UNITED NATIONS DEVELOPMENT PROGRAMME

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PROJECT DOCUMENT
[Lebanon]

Project Title: LEBANON HOST COMMUNITIES SUPPORT PROJECT
Project Number: 00084708
Implementing Partner: UNDP
Start Date Dec. 1, 2019 **End Date:** Dec. 31, 2022 **LPAC Meeting date:** Nov. 28, 2019

Brief Description

Eight years into the Syrian crisis, Lebanon remains at the forefront of one of the worst humanitarian crises of our time and has shown exceptional commitment and solidarity to the people displaced by the war in Syria. With the protracted nature of the crisis, refugees are living in poverty, accumulating debt and making tough choices to reduce costs, with negative consequences for quality of shelter, access to health, clean water and education opportunities. Furthermore, areas with the highest concentration of refugees, North Lebanon and the Bekaa valley, are among the poorest and most underserved regions of Lebanon. Even before the crisis, social services, infrastructure and livelihood opportunities were inadequate. Now, increased refugee populations are putting enormous pressure on Lebanon's infrastructure such as transport, water and irrigation, waste water and solid waste education and health care systems, livelihood and jobs competition, with critical consequences for Lebanon's natural and environmental resources.

In parallel, the protracted nature of displacement in Lebanon has impacted different segments of the population differently, due to their particular vulnerabilities, coping capacities and susceptibility to threats. Socio-economic vulnerabilities, exacerbated by the protracted emergency, are worse amongst female-headed households, and even higher for those living in families with disabilities, who are also less food secure, have worse diets, adopt severe coping strategies more often, and have higher poverty levels.

The Lebanon Host Communities Support Project (LHSP) is developed within the framework of the interventions conducted by the UNDP in partnership with the Ministry of Social Affairs, the Ministry of Interior and Municipality, the Council for Development and Reconstruction, the targeted municipalities, and Union of Municipalities to implement activities aimed at enhancing social stability and promoting development as part of a national strategy to respond to the crisis. LHSP is fully integrated in the framework of the LCRP 2017-2020 (Social Stability and Livelihood Sectors) and in alignment with the Capital Investment Program (Cedre) and Lebanon Economic Vision (McKenzie).

Based on a clear Theory of Change and strategy, four outputs are envisioned in the forthcoming phase:

- Output 1: Capacity of local stakeholders strengthened to asses and respond to the needs of the community in the design and delivery of interventions in a conflict-sensitive and participatory manner.
- Output 2: Competition for basic services reduced in vulnerable communities.
- Output 3: Income generation for vulnerable Lebanese and Syrian refugees created through intensive labour activities supporting rapid employment schemes.
- Output 4: Jobs opportunities increased particularly for vulnerable women, disabled persons and youth

	SLD 84708
Total resources required (allocated + Pipeline+ Unfunded):	**$ 147,431,000**
Total resources allocated	**$ 65,931,000**
Total Pipeline	**$ 21,500,000**
Unfunded	**$ 60,000,000**

Contributing Outcome (UNDAF/CPD, RPD or GPD):

UNDP Country Programme Document (2017-2020):

Outcome 1: Local Communities and institutions' ability to mitigate tensions and prevent conflict are strengthened, and the overall response on the evolution of tensions informed.

Outcome 3: To improve the ability of vulnerable groups, especially women and youth, and of micro, small and medium size enterprises, to cope with and recover from the economic shock through stabilizing and improving income and revenues.

UN Strategic Framework (UNSF 2017-2020):

Outcome 1.3: Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at national, municipal and community levels

Outcome 3.1 Productive sectors strengthened to promote inclusive growth and local

Development especially in most disadvantaged areas

Indicative Output(s) with gender marker:

Output 1: Capacity of local stakeholders strengthened to asses and respond to the needs of the community in the design and delivery of interventions in a conflict-sensitive and participatory manner. GM 3

Output 2: Competition for basic services reduced in vulnerable communities GM 2

Output 3: Income generation for vulnerable Lebanese and Syrian refugees created through intensive labour activities supporting rapid employment schemes

GM 3

Output 4: Jobs opportunities increased particularly for vulnerable women, disabled persons and youth GM 3

Agreed by (signature):

Signature: _____

Date: 30/11/2019

Name: Celine Moyroud

Resident Representative

DEVELOPMENT CHALLENGE

Eight years into the Syrian crisis, Lebanon remains at the forefront of one of the worst humanitarian crises of our time and has shown exceptional commitment and solidarity to the people displaced by the war in Syria. The Government of Lebanon (GoL) estimates that the country hosts 1.5 million Syrian refugees (including 938,531 registered as refugees with the United Nations High Commissioner for Refugees (UNHCR) , along with 28,8000 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 gatherings in Lebanon.

As a result of this, Lebanon hosts the largest number of refugees per capita in the world. At least one in every four people in Lebanon is a refugee from Syria - a number unparalleled in the region and the world, placing Lebanon first worldwide in the number of displaced per capita. More than 30% of the total Lebanese population are refugees, the highest number per capita of any recipient country. To contextualize the impact further, Lebanon was already one of the most densely populated countries in the world, with an average of over 400 people per square km of land. The crisis is not only challenging the country's existing social and economic infrastructure, it also brings to Lebanon a new set of disparities, cleavages and tensions that threaten to undermine Lebanon's delicate social and political stability.

With the protracted nature of the crisis, refugees are living in poverty, accumulating debt and making tough choices to reduce costs, with negative consequences for quality of shelter, access to health, clean water and education opportunities. Furthermore, areas with the highest concentration of refugees, North Lebanon and the Bekaa valley, are among the poorest and most underserved regions of Lebanon. Even before the crisis, social services, infrastructure and livelihood opportunities were inadequate. Now, increased refugee populations are putting enormous pressure on water, sanitation, education and health care systems, livelihood and jobs competition, with critical consequences for Lebanon's natural and environmental resources.

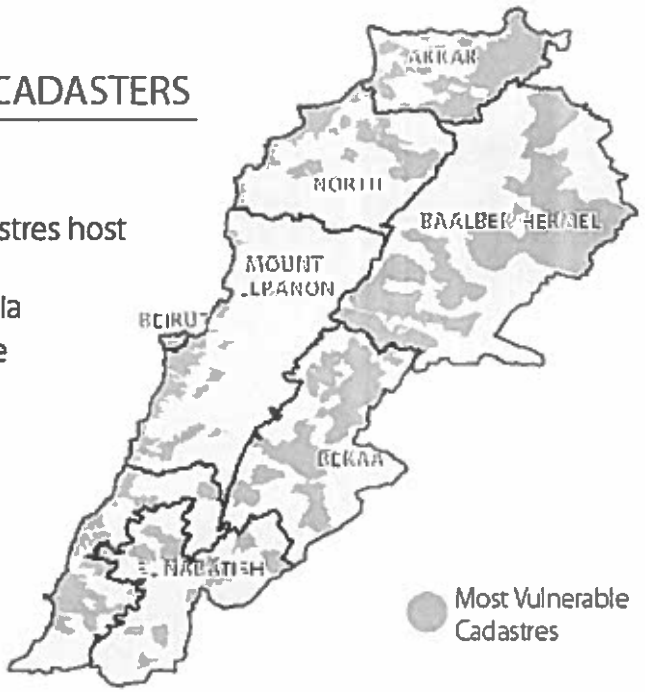
In parallel, the protracted nature of displacement in Lebanon has impacted different segments of the population differently, due to their particular vulnerabilities, coping capacities and susceptibility to threats. Socio-economic vulnerabilities, exacerbated by the protracted emergency, are worse amongst female-headed households, and even higher for those living in families with disabilities, who are also less food secure, have worse diets, adopt severe coping strategies more often, and have higher poverty levels.

The impact of the crisis on the most disadvantaged population in Lebanon, has implications on the women conditions: gender inequality in Lebanon is considered to be particularly stark. According to the Gender Gap Index, Lebanon ranks third to last in the MENA region (ranked at 135), only Syria and Yemen have a worse gender gap ranking, 142 and 144 respectively (WEF, 2016: 228). Since 2010, Lebanon has seen a consistent decline in its global index rank and relative gender gap score primarily as a result of scores consistently close to zero in political empowerment (WEF, 2016). The Global Gender Gap Index is designed to measure gender equality presents a worsening picture for women in Lebanon. It is also important to note the gender specific challenges faced by female refugee, who face severe challenges related to security, access to services and jobs.

MOST VULNERABLE CADASTERS

251 Most Vulnerable Cadastres host

87% Displaced from Syria
67% Deprived Lebanese



Public services are overstretched, with demand exceeding the capacity of institutions and infrastructure to meet needs. The service sectors are also overburdened, with the public health sector accumulating debt as Syrian patients are unable to cover their part of the bill. The conflict in Syria has significantly impacted Lebanon's social and economic growth, caused deepening poverty and humanitarian needs, and exacerbated pre-existing development constraints in the country.

Unemployment and high levels of informal labour were already a serious problem pre-crisis, with the World Bank suggesting that the Lebanese economy would need to create six times as many jobs just to absorb the regular market entrants. Unemployment is particularly high in some of the country's poorest localities: in some areas, it is nearly double the national average, placing considerable strain on host communities. Longstanding inequalities are deepening and tensions at local level have been noted, mostly over perceived competition for jobs and access to resources and services. The economic downturn has had a disproportionate effect on young people and others who are entering the workforce: Lebanon's youth unemployment rates are three to four times higher than the overall unemployment rate: in Wadi Khaled (North of Lebanon), unemployment is estimated to be 58 percent (AKTIS, 2016).

The crisis is not only challenging the country's existing social and economic infrastructure. In addition, public concern is growing around how militancy spreading from Syria might interplay within Lebanon's stressed communities. Tensions are rising and can be especially observed in the most under-served parts of the country.

Addressing conflicts in Lebanon in a comprehensive and systematic manner, should be based on addressing both the root causes of conflict in the country (mainly the troubled past) and the more proximate causes (with the Syrian crisis). The conflicts are affecting today's country's stability and are having effects on from one side, the way Lebanese deal with each other, and from another side, on how Lebanese deal with "newcomers" or the Syrian refugees more specifically.

Since the Conference realized in London on February 2016 and forward, participants agreed to reduce the pressure on countries hosting refugees by supporting them in providing access to jobs and education that will benefit both refugees and host communities. Through linking relief and development efforts, this will provide a lasting benefit for those countries as well as the tools for Syrians to re-build their own country once they are able to return.

Eight years on and the reality of the response on the ground in most affected regions indicates that the municipalities are yet to play a consistently effective role in guiding the response and in coordinating and tracking the diverse range of interventions being implemented by a multitude of actors including de-concentrated sector service providers, international aid organizations, civil society and the private sector. This reality is resulting in a significant level of inefficiency and redundancy in the delivery of much needed aid and in numerous cases, in the misguided targeting of valuable interventions. It also represents a missed opportunity to affect a longer-term process of development of sub-national systems of governance and the coherence of the distribution of roles and responsibilities among sub-national tiers of administration or government and between them and central ministries that in most cases, continue to hold the bulk of the mandate for the delivery of most basic social and economic services and infrastructure.

The protracted crisis that Lebanon is facing requires increased support to stabilization in host communities with a view to transitioning towards sustainable longer-term interventions, in line with national policies. A collective, reinforced effort to tackle these development gaps in the context of an on-going humanitarian crisis is essential to Lebanon's stability and potential.

The Lebanon Crisis Response Plan 2017-2020 (LCRP)

As the second edition of the LCRP, the 2017-2020 framework response is the successor to the LCRP 2015-2016. Within this four-year framework, this document seeks to expand the stabilization and development focus and facilitate the transition of crisis response to national structures and systems, while maintaining the integrated humanitarian and stabilization response to the projected protracted crisis.

This medium-term planning framework aims to address national objectives and priorities for responding to the impact of the Syrian crisis in Lebanon through an overarching four-year strategic planning framework developed and implemented in collaboration with the GoL, the UN, national and international NGOs, and donors. Yearly appeals, including multi-year programmes, will be developed based on an annual review of needs.

This is in line with the shared responsibility to manage large movements of refugees that was acknowledged by all governments in the New York Declaration of September 2016, and Lebanon's Statement of Intent at the London Conference.

One of the LCRP partners' key priorities in Lebanon is helping to mobilize increased financial resources to support the country's national institutions, as a critical way to meet growing needs and mitigate a further deterioration of the situation.

The Lebanon Host Communities Support Project (LHSP): 2014-2018

The Lebanon Host Communities Support Project (LHSP) is developed within the framework of the interventions conducted by the UNDP in partnership with the Ministry of Social Affairs, the Ministry of Interior and Municipality, the Council for development and Reconstruction, the targeted municipalities, and Union of Municipalities to implement activities aimed at enhancing social stability and promoting development as part of a national strategy to respond to the crisis. LHSP is fully integrated in the framework of the LCRP 2017-2020 (Social Stability and Livelihood Sectors).

The project will further strengthen the capacity of national and local government and civil society actors for inclusive priority setting and conflict mitigation, dispute resolution and participatory service delivery as well as enhancing business skills and marketing opportunities in vulnerable areas. The project aims to achieve 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.

The LHSP aims at creating a general positive impact by enhancing stability and development opportunities across all Lebanese regions. The project also conducts local interventions in vulnerable areas, villages, municipalities and neighbourhoods that host a high ratio of Syrians displaced to Lebanese population. These communities are at a high risk of tension and conflict due to the lack of services and the competition over job opportunities and other factors.

LHSP carries out interventions in the most vulnerable areas, villages, municipalities and neighbourhoods that host a high ratio of Syrians displaced to Lebanese population. These communities are at high risk of tension and conflict due to the lack of services and the competition over job opportunities and other factors. The projects are identified through a conflict-sensitive needs assessment methodology (Maps of Risks and Resources -MRR), owned by the municipality and fully endorsed/owned by MoSA. Moreover, the LHSP is sensitive to the opinions or the Syrian refugees through the MSS (Mechanisms for Social Stability) process. As part of the MSS process, Syrian refugees' opinions are collected through the conflict analysis phase which informs the nature of conflict resolution intervention that will be developed in that hosting community.

The areas and points of local interventions are selected based on standardized national criteria, which mainly include the following:

- The ratio of Syrians displaced to Lebanese population
- The total number of Syrians displaced and Lebanese inhabitants' repetition
- The poverty rate in the area

From 2014 the Lebanon Host Communities Support Project was acknowledged as the lead initiative of the Government to support affected Lebanese communities, mobilizing more than 247,500,000 USD and completing 594 projects related to livelihood and job creation, waste and water management, health and education, municipal services, and social activities, targeting more than 1.7 Million Lebanese and 700,000 Syrian beneficiaries (1.3 women 1.1 men), covering 144 out of 251 most vulnerable municipalities (LCRP current vulnerability map) , as well as 22 Unions and Clusters of Municipalities.

LHSP conducted an external evaluation, which results show that LHSP has been able to improve its role as a comprehensive, coordinated and durable response towards the Syrian Refugee Crisis and its implications on the Lebanese host communities. While some improvements could be made in each area of the programme's intervention, overall the programme approach is very strong.

Lessons Learned

AKTIS perception study of 2016 and the ongoing results of the perception study 2017, and LHSP Evaluation 2016 and LHSP evaluation 2015-2017 phase, clearly put in evidence that:

- The protracted crisis that Lebanon is facing requires increased support to stabilization in host communities with a view to transitioning towards sustainable longer-term interventions.
- A comprehensive integrated capacity development plan for municipalities together with the development of capacity of local civil society actors will enhance the sustainability of the process of community participation in decision making. UNDP will promote synergies with other initiatives (particularly MADAD UNDP/UN-HABITAT project) to enhance

complementarity and widen the areas of intervention relevant to capacity building of municipalities.

- The development of guidelines with the relevant line-ministries guarantees effectiveness and sustainability of the interventions.
- Coordination with local authorities is essential for the implementation at the field level. UNDP has maintained a constant dialogue and coordination with the municipalities and the communities in order to strengthen the sense of ownership of the intervention.
- New dynamics of tensions being witnessed may require broadening the focus to prevention, based on in-depth tension mapping and early warning analysis carried out in a systematic, evidence based and consultative manner. Support to the Lebanese host communities – as provided by the LHSP – needs to be strengthened, to address continued vulnerabilities, and host community fatigue.
- Initiating two parallel tracks within LHSP (MRR and MSS) have resulted in duplication of efforts as well as confusion among the MSS members about the type of proposed activities. The integration of MRR and MSS into the Mechanisms for Social stability and resilience (MSR) would streamline the process and ensure the mainstreaming of conflict-sensitivity into all interventions. The MSR is a new methodology that aims to strengthen factors of stability and to increase resilience of host communities.
- Environmental projects, in particular (solid waste and waste water), would need to be implemented at the cluster level as well to ensure their feasibility and consistency with the national strategies, while scaling-up livelihood projects at the cluster level would have higher impact.
- Larger-scale economic infrastructure projects can generate and accompany dynamics of local economic development. The hard intervention should include complementary activities in support to the direct beneficiaries (traders, farmers) to optimize the investment. These types of projects assume a particular relevance when they are planned at the cluster of municipalities (or Union of Municipalities) level: in this case, it makes sense to scale up the size of the projects. These types of projects also represent a good opportunity to implement the modality of labour-intensive schemes
- Municipalities also face the challenge of transparency and accountability, as well as sharing information with citizens about municipal decisions and budgets; a close coordination with the new EU MADAD projects (UNDP-UN HABITAT) with a focus on capacity building of municipalities can alleviate the challenge. The MSR process can also contribute.
- Maintaining criteria for vulnerability preserve the interventions within the framework stabilization and crisis response.
- Involvement of line ministries require a close follow up by UNDP. LHSP has had a very positive impact on embracing MoSA leadership of the programme at national level and local level (via the Social Development Centres). The technical capacity and attitudes of SDC staff have been enhanced. While recognising the role of MoSA, the engagement and participation of Ministry of Interior and Municipalities should be increased, engaging on strategic issues.

STRATEGY

THEORY OF CHANGE:

IF the needs and challenges of the host communities are assessed in a transparent, technically sound, participatory/inclusive and conflict and gender sensitive manner; with members of the community able to express their grievances openly

AND there is an inclusive, efficient, effective, and transparent mechanism which delivers investments in basic services (including security and education), social services, livelihoods and local economic development based on local plans formulated according to the assessed needs

AND there is a local platform where community members coming from diverse groups can discuss and address their local issues and tensions and create positive spaces

AND there is an effective communication and engagement strategy, which ensures the attribution of assistance to local authorities and national institutions as well as evidence-based, non-biased media reporting about the Syrian crisis and the local joint initiatives between host communities and refugees

AND there is a platform which

- Ensures that locally developed projects are aligned with national policies and strategies
- Ensures that national level actors are involved in decision-making and oversight
- Helps national authorities to improve their plans and strategies based on information developed at local level

THEN

- Services in host communities are expanded
- More economic activities and better livelihoods opportunities exist benefitting Lebanese and Syrian population
- Host communities feel supported by the accountable and legitimate local authorities, national institutions and international community and perceive assistance distributed in a transparent and impartial manner
- Inclusive safe spaces are created, and tensions and potential conflicts are prevented

ULTIMATELY Lebanese Host Communities will be more resilient and able to cope with the crisis

Theory of change assumptions:

[1] – Activities to Outputs

1. Host Communities are engaged in the selection and monitoring of local investments
2. Communication strategy is effective in achieving correct attribution of investments and the awareness of local communities on positive interactions between host communities and refugees
3. Conflict dialogue mechanisms are able to address issues of aid distribution

[2] – Outputs to outcomes

1. Participatory needs assessment and community monitoring directly translates to service provision
2. The investment in productive infrastructure is expected to positively influence economic activities
3. Addressing security challenges and needs leads to the improvement of beneficiaries' sense of security
4. Municipalities, UNDP and other implementing partners are able to provide services effectively and efficiently
5. Security situation remains stable to enable continued delivery
6. Special security measures are applied to access red zones

[3] – Outcomes to medium- and long-term impacts

1. Availability of new opportunities for employment and self-employment leads to the positive changes in the perceptions related to the competition for jobs
2. A substantive cause of deteriorating social stability is due to the collapse of municipal/social service delivery and the competition over jobs. Consequently, strengthening local and national authorities' legitimacy contributes to social stability.
3. Other factors causing tensions remain constant (e.g. political, economic, elections)
4. The project can provide a sufficiently substantive amount of municipal services and participatory planning to positively affect community perceptions.

Summary of the Strategy

The Lebanon Host Communities Support Project – LHSP / Phase 3 is directly linked to:

- **UNDP Country Programme Document (2017-2020):**

  Outcome 1: Local Communities and institutions' ability to mitigate tensions and prevent conflict are strengthened, and the overall response on the evolution of tensions informed.

  Outcome 3: To improve the ability of vulnerable groups, especially women and youth, and of micro, small and medium size enterprises, to cope with and recover from the economic shock through stabilizing and improving income and revenues.

- **UN Strategic Framework (UNSF 2017-2020):**

  Outcome 1.3: Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at national, municipal and community levels

  Outcome 3.1 Productive sectors strengthened to promote inclusive growth and local Development especially in most disadvantaged areas

- **UNDP Strategic Plan 2018-2021 (Integrated Results and Resources Framework)**

  Outcome 3: Strengthen resilience to shocks and crises

- **Lebanon Crisis Response Plan (LCRP – 2017-2020):**

  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: Social stability is promoted by strengthening municipalities' communities' systems' and institutions' ability to mitigate tensions and prevent conflict, and ensuring early warning within the response.

  Livelihood Sector – Outcome 1: Local economic development and market systems are stimulated to create income-generating opportunities, reduce unemployment rates and protect vulnerable people, particularly youth and women, against risks and shocks.

- **Capital Investment Program (Cedre):**
- **Main Sustainable Development Goals (SDGs) related:**

  1: No Poverty

  5: Gender equality

  8: Decent work and economic growth

  11: Sustainable Cities and Communities

  16: Peace, justice and strong institutions

  17: Partnership for the Goals

The LHSP acknowledges the importance that - in the context of the protracted crisis - supporting host communities needs to be strengthened, to address continued vulnerabilities, and host community fatigue. The LHSP as a platform – acting in the short, medium and long term - should be taken to scale, maintaining the **focus on stabilization through interventions that ultimately prevent tensions and potential conflicts due to the competitions for services and jobs**. The LHSP will contribute to the follow Intended Outcomes as stated in the Country Programme Results and Resource Framework:

- Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at national, municipal and community levels.
- Productive sectors strengthened to promote inclusive growth and local development, especially in most disadvantaged areas

LHSP will carry out interventions in the most vulnerable areas, villages, municipalities, and neighbourhoods that host a high ratio of Syrian refugees to Lebanese population, taking into consideration the above mentioned. These communities are at high risk of tension and conflict due to lack of services and the competition over job opportunities and other factors.

The approach and methodology of LHSP interventions are built on the principles of "do no harm" and "conflict sensitivity". An integrated Mechanism for Participatory Needs Assessment and Conflict Resolution (Mechanisms for Stability and Resilience – MSR) is designed at its heart to respond to the conflict dynamics and enhance social stability within the identified vulnerable communities, generating the Municipal Action Plan, and will continues to be the key driver of the LHSP identification of intervention and selection of specific projects, where causes of tension are analysed versus the accessibility to resources (services, jobs, economic opportunities) of the most vulnerable groups (considering youth, women). The LHSP 2016 Evaluation and the 2016/2017/2018 AKTIS report shown that the conflict-sensitive local participatory approach (Maps of Risks and Resources – MRR and Mechanisms for Social Stability - MSS) can improve conflict dynamics, have increased the positivity of citizens with respect to sectors supported by LHSP, reduced the sense of conflict and competition between Lebanese and Syrians, increased the sense of cooperation between them and enhanced peoples' perceptions of the municipality's capability and trustworthiness. The research has shown that reducing the pressure on service delivery through programme interventions can reduce the tendency to blame refugees for problems experienced in daily life. Achievements in this area can be summarised by saying that LHSP: a) has developed an effective model for delivering peace-building activities at scale; b) has developed a model for planning and implementing projects at scale that has proven capable of improving conflict dynamics; c) has been proven to have improved conflict dynamics in the municipalities that it works in.

This methodology (MSR) which focuses on identifying interventions addressing the reduction of possible tensions at the municipal level; it is able to bring municipal authorities together with local stakeholders to identify needs in a participatory manner; is able to provide MOSA, being the national counterpart for the Lebanon Crisis Response Plan (LCRP), with an instrument for needs assessment and planning under a crisis situation.

Serving as **catalyst improving area-based approach** on intervention, LHSP will have close coordination with LCRP working groups, particularly the Social Stability and Livelihood sectors, disseminating MSR results.

Concerning the **geographical targeting,** UNDP is the leading agency on stabilization within the LCRP and also coordinates the two sectors that most of LHSP falls under: the social stability and livelihoods sectors. Therefore, the areas targeted by LHSP are derived from the most vulnerable localities agreed upon among the government of Lebanon, the UN, and the international community (LCRP). The calculation of the most vulnerable communities is based on over layering the following datasets:

1. Multi-Deprivation Index (MDI) (LCRP) which is a composite index based on the deprivation level scorings of households in five critical dimensions:
    a. Access to health services
    b. Income levels
    c. Access to education services
    d. Access to water and sanitation services
    e. Housing conditions
2. Lebanese Population dataset
3. Refugee population figures which include registered Syrian refugees, PRL, and PRS.

This map is further refined by calculating the ratio of Syrian refugees to Lebanese, indicating which communities are under high pressure or substantial pressure. To this date, this map continues to be the agreed upon vulnerability assessment tool under the LCRP. As such, the starting point for selecting the communities of focus under the LHSP will be among the most vulnerable communities (as per LCRP) until a new updated version of the map is agreed upon.

Given the LHSP's Theory of Change, the programme will apply four further filters to identify the communities to be selected whereby the programme could target the most conflict-prone communities (reference to LCRP). The four filters can be summarized as follows:

a) The use of existing sources of data, namely through the LCRP tensions monitoring system, to pin down communities that have witnessed repeated violent incidents or have been reported to have had high levels of tensions between refugee and host communities;
b) The use of existing data from the MSR process initiation workshops that include specific information on factors influencing social stability negatively or positively, and the identification of potential mechanisms that can enhance social stability and community resilience. This information is also coupled with information collected in the form of a village profile which captures administrative and demographic information of communities;
c) Geographical balance in order to ensure that the programme is not accidentally favouring support to a certain region or confession and therefore safeguarding the programme from possible political or reputational backlash;
d) An analysis by the UNDP teams in the regions of the information generated through the above points in order to ensure that such data is triangulated and makes sense to practitioners who have been working and engaging host communities for almost eight years now.

Moreover, and as was the case for the previous submission, UNDP will recommend working in some communities that have already previously benefited from the LHSP support on the basis of:

- High tension levels, and
- Very high pressure in terms of ratio Syrians to Lebanese.

Concerning the **vulnerable population targeting**, LHSP is going to learn from innovations within the crisis response to better address and targeting vulnerable persons, tensions and to strengthen linkages to social safety nets, linking the intervention to vulnerable data base (i.e. National Poverty Targeting Programme – NPTP).

The multi-level approach of intervention involving municipalities, national institutions and donors aims to:

a) Strengthen the engagement and ownerships of the local stakeholders, in the process of needs/solutions identification, considering that the municipalities are on the frontline in copying with the impact of the crisis and that bringing people together to plan and implement projects builds trust and social capital. The engagement of local stakeholder and particularly of municipalities to establish activities to deliver formal capacity development for municipalities in the targeted host communities. There are three main reasons why this is necessary: first, to make interventions sustainable - both to make projects sustainable and to maintain positive changes in attitudes; second, to enable municipalities to contribute projects and services themselves, using their own systems and resources, and thus contribute to programme objectives; third, to enable them to take over procurement and project management, increasing local ownership and allowing LHSP's project delivery mechanism to focus on higher value and more complex projects. The process can begin in those municipalities that do clearly have the absorptive capacity.

b) Align the local responses to the national priorities and master plans, in order to ensure the effectiveness on the interventions and their sustainability in the long term. At the national level, line ministries will be engaged since early stage and particularly referring to scaled up projects related with specific sectors. The participation of the line ministries is a key factor in upgrading the needs assessment process by adding for instance the validation of projects according to national guidelines.

c) Ensure optimization of the investment of the international community increasing access to services and jobs and produces a positive impact in the life of the most vulnerable population. The full participation of donors in the multilevel approach is essential to agree on a joint strategy for

financial scale up of the LHSP as platform, through the mobilization of additional funding, the leveraging of new partnerships through the core LHSP partners, and/or the coordination of existing investments and efforts. Developing indicators for one LHSP Programme and one reporting mechanism, supports aligning funding modalities with a strengthened Programme design and longer implementation funding timelines.

Scaling up the LHSP intervention is related to increase the number of vulnerable municipalities supported as well as to a cover inter-municipal areas (clusters and Unions of Municipalities) able to absorb bigger investments for services' support (providing integrated solutions to the needs of communities identified in critical sectors like water, sanitation, waste management) and livelihood interventions focused on jobs creation, based on using the learning to fine-tune the approach, and moving toward more longer term developmental interventions. Cluster-level implementation must be linked to, and not undermine, planning done at the local level through the MSR process. Cluster level planning might be started when MSRs in several contiguous areas identify similar problems. Cluster-level stakeholders, including line ministries (which role is key for this type of interventions), would then meet and consider how to address the problems, and identify whether projects proposed at the local level could be taken on at the cluster level, aligned with national priorities. This would then lead to stakeholders seeing cluster-level projects as arising out of the local-level prioritisation in a natural and logical way.

World Bank study in 2012 estimated that there will be an average of 23,000 new entrants to the labour market each year over the next 10 years and the economy would need to create more than 6 times the number of jobs it is currently creating to absorb them. No recent official unemployment figures are available, but it is estimated that before the Syrian crisis unfolded, around 11 percent of the labour force was unemployed, with particularly high rates for women (18 percent) and youth (34 percent). **Competition for jobs** is addressed focusing on longer term modalities related with jobs opportunities in the framework of local economic development, which includes support to SMEs, cooperative and innovative start up, development of value chains, creating the enabling environment at local level through economic infrastructure and opportunities of training for beneficiaries' market oriented. This is particular sensitive looking at youth unemployment and women socio-economic inclusion. From another perspective, competition for jobs is still related with short-medium term opportunities for families' income increase and conflict prevention due competition for jobs between Lebanese unemployed and Syrian refugees. In this case economic opportunities infrastructure projects and labour-intensive practices for short-medium term employment, benefitting both populations, are applied.

Gender equality and the empowerment of women are at the heart of UNDP's development mandate. First and foremost, gender equality is a matter of human rights. It is also a driver of development progress. The UNDP Gender Equality Strategy 2018-2021 reflects the recommendations and management response to the 2015 independent evaluation of the UNDP contribution to gender equality and women's empowerment. The strategy is aligned with the requirements of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, and with the common chapter of the strategic plans of UNDP, the United Nations Children's Fund, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), and United Nations Population Fund. This strategy thus articulates the UNDP core principles and priorities for achieving the gender equality targets across the three development settings of the Strategic Plan 2018-2021. This is well placed to ensure that gender equality and the empowerment of women are integrated into every aspect of its work to support countries to eradicate poverty and reduce inequalities and exclusion. In particular, the strategy provides detailed guidance for UNDP business units on how to mainstream gender perspectives as they operationalize all aspects of UNDP's Strategic Plan 2014-2017. This includes identifying strategic entry points for advancing gender equality and women's empowerment in all seven outcomes of the strategic plan.

The LHSP will ensure women's empowerment for what concerns access and control of resources. This will include a particular focus on increasing women's access to safe productive livelihoods and

increasing the proportion of benefits accruing to women through all the social stability settings. The interventions will support greater participation of women by ensuring that all needs assessment and planned activities provide sex-disaggregated data and identify gender-relate priorities, and that the projects integrate resources for implementation of responses to identified needs.

Role of key stakeholders

This strategy outlines the measures that are proposed to enhance women's participation, both in terms of the quantity and quality of their participation. All project partners (municipalities, MSR groups, contractors, etc.) play a role in ensuring that the gender strategy is implemented as envisaged and that results are monitored and reported. First and foremost, everyone involved in the projects must be aware of the overall objectives of the intervention and the specific gender strategy, including targets. This will be done through training, awareness seminars, and on-the-job training.

LHSP teams with its management and field technical staff (including engineers) will provide the necessary training and awareness around the gender strategy for everyone involved, and will follow up to ensure that the strategy is implemented and that targets are met.

The LHSP team will be deployed to each project site to monitor working conditions in general and make sure that conditions for women's participation are conducive. They will participate in outreach activities and monitor women employment targets

Contractors will continue to be trained on gender strategy and will be contractually obliged (assuring the monitoring) to implement activities that promote the involvement of women in the works.

Existing structure at regional level (North, South, Bekaa and Mt Lebanon) like the inter-agency and inter-sector LCRP groups will be addressed by UNDP staff to discuss the right of women to participate of projects, particularly infrastructure works.

Project Identification and Prioritisation

The interventions will support the building of women's negotiation capacities and the gender sensitization of men to contribute to gender responsive conflict prevention and peacebuilding interventions. This includes supporting coalition building of women's networks to enable them to voice their priorities during decision making processes, and discuss recovery priorities and the re-establishment of basic services particularly using the space provided by MSR and conflict prevention activities.

The MSR process will be conducted through a gender-sensitive approach:

- Ensuring women are actively part of the consultation process and men are not 'speaking on their behalf
- Identifying already organised groups of women such as previous participants of LHSP projects or local professional associations, such as teachers or health workers, to be part of the consultations
- Having separate consultations with groups of women, ensuring participation across different ages, economic backgrounds, and family statuses (e.g.: female headed households, unmarried, etc.)
- Ensuring community meetings are held at times and locations convenient for women's participation
- Undertaking individual outreach with women who might not be able to participate in community meetings

The disproportionate responsibility women take for reproductive work, caring for the family and home, constrains their freedom to take on paid, productive work outside the house. By providing support to remove some of these constraints LHSP can encourage women's participation.

During community consultations, whether they are about prioritising infrastructure needs or mobilising women to participate, it is important to ask women what sort of support they would need to enable their participation in LHSP jobs. Women's priorities can vary from village to village, and each LHSP project must tailor its design according to particular, contextual requirements. There is no single package of support, but the following types are likely to be identified as enabling women's participation, and they should be provided according to demand, while others are mandatory:

- Including childcare as a support service for LHSP projects.
- The provision of transport where projects are located far from the workers' homes is also highly recommended and if women express a demand for it, it should be mandatory. The best model has to be decided in consultation with the community and the contractor, but it must be safe and inexpensive. The costs ideally, should be borne by the contractor, but the provision of a subsidy to the contractor from the project, or some contribution from the workers, could be considered.
- Separate toilets and rest areas should also be mandatory features of LHSP projects. Toilets in particular should be easily accessible at several points in the worksite and must have locks, water and tissues.
- If demand is expressed, some sites can be made women-only sites.
- In many cases it has been found that women and men are comfortable working together, provided the men are from the same family or community. Working with complete strangers would cause problems for women.
- Where the worksite is in the same area as a previous LHSP project, women previously employed can be asked to join again at a higher role such as mentors to new women, team/line leaders, and supervisors.
- There should be some provision of on-the-job training for women, especially since women are unlikely to have even basic construction-related skills. Ideally, the contractor should provide on-the-job training. As discussed above, women who have gained experience from previous LHSP projects and are in the same locality, can be asked to provide on-the-job training and continued support to new women.

Outreach and Mobilisation

To encourage women's participation, special efforts in outreach and mobilisation have to be made, even if the jobs are not conventional ones, such as construction. This is partly because women often do not have access to information or families assume that the programme is for men only. There are a number of ways to improve outreach:

- MSR groups will engage social mobilisers, who can both raise awareness about the projects and encourage women participation
- Posters advertising LHSP opportunities should be placed in prominent locations near the sites, catchment communities, and in contractors' kiosks. The posters should clearly show all the information about working hours, wages and supporting facilities, especially for women, with a phone number for more details.
- Contractors have been trained in the gender strategy and are contractually obliged to implement activities that promote the involvement of women in the works.

Though LHSP can prioritise women's employment in support services, it will not relegate them to such projects alone. Though employment in support services such as cooking and cleaning might reinforce gender stereotypes of labour, however they can provide an important first step into the labour market and the recognition of reproductive work as paid, and productive work.

Mistaken assumptions about the **capacity of disabled persons** to participate in the labour force and associated prejudices and stereotypes contribute to the difficulties faced by disabled women and men in finding decent and productive jobs. These assumptions, prejudices and stereotypes are widespread, even though workers with disabilities have demonstrated their capacity to work

effectively and to perform well on the job, and many employers actively seek to recruit people with disabilities as they recognize the contribution they make.

The LHSP strategy will be oriented to:

- Guarantee that all infrastructure works don't have any physical barrier to ensure disabled persons accessibility (already included in TORs of any contractual work)
- To facilitate disabled persons' inclusion seeking for employment in LHSP projects. Specific activities will be conducted, such as:
    - Organising information-sharing activities at MSR level on the right to work and the employment of people with disabilities as well as right to accessibility of disable persons to any type of infrastructure work.
    - Supporting local partners to design a communications strategy and to organise communities' events in order to raise people's awareness of the rights of people with disabilities and to promote their socio-economic participation in society and, particularly, in LHSP activities.
    - Produce communication materials (video clips, radio ads, posters, leaflets, etc.) which highlight disabled male and female workers who have achieved success.
    - Using already existing structure at regional level (North, South, Bekaa and Mt Lebanon) like the inter-agency and inter-sector LCRP groups organising of workshops and round tables to discuss the right of disable persons to participate of projects and infrastructure works.
    - Conduct awareness activities and trainings with contractors, on disabled persons' right to work and in working with people with disabilities.
    - Posters advertising LHSP opportunities should be placed in prominent locations near the sites, catchment communities, and in contractors' kiosks. The posters should clearly show all the information about works opportunities for disabled persons.

The LHSP communication strategy will play a crucial role in the project achievements focusing on the below components:

1) Activities related to donor's visibility, including:
    - Filming short videos
    - Promotional material (banners, posters, leaflet, cards)
    - Social Media campaigns
    - Other un-forecasted material

2) Strengthening people's awareness on government actors (national and municipalities) role in LHSP

At the MRS groups' level, the LHSP communication team will design campaigns and materials to improve the awareness about the projects at community level, with the objective of increasing a positive perception concerning a positive engagement of national and municipal governments. This means that MSR group's members will be trained on communication skills and will organize at least 2 events/year at community level on projects cycle communication. Activities like official visits, inaugurations, etc. will be organized in close collaboration with the MSR groups. As usual, all implemented projects will have visibility through banners, posters social media during and after the implementation phase.

3) Inclusion

The LHSP communication team will work closely with:
- MSR groups
- Contractors

- LCRP inter-sector and inter-agencies groups at regional level

to increase awareness and information about opportunities for women and disable persons to access the projects as works opportunities (refer to chapter 6: Inclusion). The activities will focus on social media messages, meetings, etc.

Cost-effectiveness of LHSP will be ensured through a determining whether or not this programme delivers value for money by monitoring performance against economy, efficiency and effectiveness.

Effectiveness: For service delivery, this will be done through monitoring how resources are allocated across the target municipalities and stakeholders to ensure the programme has the biggest impact for the greatest number of people. LHSP will work closely with municipalities and stakeholders to enhance and expand existing services. LHSP will therefore be able to assess the proposed costs of these improvements against previous expenditure on similar projects.

LHSP's approach is robustly anchored in the existing evidence on what works in building stability through investments in basic services and sustainable employment opportunities. As communities in Lebanon do perceive municipalities as primary service providers and have high expectations in relation to service provision, LHSP's work in close partnership with municipalities is an effective strategy to build stability. UNDP-ARK Regular Perception Survey in Lebanon has demonstrated that LHSP's approach in strengthening service delivery of local and national authorities is likely to contribute to social stability, since positive perceptions of municipalities as service providers alleviate host communities' negative perceptions related to refugee presence in the country. Through MSR, LHSP will continue to establish investments based on local priorities and expectations.

Existing evidence also suggests that the accountability of authorities is as important as the quality of services to improve legitimacy. MSR will allow beneficiaries, together with municipal authorities, to jointly select and monitor the implementation. MSR ensures that LHSP's work is perceived as fair, inclusive, and transparent.

The livelihood investments will focus on addressing the needs of at-risk populations. There is evidence that suggests targeting at-risk populations coupled with the strong focus on equitable gains from economic investments does contribute to maintaining stability. The labour-intensive interventions are likely to work on increasing social stability when they are part of an integrated stabilization approach, which addresses population grievances as well as larger questions of legitimacy.

Finally, conflict dialogue mechanisms, on the other hand, are effective in improving perceptions of fairness of assistance and reducing collective propensities to violence. These findings from Lebanon are in line with the case studies from other countries, where "equitable service delivery and inclusiveness are key issues for state-building, peace-building, and state legitimacy."

All of the above will be strengthened with a smart communication strategy and media support, which will ensure that the basic services and livelihoods investments are easily attributed to local and national authorities.

Efficiency: A key determinant of the economic return of this programme is the division of resources between administration and service delivery. LHSP's administrative costs will be monitored to ensure they do not exceed those included in the budget.

Economy: UNDP uses international standards for procurement and oversees municipal procurement closely to ensure the same. All procurement decisions are overseen by UNDP's internal management board that uses comparative data to ensure best value is achieved. The LHSP will apply its normal standard procedures in procurement. All the actions identified above will be procured and supplied through a stringent competitive process.

The LHSP will allow adequate time for tenderers to prepare their bids against clearly identified and communicated criteria. The process will select the 'best price - technically compliant' offer, out of 3

offers. Prices will also be compared to market-based rates to ensure the best value for money is maintained. This process is managed by both the UNDP procurement unit and the UNDP – LHSP team and UNDP SLD and E&E Portfolios for technical assessments. In addition, a two-year warranty on system operation is common practice.

LHSP ensures the **sustainability** of interventions through:

- Local ownership, by the municipality and the community. This is directly linked to the MSR process, where the projects are identified through a conflict sensitive needs assessment. Furthermore, the MSR cycle ensures that along the project implementation time the community is aware, and activities will be implemented by the communication team to improve the perception of the community on ownership and leadership of government (national and municipal one) about the projects
- National ownership due to a) direct involvement of MoSA and MOIM at national and local level; b) direct involvement of the line ministries, endorsing the projects (even at design phase)
- Commitment of the municipalities to operate and maintain the projects, as per Memorandum of Understanding signed with UNDP.

For the implementation of LHSP a special attention will focus on **Policies against Fraud and other Corrupt Practices.** UNDP plays a significant role in the United Nations' global effort to combat fraud and corruption, by supporting many 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 UNDP's mandate. Fraudulent and corrupt practices can also seriously damage UNDP's reputation and diminish donors' trust in its ability to deliver results in an accountable and transparent manner. Furthermore, it may affect staff and personnel effectiveness, motivation and morale, and impact on the Organization'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 organisations and management service agreements.

The Policy is part of the Results Management and Accountability in POPP (Programme and Operations Policies and Procedures) and is conformed to the United Nations Convention against Corruption (UNCAC) and the United Nations Convention against Transnational Organized Crime (UNTOC).

Coordination with donors will be ensured through periodical meetings (quarterly) to inform about, update, and discuss the implemented strategy.

Coordination and complementarity of the intervention will be assured with different initiatives on-going at the area level (GIZ Tripoli program, for example) and particularly with the UNDP-UN HABITAT Sub Regional Resilience Programme for Syria Crisis Response, funded by EU-MADAD, implemented in coordination with the Ministry of Interior and Municipalities. Particularly for this programme, the complementarities with LHSP have been taken into consideration since the formulation phase and a coordination mechanism at the national and area level is already in place.

Four outputs are envisioned in the forthcoming phase:

Output 1: Capacity of local stakeholders strengthened to asses and respond to the needs of the community in the design and delivery of interventions in a conflict-sensitive and participatory manner.

Output 2: Competition for basic services reduced in vulnerable communities

Output 3: Income generation for vulnerable Lebanese and Syrian refugees created through intensive labour activities supporting rapid employment schemes

Output 4: Jobs opportunities increased particularly for vulnerable women, disabled persons and youth

Output 1: Capacity of local stakeholders strengthened to asses and respond to the needs of the community in the design and delivery of interventions in a conflict-sensitive and participatory manner.

This output aims to prevent conflict and to reduce tension between Lebanese and Syria refugees through contributing to:

- Create the enabling environment to prioritize problems and respective solutions at vulnerable municipal and cluster level (according to locations defined through LCRP) in a participatory and conflict-sensitive manner;
- Strengthening relations and communication, with the municipality at large, between Syrians and Lebanese, between community members and the municipality and across communities
- Fostering citizen-state relations, approaching local and national government and stakeholders, in order to facilitate a sustainable problems' solution.

Building on the previous experience in implementing the Maps of Risks and Resources (MRR) methodology and the Mechanisms for Social Stability (MSS) in more than 150 most vulnerable communities all around Lebanon, the programme will build on the lessons learned of these experiences, on its successes, and mainly on the internal review conducted for the project, in order to have one harmonised methodology for integrated Mechanism for Participatory Needs Assessment and Conflict Resolution named Mechanisms for Stability and Resilience (MSR).

The need to scale up this activity and to update the implemented MRR/MSS was clearly flagged in the 2016 LHSP evaluation, since those methodology/mechanisms are considered key in supporting local communities, especially those hosting Syrian refugees cope with the Syrian crisis impact on Lebanon, and on addressing as well internal Lebanese tensions. These mechanisms are today at the core of UNDP's overall response to the Syrian crisis and a core element of its strategy of supporting Lebanese Host Communities (LHSP), are adopted by the Ministry of Social Affairs and are recognize by the donors as referent instruments for needs assessment and conflict mitigation.

When implemented at cluster level, the integrated methodology will include the participation of representative of line ministries, in order to facilitate the analysis and problem solving from a sector perspective, aligning solutions with policies and master plans.

Thus, the project will work on updating the existing information from the MRR and implementing new Mechanisms for Stability and Resilience (MSR) in conflict prone areas in an integrated manner, targeting the most vulnerable communities (according to any LCRP update) and covering clusters of municipalities, in close coordination with pertinent line ministries. The objective are:

- Promote social stability by addressing social, economic, and security challenges facing both Lebanese communities and Syrian refugees;
- Invigorating the role of municipality in mitigating conflict and managing the crisis through capacity building and securing financial and human resources and;
- Building trust between the municipality and citizens, donors, refugees, and civil society through a long-term strategy for assessing needs, proposing solutions, mitigating conflict and alleviating crises;
- Use the Municipal/Cluster Action Plans as platform for support aid coordination and donors' investment.

The integrated needs assessment/conflict management methodology should comprise the following steps:

1. Identification the vulnerable target areas: municipalities/clusters, based on the LCRP vulnerability map and sectors problems when related with clusters;
2. Constitution of the local group to conduct the process: meeting local authorities and other main actors (CSOs, NGOs); select a reference group composed of local authorities, SDCs, CSOs, NGOS, private sector's representatives, local sectors' representatives, ministries' staff, UN agencies' representatives at local level, and others. These groups are inclusive of all factions and parties in the village regardless of their nationality, sect, political affiliation, etc.
3. Conduction of the participatory integrated needs assessment/conflict analysis for the locality targeted; taking into consideration not only the impact of the current Syrian crisis but also the historical background and the root causes of conflict;
4. Development of the Municipal or Cluster Action Plans on the needs assessment/conflict analysis results; validate the Action Plans with the concerned line ministries
5. Support the local actors to implement the Action Plans through prioritized solutions (projects) to problems, and take action creating positive environments for social stability through constituting the mechanism for follow up.

It is worth mentioning that the capacity building is mainstreamed throughout the process and different sessions are organized throughout the cycle targeting the local group to build its skills in negotiation, mediation, conflict resolution, peace building, communication, proposal writing, management, etc.

Conflict Analysis and Media Campaign (this component is going to be managed by CPR Portfolio)

As indicated above, UNDP will continue producing in-depth conflict analysis for the targeted localities. Conflict analysis allows UNDP to understand local specificities of tensions, assess how various investments interact with tensions, and revise programming in light of this knowledge.

As intra and inter communal conflict escalation is a major risk for LHSP's results, conflict prevention will be reinforced through strengthening evidence-based media reporting on the refugee situation in the country and at the local level. Traditional and social media in the targeted areas will be engaged to promote evidence-based messaging, debunk hearsay, and shed light on positive initiatives and events happening between the refugee and host communities. This will also involve the production of narratives alternative to hate speech. Local working groups will be trained on countering hate speech and designing social media community-based awareness activities that promote enquiry-based thinking (media literacy and fact checking), dialogue, and joint reflections on key common issues of concern

Output 2: Competition for basic services reduced in vulnerable communities

Municipalities are considered as the most relevant entry point for building stability and resilience and face the impact of the crisis in a sustainable manner. This output aims to reinforce the capacities of the municipalities in response to the increased demand for services due to the pressure of the Syrian refugees and consequently reducing potential tensions and conflicts that can arise as a result of the competition between Lebanese and Syrian refugees. The intervention will cover municipalities in the Bekaa, South, Mount Lebanon and North of Lebanon. The projects will focus on the improvement of social and basic services. The criterion for the selection of the municipalities are the ratio between the two populations, the level of tensions and regional balance. The results of a communities' gap analysis exercise, completed in 2019, will also feed into the selection criteria to provide additional information regarding the level of cooperation of the municipality, the existence or absence of other interventions, and the completion of MSR among other factors. The budget allocation per municipality follows a criterion of equity and it is based on a baseline increased by the weight of the relative number of inhabitants.

The implementation of projects will include (as usual) the signature of a Letter of Understanding between UNDP and the respective municipalities, in order to guarantee the maintenance of the projects realized through the contribution. UNDP will ensure the proper follow up during the project's implementation and after. The capacity of the municipalities for what concerns operation and maintenance will be reinforced through specific activities and strengthening the coordination with complementary programmes/projects (i.e.MADAD) dedicated to that.

Projects are identified through the Municipal Action Plans (see output 1) and screened at a very early stage of their formulation prior to proposal approval, to identify their economic return (when needed), gender equality and any environmental and social impacts that might accrue from their implementation, so that design is reviewed accordingly to avoid significant impacts. A thorough assessment of the pre-existing baseline conditions of the project surroundings is carried out regarding infrastructure utilities, sensitive receptors (including sensitive natural ecosystems, wetlands, protected areas, and schools), heritage buildings and other archaeological sites. Project parameters are scrutinized according to the type of intervention (Energy and Water sector, Environment, etc.).

A scaled-up response aiming to provide expanded and integrated solutions to problems related with sectors like water, sanitation, waste management will focus on Union of Municipalities and clusters of municipalities (characterized by common problems, deriving through the analysis of the needs assessment and through the sectors' plans). In this case the involvement of the respective line ministries since the identification and analysis phase will be a key factor for the sustainability of the interventions.

<u>Examples of Types of projects considered</u>

- Water and Sanitation: construction/rehabilitation/equipment of water tanks, septic tanks, water networks, road infrastructures, drainage canals, storm water canals, retaining walls, sewage networks
- Recreational spaces: construction/rehabilitation/equipment playgrounds, community spaces, public gardens
- Social infrastructure: construction/rehabilitation/equipment of Social development Centers (SDCs)
- Agricultural infrastructures (agriculture roads, irrigation canals)
- Commercial infrastructure (public market)

Output 3: Income generation for vulnerable Lebanese and Syrian refugees created through intensive labour activities supporting rapid employment schemes

The output aims at creating jobs opportunities for Lebanese (in particular skilled labour in the construction sector) as well as temporary work opportunities for Lebanese jobseekers (semi-skilled) and Syrian refugees, using labour-intensive schemes applied to infrastructure works.

Beneficiaries are Lebanese women and men and Syrian refugees in the most vulnerable areas according to LCRP framework, focusing on villages, municipalities and neighbourhoods that host a high ratio of displaced Syrians to Lebanese population. These communities are at high risk of tension and conflict due to the lack of services and the competition over job opportunities and other factors (internal Lebanese tensions).

As overall, the implementation of the activities under this output will increase household monthly income of host communities and refugees, contributing to maintain stability at vulnerable communities' level.

Public asset value shall be created through building or upgrading infrastructure while using an optimum amount of labour. To this end, training for municipalities and companies on employment intensive methods will be implemented, on how to apply an employment intensive approach to infrastructure. The projects will be selected based on criteria related with intensive labour and rapid employment schemes and the results of the Municipal/Clusters Actions Plans, and include for example:

- Rural and agricultural road rehabilitation and maintenance
- Construction of water catchment cisterns to collect rain and surface run-off water
- Slope protection arrangements and creation of arable land through terracing and planting
- Economic Infrastructure (markets, facilities, etc.)
- Cleaning and maintenance
- Public infrastructures
- Forest maintenance and reforestation

A special strategy to promote women inclusions will be developed (see page 12, Gender equality and the empowerment of women).

With a view to the potential tensions between host and refugee communities, a "do no harm" strategy will be implemented, applying mitigation mechanisms such as ensure ownership of projects by help of the MRR methodology, publicly advertise job opportunities, keep the daily wage consistent and within legal boundaries to avoid fuelling inter-personal competition between members of the same community for valuable work opportunities. The overall approach will encompass having a clear plan that takes into account the possible unintended impacts and has mitigation measures in place. This will be coupled with a strong monitoring system.

Output 4: Jobs opportunities increased particularly for vulnerable women and youth

This output will focus on 2 types of interventions:

a) Economic infrastructure improvement for short-medium-long term jobs creations, taking into consideration accessibility for women employment
b) Local Economic recovery and development, particularly but not only focusing on vulnerable groups (youth and women)

Investment in economic infrastructure like public markets, agricultural road, land recovery, etc. has the positive effect on an immediate job creation and – from a longer-term perspective - the assets developed/rehabilitated will have a direct economic benefit on the target area and its' population.

In a larger approach of economic recovery and development, the output activities will aim to support value chains and respective SMEs-cooperative, as well as creating market driven opportunities for youth and women employability through support to innovative start-ups, paid internships, vocational training.

The assessment of the selected value chains will include examining the value-chain finance mechanics, the innovation systems and asset control and ownership dynamics, including a gender lens. Based on this, specific interventions will be identified to strengthen youth and women's access to and control over assets and resources within the value-chain. Supporting cooperatives, SMEs and networks will be a direct entry point for empowering vulnerable groups, and focusing on youth and women in this regard, while improving the efficiency of the value chains. The type of support will include facilitating beneficiaries' access to assets that will allow them to link to the value-chain and identifying new technologies or innovations that could be introduced to the system to improve their relative contribution and conditions in the value-chain. This may also include improving product quality, access to markets, cutting expenses, jumpstarting new product lines etc.

Resources Required to Achieve the Expected Results

In order to be able to achieve the above-mentioned expected results, the project will need to maintain a team composed by:

- CTA (Chief Technical Advisor)
- Area Managers (area based)
- Technical Staff at National Level covering M&E-Reporting, Communication, Livelihood-Local Economic Development, Engineering Unit, Procurement, Admin & Finance, logistic/drivers.
- Technical Staff at Area Level: Senior Socio-Economic officers, Socio-Economic officers, peace building officers, site engineers, drivers/logistic and security staff.

The Social and Local Development Portfolio Manager and staff and the Crisis Prevention and Recovery portfolio manager and staff are responsible for the quality assurance, as well as other key country office staff and portfolios. In terms of logistics, the project will operate using proper physical space whether in Beirut or the regions, and the proper number of vehicles and logistical items, including communication tools and stationery. All the above has been budgeted for in the annual workplan (detailed below).

In addition, the project will build on the strong partnerships it already has with the relevant national ministries: the Ministry of Interior and Municipalities, the Council for Development and Reconstruction, the Ministry of Social Affairs, and other relevant line ministries who are the key partners for the design of the overall strategy of the project and the implementation of related activities.

Partnerships

The project is part of the coordination bodies created to respond to the Syrian crisis in Lebanon. It is integrated in the Social Stability working group as well as the Livelihood working group. Through this presence, the project is constantly following up with partners implementing similar work and ensuring good coordination and possibility of joint interventions. Through providing regular updates on the different activities the project team make sure to communicate all issues pertaining the implementation of the activities, the key challenges, success stories and lessons learned as well. The aim is to share with others as much as possible field and implementation issues in order to

benefit from others' experiences and benefit the others, as well as plan possible synergisms and/or interventions, which are aiming to optimize resources and impact.

Potential national and international partnerships for implementation will be established with stakeholders which are mainly working on similar issues at the local level that are also addressing the development challenge. Some of them are already identified (for example VNGI, Chambers of Commerce of the four regions, BERYTECH, LARI, QRC, Council of Environment, Municipalities, Institute of Finance Basil Fuleihan). In these cases, HACT modality will be applied.

The partnership will be implemented according to the UNDP work's modality of coordination with the relevant line ministries, aiming to mainstream practices into eventual national policies.

Risks and Assumptions

The risks and assumptions that can threaten the achievement of results of the project's strategy as well as the mitigation measures are as follow:

Area	Risk	Mitigation measures	Management Options & Response
Political	Unstable and/or unpredictable security situation within the target area(s) A regional instability scenario that impact the country, increase division and armed conflict	Continuous monitoring of the security situation will be undertaken, and work plan revised at regular stages. In the case of serious worsening of situation, activities will be contained to safer areas. Encourage continuous dialogue at the local level	Scale down of project activities in affected areas until acceptable level of stability is restored
Financial	Funding shortfalls and delays.	A resource mobilization strategy would have to be developed with the Government Improving synergisms at LCRP concerned sectors level	Focus on resource mobilization through sharing of results and impact, active communication, and well/organized field visits and workshops Increasing joint programme Downscale activities in case of serious shortfall of financial resources
Organization	The processes of procurement are time consuming and may cause delays in implementation	A coordinated plan for procurement is set up	Establish a fluent support and coordination between the different parts responsible of the procurement
Organization	Suppliers / contractors are put on the terrorism list. Suppliers / Contractors are involved in fraud or corruption actions.	UNDP will ensure checking the sanction list before signing any contract. UNDP will closely monitor the works and report immediate observations.	UNDP Management will ensure that all staff took the mandatory courses and that suppliers / contractors are aware of the UNDP fraud and corruption policies.

Strategic	Project identification not taking into consideration gender perspectives and inclusion of disabled people.	UNDP will ensure that all projects are targeting both women and men. UNDP will ensure that all facilities implemented are convenient for disabled people. The intervention template includes gender and inclusion factor and all LHSP staff are trained on LHSP SOP for gender / inclusion.	UNDP will make sure that all LHSP staff are aware that projects should target both women and men and are convenient for disabled people.
Environmental / physical	Difficulty in integrating community projects into wider sector planning for future maintenance and development	Involve concerned authorities and communities as early as possible to foster ownership and synergies Carry-out needs assessment and address gaps where and when possible Capacity building at municipal level on O&M	Implementation and management of the project in partnership with government, local authorities and other local partners Constant monitoring
Institutional	Limited capacities of local implementing institutions	The project will coordinate with partners to provide capacity development. The project will depend on diversified implementation modalities that include engaging and contracting of local authorities, community-based organizations, NGOs, and private sector. The project will follow a participatory consultative approach to assist national counterparts in reaching a consensus and agreement on division of labour.	UNDP will work with public institutions to enhance local governance. The project will engage a wide range of local project partners and stakeholders to facilitate and enable the project implementation and ensure the project ownership by the communities/target groups.
High expectation	Negative perception of segments of the public regarding project due to limited information of the various activities and un-managed expectation	Stronger focus on communicating results and working with communities In critical locations UNDP focuses on rapid delivery of highly visible support to communities	Communication strategy at all levels

Stakeholder Engagement

The project's key stakeholders are both at the local and national levels.

At the national level, the project works in close coordination with the Ministry of Social Affairs which is co-leading of the LCRP Social Stability and Livelihood Sector, and with Ministry of Interior and Municipalities, as well as the Council of Development and Reconstruction.

Activities related with capacities of municipalities and intervention at municipal level are coordinated with the MSR working groups and the MoIM; the support to a broader participation of the Social Development Centers (SDCS) for what concerns their mandate promoting (with the municipalities) the local development and providing social services to the most vulnerable population (including

Lebanese and Syrian refugees) will be closely coordinated with MoSA and MoIM. At the same time, all relevant line ministries will be involved for what concerns interventions, especially at cluster level (sector oriented).

Other national institutions like the Institute of Finance Basil Fuleihan, Beritech, LARI (Lebanese Agricultural Research Institute) will be involved according to the respective competencies in support to capacity building of municipalities, innovation and technology for promoting SMEs and start up, support to cooperatives.

At the area level, the project will engage the governors and well as mayor and presidents of Union of Municipalities as well as CSOs, NGOs, private sector (Chambers of Commerce, SMEs, cooperatives) targeted by the interventions and to promote local capacities for good governance and stabilization. It is important also to take into consideration that 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 systems in relations to social stability and are at the core of the different project's outputs.

Specific target groups will benefit from the interventions, in particular women and youth, representing the most vulnerable social categories affected by the impact of the crisis (unemployment particularly) and exposed to risks. In particular emphasis will be put on supporting the most vulnerable women to improve their economic opportunities and their access to and control over productive assets and income.

South-South and Triangular Cooperation (SSC/TrC)

Considering the effect of the crisis on the region, South-South exchange of experiences and knowledge sharing will be promoted with neighbouring countries like Turkey, Jordan, and eventually in the future, Syria, on the different activities concerning the project's outputs, through the UNDP Sub Facilities Office in Amman and/or through bilateral ventures.

Opportunities of decentralized cooperation will be continued with subnational governments of different European countries, like Cataluña, Italian Regions (Conference State-Regions, Emilia Romagna Region, Lazio Region and others), VNGI, and other possibilities will be explored. These partnerships can also be promoted through Triangular Cooperation.

Knowledge

Other than the evaluations, the project will produce annual perceptions studies, assessments (specific and outputs oriented), and product of communication like quarterly and annual reports, success stories, and lessons learning material. All material will be accessible through UNDP website and social media networks, as well as produce short clips about the project's activities that will be posted on YouTube and UNDP social media networks.

Also the project will continue producing on a regular basis conflict analysis reports, focusing on specific geographical locations that are shared with partners and published for the public interest.

In addition, the project's Peace Building in Lebanon Joint News Supplement is a tool for the public, published and distributed for free with the leading national newspapers in Lebanon, and in the three most spoken languages.

The project will continue publishing media studies which are made available for everyone that tackle the role of media in peace building and include recommendations.

Sustainability and Scaling Up

LHSP ensures the sustainability of interventions through:

- Local ownership, by the municipality and the community. This is directly linked to the MSR process, where the projects are identified through a conflict sensitive needs assessment. Furthermore, the MSR cycle ensures that along the project implementation time the community is aware, and activities will be implemented by the communication team to improve the perception of the community on ownership and leadership of government (national and municipal one) about the projects
- National ownership due to direct involvement of MoSA, MOIM, CDR, and line ministries,
- Commitment of the municipalities to operate and maintain the projects, as per Letter of Understanding signed with UNDP.

III. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will draw upon its experience in being able to convene major donor countries contributing to its different outputs. This phase of LHSP will make sure to deliver maximum results with available resources. First, the analysis work conducted on a regular basis by the project allows to take the best-informed choices ensuring that the strategy and approaches are the most efficient to reach the objectives as per the theory of change.

Also, the strong leveraging of partners with other key international and national NGOs and CBOs, through the coordination in the Social Stability and Livelihood working group, and generally using a partnership approach helps to ensure maximum effectiveness by complementing efforts.

In addition, the project will aim to joint implementation and management mechanism with UN agencies and other partners, ensuring cost effectiveness by leveraging on partnerships, staffing and structures, including analysis, selection of villages/beneficiaries, common planning, resource mobilization, joint donor proposals, reporting and strategy.

The effective coordination at the local level ensures that UNDP can act coherently as one organization. Based on experiences, partners and existing tools and modalities, the project can expand and scale up in certain areas while still work with existing ones.

The close coordination with the UNDP Procurement Unit will guarantee the optimization of practices and procedures optimizing time and costs.

The project has over time tested different implementation modalities, both using professional firms as well as individual consultants and implementing partners. The experience makes the project well situated to choose the most cost-effective model for each context.

Project Management

Under Direct Implementation Modality (DIM), the project will be implemented by UNDP in partnership with the Ministry of Social Affairs, the Ministry of Interior and Municipality, the Council for development and Reconstruction, the targeted municipalities, and Union of Municipalities.

The head office is located at UNDP in Beirut and four sub offices are located in Bekaa, Mount Lebanon, North and South of Lebanon, were UNDP has already existing offices. The project will be sharing the regional offices with other UNDP projects, optimizing the rent and operation expenses; which will contribute to increasing the cost-efficiency of the overall operation. The project will be subject to regular UNDP audit operations through the Social and Local Development Portfolio at UNDP country office.

In the context of this initiative, close partnerships will be developed with national counterparts, like the relevant line ministries, national institutions like BERYTECH (innovation and technology for promoting SMEs and start up), LARI (Lebanese Agricultural Research Institute supporting development of value chins and cooperatives), Institute of Finance Basil Fuleihan (capacity building of Municipalities in agreement with MoIM) according to the activities outlined in the Results Framework. In addition, UNDP will be closing coordinating with Governorates in the regions, civil society partners, NGOs, partners of decentralized cooperation (VNGI, Catalan entities, Italian Conference State-Regions, Emilia Romagna Region, Lazio Region and others in support to increase capacities of local and national institutions on better basic and social services delivery). Partnerships will be also developed with UN agencies, like ILO (EIIP initiative), UNWOMEN (support to women economic and social empowerment), UNCHR (Support to communities' projects), UNICEF, UN-HABITAT (MERC project) and other.

UNDP as the Responsible Party will provide the following services:

- General Management Support:
  - Projects identification, formulation, and appraisal
  - Determination of execution modality and local capacity assessment
  - Briefing and de-briefing of project staff and consultants
  - General oversight and monitoring, including participation in project reviews
  - Receipt, allocation and reporting to the donor of financial resources

- Implementation Support Services
  - Payments, disbursements and other financial transactions
  - Recruitment of staff, project personnel, and consultants
  - Procurement of services and equipment, including disposal
  - Organization of training activities, conferences and workshops, including fellowships
  - Travel authorization, visa requests, ticketing, and travel arrangements

All services shall be provided in accordance with UNDP procedures, rules and regulations. Project management responsibilities will be distributed according to the following division of work:

a. The Project Board is chaired by UNDP, with the participation of the MOSA, MoIM, CDR and donors. The Project Board will meet at least 1 time per year, and will be responsible for advocacy for strategic topics and resources mobilization; oversee LHSP progress; approve any re-prioritization of work
b. A Technical Group is constituted by technical representative of the Project Board as well as when needed by representative of line ministries. It is chaired by UNDP with the participation of MOSA, MoIM, CDR and donors. The Technical Group will meet at least twice a year, providing advice about LHSP strategy (criteria of intervention, priorities by sectors, targeting), overseeing progress, risks and challenges as well as generating agenda for decision by the Steering Committee.
c. The UNDP LHSP 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.

d. The Project Assurance role shall be carried out by the UNDP Social and Local Development 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 making arrangements for evaluation and audit.

e. The Project Support shall provide project administration, management and technical support in order to ensure successful implementation of the project as per the below:

d.1) At National level:

- CTA
- M&E / Reporting Unit (2)
- Communication Unit (4)
- Livelihood-Local Economic Development Unit (5)
- Engineering Unit (12)
- Admin & Finance Unit (2)
- Procurement Unit (3)
- Logistic/drivers (3)

d.2) At Regional Level (4 offices):

- Area Manager
- Senior Project Officer
- Project officer
- Peace Building Officer
- Site Engineer
- Security
- Logistic/driver

Rental and operation costs are charged against project costs to allow for the smooth implementation of the projects.

RESULTS FRAMEWORK[1]

Project Title: Lebanon Host Communities Support Project (LHSP) – Phase 3
Intended Outcome as stated in the UNSF/Country [or Global/Regional] Programme Results and Resource Framework **Outcome 1.3**: Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at national, municipal and community levels **Outcome 3.1** Productive sectors strengthened to promote inclusive growth and local development especially in most disadvantaged areas
Applicable Output(s) from the UNDP Strategic Plan: **Outcome 3:** Strengthen resilience to shocks and crises
Outcome indicators as stated in the Country Programme Results and Resources Framework: **Outcome 1:** Local Communities and institutions' ability to mitigate tensions and prevent conflict are strengthened, and the overall response on the evolution of tensions informed. **Output 1.2**. Systems and capacities in place to monitor tensions and maintain peace Indicator 1.2.1. No. of local peace structures operating Indicator 1.2.2. % female representation in peace structures Indicator 1.2.3. No. of conflict risk analyses produced **Outcome 3:** To improve the ability of vulnerable groups, especially women and youth, and of micro, small and medium size enterprises, to cope with and recover from the economic shock through stabilizing and improving income and revenues. **Output 3.1**. Livelihood and economic opportunities increased Indicator 3.1.1. No. of income generating initiatives supported Indicator 3.1.2. No. of supported SMEs with sustainable operations after 1 year Indicator 3.1.3. No. of value-chain developed for small producer groups Indicator 3.1.4. Business and employment support institutions strengthened **Output 3.2**. Improved capacity of national and local Institutions to respond to local needs in an integrated and coordinated way Indicator 3.2.1. No. of multi-sectoral local and sub-national plans adopted Indicator 3.2.3. No. of improved infrastructure and quality basic services initiatives completed

ff[1] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED OUTPUTS	OUTPUT INDICATORS[1]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year	3 years target (2019-2022)	
Output 1 Capacity of local stakeholders strengthened to asses and respond to the needs of the community in the design and delivery of interventions in a conflict-sensitive and participatory manner. Gender marker: 2	1.1 Number of integrated MSR activities implemented	Progress Reports	0	2018-2019	251 (or according to any update of LCRP vulnerability map)	Data collection from areas as per LHSP M&E
	1.2 Number of MSR communication plans developed	Progress Reports	0	2018-2019	251 (or according to any update of LCRP vulnerability map)	
	1.3 Number of participants disaggregated by sex, nationality and age	Attendance sheets and Progress reports	0	2018-2019	7,894 (5,132 males and 2,762 females)	
	1.4 Number of campaigns to counter fake news/ misinformation and disinformation conducted	Progress reports	0	2018-2019	12 (4 per year)	

Output 2 Competitions for social and basic services reduced at vulnerable communities' level Gender marker 2	2.1 Number of projects implemented at municipal level	M&E progress Reports	130	2018-2019	200	Data collection from areas as per LHSP M&E
	2.2 Number of projects' direct beneficiaries (disaggregated by sex, nationality)	M&E progress Reports	1,028,491	2018-2019	1,500,000 (735,000 males and 765,000 females)	
	2.3 Number of Municipalities and Social Development Centers (SDCs) supported	M&E progress Reports	120	2018-2019	120	
	2.4 Number of municipalities supported	M&E progress Reports	80	2018-2019	120	
Output 3 Income generation for vulnerable Lebanese and Syrian refugees created through intensive labour activities supporting rapid employment schemes Gender marker 2	3.1 Number of projects supported at municipal and cluster level	M&E and engineering Reports	2	2018-2019	5	Data collection from areas as per LHSP M&E/livelihoods and engineering units
	3.2 Number of projects' direct beneficiaries (disaggregated by sex, nationality)	M&E and engineering Reports	58,000	2018-2019	145,000 (71,050 males and 73,950 females; 72,500 Lebanese and 72,500 Syrians)	
	3.3.Number of worker days created (disaggregated by sex, nationality)	M&E and engineering Reports	46,000	2018-2019	66,000 (26,400 Lebanese and 39,600 Syrians)	
	3.4.Number of people employed (disaggregated by sex, nationality)	M&E and engineering Reports	517	2018-2019	1,400 (560 Lebanese and 840 Syrians)	
	3.5. Number of short term jobs created (by sex,nationality)	M&E and engineering Reports	1,450	2018-2019	800 (350 Lebanese and 450 Syrians)	

Output 4: Competition for jobs reduced through economic opportunities improvement, including vulnerable groups (women and youth) Gender marker 2	4.1. Number of economic opportunities infrastructure projects implemented	M&E and Livelihoods Reports	10	2018-2019	30	Data collection from areas as per LHSP M&E/livelihoods and engineering units
	4.2 Number of M-SME business supported	M&E and Livelihoods Reports	21	2018-2019	100	
	4.3 Number of value chains supported	M&E and Livelihoods Reports	5	2018-2019	10	
	4.4 Number of beneficiaries (by sex/age)	M&E and Livelihoods Reports	300,054	2018-2019	900,000 (441,000 males and 459,000 females)	
	4.5. Number of worker days created (disaggregated by sex, nationality)	M&E, Livelihoods and Engineering Reports	400,000	2018-2019	700,000 (350,000 Lebanese and 450,000 Syrians)	
	4.6 number of short-term jobs created (by sex, nationality)	M&E and Economic Appraisal Reports	4,000	2018-2019	7,000	
	4.7 number of jobs maintained (by sex, age)	M&E and Economic Appraisal Reports	8,000	2018-2019	14,000	

[1] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant

MONITORING AND EVALUATION

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
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 agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.
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.
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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
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 by project management and used to inform decisions to improve project performance.
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.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project	Annually, and at the end of the project (final report)	

	quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.		
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.	Specify frequency (i.e., 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.

MULTI-YEAR WORK PLAN [23]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET SLD		PLANNED BUDGET CPR	
		Y1	Y2	Y3		Funding Source	Amount	Funding Source	Amount
Output 1: Capacity of local stakeholders strengthened to asses and respond to the needs of the community in the design and delivery of interventions in a conflict-sensitive and participatory manner. *Gender marker: 2*	Implementation of an integrate methodology for conflicts resolution (MSR), capacity building of concerned institutions and dissemination of Municipal Action Plans	X	X	X	UNDP SLD & CPR	00551 (DFID5)	$ 231,482	00551 (DFID5)	$ 809,633
	Countering Fake news/ misinformation and disinformation campaigns	X	X	X	UNDP CPR	00551 (DFID5)	$ -	00551 (DFID5)	$ 133,350
	Sub-Total for Output 1						**$ 231,482**		**$ 942,983**
Output 2: Competitions for social and basic services reduced at vulnerable communities' level *Gender marker: 2*	Improve and/or expand services in target municipalities, including capacity building	x	x	x	UNDP- SLD	00551 (DFID5)	$ 6,727,725		
		x	x	x	UNDP- SLD	10283 (KFW 3+4)	$ 10,315,426		
		x			UNDP- SLD	00187 (Norway3)	$ 1,344,186		
		x	x		UNDP-SLD	10465(ACCD2)	$ 156,106		
		x			UNDP- SLD	11207 (BPRM2)	$ 3,336,704		

[2] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

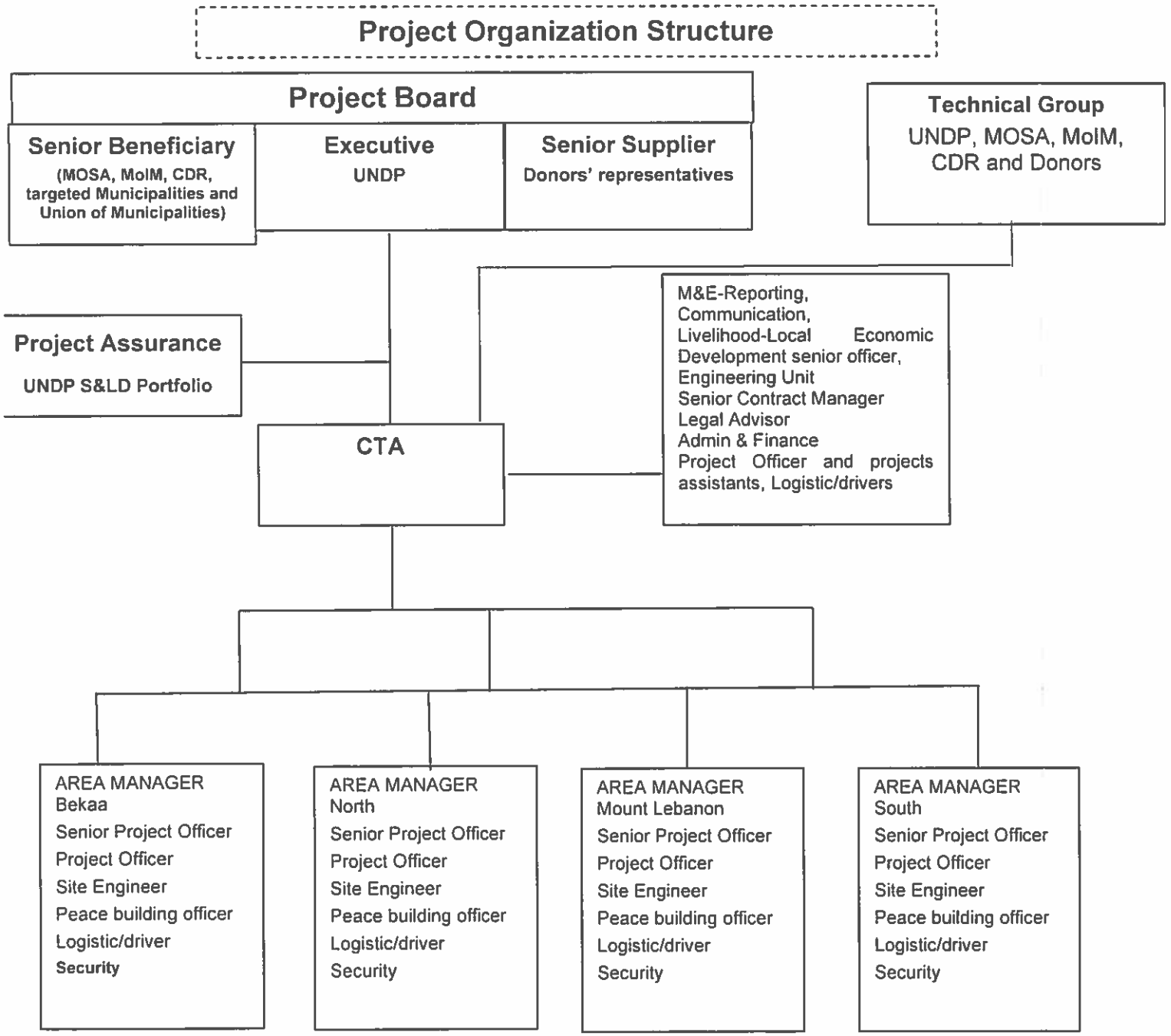
[3] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Sub-Total for Output 2						**$ 21,880,147**		**$ -**
Output 3 Income generation for vulnerable Lebanese and Syrian refugees created through intensive labour activities supporting rapid employment schemes Gender marker 2	Implementation of projects related with labour intensive – rapid employment schemes at municipal and cluster level	x			UNDP-SLD	00003 (ILO)	$ 4,593,800		
	Sub-Total for Output 3						**$ 4,593,800**		**$ -**
Output 4 Competition for jobs reduced through economic opportunities improvement, including vulnerable groups (women and youth)	Improve and/or expand economic infrastructure's projects at cluster of municipalities level, market and value chain driven, including capacity building of beneficiaries	x	x	x	UNDP-SLD	00551(DFID5 Ecoop)	$ 14,417,787		
		x	x	x	UNDP-SLD	10283(KFW4)	$ 3,000,000		
Gender marker: 3	Implementation of project for youth and women employability market and value chain driven, including support to SMEs and existing MSMEs – cooperatives and capacity building of beneficiaries	x	x	x	UNDP-SLD	12113(Canada)	$ 6,000,920		
	Sub-Total for Output 4						**$ 23,418,707**		**$ -**
Project Management	Human Resources	x	x	x	UNDP-SLD	12113 (Canada)	$ 784,559		
		x			UNDP-SLD	00187 (Norway3)	$ 320,000		
		x			UNDP-SLD	11207 (BPRM2)	$ 675,926		
		x	x	x	UNDP-SLD	10283 (KFW 3+4)	$ 1,723,945		
		x	x	x	UNDP-SLD	00551 (DFID5)	$ 3,771,646		
		x	x		UNDP-SLD	10465 (ACCD2)	$ 45,914		
		x			UNDP-SLD	00003 (ILO)	$ 956,611		
	Office costs	x	x	x	UNDP-SLD	12113 (Canada)	$ 113,809		
		x			UNDP-SLD	11207 (BPRM2)	$ 150,000		

		x	x	x	UNDP-SLD	10283 (KFW 3+4)	$	595,931		
		x	x	x	UNDP-SLD	00551 (DFID5)	$	264,372		
		x			UNDP-SLD	00003 (ILO)	$	208,849		
	Sub-Total Project Management						**$**	**9,611,562**		**$ -**
Monitoring & Evaluation		x	x	x	UNDP-SLD	10283(KFW4)	$	113,766		
		x	x	x	UNDP-SLD	00551(DFID5)	$	146,938		
	Sub-Total Monitoring & Evaluation						**$**	**260,704**		
DPC	**DPC**	x	x	x	UNDP-SLD	12113 (Canada)	$	137,750		
		x			UNDP-SLD	00187 (Norway3)	$	21,000		
		x			UNDP-SLD	11207 (BPRM2)	$	67,000		
		x	x	x	UNDP-SLD	10283 (KFW 3+4)	$	315,747		
		x	x	x	UNDP-SLD	00551 (DFID5)	$	504,866		
		x	x		UNDP-SLD	10465 (ACCD2)	$	4,459		
	Sub-Total DPC						**$**	**1,050,822**		**$ -**
General Management Support 8%	**GMS**	x	x	x	UNDP-SLD	12113 (Canada)	$	562,963		
		x			UNDP-SLD	00187 (Norway3)	$	134,815		
		x			UNDP-SLD	11207 (BPRM2)	$	338,370		
		x	x	x	UNDP-SLD	10283 (KFW 3+4)	$	1,285,185		
		x	x	x	UNDP-SLD	00551 (DFID5)	$	2,085,185		
		x	x		UNDP-SLD	10465 (ACCD2)	$	16,518		
		x			UNDP-SLD	00003 (ILO)	$	460,741		
	Sub-Total F&A						**$**	**4,883,777**		**$ -**
TOTAL							**$**	**65,931,000**		**$ 942,983**

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented through the UNDP Direct Implementation Modality (DIM) where the UNDP Country Office in Lebanon assumes full substantive and financial responsibility and accountability for all project deliverables. All aspects of project implementation will comply with UNDP policies and procedures.



In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution 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 will be recovered at a flat rate of 8 percent of the AICS grant advanced to UNDP. The GMS include the following services:

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

The UNDP Country Office shall provide the following support services (charged as Direct Project Costing) for the activities of the project:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Payroll management services and Medical Clearance Services for all staff, external access to ATLAS for project managers and other staff
- Procurement of services and equipment, including disposal
- 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 and Quality Control
- Policy advisory support
- Thematic and technical backstopping
- Resource management and reporting

VIII. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

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

This project will be implemented by [name of entity] ("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.

IX. RISK MANAGEMENT

Option b. UNDP (DIM)

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][4] [UNDP funds received pursuant to the Project Document][5] 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).

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 *[or the Supplemental Provisions to the Project Document]*, 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, taking into account 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.

[4] To be used where UNDP is the Implementing Partner

[5] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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. *Choose one of the three following options:*

   Option 1: 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 diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this 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.

h. 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.

i. 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.

j. 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.

X. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

4. **Project Board Terms of Reference and TORs of key management positions**