taking a stronger area-based approach with the LHSP 2.0. This means that:

- The preferred level of intervention for LHSP 2.0 for engaging with communities and rolling out the PPLD approach are municipal clusters and unions of municipalities. Working directly with individual municipalities will be reserved for large urban settings or isolated host communities (surrounded by other municipalities not considered as highly vulnerable). These municipalities, clusters and unions will form the Project's **target areas.** Target areas consisting in a cluster or union should include around 70% of municipalities and villages that are on MoSA/LCRP vulnerability list). Target areas will be contiguous without non-targeted enclaves and should demonstrate sufficient internal cohesion among constitutive municipalities to facilitate consensus-building and decision-making in cluster-level participatory planning.
- Target areas fall within larger **focus zones** in which other UNDP projects, and primarily from the LGLD Portfolio, will also concentrate their support be it for territorial development planning, land use and forest / wetlands protection, climate change adaptation, local economic development, agriculture and food security, community security, and other topics. This planning support at the level of focus areas will be closely connected with LHSP 2.0-led participatory planning process at lower level in target areas. Focus zones are defined along agroecological, historical, demographic and economic dimensions. They may correspond to full district or governorate but often will follow a different logic. Also, focus zones are flexibly defined and do not consist in a fixed list of municipalities (as target areas do), to adapt to specific needs of different sectoral planning streams. For example, a focus zone for developing an Agri-Food Plan would in general be smaller than for a regional economic development planning exercise.

The LHSP 2.0 aims to work in **55 target areas** altogether:

- 35 through the full participatory planning and programming modality (MSLD/PPLD)
- 20 through the Rapid Response Facility (contingent to the level of emergencies)

Out of these, at least 15 will be clusters or unions, and the rest (up to 40) individual municipalities, knowing that target areas for RRF will be primarily individual municipalities. All in all, considering that a cluster or union holds in average 10 municipalities, this could bring to 190 municipalities[57] benefiting directly or indirectly (through a cluster targeting) from the Project. Target areas will be selected using the LCRP/MoSA list and considering additional criteria, already in use in previous LHSP cycle. Also, the 55 target areas will fall within about 7-8 focus zones country-wide.

Output 1: Mechanisms and capacities built in hosting areas for generating and implementing in a conflict-sensitive and gender-responsive manner local plans that can help prevent and respond to tensions and sustainably reduce multi-dimensional vulnerabilities.

This output forms the spine of the LHSP 2.0 strategy as this is where local capacities, methods and safe spaces for prioritizing problems and solutions and overseeing their implementation in higher vulnerability areas, are delivered. This 'stabilization for local development' machinery will power other outputs, and this is where local governance and peacebuilding truly meet with emphasis on participation and conflict-sensitivity. Building upon previous LHSP phases, Output 1 considers the need to improve use of evidence in local planning by participatory platforms, for conflict sensitivity but also for sectoral coherence, as well as the need to base capacity development support on more robust institutional assessment data. The MSLD approach to community mobilization and prioritization will be gradually reformed under this output with the view of equipping municipalities, clusters, and unions with a sustainable and versatile local policy-making forum (Local Development Committee or LDC) working in partnership with local elected bodies. The Project will increase efforts to institutionalize the new mechanism (tentatively called 'Participatory Process for Local Development', until the MSLD review phase is completed), in collaboration with the LDSL Project, through policy-level dialogue with government and regional / national municipal fora. The output sees an intensification of capacity development support to municipalities to accelerate the localization of local development management capacities in the perspective of building an exit strategy to UNDP and donor support. Accountability, resource mobilization and gender equality mainstreaming will be at the centre of UNDP's capacity development support to municipal bodies and other relevant stakeholders. Finally, to

[57] This number does not double count municipalities that may be beneficiary both through individual targeting and through cluster/union targeting, as has happened in previous LHSP cycles for about 30% of municipalities.

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increase agility of UNDP support to stabilization through the LHSP 2.0, a new modality for responding timely to emerging crisis with high risks for destabilization (Rapid Response Facility) will be tested under this output.

Key output deliverables by 2026

- Area-based Vulnerability Analysis Tool used by local stakeholders for priority-setting.
- Revamped conflict-sensitive participatory planning and implementation toolbox (PPLD, replacing MSLD) owned by users and informing institutionalization of participatory governance at policy level.
- 35 Local Development Committees (LDCs) – 15 at cluster/union level and 20 in individual municipalities – with 50% women membership regularly meeting and seeking solutions to tensions and socioeconomic needs in their community in partnership with municipal councils and specialized institutions.
- 35 Local Development Plans, or LDPs, (municipality, cluster, union) signed and under implementation under oversight of (PPLD) committees.
- Rapid Response Facility, with fast-tracking prioritization process, used in 20 locations (municipality, union, cluster) to respond to emerging crises.
- LDPs referring to wider territorial priorities for sustainable development, including for environmental sustainability, and proposing shared benefits between Lebanese and displaced populations.
- Recipient municipalities and unions demonstrating stronger planning & budgeting, communications, and aid harmonization / resource mobilization capacities.
- LDPs funded from multiple sources, including from municipal own-revenues.
- Improved perceptions on the distribution and use of external assistance.
- Gender Equality Action Plans, involving local authorities, CSOs and employers, implemented in 10 municipalities and 5 Unions.

Activity Result 1.1: Capacities built in municipalities, unions, and local NGOs to identify, collect, store and mobilize data needed to support conflict- and vulnerability analysis feeding into local gender-transformative policy, planning and response mechanisms.

This activity aims to strengthen collective capacities of local stakeholders in target areas to collect, store, share and analyse at regular intervals data needed to increase understanding of development needs, vulnerability, and tension drivers specific to each area as well as on gender-specific dynamics affecting women's participation, economic empowerment and protection. The activity will be informed by data management assessments in target areas to inventory existing capacities and gaps. The Project will then provide existing planning and research entities (or equivalent), whether at union level (e.g. Regional Technical Offices, Local Development Observatories, etc.), in municipal departments (for larger cities) and/or in governorate / district offices, with modular training and digital support (hardware, software) to spruce up their data collection capacities, including for GIS mapping, and for systematizing sex and age-disaggregation of local statistics. Academic institutions and specialized NGOs active in data collection and analysis operating in the LHSP 2.0 target areas would also be eligible for such support. These stakeholders will be invited to work together, with technical support from the Project, on developing vulnerability profiles for target areas, using a Vulnerability Analysis Tool (VAT) that the Project team will develop, building upon LHSP vulnerability mapping approach (combining LCRP criteria and UNDP's own criteria). The VAT will also make room for environmental and gender-specific criteria, and other more locale-specific vulnerability factors (e.g. mine & UXO contamination in the South, drug use in urban poor settlements). The VAT will complement the conflict-sensitive needs analysis tool used in the MSLD. Under this activity, the Project will continue working on localizing tension monitoring capacities, ensuring a gender-responsive approach, to feed into the nation-wide tension monitoring system (TMS) and building municipal and union capacities for making use of tension & conflict data coming from TMS.[58] Overall, this activity will also be informed by and closely coordinated with UNDP's upcoming *Local Development for a Sustainable Lebanon (LDSL) Project* that will help establish territorial data hubs covering wider areas and supporting local development stakeholders with demand-driven data services.

Activity Result 1.2: Local stabilization and development priorities identified by stakeholders in target areas through enhanced and institutionalized participatory process (PPLD), leading to Local Development Plans and multi-year partnership agreements with UNDP.

LHSP has been using the MSLD since 2019 to help local communities (local authorities, community representatives and CSOs) prioritize the use of LHSP investment funding and, potentially, of other external support as well. The MSLD has produced gendered analysis of local contexts mapping stakeholders, outlining

[58] UNDP/ARK quarterly surveys, Regional Tension Task Force reports, Vulnerability Assessment of Syrian Refugees, Incident monitoring by the Lebanon Centre for Policy Studies, etc.

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factors of instability, risks and challenges and entry points for stability and local development. The process resulted in Stability and Local Development Plans that addressed factors of instability and provided responses to basic service and livelihoods challenges. Overall, the MSLD has aimed at building trust between community members and between communities and local governments through addressing root causes of divisions and tensions and strengthening inclusive local governance[59] and accountability for crisis preparedness and response, and development planning. The MSLD process contributed to increasing local stability while covering immediate community needs through a conflict and gender -sensitive municipal development plan and building capacities for conflict management, as underlined in a recent evaluation.[60]

With a new cycle opened by LHSP 2.0 and guided by the vision and principles outlined in UNDP's Strategy for an Integrated Local Development Approach, the MSLD process needs to evolve. This was also underlined in LHSP's latest evaluation which calls for a more inclusive make-up of MSLD committees, better integration of area-based / territorial development priorities when developing action plans and efforts to institutionalize the process into Lebanon's local governance architecture, as an exit strategy. On this basis, UNDP proposes to reform the MSLD and replace it with the PPLD (Participatory Process for Local Development).[61] The PPLD will not only cover the needs analysis and planning phase but also support participatory implementation, monitoring & evaluation and local policy-making in target areas.

To ensure national and local ownership, and build upon lessons learnt, UNDP does not come with a ready-made PPLD but will rather conduct a co-design exercise for the PPLD. A national working group gathering representatives from different areas where MSLD has been tested, as well as national government (MoSA, MoIM), NGOs (including women's right organizations) and LCRP partners will be established. Taking from evaluation results and UNDP's own lessons learnt with the MSLD and its predecessors (AGL, MRR, MSR, MSS),[62] a set of terms of reference has been prepared to guide this co-design exercise – see Box 3. An independent impact study to better appreciate the chains of impact of MSLD on tensions, inclusivity, accountability, trust levels and development effectiveness in communities where used, will be carried out to inform the design task.

Box 3: Terms of reference for the PPLD

The PPLD builds on strengths of the MSLD process, in particular its conflict-sensitive and participatory nature. In addition, the following objectives should be achieved:

***Strategic dimension**: process should reflect higher-level territorial priorities and challenges and produce LDPs with a mid-term sustainable development vision for the target area and multi-year investment framework organized in 4 pillars: social, economic, environmental and peace-building.*

***Area-based:** process should be mostly run Union or Cluster-level or combine a two-level approach allowing for identification of projects that have a wider reach than single communities.*

***Inclusivity & Expertise**: set criteria for gender-balanced membership selection and support by higher-level sectoral expertise as well as LCRP partners. Direct/indirect representation of displaced populations needs to be built in the process.*

***Flexibility**: build a modular toolbox for different PPLD functions (needs analysis, planning, M&E, conflict resolution) and use them considering existing capacities and mechanisms in target areas.*

***Agility**: adapt steps of the process to local contexts and existing planning instruments, with a maximum of 6 months for a complete PPLD.*

***Transparency:** use a fixed set of criteria for evaluating project proposals during prioritization phase*

***Subsidiarity**: PPLD should be aligned with other planning and budgeting mechanisms at territorial, union, municipal levels to facilitate institutionalization.*

As the definition process for the PPLD will require some time, UNDP will continue using the MSLD process in 2024 as already planned and gradually replace it with the PPLD when ready. Implementation of the PPLD will follow broadly the same steps as for the MSDL, with some adjustments.

a) Forming a Local Development Committee (LDC), with diverse and gender-balanced representation enlarged to local specialized institutions (e.g. water establishments, deconcentrated services, business unions, etc.), and with sectoral sub-committees (services, livelihoods, social peace, etc.).
b) Target area profiling: LDCs will be able to use Area Profiles produced with support from trained local data management stakeholders (see Activity 1.1), including vulnerability analyses and linked to higher-level territorial information. With project support, LDCs will work on a gendered conflict analysis to enrich this body of evidence for planning and project prioritization.

[59] For example, MSLD Committees, organizing the roll-out of the MSLD at the local level, had to count 50% of women, while municipal councils in average in Lebanon do not count more than 6% of women.
[60] See Conclusion #4 in LHSP 2020-2023 Evaluation.
[61] Choice of final terminology will be one of the outputs of the participatory review process of MSLD.
[62] AGL = ART-GoLD Lebanon, MRR = Mapping of Risks & Resources; MSS = Mechanism for Social Stability; MSR = Mechanism for Stability and Resilience.

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c) Local Development Plan (LDP) for the target area: this process will be carefully articulated with higher-level strategic territorial planning for sustainable development supported by UNDP and other development partners at the level of focus zones, and by government through national strategies and plans (e.g. solid waste management, water, food security, irrigation, biodiversity, climate change adaptation). LDPs will consist of a general introduction with a vision for the target area and consolidate sub-components developed by sub-committees on gender-responsive public services, livelihoods, and social peace (see Outputs 2 to 4 for details on developing sub-components).
d) Resource mobilization: the LDP will be disseminated within the LCRP working groups at regional level to mobilize co-funding and technical partnerships.
e) Implementing the LDP (see details under Outputs 2 to 4): the LDC will remain engaged through project execution, overseeing project proposal development phase, procurement, community mobilization (and possible dispute resolution) that may appear during execution, beneficiary selection (if relevant, as for labour-intensive schemes for example). The LDC will also assist municipalities and unions with communicating achievements to the wider public on and for grievance-handling.
f) Capacity building for LDC members: mainstreamed throughout the process, it covers stabilization and sustainable development models, negotiation skills, mediation, conflict resolution & peacebuilding, communication, gender-mainstreaming, proposal writing, management, etc.

In close coordination with UNHCR, the Project will establish modalities to ensure that the views of displaced Syrian are considered in LDPs, either with direct representation of Syrian and other displaced populations in LDCs or via liaison staff or CSO or through focus group discussions in Syrian settlements.

To institutionalize the PPLD in Lebanon's local development planning architecture, LHSP 2.0 will collaborate with the LDSL Project that supports implementation of a national Municipal Support Strategy,[63] including for reinforcing participatory mechanisms. UNDP will also invest more resources than in previous LHSP cycles in building capacities of municipalities and NGOs for using the PPLD, with users' guides, training materials and a Community of Practice. UNDP will continue mentoring PPLD initiatives even after completion of LHSP 2.0-funded projects in target areas and will strive to continue doing so even after SLTD is completed, by mobilizing future projects supporting local development.

UNDP Multi-Year Partnership Agreements

UNDP will sign partnership agreements with recipient municipalities (individual or cluster-based) and unions, detailing UNDP financial and technical contributions towards implementing the stabilization and development priorities presented in their LDP. Compared to LHSP, two major changes will happen:

1) Agreements will be multi-year (2 or 3)
2) Agreements will include a custom-designed capacity development programme (including training and internal organizational measures to be implemented) that recipients commit to follow entirely as well as intended performance targets.

A demand-driven and evidence-based capacity development programme will be tailored to each target area and targets defined (see Activity Result 1.3). Such targets could concern for example a certain percental increase in municipal revenue generation, or municipalities adopting specific transparency measures and/or making progress in gender equality in their own administration, etc. Partnership Agreements will be signed with UNDP as a start but could evolve, in the future, in multi-partners agreements involving other financiers of LDPs (development partners, national government, private fund, etc.).

While funding allocations per municipality or cluster have been based on a lump sum per municipality and per cluster in LHSP, UNDP will introduce from 2025 a new allocation method based on a transparent formula using vulnerability assessments and local demographics. The new formula will be developed with government and presented to donors for endorsement.

Activity Result 1.3: Demand-driven capacity development programmes implemented for municipalities and unions in target areas on core local governance and local development functions.

LHSP 2.0 will offer recipient municipalities and unions, and CSOs where relevant, a menu of capacity development support to help them implement LDPs. Participating in capacity development activities will be compulsory to receive LHSP 2.0's investment funds but the choice of areas and functions for capacity development will be negotiated with recipients to increase motivation and impact. A rapid institutional

[63] Preparation of the strategy started with UNDP Municipal Empowerment and Resilience Project (MERP) and implementation will be supported from 2024 by MERP's successor, the LDSL Project.

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assessment incorporating the identification and analysis of gender-related capacities and gaps will be conducted with each beneficiary institution to inform the capacity development programme and performance targets. Capacity development will consist in training events, manuals, and templates, mentoring and joining a community of practice. The proposed menu of topics covered could include, but not necessarily be limited to citizen engagement, planning and budgeting, fiscal mobilization, strategic communications, and monitoring & evaluation. While all capacity-building topics will integrate gender aspects as relevant, dedicated focus on gender equality mainstreaming in the work of local governments, is considered separately under Activity 1.5. Aid harmonization will also be featuring in this menu as municipalities and unions need to be proactive in raising resources from LCRP partners and others so as to increase the funding ratio of their LDPs. Proposal writing and donor relations will hence also be proposed, and UNDP will develop simple tools (such as tracking sheets) that can be used by local stakeholders for aid harmonization.

Within this broad approach to capacity development, UNDP will provide a dedicated module to enhancing municipal and union **own-revenue generation**. Outside of aid grants, municipalities have three major avenues for increasing their own-revenue sources: taxes and fees, income-generating projects, and private donations (including diaspora). Most municipalities are struggling currently to increase one or more of these revenue sources, but mostly with poor performance and with dubious accountability standards. The LHSP 2.0, in partnership with the LDSL, will support municipalities to enhance local fee and other legally-sanctioned tax collection and administration and implement communications campaign to reduce tax avoidance among tax-payers (individuals and businesses). A quick assessment of fiscal capacities (evaluating potential fiscal receipts based on legislation and capacities of fiscal administration) will be conducted in each target area. This will go together with helping municipalities adopt more accountable financial management and communication methods to build trust with tax-payers and potential benefactors. The Project will also support municipalities and unions negotiate with potential investors for income-generating projects, including through a public-private-partnership model, and support the enforcement of national social standards (including for gender equality and decent pay) and environmental safeguards and procedures over private investments. Finally, UNDP will support beneficiary municipalities and unions advertise their local development plans and strengthen their aid resource mobilisation capacities and tools.

LHSP 2.0 will collaborate with the LDSL Project in this activity, as the latter will be working directly with national institutions (Directorate-General of Local Authorities and Councils or DG-LAC, MoIM, CDR, etc.) on policy and methodological development for local governance and local development. The Institute of Finance Basil Fuleihan will be considered as a responsible party for implementing capacity development programmes, and linkages will also be established with the future Municipality Training Centre,[64] if and when it becomes operational. The LDSL will provide quality-assured modules and training materials and vetted trainers and experts for mentoring recipient municipalities and unions and will assist with impact monitoring.

Activity Result 1.4: Rapid Response Facility designed and mobilized upon needs.

Given the highly volatile environment in Lebanon and the region, leading to heightened risks of exacerbated or new vulnerability and tension drivers, and considering the extreme difficulties experienced as well by certain municipalities to operate service facilities due to cashflow shortages, LHSP 2.0 will set up a Rapid Response Facility where time-sensitive of utmost importance, consisting in (a) a fast-track service / livelihoods stabilization project identification modality, bypassing the regular MSLD/PPLD mechanism; (b) unearmarked contingency fund to execute service and livelihoods projects identified through the fast-track modality. This fund will be available for three kinds of support: emergency repairs / extensions to service facilities, labour-intensive public works or productive activities (i.e. Cash for Work); and operational & management subsidies to avoid service breakdowns (see Activity Result 2.2). The RRF can be triggered in support of any host community in the country and not just for LHSP 2.0 target areas based on a set of criteria such as: (i) fast rising intercommunity or intra-Lebanese tensions reported (through TMS) with main causes in competition for jobs or services; (ii) natural or man-made disaster impacts; (iii) heightened risk of future tensions due to severe faltering of critical services or local economy. While projects and actions selected for RRF support will be identified through a fast-track process, the level of exigence for a strong vulnerability and gender-responsive lens will remain. The level of criticality to be reached for triggering the RRF will be defined in the context of the Technical Group attached to the Project Board. In this activity, the LHSP 2.0 team develops standard operating procedures (SOPs) for the RRF through consultations and best practice review. The Project will allocate in each of its annual workplan a contingency fund equivalent to 10% of planned investment (through LLPD) for that year. The Project Board may decide, depending on evolutions in the national context, to raise

[64] CEFOM: Centre de Formation des Municipalités, a project of the United Cities Lebanon / Bureau Technique des Villes Libanaises

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or lower this ratio during the project. The use of RRF modality and contingency funds in response to a particular situation in a particular location will be consulted with donors.

Activity Result 1.5: Gender equality mainstreaming tools introduced in local governance and local development mechanisms in target areas.

The PPLD process will include a strong gender lens for the conflict analysis and planning process. Yet, gender equality mainstreaming in local governance and local development needs also to be engrained into the regular policies and standard operating procedures of local stakeholder organisations. The Project will provide specific support to local authorities and CSOs, and other relevant local actors, for increasing women's access to decision-making in their own organization, as well as their gender mainstreaming skills and use of appropriate tools. This aims to help institutionalizing gender in local governance and development by accelerating the operationalization of gender equality principles into stabilization and local development outputs in host communities. Support provided under this activity will include awareness-raising and sensitization on core concepts related to gender equality and inclusivity, trainings and coaching for gender-sensitive data collection and needs / opportunities analysis, gender-transformative planning, gender-responsive monitoring & evaluation, community mobilization and communications and organizational development. Building upon UNDP's prior experience using a Gender Index at the municipal level,[65] the LHSP 2.0 will pilot a Gender Equality Mainstreaming Index (GEMI), with support from UNDP's "Integrating Gender Equality in Lebanese Institutions (IGLI) Project".

Output 2: Physical infrastructure, including for energy supply, enhanced and more sustainable service delivery models promoted to secure affordable access to gender-responsive basic and social services, including energy supply, for vulnerable groups and hosting communities.

Activities under this output aim to reinforce the capacities of municipalities, unions and other local actors involved with delivery of gender-inclusive basic and social services, first of all to avoid further collapse in service outputs as a result of the fiscal crisis and lack of central government support and to the extent possible increase service outputs to match the increased demand due to population movements (including Syrians and other displaced populations but also internal Lebanese migrations caused by internal or regional conflicts and the economic crisis). Quantitative output levels are not the only concern, but equally qualitative aspects too in terms of affordability and accessibility for vulnerable groups, gender responsiveness, climate resilience and low carbon footprint, as well as cost-efficiency to increase resilience of service provision in a situation of constrained financial resources. Ultimately, this output could contribute to the emergence of new service delivery models in Lebanon, driven by social and environmental considerations, and economically more viable in a scenario of enduring fiscal crisis in the country. LHSP 2.0 support in this output comes under the form of technical assistance, infrastructure and equipment funding, capacity development and operational subsidies.

The following service lines will be eligible support: drinking water supply, wastewater treatment, rainwater drainage, electricity supply and distribution (from renewable sources only), solid waste management, roads/streets/public space maintenance/urban upgrading, civil registry, social housing, health, education, childcare, sports & culture and public safety / civil defence. Box 4 present a sample of most needed service delivery support at municipal and union-level (based on LHSP 2020-2023 data).

Key output deliverables by 2026

- Comprehensive service audits in target areas conducted by multi-stakeholder teams.
- 35 Service Delivery Plans (SDPs) informed by audits and territorial strategies.
- Up to 20 fast-track service projects to address critical service delivery issues in high-risk areas.

Box 4: Examples of most needed service delivery support

Energy: renewable energy solutions for supplying power to for water distribution networks, water treatment plants, public health centres, schools, community centres, etc.

Water & sanitation: water tanks, septic tanks, water networks, sewage networks, wastewater treatment solutions (including green filtration).

Solid waste management: equipment, landfills, recycling centres

Public infrastructure and public safety: roads, drainage canals, retaining walls, community spaces & public gardens, street lighting, storm water canals, civil defence equipment, forest fire prevention.

Health and social services: rehabilitation and equipment for Social Development Centres, Public Health Community Centres, school rehabilitation, social housing, and other social facilities.

[65] The Gender Assessment Index was piloted by the « Women's Economic Participation Project » in 2021. Its objective was to measure the level of effort the municipality has put in to ensure women's participation in the workforce, and promote gender equality through its policies, programming and engagement with neighbouring communities.

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- Projects supporting service delivery capacities benefiting up to 2.34 million people.
- Lasting breakdowns for critical services avoided in up to 30 target areas thanks to continuing or renewed operations & maintenance support.
- Enhanced delivery models for basic and social services with higher social justice, reduced environmental footprint and enhanced resilience (due to higher cost-efficiency).

Activity Result 2.1: Service Delivery Plans produced through a participatory and evidence-based process.

This activity is part of the overall PPLD-led planning process described in Output 1; the reason for separating it under this output is to underline the change of approach with the former LHSP process whereby efforts are made, before identifying needed interventions in support of basic and social services, to consider service delivery failures or needs at target area level from a more strategic and area-based point of view. This requires involving line ministries, other specialized institutions (e.g. regional water establishments), and LCRP partners for technical and policy validation. Different working groups will be organized within the Services Sub-Committee (e.g. water/sanitation, electricity, road and urban infrastructure, social services, etc.) and gathered at cluster or union level as part of the PPLD process. The proposed workflow is as follows:

a) The LDC will prioritize in its opening session(s) the most critical service lines for their target area; then the Services Sub-Committee will be organized with working groups dedicated to each prioritized service line. External technical stakeholders will be invited to join and inform their debates as needed and UNDP will ensure that resourceful organizations and experts with knowledge of women's situation, concerns and needs in relation to the specific services also contribute.

b) With methodological and technical support from UNDP, rapid service 'audits' at target area level are conducted by working groups, considering demand-side data (mapping, coverage gaps, affordability, access for women, children, refugees and special needs groups) and supply-side data (infrastructure conditions, energy/resource use, funding of operations and maintenance, management model, environmental impact), with due consideration for conflict sensitivity, gender equality, and climate resilience. Data needed for these audits will come from strengthened data management capacities in the area (see Activity 1.1) and through the territorial data hubs established with LDSL Project support. Additional localized data collection will be facilitated by the Project if required, including user satisfaction surveys and focus groups (covering Lebanese and displaced communities), spot checks, etc. Audits will also consider strategic priorities at the higher focus zone level, coming from territorial working groups supported by the LDSL Project.

c) Based on audit findings, specific priorities for action per service line are identified and project proposals developed then screened against (a) economic feasibility, considering operations and management costs involved, financial capacities of operators to assume these costs, including through mobilizing various cost-recovery options; (b) gendered access and anticipated gendered impacts, and same for other vulnerable groups (including displaced populations, people with disabilities, etc.); (c) carbon impact and climate change adaptability, and other potential negative environmental impacts (waste, loss of biodiversity, etc.); (d) livelihoods impacts (jobs created or lost, etc.); (e) impacts on heritage assets. Service projects proposing a unified service delivery model for Lebanese and displaced populations will be privileged, in alignment with an adaptive solutions approach. Screening criteria will follow a scoring system for objective priority ranking between project proposals using the experience of LHSP Environmental and Social Risk Screening and Categorization process as well as UNDP's gender marker.

d) Results from this identification and proposal development phase will be gathered in a multi-year Service Delivery Plans (SDP), which will be integrated into the overall LDP for the target area. The SDP will cover all prioritized service lines into one document and bring coherence between different interventions to maximize positive linkages and minimize negative spillovers. The SDP will also identify if there are any urgent needs for operational subsidies to maintain a critical service line running due to its operators' finances being exhausted by the crisis. An exit plan involving cost reduction measures, shifting to more cost-efficient equipment, infrastructure, or management modality, introducing cost-recovery scheme, etc. will have to be developed for any prioritized operational bailout grant.

e) The SDP will be reviewed by the LDC in plenary session, where positive linkages and potential negative spillovers with interventions proposed for livelihoods and social peace will be identified and addressed.

All interventions proposed in SDPs that relate to energy, solid waste management, water, wastewater, or any other environmentally relevant sector will benefit from technical advice UNDP Green and Inclusive Development portfolio as well as relevant LCRP partners depending on what sector they belong to. This is to ensure that most relevant and virtuous technical solutions are mobilized from an environmental point of view and that synergies are achieved with national strategies and other development partners' support.

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Activity Result 2.2: Service Delivery Plans implemented with infrastructure, equipment, operational, and technical support.

The Project will support implementation of service delivery projects prioritized in LDPs and listed in partnership agreements signed with competent authorities (see Activity 1.2) under different forms:

- One-off operational 'bailout' grants: such support is recommended by the latest LHSP evaluation in critical situations where the sustainability of a particular service operation in a target area, and especially where UNDP has already contributed to rehabilitating or building the service infrastructure, cannot be ensured anymore through regular government or municipal financing.[66] If an operational 'bailout' is prioritized in an LDP, UNDP will assess the value-for-benefits of its potential support, and in particular (i) the extent to which such bailout is the only way to continue providing a critical service to vulnerable populations that have no other viable options to fulfil the corresponding social need; and (ii) the viability of the exit plan laid out in the proposal by service operators and LDCs. Bailout grants will cover up to 6 months of operations and management (O&M) costs and only extendable once and cover only up to 75% of O&M costs. A municipal, union or government contribution, regardless the financing source, will need to match LHSP 2.0's contribution. Also, contributing to a bailout grant by LHSP 2.0 will be contingent on concrete measures taken by service operator(s) to regain self-sufficiency in operating the concerned public service after the bailout period – including through necessary capacity development efforts. Bailout grants can be funded through the Rapid Response Facility in most urgent cases as per modalities that will be adopted for this facility (see Activity 1.4). Bailout grants will not take the form of direct cash transfer to a service operator, including municipalities or unions. Rather, bailout grants will consist in paying a third party to deliver workforce support to operate the service infrastructure or paying directly operational expenses for the agreed period, such as for fuel or other supplies.
- Infrastructure and equipment funding: this remains the most common form of UNDP support to implementing service delivery interventions prioritized in SPDs. Project funded will have been vetted on key economic viability and gender-responsive social and environmental safeguards during the identification process (see Activity 2.1). UNDP funding will be framed within the multi-year partnership agreements signed with relevant local authority (Activity 1.2). For construction and rehabilitation projects, UNDP will privilege local contractors within limits imposed by UNDP's POPP, hence strengthening the local private sector, and UNDP will help contractors mobilize local workforce. In addition to already promoting women's inclusion in decision-making processes leading to project prioritization, UNDP will promote women as workers in infrastructure projects, especially in non-traditional roles, by taking measures that require contractors to actively reduce barriers hindering women's employment and foster inclusive work environments – with the aim of 10-15% female representation in their workforces. In addition, general UNDP frameworks will be in place to ensure that contractors apply rules for decent work, safeguarding, and forbidding all kind of abuse toward workers including the prevention of sexual exploitation and abuse (PSEA). These frameworks also clearly state regulations against all exploitation of children. The monitoring of project implementation will be guaranteed daily through the supervision of UNDP area-based engineers and specialized supervision consultants when needed. Violation of the rules implies penalties on the contractors, cancellation of the contract, or, eventually, blacklisting the contractor.
- Resource mobilization support: the Project will support owners of projects prioritized in LDPs (most often municipalities or unions but could also be NGOs or private operators) to raise additional funding be it from LCRP / development partners, service users (through cost-recovery schemes), diaspora, or local / national private sponsors. For example, UNDP will partner with IOM to increase their contributions and become eligible for IOM's diaspora matching grant programme.

Activity Result 2.3: Capacities of service duty bearers enhanced for project design and management and service operations.

In order to build exit strategies, increase prospects of sustainable operations and management for resilient service delivery and ensure that service delivery models durably transition towards higher social justice and environmental considerations, LHSP 2.0 will invest in building capacities of service duty bearers and service frontline providers (mostly municipalities and unions but occasionally NGOs or private businesses) for project design, including engineering and business plans, project execution, including transparent procurement (applying existing legislations), operations and maintenance, monitoring, citizen outreach (e.g. for behavioural change campaigns in service usage) and grievance-handling. The latter two are critical to rebuild trust and reduce cases and perceptions of exclusion / marginalization from basic and social services and address tensions

[66] See Recommendation #5 in LHSP 2020-2023 Evaluation.

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related to access to services before they escalate. Citizen relation desks or hotline or social media tools can be used to help municipalities and service providers set up accessible and effective gender-sensitive grievance-handling mechanisms. Some municipalities are already with grievance-handling mechanisms and can mentor others to do so. These mechanisms should be set up in way that they work inclusively and are easy to access by those who may need them the most, such as women, people with low literacy, PWDs or displaced populations.

This activity will be implemented in close coordination with and along the same modality than Activity 1.3, which focuses more on capacities of local actors to analyse needs and plan for sustainable and inclusive development. Technical leadership and expert network of the LDSL Project will help implement this activity. The opening capacity assessment of local authorities and other duty bearers (Activity 1.3) will inform the design of capacity development interventions in each target area under this Activity. LHSP 2.0 will not only organize training sessions but also on-the-job mentoring and regular coaching to these institutions, especially when adopting new technical processes or management methods for service delivery form part of the funding agreement reached between UNDP and municipalities. Capacity development support for service design and operations and targets for expected performance improvements will be reflected in the overall partnership agreement between UNDP and beneficiary municipalities and unions (see Activity 1.2).

Output 3: Decent livelihoods opportunities paying living income increased for vulnerable groups, with focus on women, youth and people with disabilities, and opportunities for low-carbon and gender-transformative economic recovery generated, in particular through the social enterprise sector.

This output mirrors Output 2 in its logic and structure for what concerns livelihoods and local economic recovery (e.g. recovery from current economic crisis conditions, not from a disaster or conflict). By empowering market actors, in particular those that are women-led, enhancing the infrastructure that supports their operations, mitigating vulnerabilities, and fostering gender-transformative long-term economic development, Output 3 aims to sustain and create decent livelihoods opportunities for all, and in priority for women and vulnerable groups (including displaced people), through a pathway to local economic development (LED) as recommended in LHSP evaluation.[67] UNDP support will focus on productive sectors with growth potential in each target area and on productive entities, encompassing both formal and informal, which have been significantly impacted by the crisis. These entities, including cooperatives, MSMEs, and farmers, are primary job providers for vulnerable populations. This assistance also emphasizes the substitution of essential inputs and previously imported consumer products.[68] The Project will privilege support that helps the country shift to a more diversified, resilient, inclusive and greener economy in the long run that offers transformative opportunities for women, youth and PWD economic empowerment. Taking an area-based approach, this output will be closely articulated with UNDP support to LED ecosystems, planning and business innovation at higher territorial level, delivered through the LDSL Project. LHSP 2.0 will also partner with UNDP's AWEL Project, which seeks to strengthen women-led private sector nationally, including with better access to finance and markets and facilitate access by women entrepreneurs or aspiring entrepreneurs to facilities and knowledge offered by that project. More generally, LHSP 2.0's focus remains on the last-mile of LED, making sure that productive entities and local workforces in target areas have access to regional economic recovery strategies, business and financial services, networks, markets and financing needed to sustain their recovery and growth. LHSP 2.0 will also aim to strengthen livelihoods infrastructures and help unemployed individuals, especially among vulnerable groups, upgrade their skills to reap benefits of local economic growth. Cash-for-work (CFW) schemes will remain one of support modalities under Output 3, as it provides a valuable safety net for most vulnerable populations and where tension levels require rapid reaction, as well as following catastrophic events (from natural disaster or conflict). A tentative ceiling of 30% of all project funding for investments in livelihoods / LED spent through CFW operations is applied, reflecting a more pronounced LED approach as previously (in the past, that was 55%). Adaptability, one of the guiding principles of LHSP 2.0, means however that, should social and economic stability conditions markedly deteriorate on the ground, UNDP may increase the prominence of labour-intensive schemes in its response Finally, Output 3 includes an activity more specifically dedicated to supporting of farming and food security, in partnership with UNDP's Food Security Project within the LGLD Portfolio.

[67] See Conclusion #3 in LHSP 2020-2023 Evaluation.

[68] Social enterprises are « business with a clear social or environmental mission that is set out in its governing documents, with majority of its income (over 50 %) derived from sale of goods or services and half of its profits or surpluses reinvested towards its social purpose (in UNDP Youth Social Entrepreneurship: some learnings success). In Lebanon, social enterprises can be registered as MSMEs, cooperatives and, more rarely, as CSOs. Some can operate informally as CBOs.

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To roll back the rampant 'informalization' of the Lebanese economy, especially among the MSMEs, supporting decent employment conditions, de-risking access to private finance and strengthening the cooperative and social entrepreneurship ecosystem, will feature high as cross-cutting priorities in Output 3. Project support to livelihoods creation and the local economic support should consider the reduction of tensions and abide in their design to the Do-No-Harm principle.

Output 3 adopts a clear gender-transformative agenda and prioritizes job creation and business development for women, alongside youth and PWDs, by helping lift barriers to their economic empowerment, such as access to technical and vocational training, access to business start-up and management advisory support (including for accessing formal business registration), access to finances and access to child care services, in partnership with Output 2 that also privileges the early childhood sector as one of the social services that can benefit from LHSP 2.0's multi-pronged support. LHSP 2.0 also plans to address discriminatory practices in the workplace towards women – to start with by applying a strict equal pay policy in any short-term employment project it funds – by engaging with contractors and MSMEs receiving project support. Awareness and practical support on implementing measures increasing gender equality and reducing GBV risks in the workplace will be actively pursued. Community mobilization, awareness-raising and behavioural change interventions that address attitudes, beliefs and social norms and gender / youth / PWD stereotypes which discriminate against these groups will be leveraged as well to create a more enabling environment for their economic empowerment.

Overall, at least 30% of all businesses supported will be women-led, with the goal to reach 50%, and 15% youth-led (15-29). PWDs should represent a minimum of 4% among short-term jobs created and PWD-led businesses will be prioritized.

Key output deliverables by 2026

- Localized Market Information Systems supporting value chain development in target areas.
- 35 Livelihoods & Economic Plans (LEPs) informed by regional LED strategies.
- Livelihoods and local economic development support projects implemented within sectors with growth potential maintaining and providing direct access to decent livelihoods options for nearly 23,000 people, whether employed or self-employed, in farm and non-farm value chains.
- 16,000 short-term jobs created, with 50% women, 30% youth (15-29), 4% PWDs and 30% displaced.
- 1,000 job seekers trained on skills linked to promising economic sectors.
- 350 non-farm productive entities (MSMEs, cooperatives, start-ups, CBOS/CSOs) with sustained or increased profitability, including at least 30% women-led and 15% youth-led.
- 800 farmers supported with CFW to increase arable land and another 200 with grants and/or technical training, all contributing to implementing Area-based Food Plans contributing to increased local food sufficiency and greener food production. Thirty percent of all farms supported should be women-led.
- Around 3,200 decent self-employment opportunities or salaried jobs, including on-farm family work, maintained or created with 30% for women, 30% for youth (15-29) and 4% for PWDs, in farming, small industry, and service sectors.
- 8 economic food and non-food value-chains with higher growth prospects, decent work conditions, reduced environmental footprint, and enhanced resilience (due to higher cost-efficiency).

Activity Result 3.1: Livelihoods & Economic Plans produced through a participatory and evidence-based process.

This activity is part of the overall planning process described in Output 1; the reason for separating it is to underline the change of approach with LHSP whereby efforts are made to consider livelihoods and LED needs and opportunities in the project's target areas from the perspective of the economic potentials and value chains of Lebanon's different regions. This requires gathering a dedicated Livelihoods & Economic Sub-Committee attached to the LDC, with meaningful women representation, and with technical support from line ministries, business support services and labour unions, with for technical and policy validation. This sub-committee in every target area can be organized by economic sector (e.g. small industry, agriculture, tourism) and gathered at cluster or union level – or municipal in large urban municipalities. These sub-committees will be connected to the regional LED ecosystem established with LDSL Project support. The proposed workflow is as follows:

a) The LDC will prioritize in its opening session(s) the priority economic sectors and value chains to be considered in LEPs ensuring that value chains with potential for women's participation are not missed, integrating recommendations coming from regional LED ecosystems and working groups will be set up accordingly within the Livelihoods & Economic Sub-Committee.

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b) With methodological and technical support from UNDP through experts, rapid market, gendered value chain and workforce research will be conducted for the target area by sub-committees using primarily secondary data, including that produced by LDSL Project. New localized surveys and focus groups may be conducted to research specific questions, always with dimensions of conflict sensitivity, women's empowerment, climate resilience, and carbon impact covered. LED services strengthened at regional level by LDSL will be available to support these deep-dives on the local economy of target areas.

Box 5: Potential economic sectors for LHSP 2.0 support

Agriculture: rural roads, water catchment, slope protection, terracing, input substitution, small husbandry, seeds & seedling production, beehives.

Food processing & marketing: cheese and cottage products, canned foods, honey, dried foods, cold rooms for storage, food packaging.

Small industry: textile, carpentry, hygiene products, green fertilizers and pesticides, farming tools, green construction materials.

Sustainable tourism: hospitality services, tourism guides, outdoor leisure parks, outdoor sports, nature reserves, speciality food shops.

Other services: IT services, micro-finance, MSME services, TVET services, marketing, marketplaces, small shops, beauty services, etc.

c) For selected sectors and value chains, the Livelihoods and Economic sub-committee will identify potential interventions that could address identified hurdles to value-chain growth and/or profitability and/or localization of added-value while also maximizing opportunities for better positioning and advancing women's economic participation. Interventions will be under the form of infrastructure projects, technical and employability services, business grant scheme or cash-for-work schemes. Project proposals will be screened at early stage against economic feasibility (market needs vs. production costs); livelihood impacts (job creation, pay levels, MSME creation); workforce needs vs availability; potential for women, youth, PWD and displaced population participation and anticipated impacts; innovation potential; carbon footprint and climate change adaptability, and other potential environmental externalities (waste, loss of biodiversity, etc.); impact on heritage assets, among others that might accrue from these projects. Interventions proposing livelihood / economic benefits for both Lebanese and refugee populations and favouring workplace diversity will be privileged for labour-intensive schemes. These criteria will be reviewed for each proposal using a scoring system for more objective priority ranking using the existing LHSP Environmental and Social Risk Screening and Categorization process.

d) Results from this identification and proposal development phase will be gathered in multi-year Livelihoods & Economic Plans (LEP) with aim to stabilize and increase gender-inclusive livelihoods options for the target area's population. LEPs will cover all prioritized economic sectors in one document and bring coherence between different sectoral support to maximize positive linkages and minimize negative spillovers.

e) LEPs will be reviewed by the LDC in plenary session so that positive linkages and potential negative spillovers with interventions proposed in the service and peacebuilding outputs can be identified and addressed if needed. LEPs will be integrated into overall LDPs.

LEPs will privilege inclusive business models that support women-led enterprises through supporting non-discriminatory business policies and practices including PSEA as well as equal pay for displaced populations workforce in its CFW schemes.

Activity Result 3.2: Livelihoods & Economic Plans implemented through various supports.

LHSP 2.0 will support implementation of priority economic projects prioritized in LDPs with a varied forms of support to populations, productive entities and local authorities, delivered as an integrated package.

- Short-term employment schemes: the Project will fund cash-for-work schemes offering a minimum of 40 work-days to those most hit by the economic crisis and furthest away from securing formal long-term employment. These local workforces will be available for infrastructure, land clearing, terracing, or urban maintenance projects prioritized and funded in this or other outputs of the Project. Beneficiaries will be Lebanese and displaced populations, men and women, within the most vulnerable categories in target areas. Beneficiary selection will be enhanced compared to previous LHSP cycles to mitigate possible tensions, using clearer criteria and transparent recruitment process using the socio-economic form. Within a target of a minimum of 50% women beneficiaries, prioritization will be given to single, widows and female heads of households. Use of the register of households enrolled in the National Poverty Targeting Programme will be considered. Attention will be given to keep daily wages consistent and within legal

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boundaries to avoid fuelling competition over work opportunities through the wages monitoring report, a periodical assessment that UNDP conducts to measure the wages across the country.

- Skills development and employability training: to increase the rate of transition to steady employment, temporary employment schemes will be complemented with skills development in growth sectors for target areas in partnership with local Technical-Vocational Education Training (TVET) institutions. To ensure that women have increased capacities to integrate into profitable roles into markets, skills development will incorporate trainings on communication, negotiation and leadership development. LHSP 2.0 will also facilitate referrals for skills development towards specialized programmes, including the LDSL Project and those run by ILO, IOM, and other UN agencies.
- Livelihoods infrastructure: LHSP 2.0 will implement tangible infrastructure improvements that directly impact local economic sectors and value chains prioritized in LDPs, such as markets, storage facilities, industrial areas, business incubator facilities, coworking and makers spaces, road improvements, energy and water networks for industrial use, industrial solid waste recycling, TVET facilities upgrading, shopping centres, etc. The same project execution modality than used for service delivery projects will be applied. Cost-sharing financing solutions with other development partners and/or private investors will be actively sought after.
- MSME support services: LHSP 2.0 will facilitate access by local MSMEs (including cooperatives), targeting at least 30% of women-led / owned productive entities, within priority sectors and value chains to business support services that can them help seize growth opportunities while shifting to greener and socially more responsible business models. This will include, but not limited to business incubation, business training, marketing & trade support, innovation support, product development, digital solution design, climate resilience, recycling solutions, talent recruitment, etc. Moreover, all targeted entities will receive technical support on establishing anti-sexual harassment policies and measures, with a focus on Law No. 205. to create a safe working environment free from violence. Services will not be provided directly by LHSP 2.0 team but by business support organizations such as Chambers of Commerce, incubators, training academies, and by other UNDP projects working in the same areas, including the LDSL and the AWEL, or other development partners. These institutions and projects operate at higher-level and have direct connections to national private sector development funds and MSME programmes.
- Small business grants: support packages will include grants ranging up to $16,000, coming with technical and marketing assistance whereby recipients receive training and coaching support facilitated by LHSP 2.0 (see above 'MSME Support Services'). LHSP 2.0 technical support will encourage the adoption of green production processes and other sustainable and gender-inclusive practices with available grant funding. By attaching business support to grants and customizing it based on recipients' needs, the Project will increase the survival and growth rate of supported businesses and hence increase project impact overall. Grants will be awarded based on calls for proposals. Outreach to potential applicants will happen through various channels (e.g. municipalities, community-based and women's grassroot organizations business support services, development partners) and efforts will be made to enlist a high number of women-, youth-, PWD-led businesses and start-ups. Social enterprises contributing to the creation of a more inclusive and equitable communities among applicant productive entities will also be prioritized. Applications will be done on-line, followed by a pre-selection of candidates who will receive business proposal development training. Final business proposals will then be reviewed by UNDP and implementing partners (with donors in some cases) according to a set of criteria covering business growth and job creation potential, working conditions, gender equality, and environmental impact. Validation visits will be done for selected productive entities. Grants can be delivered in various forms: cash, equipment or supplies.
- Networking: in partnership with the LDSL Project, events linking partner municipalities/clusters, local businesses, private investors, and other development partners will be organized to support market and investment access at the local, regional, and international levels. Conferences, roundtables, and trade fairs will be considered to create a conducive environment for business development. UNDP will support youth groups to organize marketing events demonstrating their area's socio-economic attractiveness. Specific networking events and activities for women-led businesses from LHSP 2.0 target areas will be supported, in partnership with AWEL project.
- Access to finance: the LHSP 2.0 will connect supported economic agents in target areas with non-banking finance solutions, especially those strengthened and promoted by UNDP AWEL Project for women-led businesses, and by other development partners, with the aim of reducing high risks and costs associated with informal lending in Lebanon currently.

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The project team will conduct various socio-economic analyses of project impact, including on the local job market, to inform the development of additional concept notes for livelihoods interventions that can be funded by other UNDP projects and /or partners in the LCRP Livelihood Sector Working Group.

Activity Result 3.3: Implementation of Area-based Food Plans supported.

> **Area-based Food Plans**
>
> - *Definition: An area-based approach consisting in matching a territory's agricultural production and food distribution system and consumption habits with its natural resource stock, food security, and livelihood needs, aiming for higher self-sufficiency, reduced poverty, and reduced environmental footprint (compared to imported foods).*

The agriculture and food security context in Lebanon is changing dramatically, with both severe food supply and price shocks linked to global inflation,[69] geopolitical context and, the underlying impact of climate change, and at the same time growing opportunities for economically-viable food production destined to the local market and high-end export markets. As part of its portfolio approach to stabilization and local development, UNDP supports necessary shifts in food production and resilience of the food security ecosystem through several projects, including LHSP 2.0. Adopting a farm-to-fork approach, UNDP promotes more sustainable production systems for crops and animal husbandry, relying on local inputs, agroecological methods and enhanced farm infrastructure, providing more benefits for farming communities, and on supporting cooperatives and social entrepreneurship for food processing, food marketing and social catering. Through its Food Security Project, UNDP will promote a territorial planning approach (Area-based Food Plans) integrating all these interventions to bear greater impact on food security and agricultural income. AFPs will be developed with farming communities, municipalities, agri-food cooperatives, social protection sector and environmental NGOs; they will match natural resources available to these territories with the food and livelihood needs of local communities and aim to increase food sufficiency, reduce poverty[70] and accelerate the green transition.

Area-based Food Plans need to be conceived on a larger geographical scale than that of LHSP 2.0 target areas and require technical expertise and partnerships that will be mobilized from the central level down by the IFSP. AFPs will encompass LHSP 2.0 target areas (for those located in mostly rural areas) and hence LHSP 2.0 will participate in implementing actions prioritized in AFPs, through the following actions:

- Funding rural infrastructure to extend arable land area: climate-resilient water harvesting & irrigation, land reclamation & terracing, rangeland restoration, rural roads.
- In-kind and cash grants for farmers and fishermen, for businesses specializing in agricultural input substitution using greener processes or other aspects of food value chains.
- Sponsoring agricultural training programmes for women and youth and increasing smallholders' access to quality extension services for enhanced agricultural practices.
- Improved food storage, food processing and food waste recycling infrastructure, and operations
- Community-based farming initiatives, including communal rangeland management, school farming, urban agriculture and house gardens.
- Supporting community-based food cooperatives, including social enterprises, to increase affordable access to quality foods for vulnerable groups.

Output 4: Community-based peacebuilding initiatives supported to help reduce tensions, prevent violence, especially against women, and create an enabling environment for collective and gender-inclusive action for the public good.

This output mirrors Output 2 in its logic and structure for what concerns peacebuilding and violence prevention activities. It complements and reinforces the conflict analysis and conflict-sensitive planning, project prioritization, and beneficiary selection implemented through other outputs. Activities will be designed and implemented by the Peace-Building Team in UNDP, through technical assistance and training, funding community-level work and connecting LHSP 2.0 ground-level peacebuilding support to national platforms and communities of practice. Building upon the initial conflict analysis conducted at the onset of a PPLD, different types of adequate 'soft' activities, including peace education, media culture, conflict resolution training, awareness-raising, inter-faith and inter-community dialogues, sports/culture/environmental voluntary work, etc that can contribute to generating a violence-free environment in target areas, especially for women and diverse gender identities, and build community capacities, with women and youth leadership, to manage internal tensions and conflicts for a peaceful resolution, will be identified and gathered in Social Peace Plans.

[69] According to the FAO, Lebanon is the fourth country (after Somalia, Syria and Yemen) where food security is seriously threatened.
[70] Domestic agri-food production satisfies only 20 percent of local demand but contributes the largest share to livelihood generation for poor segments of society (Source: GCF Funding Request, World Bank, 2023).

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The aim of those activities is to address underlying beliefs and perceptions, behaviours, and mechanisms that can generate tensions and lead to violence and to strengthen gender-inclusive community-based capacities to reduce and prevent tensions (so-called 'local infrastructures for peace'). Programmatic linkages will be built between this output and UNDP Community Security and Access to Justice Project (CSAJ) working on professionalizing municipal police services and increasing access to legal aid for vulnerable groups, including displaced populations. Indeed, the capacity of municipal police to maintain its services and become more citizen-oriented and gender-responsive is essential for addressing violence-prone contexts in certain host communities have turned into. During pre-electoral periods, in partnership with UNDP's Lebanon Electoral Assistance Project (LEAP), LHSP 2.0 may also implement electoral violence prevention activities meant to create a safe and secure environment for credible and democratic municipal elections.

Output 4 will be restricted to 25 target areas as it is considered that not all 35 planned target areas where the full participatory process is envisaged will show sufficient interest and/or relevance for additional peacebuilding and violence prevention work (in addition to conflict-sensitive needs analysis used in all locations).

Key output deliverables by 2026

- Increased and gender-sensitive understanding of sources, mechanisms of tension and violence as well as social peace drivers by local authorities and influential stakeholders in 25 target areas.
- 25 Social Peace Plans (SPPs) in target areas informed by gender-sensitive tension monitoring and district-level community security plans, prioritizing community-driven interventions to preserve social peace and prevent violence, including gender-based violence.
- Peacebuilding and violence prevention activities conducted in 25 target areas, involving directly about 12,000 people with 50% youth, 50% women, 4% PWDs and 10% displaced populations.
- 25 municipalities and unions with enhanced peacebuilding skills and mechanisms
- About 40 Local Development Committee members and other influential community members capacitated as insider mediator for local conflict prevention and resolution.

Activity Result 4.1: Social Peace Plans produced through a participatory and evidence-based process.

This activity is part of the overall PPLD described in Output 1; the reason for separating it is to underline the change of approach with the MSLD whereby efforts are made to consider peacebuilding needs and opportunities in target areas from a more holistic perspective and better informed by other UNDP workstreams such as on rule of law and access to justice and electoral support. A Social Peace Sub-Committee within the overall PPLD architecture (with possibly working groups on community security, gender-based violence, youth and peace, etc. as per local context and demands) will be formed. Relevant line ministries, CSOs, women's rights organizations, and law enforcement bodies will be invited to join discussions as well for technical and policy validation. The sub-committee will be connected to the district-level policing / community security ecosystem supported by UNDP through the CSAJ Project. The proposed workflow is as follows:

a) With methodological and technical support from UNDP (including from PBP and CSAJ), additional gender-sensitive conflict / insecurity analysis tools such as community surveys, studies, focus group discussions or social media monitoring, will be mobilized to help the Sub-Committee refine its understanding on conflict and violence drivers already sketched through the initial conflict analysis at the start of the PPLD process, with a focus on gender dynamics and perspectives. Members will be supported with training and on-the-job mentoring to lead this diagnostic phase by the regional Tension Task Forces working under the TMS. This diagnostic phase will help nurture closer links between local populations, municipalities, and law enforcement agencies (municipal police, Internal Security Forces).

b) Based on the social peace diagnostic described above, gender-responsive priorities for peacebuilding activities identifying key topics, target audience and modalities / type of activities will be prioritized by the Social Peace Sub-Committee with UNDP facilitation. Proposals will be screened to gauge feasibility, considering do-no-harm aspects, human rights, inclusivity, accountability, costs, and environmental impact, so that actual interventions are designed to be as virtuous as possible from the sustainability point of view. Projects creating positive interaction opportunities between Lebanese and displaced populations will be privileged. All proposals will have to be ranked using the existing LHSP Environmental and Social Risk Screening and Categorization process and the UNDP's gender marker.

c) Results from this identification and proposal development phase will be gathered in a multi-year Social Peace Plan (SPP) that aim to strengthen the target area's resilience against drivers of conflict and violence.

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d) The SPP will be then presented to the LDC in plenary, where positive linkages and potential negative spillovers with interventions proposed in the service and livelihoods outputs will be identified and addressed if needed.

Activity Result 4.2: Social Peace Plans implemented to raise awareness, skills, and strengthen platforms for peace promotion and violence prevention.

The Project will support implementation of priority interventions identified in Social Peace Plans (SPPs), after approval by the LDC and integration into the multi-year LDP, with a varied set of actions, delivered mostly as an integrated package in target communities. In certain cases, the Project may contribute just logistical support and funding to activities over which the lead rests with another UNDP Project (e.g. CSAJ Project, Electoral Assistance Project) but which fall within priorities established by an SPP.

- Awareness-campaigns: supporting topics and issues prioritized in SPPs, the Project will provide technical assistance and training to campaign initiators, including local authorities and/or civil society, help them conduct further research if needed to better frame key messages and behavioural change techniques, and fund campaign expenses. Awareness-campaigns will systematically be followed by local impact studies.
- Peace promotion events: cultural, sports, and environmental protection events carrying a peace and violence-free message and open to all communities, can be organized with project support. Organization should be left to local CSOs and CBOs, and contribution from local authorities, in-kind or financial, will be expected as well. Events that go beyond municipal borders and help create interactions and build linkages between communities having difficult relationships will be privileged.
- Peace and reconciliation dialogues: beyond the PPLD, opening discussions on conflict analysis and engaging dialogue on reconciliation and/or tension reduction, including from women's perspectives to the broader community, is also a good way to strengthen community capacities for social peace. LHSP 2.0 will support such dialogues logistically and mediate them, if needed, in partnership with the PBP. Women's role in leading and facilitating such dialogue will be promoted to fully achieve their potential as agents of change, Inter-faith and intra-faith dialogues will also be supported where prioritized in SPPs. In pre-electoral periods, such dialogues could happen between political parties to reach mutual commitments for a peaceful campaign.
- GBV prevention and response: campaigns addressing the causes, actors, impacts and dynamics of gender-based violence, as well as the need for community-based and institutional response and support resources, will be supported. SOPs for handling disclosure and GBV safe and ethical referral and conducting safety audits in the community and observing GBV trends will be supported, as well as local protection and rehabilitation capacities, in partnership with leading partner working in this (e.g. UNFPA, UNHCR, WHO).
- Promoting hate-free media spaces: LHSP 2.0 will continue supporting media students and media practitioners in promoting a balanced, conflict-sensitive, and gender-responsive media coverage addressing misinformation/disinformation and hate speech including gendered hate speech, across the country. This will involve training and on-line/off-line media campaigns. Technical leadership and funding for this activity will come from the Peacebuilding Project which co-implements the LHSP 2.0.
- School-based peace education: LHSP 2.0 will conduct, under the leadership of the PBP's 'Violence Free Community' national programme, awareness-raising, and behavioural change interventions among children, youth, and parents covering key concepts of peacebuilding, violence prevention, especially against girls and young women, conflict prevention, positive non-violent communication. Parents will also be engaged on alternative approaches on how to build healthy and non-violent relationships and positively deal with their children when faced with conflicts and difficult situations.
- Municipal police services: CSAJ Project supports training and logistical needs of municipal police forces in a number of locations, in addition to working with government at policy level to improve regulatory framework and rules of operations, including in LHSP 2.0 target areas. Where needed, LHSP 2.0 can co-fund with CSAJ activities seeking to secure gender-responsive municipal police services – suffering like other public services of the fiscal crisis in the country – and to buttress the community policing role they play.

Activity Result 4.3: More responsive and inclusive infrastructures for peace in target areas.

Infrastructures for peace,[71] defined as "*networks of interdependent systems, resources, values and skills held*

[71] UNDP (2016). *Embedded Peace, Infrastructures for Peace: Approaches & Lessons Learned.*

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by government, civil society and community institutions that promote dialogue and consultation; prevent conflict and enable peaceful mediation when violence occurs in a society" have a central role to play in mainstreaming the concepts and realities of peace, peaceful coexistence, social stability, and violence prevention, in everyday life of Lebanon's neighbourhoods, villages, cities and regions. LHSP 2.0 will reinforce these infrastructures for peace in its target areas, by providing additional capacity development and process support to influential members of society and institutions ready to play this role.

This support will consist in:

- conflict resolution training, coaching and peer networking for influential community members (LDC members, municipal council members, municipality staff, mayors, other civic or political leaders, and traditional leaders) to become insider mediators,[72] with attention to involving women, youth and representatives from other marginalized groups so as to increase their peacebuilding agency;
- working with faith-based leaders and faith-based organisations to strengthen their role in conflict prevention and resolution, including on integrating gender perspectives;
- supporting the creation and activities of Social Stabilization Networks at union / district / governorate levels, including Lebanese and refugee practitioners (insider mediators, NGOs/CSOs, judicial personnel, etc.) with training, seminars, communities of practice, policy support as well as national and regional peer-learning opportunities.

Linkages across UNDP Country Programme

Details have been given previously on linkages between LHSP 2.0 and other projects of the LGLD Portfolio. The LHSP 2.0 will also benefit from and articulate itself with other UNDP projects *outside of* the LGLD portfolio that will be active in some of focus zones.

- *Community Security and Access to Justice (CSAJ) Project:* the project works for ensuring safety and security in Lebanese host communities through empowering policing services, facilitating access to legal aid, and improving detention conditions. LHSP 2.0 will engage closely with this project for carrying out social peace diagnostics and improving community security in target areas.
- *Peacebuilding Project (PBP):* it works country-wide to promote peace and social cohesion through the educational system, empowering media to promote conflict-sensitive news coverage, implementing local-level peace building strategies, and promoting nation-wide truth and reconciliation. The PBP co-implements several LHSP 2.0 activities as detailed in the Multi-Year Work Plan. As part of the PBP, the UNDP Regional Project for *Sustaining Peace Through Insider Mediation in the Arab States*, which targets Lebanon, Jordan and Sudan, also contributes policy, technical, networking and financial support to implement Activity 4.3 (Infrastructures for Peace) in LHSP 2.0 target areas.
- *Strengthening Disaster Risk Management Capacities in Lebanon:* supporting the DRM architecture and capacities from national down to community level, this project will participate in target area-level planning for services and livelihoods, raising awareness on disaster risks pertaining to each area and providing technical support for the design of DRM projects to be funded by LHSP 2.0, including equipping civil defence teams, municipal and union fire brigades, building water drains, and maintaining at-risk forests.
- *Renewable Energy and Waste Project*: this project seeks to respond to the massive increase in electricity needs created by the Syrian crisis. It revamps electrical distribution networks at local level and installs renewable energy solutions for social institutions (health centres, schools); it also supports municipalities fulfil their solid waste management service and with greener solutions. Close coordination that happened with LHSP in previous cycles will be carried on and increased with LHSP 2.0, also from a strategic development perspective as this project is guided by national plans and policies from concerned ministries.
- *Land Degradation Neutrality Project*: the project seeks to reverse land degradation in mountainous regions by rehabilitating degraded land and preventing further degradation. It works with municipalities and adopts a territorial approach to land-use planning and eco-system services protection. LHSP 2.0 will avail the land-use planning expertise and groundwork of this project in overlapping target areas and its methodological tools to support the strategic dimension of PPLD as well as to assist with prioritizing agricultural infrastructure works meant to expand arable land while preserving ecosystem services.
- *Irrigation Project:* this project rehabilitates irrigation water supply canals and catchment infrastructure in host communities, creating short-term jobs while securing food security in the longer-term. It worked closely with LHSP in past phases and this coordination will carry on with LHSP 2.0 whereby both projects

[72] "*an individual or group of individuals who derive their legitimacy, credibility and influence from a socio-cultural and/or religious – and, indeed, personal - 'closeness' to the parties of the conflict, endowing them with strong bonds of trust that help foster the necessary attitudinal changes amongst key protagonists which, over time, prevent conflict and contribute to sustaining peace*" in UNDP (2016), *Engaging with Insider Mediators*.

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can cover more needs and contribute to coherent implementation of Area-based Food Plans for increased food sufficiency in target areas.

- *National Anti-Corruption Strategy:* this project works with Lebanese institutions in implementing the recently adopted national anti-corruption strategy and digital transformation strategy. As the focus of implementation moves gradually to the local level and involves municipalities, this project will collaborate with LHSP 2.0 in providing adequate guidance and capacity development tools to municipalities in target areas to increase safeguards against corruption, hence contributing to rebuilding trust with residents and potential benefactors / investors and helping raise more own revenues to operate essential services.
- *Integrating Gender Equality in Lebanese Institutions:* this project improves capacities of national institutions in developing, promoting, passing, and implementing gender responsive policies, strategies, and projects. It also works with LCRP partners (municipalities and CSOs) to deliver a more gender-based response. LHSP 2.0 will benefit from the project's expertise and policy linkages to advance gender mainstreaming in the functioning and delivery of targeted municipalities.

Resources Required to Achieve the Expected Results

LHSP 2.0 will mobilize a vast array of human resources given the breadth of its thematic coverage in support of localization. It will require as well significant investment resources to execute priority projects identified through the PPLD in target areas for reducing competition around services and livelihoods and laying foundation for sustainable longer-term development. The Project will not necessitate much specialized equipment for delivering its support, apart from ICT assets, furniture, and vehicles.

Human Resources

Human resources will be coming from Project staff, UNDP Country Office staff, consultants, implementing partners, and local authorities.

- Project staff: including approximately 2 international staff and 60 national staff, divided into a head office team and 4 regional teams. Certain staff positions are cost-shared with other LGLD Portfolio projects. Compared to LHSP Phase 3, Area Teams are reinforced each with a Senior Capacity Development Specialist position, cost-shared with the LDSL Project, to reflect increased decentralization of project implementation and efforts to increase coaching to local development stakeholders, in particular municipalities, with a view of building a viable exit strategy for UNDP. An Impact Monitoring Specialist position, a Data Analyst, a Gender Specialist and a Procurement Coordinator will also be cost-shared with other LGLD Portfolio projects and service the six projects in the Portfolio. Short-term consultants will be recruited to perform specialized tasks requiring expertise not available with Project staff or not fitting their workload.
- UNDP Country Office: programme staff at the Country office (CO) will support the Project for resource mobilization, quality assurance, policy advice, engagement with government, communications, and reporting; and through its operational structure, the CO will provide additional human resource management, procurement, contract management, payment, and accounting support to the Project's own operational team.
- Contracted service providers: the Project will hire private or NGO contractors for construction works, event management, training and mentoring, assessments and surveys, evaluations, due diligence, etc. from Lebanese and international vendors.
- Local authorities: in line with the localization principle underpinning LHSP 2.0, the Project will not only invest more in capacity development for all core local governance functions but will also promote the leadership of local stakeholder personnel and volunteers in delivering certain project activities. Already, in LHSP, MSLD Committee members are contributing their own time to the Project. In LHSP 2.0, there will be more opportunities for municipality and union staff, and line ministry representatives, as well as local CSO staff, to partake in implementing project activities, including for project design and execution. While not receiving salary from the project, incentives will be provided in the form of travel costs reimbursements.

Investment funds and grants

The project reserves about 75% of its budget for direct purchase of construction services and equipment for basic/social service delivery or local economic growth (including private beneficiaries) as well as micro-grants to CSOs/NGOs or productive entities within a call for proposal modality. LHSP 2.0 will also identify in every Annual Work Plan, an amount equivalent to 10% of the total investment expenditures for that year, to be

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reserved for the Rapid Response Facility. Funds on this budget line can be mobilized based for expenditures in line with the Project's mandate and UNDP rules and regulations.

Equipment

The Project will procure any type of equipment that is needed to equip built infrastructure for service or income-generating projects, for supported organizations, as well as for its own operational needs (mostly ITC and mobility equipment). All procurement will be done according to UNDP procurement rules.

Partnerships

Government partnerships lie with the Ministry of Social Affairs, the Ministry of Interior and Municipalities, and the Council for Development and Reconstruction at the political level. Technical coordination will also take place with several other ministries at decentralized level through their governorate offices. Government partnerships are mobilized for providing strategic direction to the Project and making the necessary linkages to national plans and policies. Within an objective of localizing mechanisms and capacities for stabilization, and building an exit strategy (i.e. letting regular local governance and local development mechanisms take over), the Project will consult government partners on regulatory options for institutionalizing the PPLD approach, for building municipal capacities in a systematic and quality-assured manner as well as for securing more resilient financing sources for municipalities, including from diaspora and private investors. UNDP's engagement on policy & financing for local stabilization and development will be led by the LDSL Project and LHSP 2.0 will contribute expertise and funding for lessons learnt exercises that can contribute to this policy dialogue. UNDP will consult with government partners during the process of selecting target areas for LHSP 2.0 within the focus zones proposed by the CO for programme-wide area-based programming.

LCRP Partnerships: UNDP is part of LCRP Coordination Structure, co-leading on two working groups (Social Stability and Livelihoods) and the LHSP 2.0 contributes to delivering intended outcomes of these working groups, in partnership with other enlisted LCRP partners (39 and 64 respectively). Through the LCRP Working Group structure, UNDP is constantly following up with partners implementing similar work for ensuring coordination and exploring the feasibility of joint interventions, and for exchanging good practices and lessons learnt. With LHSP 2.0, based on evaluation recommendations and in line with UNDP Strategy on Integrated Local Development that highlights UNDP's role as an integrator of external support towards local governance and local development systems, UNDP will:

- ↳ Invite LCRP partners (and others) to take part in PPLD diagnostic & planning phases; as these will be mostly happening at cluster and union level from now, this is more feasible from a practical point of view.
- ↳ Share more widely the LDPs developed with local stakeholders through a dedicated website, presentations at the LCPR Working Groups and inter-group coordination meetings (given that LDPs deal with all basic needs of host communities and not just livelihoods or stability), publishing summary products and sharing LDC membership contact details with LCPR partners.
- ↳ Develop all regions the use of a municipal-level tracking sheet of requests and funding at the working group level to maximize coverage of needs and limit duplications.

UN agencies: LHSP 2.0 will pursue closer technical partnerships and seek to co-fund activities with UN agencies in LCRP that have similar modus operandi and thematic interests whenever relevant and possible. With UNHCR, UNDP will work on making progress on mainstreaming adaptive solutions into stabilization and local development process by building stronger integration between UNHCR's Community Support Programme (CSP) and LHSP 2.0 funding. Plenty of opportunities for collaboration also lie with ILO, on livelihoods-to-LED support, with FAO on agriculture & food security, with UNICEF on the localization approach – already pioneered by UNICEF for its WASH and education support, with IOM on stabilization in general and diaspora co-funding and with UN-HABITAT, for urban contexts within LHSP 2.0 target areas, for urban recovery planning and strengthening urban governance systems. LHSP 2.0 will seek advice from UNFPA for its work in support of preventing violence against women and seek to pursue joint activities in this area.

Non-LCRP Partners: besides UN/LCRP partnerships, UNDP will explore partnership options with non-LCRP organizations working in the local governance and local development field, including:

- European Union: it supports local governance and local resilience in host communities through projects implemented by VNGI, the LEADERS Consortium and GIZ, social stability through youth employment implemented by Search for Common Ground and other sector involvements on solid waste management and water supply. The EU also funds the Litani River Basin Project, a large area-based development initiative seeking to reduce pollution in the Litani River while supporting sustainable development of

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riparian areas. It is implemented by the Economic & Social Fund for Development (ESFD).

- USAID: implementing through Chemonics a country-wide programme (Building Alliance for Local Advancement Development and Investment, or BALADI) to improve the resilience of local stakeholders in providing transparent and quality services. It runs a small-grant programme accessible to municipalities and civil society.
- Agence Française de Développement (AFD): runs a large programme on inclusive territorial development, that combines short-term resilience building (e.g. livelihoods and social protection in vulnerable communities) with longer-term master planning, service delivery, urban regeneration and natural resource management. In urban areas,[73] AFD intervenes in Tyre and Tripoli, and in Akkar and Bekaa governorates for rural resilience and development.[74]

Implementation partnerships: Potential national and international partnerships for implementation (i.e. as responsible party and not as contractor) will be envisaged with stakeholders that are working on similar issues at the local level and can bring added value and networks. This is for example the case of VNG International, Chambers of Commerce, BERYTECH, Council of Environment, Institute of Finance Basil Fuleihan, and United Cities Lebanon. Implementation partnerships will be subject to a successful HACT micro-assessment.

Risks and Assumptions

Implementing a project striding stabilization and local development in any context is risky as it seeks to respond to basic needs, some verging on the humanitarian side, while adopting a systems-wide and localization approach in a situation of reduced institutional capacity. When the context is as volatile as it is in Lebanon, it is not possible to mitigate all risks and the risk that foreseen outputs and outcomes, especially on the sustainability side, is not negligeable. Below is a review of key risks, and suggested mitigation measures, categorized by risk category. A risk log is in Annex 5 and review of Social and Environmental Standards as well, in Annex 4. Assumptions have already been presented in Section II.

Political Risks: the deadlock in the political situation at the apex of the country will continue impeding greater engagement at government and policy level by UNDP and, mostly, will keep the financial and economic situation of the country in disarray. The more this crisis prolongs, the longer external support will be needed in most critically-positioned host communities and the more complicated finding an exit strategy for projects such as LHSP 2.0. The deadlock, combined with a worsening geopolitical context around Lebanon, also raises the risk of inter-community and/or cross-border conflict and social upheaval, all of which will work against the main objective of LHSP 2.0, which is stabilization. It would force UNDP to refocus project support on the humanitarian side of the nexus, as was the case during the last cycle with the aftermath of the 2019 upheaval, then COVID and the aftermath of 2020's Beirut Blast. A deterioration of the security situation will impede field operations and may cause shutdown of area office(s) and operations in the worst case. Fuelled by the political deadlock and possible regional conflict(s), especially if it triggers new refugee influx, and within a pre-electoral period, the radicalization of the Lebanese political discourse against the presence of and assistance to displaced Syrians is a major challenge and a rising threat against adopting more adaptive solutions to protracted displacement in the country. Already, discussing such approach openly is for now limited to a few target areas with progressive leadership and social context in this regard – but if the rise of anti-Syrian sentiment continues, such space might even further shrink.

➔ *Mitigation approach*: *LHSP 2.0 takes a strong localization approach so that local stakeholders can gradually manage some of the project processes (e.g. PPLD, resource mobilization, aid harmonization) on their own in case UNDP is incapacitated to maintain strong presence on the ground due to political and security developments, and as an exit strategy in case of prolonged national deadlock. By outsourcing certain project support to local companies including for planning facilitation, capacity-development and works, the Project also lowers risks that potential security restrictions to UNDP staff movements impede project implementation. Building a Rapid Response Facility with appropriate SOPs will facilitate LHSP 2.0's quick adaptation in case of a rapid deterioration of the security, social, and livelihood situations. As for the sensitivity around adaptive solutions, LHSP 2.0 will first gauge existing space for engagement on this topic in each target area to avoid creating initial backlash. Adaptive solutions will be presented as a pragmatic approach to reach higher cost-efficiency for municipalities, hence preserving service continuity.*

Reputational: in a situation of continuous dereliction of government and municipalities' capacities to maintain services and deteriorating economic conditions, expectations put on development partners to respond to all needs and to all communities are running high. At the same time, misinformation and/or lack of sufficient

[73] Programme Patrimoine culturel et développement urbain
[74] Parsifal : programme d'appui à la résilience sociale, aux infrastructures, à la forêt et à l'agriculture au Liban.

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communications on how foreign aid is distributed and achieves what, and on its own limits especially in a context of multiple global crises, also contributes to raising false expectations. Funding for Lebanon host community response has been waning over the past few years and this trend will probably not improve – hence going against hopes for stepped-up aid contributions to the coping capacities of Lebanese communities. With the move to an area-based approach and privileging engagement at higher geographical level (cluster and unions), the risk is that smaller communities feel left aside as their capacity to participate to more centralized project processes is lower and because of the many tensions and lines of division that defines Lebanese territories, even at a small scale. All these risks together can create important reputational risks for UNDP where it would be accused of favouring specific groups or communities versus others and where several municipalities would quickly loose interest in LHSP 2.0 as it does not translate systematically into a project in their own 'backyard' – also benefiting the local political leadership in a pre-electoral period.

➔ *The first and foremost mitigation measure is on improving communications on LHSP 2.0 strategy and achievements, and increasing further transparency on all management decisions made. With LHSP 2.0, UNDP introduces changes that announce an exit strategy from the previous LHSP approach – and it should be communicated clearly through the positive prism of localization and sustainability, which serve local development objectives in the long run. With the shift to an area-based approach comes the need to fund more strategic and impactful projects, that can serve a wider group of population in target areas than individual municipality projects, hence that deal more with structural faults of basic services or local economies in the areas considered, and not just with localized crisis symptoms. The visibility of and rationale for higher-level projects to all population in a target area will have to be ensured. Some measures can also be taken to increase visibility of UNDP programming and reassure against biased distribution, such as moving to multi-year partnership agreements with target areas where different municipalities of the area can benefit in turn of project funding on an annual rotating basis, and this is known in advance. With the Rapid Response Facility, UNDP will be able to deliver faster in critical locations and with this responsiveness, could counter nefarious narratives of bias and unfairness. Finally, by rallying more potential financiers in supporting LDPs, UNDP can deflect expectations that it alone should be the sole funder of local stabilization and development priorities because it has facilitated their identification through the PPLD.*

Institutional: limited and deteriorating capacities of local stakeholders, in particular municipalities and unions, raise the risk that they will not be able to 'absorb' the project's support, including participatory planning, contributing to project execution or communicating to their residents on decisions made in partnership with UNDP. Also, this may impact motivation of local authorities, or even CSOs, to take part in more consistent capacity development programmes, in a situation of staff shortage. The same risk applies at national level, where government contribution to the project, in particular for strategic matters and for policy uptake, is further undermined by the severe operational crisis hitting central ministries.

➔ *UNDP will frame capacity development within a strong results-oriented approach and in direct connection to projects funded for each target area, with the objective of increasing local capacities for operations and maintenance. The use of multi-year partnership agreements will clarify expected benefits for local communities over a longer period but with a commitment to also invest in addressing capacity faults and finding ways to increase cost-efficiency and resourcefulness despite the growing adversity. UNDP will also make sure that local champions for coping and innovation are enlisted by the Project in each target area as they can be a good source of motivation for other local authorities and convince them that some solutions can work, and it is worth being bold and trying new ways of working. Finally, tying the possibility of O&M funding for critical services to full participation to project activities, as enshrined in multi-year agreements signed between UNDP and local authorities, should provide strong incentives for active participation in the Project.*

Operational: the economic and financial crisis complicates financial transactions, procurement and contracting in Lebanon – also because more talents are leaving the country than ever since the civil war; on the other hand, UNDP procedures remain strict and in a situation of disorganized market and banking sector as in Lebanon, can link to delays poorly compatible with what is sometimes the urgency of a stabilization response. The execution of project commitments can also be slowed by the lack of functionality of administrations to provide the necessary paperwork for a rules-compliant execution of projects.

➔ *Mitigation approach*: *UNDP will continue to adapt to the current restrictive conditions for financial and administrative transactions, as it has been doing for the past 4 years. Procurement plans can be set up as early as possible – something that moving to a multi-year planning model at target area level will also facilitate – and internal systems strengthened for a fluent coordination between stakeholders, area offices, and procurement teams. To skirt banking restrictions, UNDP has also now moved to adapting payment modalities to national contractors towards smaller payments. Price adjustment to reflect high fluctuation of exchange rate is also now routine in UNDP procurement and contracting. The role of clear and transparent*

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communications towards stakeholders on realities of UNDP's operations in current trying situation cannot also be underestimated to mitigate the impact of operational challenges onto UNDP's reputation.

Stakeholder Engagement

At the national level, the project works in close coordination with MoSA, which is co-leading of the LCRP Social Stability and Livelihood Sectors, and with the MoIM, as well as the CDR.

At the subnational level, activities related to capacities of municipalities and intervention at municipal level are coordinated with the MoIM (through governors and district commissioners) and with MoSA through its deconcentrated services as well as with the network of Social Development Centres (SDC) as their mandate is to support local development at municipal level and providing social services to the most vulnerable population (Lebanese and Syrian refugees). SDCs will be invited to sit as full-fledged members in LDCs and partake in the PPLD. Other relevant line ministries are also engaged at technical level through their governorate directorate, or some district office. Engagement with government stakeholders at subnational level is also facilitated by the LCRP Coordination Structure and regular inter-group and working group meetings at governorate level.

At the target area level, the Project will engage with Presidents of Unions of Municipalities, Mayors, community leaders (including faith-based leaders), conflict resolution CSOs and NGOs, women's rights and women's grassroot organizations, important agents for local economies (Chambers of Commerce, SMEs, cooperatives). Engagement with Syrian and other displaced communities will be proactively pursued, within a tension reduction objective, to better understand their expectations and grievances, a first step towards reducing tension drivers. All these stakeholders are the main actors who have direct impact on the culture of peace in Lebanon and who can transform conflicts from within. They can influence specific and general audience perceptions and can advocate and lobby for structural change in the Lebanese society and are at the core of the different project's outputs. As an attempt to nurture collective intelligence and cross-sector approach to current issues, involving public, civic and private sectors, the Project will privilege building or empowering local platforms, such as LDCs.

Beneficiaries

Apart from the above-listed organisations and institutions that will benefit from the Project's facilitation and capacity development support to further their mandate and reach their objectives, primary beneficiary target are residents of Lebanese villages, towns and cities in areas considered as most vulnerable to the combined crisis impacts. Within this population, including Lebanese, displaced Syrians, Palestinian refugees and other displaced populations, specific groups are targeted: women, youth (15-24), PWDs, isolated seniors, the poorest or most at risk of falling into poverty (unemployed, women heads of household, GBV survivors, landless farmers), those exposed to heightened climatic risks, residents of informal urban settlements and/or deprived from multiple basic services, sexual minorities, taking as well into account the intersectionality of all these vulnerability drivers.

The table below presents consolidated LHSP 2.0 direct beneficiary target figures. As individuals can benefit from several outputs, it is not possible to add up these figures towards a total number of beneficiaries. Yet, as Output 2 gathers the highest number of single beneficiaries (which is the total population of target areas where service projects will be implemented, considering that over the project duration all residents should experience an improvement in the delivery of one or more basic and social services as a result of LHSP 2.0's actions), one can consider Output 2 beneficiary figure as the overall number of project beneficiaries, i.e. 2.4 millions.

Direct Beneficiaries					
Activity	Total	Female	Male	Youth	Notes
Output 1	1,850	925	925	(18-29) 400	LDC members Stakeholder staff
Output 2	2,336,000	1,168,000	1,168,000	n/a	Service users
Output 3	23,960	11,000	12,960	(15-29) 5,750	CFW (16,000) Support to non-farm entities (5,720) Farms (1,000)
Output 4	12,000	9,000	9,000	8,400	Media training for youth Violence prevention Insider mediators Other PB activities

Knowledge

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Responding to the recent LHSP evaluation, which concluded to "*an absence of cohesive project-wide strategy to analyse results and identify overarching lessons, which impacted the project's effectiveness and ability to adapt*",[75] LHSP 2.0 will strengthen its monitoring, evaluation, learning and knowledge management approach and products. The Project will invest in more systematic data collection on impacts, using qualitative as well as quantitative methods, and studies to make explicit causal mechanisms explaining project's failures and successes both on the developmental and peacebuilding side, and verifying assumptions made in the theory of change. This will include providing gendered analysis and lessons learnt as well as for youth and other marginalized groups, to reflect how the project's theory of change may work differently and with different level of success with different groups. Overall, using UNDP's new Strategy on Integrated Local Development, the Project takes a systems-wide approach for understanding and documenting better mechanisms of stabilization in Lebanon and how the Project will impact them and for formulating actionable recommendations for local and national stakeholders in their efforts to scale up and find a pathway to sustainable development for host communities.

LHSP 2.0 will develop and disseminate four types of knowledge products:

→ Studies, assessments, and analysis pieces: to increase understanding of the context. These products do not report on project's achievements but using different survey results, capacity assessments, qualitative research fundings, and secondary data, whether thematically or by geographic area, they can guide and help finetune UNDP programming, including LHSP 2.0, and can benefit the wider development community as well. Some of the knowledge compiled for target areas will also be presented on a new GIS dashboard. These studies and assessments will capitalize on UNDP's prior analysis of gender-based power dynamics across multiple levels and gender equality challenges in Lebanon.

→ Project reports and communications materials: LHSP 2.0 will produce regular annual project reports (for the LHSP 2.0 as a whole) for dissemination and internal quarterly reports for building short feedback loops into project implementation. Shorter communication materials for broader dissemination on projects' achievements and specific thematic focuses, as well as a project factsheet, will also be released regularly in print and on social media. Gender perspectives when presenting results, challenges and future plans, will systematically be covered in such materials, also to generate new knowledge related to gender and local development in Lebanon.

→ Evaluation reports and impact studies: the end-of-project independent evaluation report, which provides precious conclusions for lessons learnt, will be informed, and complemented by different impact studies: (1) A Yearly Beneficiary Survey, exploring lasting changes (if any) happening in municipalities, unions, CSOs, businesses or for trained youth on peacebuilding, after completion of UNDP support; (2) Perceptions Study (random stratified) in target areas to research impacts of project support on people's access to services, jobs and income sources, peace and on the social contract;[76] (3) Thematic impact studies to understand the Project's impact on local job markets, its indirect economic fallouts, and its tension reduction impact. Other impact studies may be commissioned, in agreement with the Project Board. All evaluations will research the Project's impact on women empowerment and gender equality.

→ Training materials, toolboxes, manuals: all along the project implementation, UNDP will produce and use training materials for capacity development, toolboxes to support regular functions of municipalities and unions and PPLD committees, as well as manuals. All materials will be carefully reviewed after use, edited and shared as a package with government and local stakeholders and stored on open platforms.

For anything else than regular reports and the final evaluation reports, topics of the different learning and pedagogical products will be discussed with the Project Board on a yearly basis upon suggestion from the Project's CTA and final workplan for knowledge products established afterwards. Project funds have been set to cover publication costs.

All knowledge products will bear mention of the support provided by UNDP and donors and be available at in print and on-line, including on governmental partners' web sites and LCRP website. Besides, the Project will organize two lessons learnt events, one at mid-course and one at the end of the Project, presenting the work accomplished, results achieved, and lessons learnt so far, as well as any research or impact studies conducted in the meantime. This will help ensure real-time dissemination of the knowledge base developed by the Project, and its visibility. UNDP Communications Team will report continuously on the project activities and results on UNDP website and social media platforms.

[75] See Conclusion #2 in LHSP 2020-2023 Evaluation.

[76] Taking inspiration from: Agulhas (2022). "Impact Analysis of LHSP: Implemented Projects through a Perception Study", London, 2022.

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All products destined to domestic use will be developed in Arabic and English. Those destined to an international audience mainly, may be available in English only.

Sustainability and Scaling Up

With the LHSP 2.0, UNDP is taking a strong turn towards localizing stabilization mechanisms and capacities and building a pathway back to sustainable development for host communities. The following elements in the Project design will contribute to the sustainability and scalability of results achieved during the Project's lifetime:

- The Project is built upon the cumulated experience, lessons learnt, and evaluations garnered over 12 years of LHSP, and through consultations with national and local authorities, and donors, including for drafting in early 2023 UNDP's new strategy for integrated local development. **National ownership** over the Project approach, from central to community levels, and intentions is a *sine-qua-non* condition for sustainability of results and scaling up.
- With the LHSP 2.0, UNDP proposes to take stock of the cumulated experience of the MSLD and let stakeholders suggest how they wish to see it evolve *within* an institutionalization perspective. UNDP will propose TORs for guiding this **co-design of PPLD**. A similar approach will apply to other management and training tools put forward for use at municipal and union level: they will be co-designed with Lebanese institutions and go through several rounds of finetuning based on users' experience to reach a level of adequacy that make them fit for scaling-up.
- The **participatory approach** to conflict analysis and conflict-sensitive needs assessment raises the acceptability level of project's investments in beneficiary community and creates more responsibility among local stakeholders for facing challenges standing in front of sustainability of the various project's realizations on the ground.
- The Project capitalizes on UNDP's unique positioning in Lebanon with access to government institutions and at the same time providing stabilization and local development support down to the ground level Through the LGLD Portfolio, LHSP 2.0 will benefit from policy access to a wide range of national institutions to disseminate good practices and lessons learnt and **inform policy processes**.
- The Project will **work with existing institutional structures**, such as municipalities, unions, districts, and governorates, chambers of commerce, CSOs, etc. and seeks to institutionalize the PPLD approach within this existing architecture, rather than building a parallel delivery system that would entirely depend on UNDP's hand-holding.
- The use of **longer-term capacity development** programmes embedded in partnership agreements governing UNDP financial support to services and livelihoods projects in municipalities and unions, increases incentives for local partners to participate. Results-oriented, rather than theoretical, capacity development support will deliver concrete skills and shifts in municipal administrations that will increase the chance of sustainable operations of infrastructures and other funded projects.
- The systematic anchoring of municipal or cluster/union-level planning with higher-level and longer-term **strategic territorial planning** run by sister UNDP projects will increase the relevance of local development plans vis-à-vis the SDGs and help design projects with better chance of lasting impact.
- The Project's investments in beefing up its **MEL framework** will help better inform project implementation and increase chances of sustainable results. Action-oriented lessons learnt and tested local management tools coming from LHSP 2.0 will assist local and national stakeholders maintain benefits from funded projects and scale up the stabilization and local development model in the future.

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IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in project management are optimized by the following factors:

- **Cumulative experience of LHSP** (since 2014), through which different project implementation modalities could be tested (direct and through professional firms) and continuously finetuned. The Project also benefits from several rounds of independent evaluation since the beginning, providing valuable advice to increase cost-efficiency and effectiveness.
- **Decentralized management and mobilization of local networks:** as underlined in the latest evaluation, LHSP's "*decentralized approach has proven to be effective to support a contextualized implementation of the project […] Diverse and collaborative partnerships have contributed to identifying effective development solutions*".[77] To implement LHSP since 2014, UNDP has grown strong ties with a network of local NGOs, municipalities, unions, and community members in all regions. These stakeholders have underlined in the 2023 Evaluation, the astute understanding to local specificities by LHSP regional teams and their diplomatic skills to adapt implementation of the Project for maximum effectiveness. To reinforce this unique positioning, UNDP will beef up its regional teams and upgrade their technical capacities.
- **Implementation partnerships**: the Project will seek co-implementation mechanisms with UN agencies, other LCRP and non-LCRP partners that can increase cost-effectiveness. Partnering with other organizations means leveraging their partnership networks, staffing, technical expertise, and funding capacities. It suits particularly actions such as field research & impact studies, participatory planning, awareness-campaigns, training events and conferences, etc. UNDP can also cost-share investment projects with other development partners or mobilize their resources alongside UNDP funding to cover a larger portion of LDPs and hence increase impact. Joint proposals using the UNDSG Joint Programming Modality will be envisaged for resource mobilization. The use of non-UNDP responsible parties, international or Lebanese, to deliver activity results or whole outputs with quality at a lower cost than by mobilizing directly LHSP staff, will be continued.
- **Portfolio approach**: the new LGLD Portfolio modality can increase effectiveness as it allows, by integrating different projects with complementary expertise and operating at different levels of the governance ladder, to adopt a more systems-based approach to stabilization for local development. With the portfolio model, LHSP 2.0 does not need to combine all expertise, partnerships and funding needed to achieve systemic changes in stabilization for local development: it can rely instead on synergies with portfolio projects that are more longer-term / policy-oriented. The Portfolio also generates cost-efficiencies as some staff positions (e.g. area managers, peacebuilding officers, impact evaluation team, gender specialist, procurement support, engineers, etc.) as well as certain project activities, such as trainings, conferences and some investments too, are cost-shared between portfolio projects. The portfolio model also facilitates uptake in LHSP 2.0 of innovative solutions for, say, energy supply, water resource or solid waste management, MSME services, and more, that are tested by other portfolio projects.
- **Area-based approach:** working more at cluster-level opens the possibility of achieving impacts on jobs, services, and social peace for population in several municipalities at the time without having to implement projects in each of them, hence increasing cost-effectiveness.
- **Flexible budgeting:** with the Rapid Response Facility, UNDP increases its preparedness to respond to emerging crises. This helps increase project effectiveness and adaptability towards fast-evolving contexts.

Project Management

Project Locations

The Project will be implemented across areas (municipalities, Unions of Municipalities, and clusters, etc.) distributed between most of the country's governorates.

At the **country level**, LHSP 2.0 management and operations team will be housed at UNDP Country Office in Beirut. Four regional teams, based in Tripoli, Chtoura, Beirut and Tyre will be housed at **UNDP Regional Offices** and gather mainly managerial and technical capacities. Breakdown of staffing per project office is shown in Section VII. Regional Office costs are cost-shared between all projects maintaining presence on the ground or using regional bases occasionally for implementing field-based activities.

[77] See Conclusion #6 in LHSP 2020-2023 Evaluation.

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Implementation arrangements

The Project will use the **Direct Implementation Modality** (DIM) under which UNDP is the Implementing Partner (IP). Under DIM, UNDP will bear full responsibility and accountability to manage the project, achieve project outputs and ensure the efficient use of funds. The UNDP will be accountable to the funding partners for the disbursement of funds and the achievement of the project objective and outcomes, according to the approved work plan.

All services shall be provided in accordance with UNDP procedures, rules, and regulations.

UNDP, as an IP, may enter into agreement with other entities, or **Responsible Parties** (RP) to deliver specific project activity results or whole outputs. This could be the case with, but not limited to, UN agencies, BERYTECH (MSME innovation support), LARI (agricultural transition) and the Institute of Finance Basil Fuleihan (municipal capacity building). Potential responsible parties will undergo a Partner Capacity Assessment (not applicable to UN agencies), to assess their management and other capacities, and a HACT micro-assessment for their financial capacities, if more than $250,000 is expected to be transferred to them in one year for implementing activities they will be responsible for.

In addition, UNDP will be closely engaging and coordinating on strategies and activities with municipalities, unions, governorate and district administrations and a host of CSOs, NGOs, development partners, UN agency, etc. These are **technical partnerships** without any financial transactions in exchange for services, hence not needing a prior capacity or HACT assessment. It is good practice in any case to sign a Standard LoA for any significant collaboration, for example when co-organizing an event or co-funding the same investment project, delineating each organisation's responsibility and contributions.

Municipalities and unions, or any other local authority for that matter, are not entitled to receive direct cash support from UNDP – nor are central government agencies. The Project will formalize collaboration with these entities through multi-year partnership agreement delineating UNDP support to their local development plan that will delineate the project expected contributions in the form of financial and technical support to priority projects responding to needs for services, livelihoods and social stability, and the capacity development programme which the municipality or union commits to follow and expected targets in terms of increased skills and performance.

Auditing and Combating Fraud

UNDP will apply the DIM audit arrangements for LHSP 2.0 as per UNDP's POPP. The audit of DIM projects is made through the UNDP's Office of Audit and Investigation (OAI). Audits are conducted on a regular basis according to a schedule established independently by the OAI – projects with a total budget over $10 million can be expected to be audited during their life cycle. The Resident Representative can also request an audit by OAI should there be specific needs in that regards or request by one of the contributing donors. Specific audit requirements and procedures are used for micro-grants and do not involve the OAI. Should the Audit Report contain observations relevant to donor contributions, such information will be made available to the donor. As per good practice, 0.4% of the project budget is set aside to cover the costs of auditing by the OAI.

UNDP plays a significant role in the United Nations' global effort to combat fraud and corruption, by supporting countries in strengthening their capacity and framework to prevent fraud and corruption. Any act of fraud and corruption in UNDP's activities depletes funds, assets and other resources necessary to fulfil its mandate. Fraudulent and corrupt practices can also seriously damage UNDP's reputation and diminish donors' trust. Furthermore, it may affect staff and personnel effectiveness, motivation and morale, and impact on the UNDP's ability to attract and retain a talented work force.

UNDP has zero tolerance for fraud and corruption, meaning that UNDP staff members, non-staff personnel, vendors, implementing partners and responsible parties are not to engage in fraud or corruption. UNDP is committed to preventing, identifying, and addressing all acts of fraud and corruption against UNDP, through raising awareness of fraud risks, implementing controls aimed at preventing and detecting fraud and corruption, and enforcing the UNDP Anti-fraud Policy. The UNDP Bureau of Management, Office of Audit and Investigations, Ethics Office is responsible for the Policy. Policy's audiences are UNDP staff members, non-staff personnel, vendors, implementing partners and responsible parties and applies to all activities and operations of UNDP, including UNDP-funded programmes and projects, services provided by UNDP to other organizations and management service agreements.

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Equipment, supplies and other property

Ownership of equipment, supplies, and other infrastructure financed from the Project and not governed by a specific LoA clarifying transfer of ownership after procurement or construction, shall vest in the UNDP.

Collaborative arrangements, GMS, and Direct Project Costing (DPC)

LHSP 2.0 will cost-share expenditures with other UNDP projects. This includes:

- Cost-sharing regional office costs
- Cost-sharing staff time for certain positions that are meant to support different projects working in an integrated manner.

Occasional cross-project technical support, if not a regular long-term occurrence, will not be budgeted but reimbursement of travel expenses, if applicable, can be arranged between LHSP 2.0 and projects concerned.

In line with the UNDP Executive Board approved Policy on Cost Recovery (EB document DP-FPA/2012/1, and DP-FPA/2013/1 and EB Decision 2013/9), the Project budget shall be subject to cost recovery by UNDP for the provision of general oversight and management services (GMS) for the activities of the project. GMS, recovered at a flat rate of 8 % of the AICS grant advanced to UNDP, includes the following services:

- Corporate executive management and resource mobilization
- Corporate accounting, financial management, internal audit, legal support & human resources management
- Policy guidance and Bureau/Country Office management

The UNDP CO shall also provide the following support services (charged as Direct Project Costing):

- Payments, disbursements, and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Payroll management and medical clearance services for all staff
- External access to Quantum for project managers and other staff
- Procurement of services and equipment, including their disposal at the end of lifetime
- Travel including visa requests, ticketing, and travel arrangements
- Organization of training activities, conferences, and workshops, including fellowships
- Shipment, custom clearance, vehicle registration, and accreditation
- Security management service and Malicious Acts Insurance Policy
- Quality Assurance, Quality Control and policy advisory support
- Thematic and technical backstopping
- Resource management and reporting

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V. RESULTS FRAMEWORK

Project title and Atlas Project Number: Local Host Community Support Project – Phase 2 (ATLAS ID: 00084708)

Intended Outcome as stated in the UNDAF/UNSDCF/Country Programme Results and Resource Framework:
Outcome 2: *Strengthened security, stability, justice, and social peace.*
Outcome 3: *Strengthened stabilization and green recovery to reduce vulnerabilities and environmental risks, including through enhanced competitiveness and business environment of sustainability-oriented MSMEs and high potential green productive sector values chains*

Intended Outputs as stated in the Country Programme Results and Resource Frameworks
Output 2.1: *Institutional systems strengthened to manage multi-dimensional risks and shocks at national and sub-national levels*
Output 2.2: *Inclusive, risk informed and gender and youth-responsive recovery solutions, including stabilization, social cohesion and peace building efforts and mine action, implemented at national and subnational levels*
Output 2.3*: Integrated conflict sensitive and gender-responsive development solutions provided in municipalities hosting the country's most vulnerable communities to enhance their resilience (including host communities).*
Output 3.1: *Natural resources protected and managed to enhance sustainable productivity and livelihoods.*

Applicable Output(s) from the UNDP Strategic Plan:
Output 1.3: *Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity*
Output 2.3: *Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding*
Output 3.2: *Capacities for conflict prevention and peacebuilding strengthened at regional, national and sub-national levels and across borders*
Output 3.3: *Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels*
Output 3.4: *Integrated development solutions implemented to address the drivers of irregular and forced migration, enhance the resilience of migrants, forcibly displaced and host communities, and expand the benefits of human mobility*

Outcome indicators as stated in the Country Programme Results and Resources Framework 2023-2025, including baseline and targets
Indicator 2.1: Percentage of population that sees improvements with regards to security and stability. (sex-disaggregated) [Baseline 0 / Target: 60%]
Indicator 2.3: Percentage of Lebanese and displaced persons (directly and indirectly) benefitting from integrated and targeted interventions, including on strengthening social and economic stability and security. [Baseline: 35%, Target: 60%].
Indicator 2.4: Proportion of population in displacement-affected communities that believes the quality of basic services has improved. (sex-disaggregated) [Baseline: tbd; Target: 45%].
Output indicators as stated in the Country Programme Results and Resources Framework 2023-2025, including baseline and targets
Indicator 2.1.1: Number of inclusive and risk-informed strategies and plans in place at national and municipal level [Baseline 0 / Target: 15
Indicator 2.1.3: Number of platforms and tools to restore vertical trust, prevent and mitigate conflicts and violence at national and local levels (including schools) put in place [Baseline: 251 / Target: 100]
Indicator 2.2.1: Percentage of people (gender-disaggregated) benefitting from jobs and improved livelihoods in demined lands [Baseline: 55%. / Target: 75%]
Indicator 2.2.2: Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings (sex and age-disaggregated) [Baseline: 415,000 / Target: 250,000 (additional)]
Indicator 2.3.1: Number of displaced people, Lebanese and host communities benefiting from integrated and targeted interventions, including on strengthening social stability [Baseline (displaced persons): 2,500,000 displaced and Lebanese; 200 host communities / Target: 4,000,000 displaced and Lebanese and 100 additional host communities].
Indicator 2.3.2: Percentage increase of vulnerable municipalities provided with improved infrastructure and quality basic services initiatives [Baseline: 0 / Target: 30%]
Indicator 3.1.2: Area of agricultural land with improved irrigation practices [Baseline: 0 / Target: 15,000 ha]

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	Final	
Output 1 *Mechanisms and capacities built in hosting areas for generating and implementing in a conflict-sensitive and gender-responsive manner local plans that can help prevent and respond to tensions and sustainably reduce multi-dimensional vulnerabilities.* *Gender marker: 2*	*1.1. Number of (a) target areas implementing a participatory planning process; (b) municipalities taking part in process.*	UNDP	(a) 155 (b) 354	2019-2023	(a) 15 (b) 75	(a) 30 (b) 150	(a) 35 (b) 190	(a) 35 (b) 190	Administrative data Municipalities can take part in individual PPLD or cluster PPLD. Based on average of 11 municipalities per cluster Source: Project reports
	1.2. Percentage of Local Development Committees still collaborating with the local authority one year after end of PPLD planning phase.	UNDP	tbd	2024	80%	60%	60%	60%	Survey data Baseline: MSLD Review Study (2024) Source: Yearly beneficiary questionnaire
	1.3. Percentage of target aeras where (a) gender quota respected in LDC membership; (b) displaced population inputs (direct or indirect) reflected in LDP	UNDP	(a) tbd (b) tbd	2019-2023	(a) 90% (b) 50%	(a) 100% (b) 60%	(a) 100% (b) 70%	n/a	Administrative & survey data Baseline: MSLD Review Study (2024) Source: Project reports, LDPs
	1.4. (a) Number of LDPs fully developed; (b) Percentage of LDPs introduced by a vulnerability analysis.	UNDP Municipal websites	(a) 60 (b) 0%	2019-2023	(a) 10 (b) 50%	(a) 20 (b) 70%	(a) 25 (b) 80%	(a) 25 (b) 70%	Administrative data (a) means with 3 components (services, economy, social peace) (b) Vulnerability analysis in target area profile using the tool developed by project Source: LDPs
	1.5. Percentage of municipalities and unions that signed a multi-year partnership agreement with UNDP and met or exceeded 50% of capacity performance targets mentioned in agreement.	UNDP Evaluations	n/a	n/a	n/a	50%	30%	30%	Survey data Only measured in Y2 & Y3 Source: Yearly Beneficiary Survey, FGDs with municipalities
	1.6. Percentage of targeted municipalities and unions with increased on-budget own-source revenues (in amount per capita) year-on-year.	Municipalities	tbd	2022/2023	= baseline	= baseline +10%	= baseline +20%	= baseline +20%	Survey data Baseline: Municipal capacity assessment (2024) Revenues: fees, taxes, donations, income-generation – not including ImF Source: Yearly beneficiary survey, FGDs
	1.7. Percentage of LDPs at least 30% funded (all funding sources considered) from one year after adoption	Municipalities	tbd	2019-2023	n/a	30%	50%	50%	Administrative and survey data Baseline: MSLD Review Study (2024) Source: Yearly Beneficiary Survey, Project reports
	1.8. Percentage of municipalities & unions showing improvement in Gender Equality Mainstreaming Index	UNDP Evaluations	n/a	n/a	-	30%	50%	50%	Survey data Baseline: Municipal Capacity Assessment (2024) Source: Yearly Beneficiary Survey, FGDs

LDC = Local Development Committee; PPLD = Participatory Process for Local Development; LDP = Local Development Plan; FGD = Focus Group Discussion

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	Final	
Output 2 *Physical infrastructure, including for energy supply, enhanced and more sustainable service delivery models promoted to secure affordable access to gender-responsive basic and social services, including energy supply, for vulnerable groups and hosting communities.* *Gender marker: 2*	*2.1. Number of target areas benefiting from at least one service delivery project funded by UNDP from (a) LHSP 2.0 funds; (b) other UNDP project funds (cumulative).*	UNDP	(a) 120 (b) n/a	2019-2023	(a) 20 (b) 10	(a) 40 (b) 25	(a) 55 (b) 40	(a) 55 (b) 40	Administrative data Source: UNDP Project Reports Risk: double counting when municipality benefits from two or more projects
	2.2. Number of direct beneficiaries of basic and social service projects, by sex, age and nationality (cumulative)	UNDP	4,011,717	2019-2023	1,500,000	2,000,000	2,336,000	2,336,000	Administrative data Source: municipal population (UNHCR) + modelling of service user population Risk: double counting if different projects have same population catchment area
	2.3: Percentage of target area residents who consider that level of services has maintained or improved in last 12 months, by type of service (power, water, SWM), by sex and nationality.	Service users	3% overall	2021/2022	P: 5% W: 10% SWM: 10%	P: 5% W: 10% SWM: 10%	P: 10% W: 20% SWM: 20%	P: 15% W: 25% SWM: 25%	Survey data Baseline: Perceptions Study 2022 (for all municipal services, no breakdown) Source: - Option A: Perceptions Study - Option B: TMS district-level data [good + fair quality of service"]
	2.4. Percentage of heads of vulnerable households considering they have same access than others to services, by type of vulnerability (displaced, seniors above 60, women, unemployed)	Service users	Displaced & seniors less satisfied with access to services	2022	n/a	2024 baseline + 20%	2024 baseline + 20%	2024 baseline + 30%	Survey data Baseline: FGD (2024) Source: FGD (Yearly Beneficiary Survey) Risk: bias in response to obtain benefits (FGD modality reduces risk)
	2.5 Percentage of service lines / facilities benefiting from project support that show increased service outputs one year and beyond after project completion (all target areas considered)	Service operators	n/a	n/a	n/a	60%	100%	100%	Survey data Baseline: not measured by LHSP Source: Yearly Beneficiary Survey Only for rehabilitation / upgrade projects
	2.6. Percentage of service lines / facilities benefiting from project support with more resource-efficient operations (e.g. fuel, electricity, water, land consumption, by service user or by unit of output) one year and beyond after project completion	Service operators	n/a	n/a	-	80%	70%	70%	Survey and observation data Baseline: not available Source: Yearly Beneficiary Survey and site visits For each service facility or operation, choose most relevant unit (by user or by output unit). If quantitative data not recorded by service operators, ask perception on resource-efficiency to service operators
	2.7. Percentage of target municipalities and unions with capacity to receive, register and follow up on service user complaints	Municipalities	tbd	2024	Baseline	Baseline +20%	Baseline +40%	Baseline +40%	Survey data Baseline: Municipal capacity assessment 2024 Source: Yearly Beneficiary Survey

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	Final	
Output 3 *Decent livelihoods opportunities paying living income increased for vulnerable groups, with focus on women, youth and people with disabilities, and opportunities for low-carbon and inclusive economic recovery generated, in particular through the social enterprise sector.* *Gender marker: 3*	*3.1. Number of work-days generated, (a) without skills development support; (b) with skills development support, by sex and nationality (cumulative)*	UNDP	1,630,383	2019-2023	(a) 256,000 (b) 51,200	(a) 256,000 (b) 51,200	(a) 128,000 (b) 25,600	640,000	Administrative data Source: Project monitoring Skills development: on-job training (apprenticeship) or part-time teaching Target: 20% of all work-days with skills development
	3.2 Number of value chains supported with productive infrastructure and/or capacity development (cumulative)	UNDP	2	2019-2023	4	6	8	8	Administrative data Source: Project monitoring Value chain supported = at least one action for each of supplies, production, marketing stage for a specific production
	3.3. Number of non-farm productive entities supported through cash / in-kind grant, training or advisory services (both direct and via referrals), by size and by sex, age and disability status of owner (cumulative)	UNDP	852	2019-2023	100 w: 30% y: 15%	250 w: 30% y: 15%	350 w: 30% y: 15%	350 w: 30% y: 15%	Administrative data Source: Project monitoring Advisory services: any training, coaching and networking support for supporting business growth
	3.4. Percentage of supported productive entities with increased net income 12 months after receiving support, by sex of entity owner / manager	Productive entities	n/a	n/a	-	70%	70%	70%	Survey data Source: Yearly Beneficiary Survey, FGDs Risk: bias in self-reporting net income
	3.5. Percentage of women targeted with any type of business development support reporting easier access to economic opportunities and resources at least 12 months after support ended.	Women-led productive entities	tbd	2023	-	60%	60%	60%	Survey data Source: Yearly Beneficiary Survey, FGDs Risk: bias in self-reporting ease of access (qualitative)
	3.6. Number of long-term jobs maintained or created thanks to project support; by sector (agriculture, industry, services) sex, age, disability status	Productive entities	tbd	2019-2023	1,000 w: 30% y: 30%	2,500 w: 30% y: 30%	3,200 w: 30% y: 30%	3,200 w: 30% y: 30%	Survey data Source: Yearly Beneficiary Survey Long-term job: over 40 days
	3.6. Number of farms with increased production (in their main crop / animal production) 12 months after receiving project support.	Farmers	tbd	2019-2023	-	400	800	800	Survey data Source: Yearly Beneficiary Survey Assumption: out of 1,000 farms receiving various support, only 80% maintain increased production after one year.
	3.8. Percentage increase in arable land (including rangeland) thanks to project support (all target areas included)	UNDP	n/a	n/a	-	2%	5%	5%	GIS data Source: Project monitoring Plot land cleared / terraced or irrigated with project support and turned to cultivation / rangeland on GIS map to estimate area increase in ha. Assumption: area of arable land in ha per municipality or cadastre available from Ministry of Agriculture or municipalities.

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	Final	
Output 4 *Community-based peacebuilding initiatives supported to help reduce tensions, prevent violence, especially against women, and create an enabling environment for collective and gender-inclusive action for the public good.* *Gender marker: 3*	*4.1. Number of Social Peace Plans produced as part of participatory planning process(cumulative)*	UNDP	n/a	n/a	10	20	25	25	Administrative data Source: Project monitoring
	4.2. Number of participants to peacebuilding and violence prevention activities, by sex and age (cumulative)	UNDP	18,369 (w= 41%)	2019-2023	4,000 (w=50%)	8,000 (w=50%)	12,000 (w=50%)	12,000 (w=50%)	Administrative data Source: Project monitoring All activities included (conflict analysis training, insider mediation, VFC, media, other soft) Risk: double counting of beneficiaries participating in more than one activity.
	4.3. Percentage of participants in awareness and training activities on violence prevention and conflict management who report increased confidence in contributing to sustaining peace in their community, by sex and age	Beneficiaries	n/a	n/a	70%	70%	70%	70%	Survey data Source: Yearly Beneficiary Survey, FGDs Risk: bias in self-reporting level of confidence. Only participants in learning activities
	4.4. Percentage of youth targeted reporting increased confidence in addressing fake news	Youth beneficiaries	High	n/a	-	25%	50%	50%	Survey data Baseline: qualitative only Source: Yearly Beneficiary Survey, FGDs
	4.5. Percentage of target areas where activities tackling GBV for prevention and response have been completed	UNDP	n/a	2019-2023	30%	60%	100%	100%	Administrative data Source: Project monitoring and reports Prevention: public campaigns, trainings in workplaces, educational and faith-based institutions; etc. Response: livelihood support to GBV survivors and/or direct support to institutions providing rehabilitation care to survivors
	4.6. Number of individuals completing an insider mediator capacity building programme, by sex	UNDP	n/a	n/a	20	30	40	40	Administrative data Source: Project monitoring
	4.7. Number of local Social Stabilization Networks established	MSMEs	n/a	n/a	1	2	4	4	Administrative data Source: Project monitoring
	4.8. Percentage of target areas where Tension Level Index has improved compared to a year ago.	TMS/TTF dashboard	tbd	2022-2023	tbd	tbd	tbd	tbd	Administrative data (TTF dashboard) Source: TTF dashboard Baseline: to be finalised once Q4 2023 tension report finalized by TTF Tension Level Index aggregates percentage of municipalities with high, medium and low-tension intensity levels as reported monthly by TTF members.

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VI. MONITORING, EVALUATION AND LEARNING

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost*
Baseline Setting	Collect baseline figures for project indicators when not readily available at the time of Project design and review. This may involve surveys, FGDs, secondary data compilation, capacity assessments, etc.	At project inception and during implementation if new indicators added to RF	All indicators will have baseline value by Month 3 of Project, unless specified differently	UNDP	250,000
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the outputs. Additional beneficiary and impact surveys and studies will also be implemented.	Quarterly	Slower than expected progress will be addressed by project management.	UNDP	486,810
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP	50,000
Learn	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	On-going basis	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP	200,000
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed and used to inform decisions to improve project performance.	UNDP	20,000
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections.	UNDP	0
Project Report	A progress report will be presented to the Project Board, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP	10,000
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP	10,000

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* Includes costs of MEL workshops, MEL travel for UNDP staff, contracted MEL services and MEL publications.

Evaluation Plan

This plans only presents project-funded evaluations for the entire LHSP 2.0 project, all donor contributions considered. Donors may programme and fund at their volition additional evaluations exercises restricted to the utilisation and impact of their contribution to the project.

Evaluation Title	Partners (if joint)	Related Strategic Plan Outputs	CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Review	N/A	1.3 2.3 3.2	2, 3	July 2025	MoSA MoIM CDR Municipalities & Unions Communities	75 000
Final Independent Evaluation	N/A	1.3 2.3 3.2	2, 3	October 2026	MoSA MoIM CDR Municipalities & Unions Communities	100 000

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VII. MULTI-YEAR WORK PLAN

(Pipeline funding is highlighted in (…) while fresh funding to be mobilized is in *italic*)

PROJECT OUTPUT	ACTIVITY RESULTS & PLANNED ACTIONS	Budget by Year			Responsible Party	Source	Budget CPCR	Budget PBP
		2024	*2025*	*2026*				
OUTPUT 1 Mechanisms and capacities built in hosting areas for generating and implementing in a conflict-sensitive and gender-responsive manner local plans that can help prevent and respond to tensions and sustainably reduce multi-dimensional vulnerabilities. *Gender marker: 2*	**1.1. Capacities built with local stakeholders to identify, collect, store and mobilize for analysis, data needed to support conflict- and vulnerability analysis feeding into local policy, planning and response mechanisms.** - Data management capacity assessments. - Training and digital support to data stakeholders. - Tools and training for vulnerability analysis - Capacity building for local tension monitoring	119 206	46 769	15 590	UNDP	KfW8	25 668	0
						Unfunded	*155 895*	*0*
	1.2. Local stabilization and development priorities identified by stakeholders through participatory process, leading to Local Development Plans and multi-year partnership agreements. - MSLD Impact Study and participatory design for PPLD. - Implementation of MSLD / PPLD in target areas and building capacities of Local Development Committees. - Adoption of Local Development Plans, with 3 sub-components (see Output 2 to 4). - Multi-year partnership agreements with municipalities / unions detailing LHSP 2.0 support and capacity development programme with performance targets.	825 445	877 107	97 434	UNDP	KfW8	0	240 642
						BPRM 5	0	292 500
						(BPRM 6)	0	292 500
						Unfunded	*876 910*	*97 434*
	1.3. Demand-driven capacity development programmes implemented with municipalities / unions on core local governance and local development functions. - Rapid capacity assessment for municipalities and unions. - Build capacity development programmes from toolbox developed by UNDP-LDSL Project. - Implementation through trainings, mentoring, peer exchange and new administrative tools. - Support own-revenue generation: assessments, training and coaching, communications campaign - Support resource mobilization by municipalities.	227 347	227 347	227 347	UNDP	Unfunded	*682 041*	*0*

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PROJECT OUTPUT	ACTIVITY RESULTS & PLANNED ACTIONS	Budget by Year			Responsible Party	Source	Budget CPCR	Budget PBP
		2024	*2025*	*2026*				
OUTPUT 1 (Cont'd)	**1.4. Rapid Response Facility designed and mobilized upon needs.** - Develop SOPs for RRF (staff time)	38 974	0	0	UNDP	*Unfunded*	*38 974*	*38 974*
	1.5. Gender mainstreaming and capacities strengthened among local stakeholders in target areas. - Impact analysis of previous initiatives for gender equality mainstreaming in local development processes, from UNDP and other sources. - Definition of a Gender Equality Mainstreaming Index Capacity building of municipalities, unions, CSOs and other stakeholders on gender mainstreaming across programme cycle.	48 717	38 974	9 743	UNDP	*Unfunded*	*97 434*	*97 434*
	SUB-TOTAL OUTPUT 1					**2 800 000**	1 876 924	923 076
OUTPUT 2 Physical infrastructure, including for energy supply, enhanced and more sustainable service delivery models promoted to secure affordable access to gender-responsive basic and social services, including energy supply, for vulnerable groups and hosting communities. *Gender marker: 2*	**2.1. Evidence-based Service Delivery Plans produced through a participatory and evidence-based process.** - Conduct service audits on prioritized service lines - Identify priorities and project ideas for each service line - Proposal vetting and business plans - Consolidate Service Delivery Plans (SDPs) SDPs approved by Local Development Committee	160 892	219 110	36 518	UNDP	KfW8	51 337	0
						Unfunded	*365 183*	*0*
	2.2. Service Delivery Plans implemented with infrastructure, equipment, operational and technical support. *Menu of possible actions* - One-off operational bailout grants for existing critical service infrastructure. - Infrastructure works and procurement of equipment Resource mobilisation support	16 751 708	6 109 673	2 861 253	UNDP	KfW5	1 336 900	0
						KfW7	7 558 956	0
						KfW8	2 649 982	0
						Denmark	585 757	0
						BPRM 5	837 083	0
						BPRM 6	837 083	0
						SK1	240 000	0
						SK2	273 963	0
						ACCD3	222 033	0
						(SFD Bekaa)	2 250 000	0
						(SFD North)	3 600 000	0
						(KSR Fund)	740 000	0
						Unfunded	*4 590 876*	*0*
	2.3. Capacities of service duty bearers enhanced for project design and management and service operations. - Identification of capacity development needs for cost-efficient, inclusive and climate-resilient service operations - Implementation of capacity development activities for project design, financial management, procurement, grievance-handling as included in Three-Year Partnership Agreement (see Activity 1.3)	86 948	86 948	86 948	UNDP	*Unfunded*	*260 845*	*0*
	SUB-TOTAL OUTPUT 2					**26 400 000**	26 400 000	0

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PROJECT OUTPUT	ACTIVITY RESULTS & PLANNED ACTIONS	Budget by Year			Responsible Party	Source	Budget CPCR	Budget PBP
		2024	*2025*	*2026*				
OUTPUT 3 Decent livelihoods opportunities paying living income increased for vulnerable groups, with focus on women, youth and people with disabilities, and opportunities for low-carbon and inclusive economic recovery generated, in particular through the social enterprise sector. *Gender marker: 3*	**3.1. Evidence-based Livelihoods & Economic Plans produced through a participatory and evidence-based process.** - Conduct rapid market, value chain and workforce analysis for target area - Identify priorities and livelihood project ideas for each priority economic sector - Proposal vetting and business plans - Consolidate Livelihoods & Economic Plan (LEP) - LEPs approved by Local Development Committee	164 156	225 638	37 606	UNDP	KfW8	51 337	0
						Unfunded	*376 063*	*0*
	3.2. Livelihoods & Economic Plans implemented with varied set of support (non-farming sector). *Menu of possible actions* - Rapid employment schemes - Skills development and employability training - Productive infrastructure and equipment procurement - MSME support services - Small business grants (cash/in-kind/labour) - Networking support - Access to finance	6 678 809	7 195 559	3 560 442	UNDP	KfW5	802 140	0
						KfW7	4 535 374	0
						KfW8	1 589 989	0
						Norway 5	518 830	0
						BPRM 5	502 250	0
						SK1	47 817	0
						SK2	36 000	0
						(BPRM 6)	502 250	0
						Unfunded	*8 900 160*	*0*
	3.3. Implementation of Area-based Food Plans supported. *Menu of possible actions* - Rural infrastructure to extend arable land area and restore rangelands - Business grants for farming input companies - Good agricultural practices training programme - Food storage, food processing and food waste recycling infrastructure & equipment - Community-based food coops & community farming	4 346 998	3 019 431	1 571 360	UNDP	KfW5	534 760	0
						KfW7	3 023 583	0
						KfW8	1 059 993	0
						Denmark	195 000	0
						BPRM 5	334 833	0
						SK1	111 574	0
						SK2	84 000	0
						(BPRM 6)	334 833	0
						Unfunded	*3 259 214*	*0*
	SUB-TOTAL OUTPUT 3					**26 800 000**	26 800 000	0

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PROJECT OUTPUT	ACTIVITY RESULTS & PLANNED ACTIONS	Budget by Year			Responsible Party	Source	Budget CPCR	Budget PBP
		2024	*2025*	*2026*				
OUTPUT 4 Community-based peacebuilding initiatives supported to help reduce tensions, prevent violence, especially against women, and create an enabling environment for collective action and gender-inclusive for the public good. *Gender marker: 3*	**4.1. Evidence-based Social Peace Plans produced through a participatory and evidence-based process.** - Conduct community surveys, FGDs and social media monitoring to refine understanding of conflict and violence drivers, including SGBV (social peace diagnostic). - Identify priorities for soft peacebuilding activities and proposal vetting - Produce Social Peace Plans (SPPs) and validate in Local Development Committee.	65 883	65 008	9 364	UNDP	KfW8	0	46 614
						Unfunded	*0*	*93 640*
	4.2. Social Peace Plans implemented to raise awareness, skills and platforms for peace promotion and violence prevention. *Menu of actions* - Awareness-campaigns against violence - Peace promotion events - Peace & reconciliation dialogues - Promoting hate-free media spaces - GBV prevention and response - School-based peace education - Municipal police services	563 418	1 127 19	201 229	UNDP	KfW8	0	885 670
						Unfunded	*0*	*1 006 146*
	4.3. More responsive and inclusive infrastructures for peace in target areas. - Conflict management training and coaching for cohort of insider mediators - Engagement with traditional leaders and faith-based organizations to strengthen role in conflict prevention and resolution - Establish and/or support networks of professionals and volunteers on Social Stabilization	167 838	152 505	47 586	UNDP	UNDP Regional	0	130 000
						Unfunded	*0*	*237 929*
	SUB-TOTAL OUTPUT 4					**2 400 000**	0	2 400 000

DocuSign Envelope ID: 210C2AB3-F1B3-400A-956F-BD6A5A5235DD

PROJECT OUTPUT	ACTIVITY RESULTS & PLANNED ACTIONS	Budget by Year			Responsible Party	Source	Budget CPCR	Budget PBP
		2024	*2025*	*2026*				
PROJECT MANAGEMENT	**Project Staff**	3 906 256	4 462 368	2 498 872	UNDP	KfW7	2 267 116	0
						KfW8	1 008 556	125 668
						Denmark	135 000	0
						Norway 5	90 694	0
						BPRM 5	214 232	0
						SK1	50 000	0
						SK2	48 000	0
						ACCD 3	47 509	0
						(BPRM 6)	214 232	0
						(SFD Bekaa)	206 873	0
						(SFD North)	400 000	0
						(KSR Fund)	115 003	0
						Unfunded	*5 052 922*	*891 692*
	Office Costs	389 126	425 269	318 109	UNDP	KfW8	149 733	0
						Norway 5	22 673	0
						BPRM 5	13 936	39 623
						SK2	12 000	0
						(BPRM 6)	13 936	39 623
						(SFD Bekaa)	51 718	0
						(SFD North)	100 000	0
						(KSR Fund)	28 751	0
						Unfunded	*627 487*	*33 026*
	SUB-TOTAL PROJECT MANAGEMENT					**12 000 000**	10 870 369	1 129 631
MONITORING, REPORTING & COMMUNICATIONS	**Communications**	130 392	127 224	136 754	UNDP	KfW8	106 952	0
						Norway 5	2 052	0
						BPRM 5	3 750	0
						UNDP Reg	0	9 200
						(BPRM 6)	3 750	0
						(SFD Bekaa)	3 000	0
						(SFD North)	7 392	0
						(KSR Fund)	10 000	0
						Unfunded	*249 294*	*0*
	Monitoring, Evaluation & Learning	471 932	397 161	335 517	UNDP	KfW7	213 220	0
						KfW8	106 952	21 390
						Denmark	2 920	0
						Norway 5	8 945	0
						BPRM 5	8 750	0
						UNDP Reg	0	38 800
						(BPRM 6)	8 750	0
						(SFD Bekaa)	5 000	0
						(SFD North)	10 000	0
						(KS Relief)	32 000	0
						Unfunded	*673 095*	*74 788*
	SUB-TOTAL MONITORING, EVALUATION & LEARNING					**1 600 000**	1 455 821	144 179

DocuSign Envelope ID: 210C2AB3-F1B3-400A-956F-BD6A5A5235DD

PROJECT OUTPUT	ACTIVITY RESULTS & PLANNED ACTIONS	Budget by Year			Responsible Party	Source	Budget CPCR	Budget PBP
		2024	*2025*	*2026*				
Direct Project Costs	**DPC 2%**	3 906 256	4 462 368	2 498 872	UNDP	KfW7	2 267 116	0
						KfW8	1 008 556	125 668
						Denmark	135 000	0
						Norway 5	90 694	0
						BPRM 5	214 232	0
						BPRM 6	214 232	0
						SK1	50 000	0
						SK2	48 000	0
						ACCD 3	47 509	0
						(BPRM 6)	214 232	0
						(SFD Bekaa)	206 873	0
						(SFD North)	400 000	0
						(KSR Fund)	115 003	0
						Unfunded	*5 052 922*	*891 692*
	SUB-TOTAL DPC					**12 000 000**	10 870 369	1 129 631
GMS	**GMS 8%**	2 857 458	1 985 121	1 034 500	UNDP	KfW5	213 904	0
						KfW7	1 437 617	0
						KfW8	559 023	107 711
						Denmark	74 954	0
						Norway 5	52 485	0
						BPRM 5	156 251	27 102
						ACCD-3	21 995	0
						UNDP Reg	0	14 240
						SK 1	36 670	0
						SK 2	37 037	0
						(BPRM 6)	156 251	27 102
						(SFD Bekaa)	205 354	0
						(SFD North)	335 979	0
						(KSR Fund)	76 296	0
						Unfunded	*2 225 823*	*111 287*
	SUB-TOTAL GMS					**5 877 078**	5 589 638	287 440
UN Levy	**1%**	371 328	262 027	139 657	UNDP	KfW5	28 877	0
						KfW7	194 078	0
						KfW8	75 468	14 541
						Denmark	10 119	0
						Norway 5	7 085	0
						BPRM 5	17 435	7 317
						ACCD-3	2 969	0
						UNDP Reg	0	1 780
						(BPRM 6)	17 435	7 317
						(SFD Bekaa)	27 723	0
						(SFD North)	45 357	0
						Unfunded	290 425	25 085
	SUB-TOTAL UN Levy					**773 013**	716 972	56 040
TOTAL PROJECT BUDGET						**80 113 560**	75 077 294	5 036 266

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The organogram on next page outlines LHSP 2.0 governance and management structure, including the different roles and responsibilities of the parties involved. The project governance structure will ensure UNDP's accountability for programming activities, results, monitoring and management of risks, and the use of resources, while at the same time fostering national ownership and alignment with national processes. The below presents different roles and responsibilities of the Project Board and of key Project staff positions, for which draft Terms of References are annexed and will be agreed at the initial Project Board meeting.

Project Governance

The **Project Board** is the highest authority within the Project's governance structure. The Board is responsible for providing overall strategic direction to ensure that the project's objectives are being met, that progress is achieved against set targets, and that risks and issues are adequately addressed through management actions. The Board is composed of the following members:

- Senior Executive: UN Resident Representative in the role of Senior Executive
- Senior Beneficiaries: MoSA, MoIM, CDR.
- Senior Suppliers: Donors and other implementing partners (if relevant).

Decision-making is done through consensus of the members of the Project Board present at a duly convened meetings of the board, with the Senior Executive holding the final decision right in case of hanged board. Other relevant stakeholders (i.e. responsible parties including UN agencies) may be invited to attend Project Board meetings as observers but without decision-making rights. The Committee will meet at least once per year and can be convened at an ad-hoc basis at the request of any of the members or of the Project Manager.

The Project governance structure is complemented by a **Technical Group (TG)** comprising of technical representative of the Project Board as well as when needed representative of other line ministries. It is also chaired by UNDP. The Technical Group will meet at least twice a year, providing advice about LHSP strategy, overseeing progress, risks and challenges as well as generating agenda for decision by the Project Board. This structure will be mirrored at the Regional Level with **Regional Technical Groups** gathering representatives of beneficiary municipalities and unions, governorate authorities and MoSA representatives at Governorate level.

The UNDP LHSP 2.0 **Chief Technical Advisor** will run the project on a day-to-day basis, providing decision-making for the project and ensuring that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost. S/he executes project funds according to Annual Work Plans (AWPs) prepared by the Project Team and approved by the Project Board, and in line with UNDP Rules and Regulations, and national legislation. S/he is also in charge of overall monitoring and reporting to the Board and donors. S/he is the interface between the Project and the Country Office's Operations structure, CPCR Programme Manager and Senior Management of the Country Office. The CTA also represents the Project in the Local Governance & Local Development Portfolio Coordination Group.

The **Project Assurance** role shall be carried out by the UNDP Crisis Prevention & Crisis Recovery Programme and will focus on the following elements: following up on management actions, keeping track of progress benchmarks, visiting project sites, interpreting progress and technical reports, assessing substantive progress, processing budget revisions, and planning for evaluation and audit. A UNDP Programme Officer, or M&E Officer, will hold the Project Assurance role on behalf of UNDP and this role cannot be delegated to a Project staff at any time.

The **Project Support** at the Country programme level shall assist the project team for administration, management, technical and security matters to ensure successful implementation of the project

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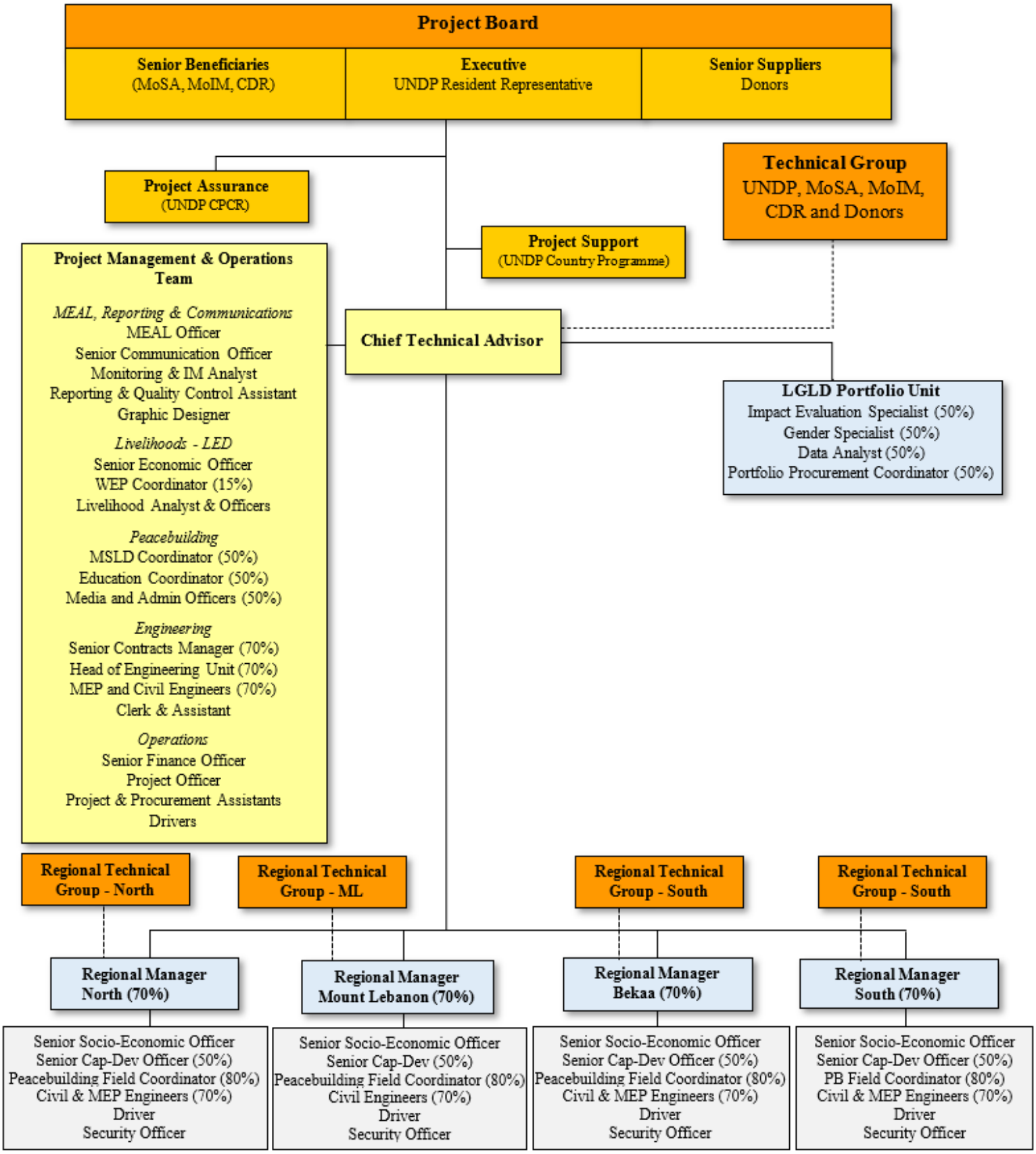
Figure 5: LHSP 2.0 Project Governance & Staffing



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Project Staffing and Implementation:

A full staffing table with details on staff responsibilities is presented in Annex 2.

Project implementation will be ensured by a dedicated staff, organized in two teams: Management & Operations Team and Regional Teams.

Project Management & Operations Team:

Under the helm of the CTA, the **Project Management & Operations Team (PMOT)** assists in mobilizing project resources and the UNDP operational capacities (human resources, legal, travel, finances, procurement) to carry out activities and produce outputs in line with the approved AWP, including the management and oversight of the responsible parties for the procurement of goods and services, as specified within the AWP. The PMOT also provides policy and technical guidance to Area Teams and partners on engineering and livelihood matters. Project monitoring, reporting, knowledge management and communications are handled also entirely from the PMOT level.

Regional Teams organize in their region strategic stakeholder engagement, including LCRP partners, and the implementation of all activities needed to fulfil LHSP 2.0 objectives. Regional Teams are led by Area Managers; they ensure smooth integration and synergies of LHSP 2.0 work with other UNDP projects in their area, and particularly for LGLD Portfolio projects. They also represent the LHSP 2.0 in regional LCRP platforms. Area Managers' workload is evaluated to be spent for 70% on LHSP 2.0 and for the remaining 30% on other UNDP projects and representation to senior regional officials and stakeholders and their salaries are cost-shared accordingly among UNDP projects (mainly portfolio projects). LHSP 2.0 Regional Teams are composed of different staff spanning engineering, livelihoods, capacity development and peacebuilding expertise. Certain regional staff (engineers, capacity development specialists) are also cost-shared for 30% of their time with other LGLD portfolio projects. Regional Teams also count staff assigned to other projects, such as the LCRP staff and in certain locations, environmental specialists working for the Green & Inclusive Development Portfolio. Their salaries not being charged to LHSP 2.0, they do not appear on the Project's organogram but will provide technical advice to LHSP 2.0 Regional Teams on a need basis.

LGLD Portfolio Team assists on a full-time basis portfolio projects, including LHSP 2.0, with impact evaluation, data analysis, gender mainstreaming and monitoring, coordination of procurement processes, to achieve optimal integration and cost-efficiencies between LGLD portfolio projects, and achievement of LGLD portfolio objectives. LHSP 2.0 will contribute to 50% of the costs of the LGLD portfolio support team.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and UNDP, signed in 1986. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner".

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

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4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
   a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
      i. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
      ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
   b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
   c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
   d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
   e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
   f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

      Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
   g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not

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diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

h. Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

   Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. **Local Governance & Local Development Portfolio**

2. **Staffing Table**

3. **Risk Log**

4. **Project Quality Assurance Report**

5. **Social and Environmental Screening Template**

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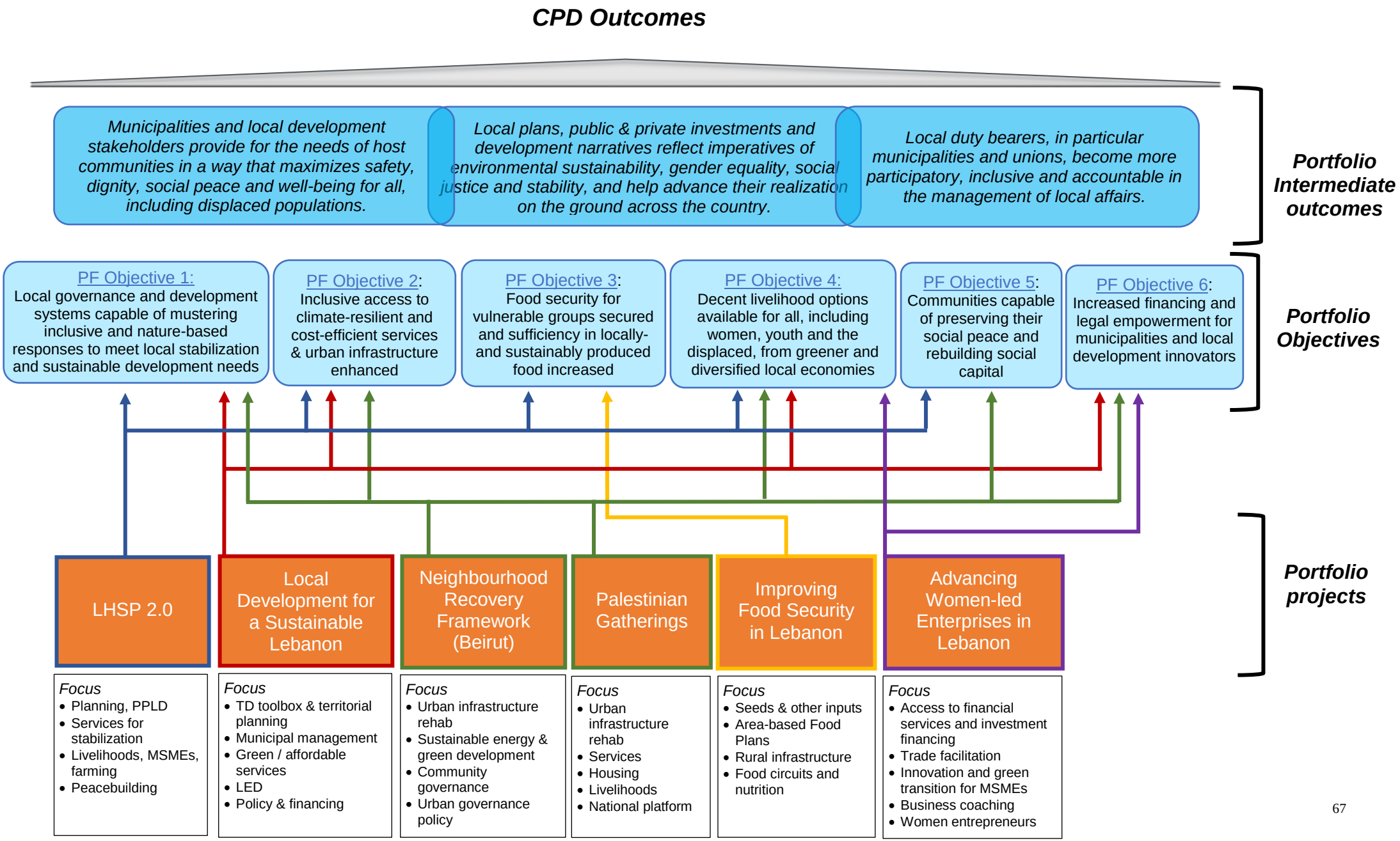
ANNEX 1: The Local Governance & Local Development Portfolio



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ANNEX 2: Staffing Table

Position	Main responsibilities	Number of staff	LHSP 2.0 Share
MANAGEMENT			
Chief Technical Advisor	Ensures proper overall oversight of project activities and results; Provides technical guidance for the overall management and administration of the project.	1	100%
Area Managers	Provide local area-based coordination to guarantee the implementation of planned activities. Establish solid working relationship with local authorities and other stakeholders. Follow up on daily base the activities of the project	4	70%
Gender Specialist (Portfolio Support)	Ensures that portfolio projects remain accountable to their gender marker commitment at the time of design through advisory support during activity design by project teams, monitoring of gender-disaggregated results and analysing project impacts on gender equality and women's empowerment, then suggesting adjustments to project teams for more decisive impact, if applicable.	1	TBD
MONITORING, EVALUATION, REPORTING & COMMUNICATIONS			
M&E Officer	Monitoring and evaluation of all activities and responsible of narrative reporting while ensuring all the reporting requirements of different donors.	1	100%
Monitoring & Information Management Analyst	Design and coordinate the implementation of monitoring and evaluation activities, in particular but not limited to, livelihood & economic development activities (Output 3). Design and undertake regular quality assurance activities to ensure that project beneficiaries are satisfied with the support provided	1	100%
Reporting & Quality Control Assistant	Assists in managing quality of writing for internal and external reporting, produced by LHSP, reviewing, editing, and clearing all the donors' reports related to the LHSP including progress and final reports, proposals, and concept notes to be presented to donors	1	100%
Senior Communications Officer	Develop, apply and maintain media and communication monitoring tools; Collect, compile and consolidate knowledge base material to be used for various purposes i.e. newsletters, website, leaflets, briefs, reports, websites, speeches, social media, etc; Draft/edit/review press releases, briefs, articles, stories, speeches, etc.	1	100%
Graphic designer	Design publications and presentations and create info graphics. Overview the production process (printing) of publications. Prepare and direct the production of brochures to visually and textually convey the contribution that UNDP is making towards development and its achievements in various fields of development.	1	100%
Impact Evaluation Specialist (Portfolio Support)	Design impact assessment strategy, including appropriate tools, and implement over LGLD portfolio, covering LHSP 2.0 expected outcome-level results as well. Contribute to drafting LHSP 2.0 outcome-level reporting.	1	50%
Data Analyst (Portfolio Support)	Contribute to data analysis for Portfolio, particularly related to outcome and impact level results. Build data models and produce data plans and information management tools to contribute to forecasting and risk management of the Portfolio. Support data collection tools and campaigns by portfolio projects, including LHSP 2.0 and quality assurance over data quality. Support to LHSP 2.0 graphic designer for generating visualization products.	1	50%
INFRASTRUCTURE			
Head of Engineering Unit	Prepare guidelines for the engineers in the areas, according to the standards required by the institutions. Supervise and guide the works of the engineers in the areas.	1	100%

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Position	Main responsibilities	Number of staff	LHSP 2.0 Share
Senior Contracts Manager	Writing, evaluating, negotiating, and executing various contracts; Creating and maintaining relationships with suppliers; Monitoring contracts and moving forward with close-out, extension or renewal of contracts.	1	100%
Civil Engineer	Responsible for key infrastructure activities through life cycle of project including initial site selection, coordination with the municipalities and local community/institutions, review of design of the engineering works, supervision of the work of the contractors, quality control, and commissioning of all the sites.	7	70%
MEP Engineer		4	70%
Site Clerk		1	70%
LIVELIHOODS COMPONENT			
Senior Economic Officer	Ensure the proper follow up on Livelihoods projects in coordination with Senior Socio-Economic officers in the areas. Ensure close follow up with implementing partners/consultants to ensure that project deliverables and milestones are achieved	1	100%
Senior Socio-Economic Officer	Ensure that the identified projects are aligned to donors' requirements and UNDP requirements concerning legal paper, hard and soft components; Undertake the planning of the field coordination work to ensure smooth partnership with local authorities and beneficiaries of the LHSP at large	4	100%
Project Officer	Prepare all the necessary documentation for tenders (ITBs, RFQs), communication with evaluation panel members and development of Evaluation reports according to the UNDP established procurement procedures; Prepare contracts and keep regular contact with service providers for monitoring of their contracts' terms at administrative level.	1	100%
Project Coordinator – Women Economic Empowerment	Manage implementation of the project, using results-based management tools and taking responsibility for overall progress and use of resources, including project risks management. Work and coordinate closely with staff of the UNDP field offices for project implementation and provide guidance on performance indicators related to WEP. Ensure synergies with other teams/portfolios, when feasible.	1	15%
Cash-based Intervention Officer	Assist in the planning, implementation and monitoring of cash-base initiatives activities at the national level as well as coordination with different LCRP partners and stakeholders involved in the implementation of livelihoods activities, in accordance with UNDP and national guidance.	1	100%
LOCAL GOVERNANCE COMPONENT			
Senior Capacity Development Officer	Conduct capacity and financial assessment of key local stakeholders and negotiate with them tailored capacity development programmes. Organize various capacity development activities, including training, mentoring, peer exchanges, introducing new administration and decision-making tools, etc., including by mobilizing resources from other UNDP projects (LDSL in priority). Follow on progress made and adjust capacity development programmes as required.	4	50%
PROJECT ADMINISTRATION			
Admin and Finance Associate	Ensures relevant, timely and accurate monthly and quarterly submission of donor's financial reports; Ensure efficient provision of administrative and financial services in the areas of accounting control, recording, reporting, management and tracking. Follow up agreements with donors, anticipated funds, & timely donors reporting for timely funds transfer & activities implementation. Prepare and perform budget allocation and revision for all donors' contributions; Follow-up with the project Procurement Unit to ensure that funds are fully reserved/allocated a in line with the Annual Work Plans	1	100%

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Position	Main responsibilities	Number of staff	LHSP 2.0 Share
Project Assistant	Provide administrative support to the Project Manager and team in all administrative aspects related to the project.; Maintain the electronic and paper filing and documents retrieval system; maintain proper inventory records of office material and equipment and handle supply requisition (purchase orders, etc);	1	100%
Admin Assistant and Document Readers	Follow up closely all contracts of all projects in all areas (Duration of work implementation, Payments, amendments, variations, additional works); Follow up closely all newly recruited LTA design companies in all Phases (from the assignment till the design); Prepare Minutes of Meeting in the Engineering Meeting; Collect and report all required data for the engineering team.	1	100%
Portfolio Procurement Coordinator	Under the dual supervision of UNDP Operations Manager and LGLD Portfolio Coordinator, the Portfolio Procurement Coordinator works in close collaboration with LGLD portfolio project managers and operations and programme staff in the CO. Centralize procurement needs from LGLD portfolio projects and prepare procurement plan seeking to create cost-efficiencies between project needs where possible. Oversee timely implementation of procurement plan by project procurement staff and liaise with CO Operation Unit to solve issues with complex procurement exercises where needed.	1	TBD
Procurement Assistant	Prepare all the necessary documentation for tenders (ITBs, RFQs), communication with evaluation panel members and development of Evaluation reports according to the UNDP established procurement procedures; Prepare contracts and keep regular contact with service providers for monitoring of their contracts' terms at administrative level.	3	100%
Driver and Logistics Assistant	Provides reliable and secure driving services to authorized personnel; Ensures proper day-to-day maintenance of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc. and ensure that the vehicle is kept clean	7	100%
Security Officer	The security officers are responsible of ensuring protection for all staff in accordance with the United Nations policies; ensuring adequate security and safety measures are implemented in the UNDP facilities	4	100%
PEACEBUILDING COMPONENT			
Education Coordinator	Responsible for the project implementation related to the peacebuilding project's output: "Education promoting social cohesion supported"	1	0%
Field Coordinators	Lead implementation of MSLD and Output 4 activities.	4	0%
Media and Communication Officer	Responsible to develop, apply and maintain media and communication monitoring tools, Collect, compile and consolidate knowledge base material. Draft/edit/review reports, press releases, articles, stories, speeches, etc.	1	0%
Admin and Finance Officer	Prepare & follow up payments and administer, monitor and track the project payments;	1	0%
Driver	Provides reliable and secure driving services to authorized personnel; Ensures proper day-to-day maintenance of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc. and ensure that the vehicle is kept clean	1	0%

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ANNEX 3: Risk Log

Please note: all Social and Environmental Sustainability risks are already detailed in Annex 5 and not included here.

#	Description	Date Identified	Type	Probability (P) Impact (I)	Counter-measures	Owner	Submitted, updated by	Last Update	Status
1	Overall governance and fiscal situation of Lebanon does not improve during project duration, impeding efforts at building an exit strategy for stabilization mechanisms built with UNDP support, among others.	01/11/2023	Institutional	P = 2 I = 4	• LHSP 2.0 adopts a localization approach for building exit strategies, not relying on a short-term breakthrough in political and fiscal deadlock at the apex of the country. The Project invests significantly in results-driven capacity-building and in supporting local stakeholders diversify sources of funding to depend less on government handouts – that may not resume as before a long time.	CTA	CTA		
2	Inter-community conflicts (between Lebanese and between Lebanese and other groups) become more frequent and violent, driven by deteriorating regional politics and impact on national political scene, as well as by political deadlock and worsening crisis impacts.	01/11/2023	Political	P = 3.5 I = 5	• LHSP 2.0's approach to create buffers between tension drivers (social, economic, political) at country and regional level and realities on the ground in target communities, and helping these communities better absorb and cope peacefully with tension impacts. • LHSP 2.0 has a built-in rapid response facility that will help respond faster to repercussions of possible increase in violence due to national / regional contexts. There is flexibility to increase share of funding to this window rather than more development-oriented, if contexts calls for it.	DRR CTA	CTA		
3	Deterioration in security setting in most vulnerable areas where LHSP 2.0 is needed, in particular on Southern Border, Bekaa and informal urban settlements, due to regional conflicts and national polarization, impeding staff movements and potentially even force closing down temporarily regional offices	01/11/2023	Security	P= 3 I= 2	• UNDP continues outsourcing to local companies the execution of certain deliverables, such as MSLD or construction projects, hence UNDP unimpeded staff movement is not essential on day-to-day basis. • Project will scale down activities in certain areas if risk level excessive, even for local partners and reprogramme activities elsewhere.	RR / DRR	CTA		
4	Radicalization of Lebanese mainstream political discourse against presence of and support to displaced populations, in particular Syrians, and increasing cases of harassment and restrictions towards the displaced, makes discussing and implementing an adaptive approach very challenging, and stabilization in general.	01/11/2023	Political	P = 2 I = 4	• UNDP will engage very carefully on the matter of adaptive solutions and maintain focus on host community support through transparent planning and project selection processes, also increase communications on how projects funds are spent, to counter narratives of preferential treatments to displaced populations. • UNDP will adopt a HRBA nonetheless and intervene with advocacy where access to rights for displaced populations is impeded by discriminatory measures	RR/DRR CTA	CTA		

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#	Description	Date Identified	Type	Probability (P) Impact (I)	Counter-measures	Owner	Submitted, updated by	Last Update	Status
					taken by municipalities supported by the Project. In last resort, UNDP can suspend interventions where the risks that its support is used to discriminate against particular groups and reprogramme in localities more favourable to an inclusive / LNOB approach. • LHSP 2.0 contains an activity of fake news and media education, to limit contamination of local contexts by national radical rhetoric				
5	Expectations from local stakeholders that development partners, including UNDP, step in to compensate more of central government failures, both thematically and geographically, cannot be met and lead to reluctance to work with UNDP and accusations of favouritism towards certain groups or villages / cities.	01/11/2023	Reputational	P = 2 I = 2	• LHSP 2.0 will improve its communication strategy towards beneficiaries and Lebanese population on what it can and cannot do and how funds are utilized. Selection criteria will be made more formal and clarified. • Multi-year partnership agreements signed with recipient target areas, to achieve longer visibility of UNDP support and deter false expectations • UNDP to play integrator role for other development partners to facilitate area-based response between them and more harmonized support.	CTA	CTA		
6	Growing discontent and accusations against UNDP from certain groups and localities in target areas after moving to area-based (cluster) approach as they feel neglected	01/11/2023	Reputational	P = 3 I = 2	• Rationale and benefits of area-based approach explained at length to stakeholders and communities prior to implementation • LHSP 2.0 privileging more mid-size projects (services and livelihoods) that can benefit larger population groups than just individual municipalities. • RRF modality helps also respond to exacerbated crisis / risks situations in more agile manner and diversify UNDP's targeting.	Area Managers	CTA		
7	Local authorities are not motivated to take part in participatory planning and capacity development activities due to weakness of implementation resources and loss of legitimacy.	01/11/23	Institutional	P= 3 I= 2	• Capacity-development support framed by a strong results-oriented approach, with tangible and reachable targets, also demand-driven using a menu of available support and not one-size-fits-all programme. • Mentoring & coaching favoured over classical training formats • Multi-year partnership agreements made conditional on commitment to capacity development journey • Capacity development not restricted to local authorities, but also available to other local stakeholders that may be more open / available to it.	CTA Area Managers	CTA		

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#	Description	Date Identified	Type	Probability (P) Impact (I)	Counter-measures	Owner	Submitted, updated by	Last Update	Status
8	Project execution, including HR recruitment, procurement and financial transactions, made complicated and slowed down due to deteriorating administrative and financial systems in the country.	01/11/2023	Operational	P= 3 I= 2	• UNDP has experience in working in degrade admin / financial environment since 4 years and will continue applying same measures, including adapting payment modalities to suppliers towards smaller payments, adjusting prices to reflect inflation, anticipating procurement exercises as early as possible, searching for talents through multiple channels, etc.	Operations Manager CTA	CTA		
9	Funding shortfall	28/11/2023	Financial Reputational	P= 3 I= 2	• Project is already half-funded and allows implementation of large chunks of the project in at least 10 target areas. • Focus on resource mobilization, with government, on aspects of the project that support linkages towards stabilization and development, hence working towards exit strategies for donors; • Improving synergies with LCPR partners, including joint programming.	DRR CPCR Manager	CTA		
10	Area-based approach between UNDP programmes and projects is slow to happen and incomplete	28/11/2023	Organizational	P= 2 I= 3	• Making formal the LGLD Portfolio, with a manager and support structure, to create mechanisms and tools to facilitate area-based alignment of different UNDP programmes and projects. • Reinforcing Regional Offices through Area Managers TORs, additional HR and adapted SOPs, including use of area-based workplans.	CPCR Manager Portfolio Coordinator Area Managers	CTA		
11	Suppliers and contractors put on terrorism list or involved in fraudulent / corruption practices.	2019	Reputational Operational	P= 2 I= 2	• Sanction list checked before signing any supply contract • All potential partners and suppliers briefed on UNDP fraud and corruption policies • Close monitoring in execution of contracts and grants and immediate action in case of suspicion of malpractices.	CTA Area Managers	CTA		
12	Difficulty / reluctance for integrating sustainable development dimensions, including gender equality, environmental sustainability and conflict sensitivity in local planning and project selection	01/11/2023	Strategic	P = 3 I = 4	• Linking LHSP 2.0 planning processes to higher level strategic orientations for sustainable development • Adopting a multi-pronged workplan to increase mainstreaming of social and environmental considerations (not just at project screening time) • Conditioning funding to capacity development on sustainable development dimensions.	CTA Gender Officer PB Officers GID Manager	CTA		

Note: Deputy Resident Representative (P) may delegate the responsibility to an appropriate staff, in accordance with UNDP policy and procedures.

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