

**United Nations Development Programme**

**Country: Lebanon**

**Project Document Substantive Revision 00084708**

<b>Project Title</b>	Support to economic recovery, community security and social cohesion in Lebanese communities affected by the Syrian Crisis
<b>UNDAF Outcome(s):</b>	By 2014, the socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic services are improved within a coherent policy framework of reduction of regional disparities
<b>Expected CP Outcome(s):</b>	Local governance structures in target underserved regions strengthened for better representation, participation, and basic local services delivery
<b>Expected Output(s):</b>	Capacities of institutions and community groups strengthened for effective formulation and implementation of regional and local development plans including women and youth
<b>Implementing Partner:</b>	UNDP
<b>Responsible Parties:</b>	UNDP

**Brief Description**

This document concerns a time extension for a three-year period and a substantive revision of the project 00084708 Support to Economic Recovery, Community Security and Social Stability in Lebanese Communities Affected by the Syrian Crisis, along with an increase of budget, in order to enable the achievement of the project objectives.

**Programme Period:** 2015- 2017  
**Atlas Award ID:** 00065799  
**Project ID:** 00084708  
**Start date:** January 2015  
**End Date** December 2017  
**Management Arrangements** DIM

**Agreed by UNDP: Luca Renda**  
 UNDP Country Director

**Agreed by CDR: Eng. Nabil El-Jisr**  
 President

**Signature:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

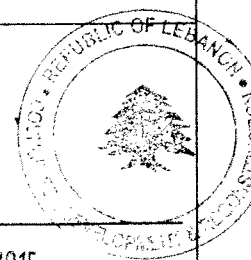
**Date:** \_\_\_\_\_

28 SEP 2015

**Agreed by MoSA: Mr. Rachid Derbas**  
 Minister

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_



DONOR	Available Budget as of 01 January 2015	Expected contributions
<b>**BCPR/UNDP</b>	\$16,127.64	\$0.00
<b>***TRAC/ UNDP</b>	\$34,148.61	\$0.00
<b>* ECUADOR</b>	\$355,201.86	\$0.00
<b>* MONACO</b>	\$0.00	\$0.00
<b>* LRF</b>	\$1,520,965.60	\$0.00
<b>* EU</b>	\$372,311.67	\$426,971.24
<b>UNHCR</b>	\$401,548.23	\$291,984.66
<b>DFID</b>	\$4,303,792.42	\$13,559,322.04
<b>USA</b>	\$261,500.00	\$7,000,000.00
<b>JAPAN</b>	\$649,824.82	\$0.00
<b>DANIDA</b>	\$1,299,012.87	\$1,144,771.94
<b>ITALY</b>	\$0.00	\$876,095.12
<b>KFW</b>	\$7,198,742.27	\$0.00
<b>VALDESE</b>	\$155,666.27	\$414,823.00
<b>NORWAY</b>	\$0.00	\$1,964,761.00
<b>TOTAL INCLUDING ISS &amp; F&amp;A</b>	<b>\$16,568,842.26</b>	<b>\$25,678,729.00</b>

<b>ISS</b>	\$191,732.00	\$212,659.00
<b>F&amp;A (8%)</b>	\$1,057,043.47	\$1,870,500.57
<b>* F&amp;A (7%)</b>	\$123,859.26	\$27,932.70
<b>**F&amp;A (5%)</b>	\$767.98	\$0.00
<b>***NO F&amp;A</b>	\$0.00	\$0.00

<b>Amount Unfunded (Including ISS &amp; F&amp;A)</b>	<b>\$140,000,000.00</b>
<b>ISS</b>	\$2,541,757.44
<b>F&amp;A</b>	\$10,370,370.37

## I. SITUATION ANALYSIS

The impact of the Syrian crisis on Lebanon is reaching a scale unprecedented in the history of complex, displaced from Syria-driven emergencies. While in April 2012, 32,800 displaced Syrian<sup>1</sup> were registered or awaiting registration with UNHCR, by February 2015 this figure has jumped to become 1,175,915 registered, or awaiting registration, displaced Syrian, an increase equal to over 25% of the total Lebanese pre-crisis population. 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. This sudden and large influx of displaced Syrian from Syria is now placing enormous pressure on the country and its people, especially those in the poorest areas, where displaced Syrian concentrations have been greatest.

The crisis is not only challenging the country's existing social and economic infrastructure, it is exacerbating significant development deficiencies such as unemployment, especially among women and youth, and profound disparities between the wealthy and the poor. In addition, the crisis brings to Lebanon a set of new tensions which threaten to undermine Lebanon's delicate social and political balance of power while amplifying pre-existing inter Lebanese divisions and provoking increasingly negative reactions against the Syrian displaced presence.

Unlike the situation of the Syrian displaced in other countries, Lebanon is facing a challenge where Syrians are not placed in camps or specific areas; instead, they are residing in all the Lebanese regions with no exception. Syrian displaced residing in Lebanon sum up to be around 31% of the total number of Syrian displaced, whereas the remaining 69% are distributed among around 4 different countries. Thus, for that reason, and since we lack systemized displaced camps, we cannot but consider that Lebanon as a whole is affected by the Syrian crisis and the country as a whole is a hosting community; as well as that this large, uncontrolled influx of the displaced from Syria had negative impacts on the local community on all levels. Thus, there should be equilibrium between the support given to displaced and the key support provided to the government both at National and Local levels.

A number of reports and assessments, of which the joint Government of Lebanon/UN/World Bank Assessment on the Economic and Social Impact of the Syrian crisis on Lebanon (September 2013) is the most extensive, all stress the enormous needs that Lebanon is facing across all sectors as a consequence of the crisis in Syria. This document draws from those resources, and from assessments made directly by UNDP, to set the context of the situation in Lebanon and elaborate the response strategy UNDP is employing to help stabilize the country. This will be achieved through linking immediate crisis needs with longer term development priorities at the local and national levels. The recently updated Millennium Development Goals report highlights the risk of having a regression on the results achieved to date due to the strain that the crisis is putting on the country. A summary of channels through which the Syrian crisis is impacting Lebanon follows:

### *Impact on local authorities and municipal services*

Increased displaced populations are putting enormous pressure on water, sanitation, waste management, education, and health care systems. Local authorities are faced with situations where the needs have grown exponentially. The current structures are not well equipped to respond to the overload request on services and do not have the full capacity to provide these services.

### *Impact on welfare services*

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<sup>1</sup> Displaced Syrian correspond to UNHCR Syrian registered refugees

Recently significant joint efforts by MoPH and MoSA, the PHCCs and SDCs elaborated a standardized approach to provide primary health services to communities and to establish a regulated referral system using, public schools as entry point to address the basic health needs of the community within a development framework. Moreover, the situation of the primary health care system is overwhelmed by the huge influx of Displaced Syrians to health centers. The new initiative mentioned here will be a main pillar of the respond to the needs of local communities strongly coordinated with LHSP.

This activity aims to support the development of integrated health territorial plans and services in order to increase access to high-quality primary health care services for the targeted communities. It also seeks to increase awareness about health in public schools. To do this, UNDP will work in close collaboration with the Ministry of Public Health (MoPH), the Ministry of Education and Higher Education (MEHE), the Ministry of Social Affairs (MoSA), the Ministry of Interior and Municipalities (MoIM) and the local authorities. **The four Ministries signed in this regards an inter-institutional agreement on the 15<sup>th</sup> of September, 2014.**

#### *Macro and micro-economic impact*

The Syrian crisis has had a severe impact on the Lebanese economy at all levels, negatively affecting key sectors such as trade, tourism, real estate, energy and construction, attributed to plummeting investors' confidence due to uncertainty about the security situation, as well as the closure of strategic export routes for Lebanese products to Syria and the Gulf countries. Real GDP growth rates have plummeted, with an expected loss of nearly 3% for each year over the 2012-2014 period due to the crisis and there has been a negative balance of payments for three years in a row. The fiscal deficit resulting from decreased revenue and increased expenditure on public services has been projected at around USD 2.6 billion.

#### *Environmental impact*

The increase in Lebanon's population is having severe consequences on environmental and water quality, solid waste management, urban sprawl and scarce energy resources in Lebanon. Notably, among basic services, solid waste management falls most directly within the mandate of municipal budgets, leaving many communities desperate for means to address the rapidly worsening situation. For example, local spending on waste disposal rose by 40 percent according to Lebanon Environmental Assessment of the Syrian Conflict & Priority Interventions: Ministry of Environment, UNDP and EU 2014.

#### *Impact on employment and Livelihoods*

The number of people co-existing under the poverty line in Lebanon has risen by 63 percent since 2011 to 2.25 million<sup>2</sup>. Young people from all communities were hardest hit by these shocks through the years. A third of Lebanese youth are now unemployed, a 50 percent rise since 2011. Overall

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<sup>2</sup> Data as at December 2014 suggests an additional 812,000 poor Lebanese, poor Syrian displaced and poor Palestine refugees in country since 2011. The *Economic and Social Impact Assessment* World Bank/GoL 2013 projects 170,000 additional Lebanese pushed into poverty by end 2014. The *Vulnerability Assessment of Syrian Refugees in Lebanon* (VASyR) WFP 2014 suggests that 48% of the 1.2 million Syrian displaced registered in Lebanon by end 2014 live at or under the equivalent purchasing power of the Lebanon poverty line – 600,000 people - while nearly all of the 43,000 PRS have been found to be at or beneath the poverty line. The total poor population in-country pre-crisis is estimated at 1.38 million Lebanese and Palestine Refugees in Lebanon. *Poverty, Growth and Income Distribution in Lebanon*: UNDP 2008 found 28% of Lebanese to be living below the poverty line (\$4 per day) or 1.2 million people. This data is based on the ten year-old *National Survey of Household Living Conditions*, Ministry of Social Affairs 2004 and should therefore be considered an estimate. The *Socio-Economic Survey of Palestine Refugees in Lebanon*, UNRWA-American University of Beirut 2010 assesses that 66% or 180,000 of PRL are considered poor. The sum of all these poor groups in Lebanon is an estimated 2.2 million people as of December 2014, approximately 60% higher than 2011 estimates.

unemployment is up to 20 percent. The labour force is also 50 percent larger, increasing an unhealthy perception of competition. Work available to the least skilled and most vulnerable communities is largely under-paid, seasonal and outside of labour protection mechanisms. In Lebanon's relatively high-cost environment, many working in these low-wage jobs remain poor and unable to meet their basic household expenses. Border communities who have depended on Syria for health, trade and education have been especially affected due to the simultaneous loss of access to these resources and the high burden of hosting displaced Syrians.

### *Impact on social stability*

Tensions at the national and community level are on a sharp rise because of the articulation of the Syrian crisis on the internal political challenges; the same apply to livelihood as Lebanese find themselves competing with Syrians for employment and increasingly scarce means of ensuring livelihoods. In addition, in the large scale humanitarian support to displaced Syrian does also lead to heightened tensions while security concerns are deepening. The rise of ISIS as real regional threat and the security incidents in the Aarsal area have also compounded what was an existing tense situation. This has had a serious impact on community relations specifically in Tripoli and the North and Bekaa regions.

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## **II. STRATEGY**

The Ministry of Social Affairs (MoSA) jointly with the United Nations Development Programme (UNDP) launched in 2013 the "Lebanese Host Communities Support Project" (LHSP) as a comprehensive, coordinated and durable response towards the Syrian Crisis and its implications on the country. The project is developed under a number of guiding principles which drive the activities of UNDP to support Lebanon and the host communities, as well to support national and local institutions through capacity building to respond to the impact of the Syrian crisis in Lebanon and the pre-existing problems before the Syrian crisis and exacerbated by the current situation. These include: efficient utilization of funds by targeting the national and local mechanisms that can impact positively the response to the challenges, and have a multiplier effect across sections; and by targeting most vulnerable host communities; ensuring stakeholder participation in the affected areas in the identification, implementation and monitoring of interventions in a transparent manner; treating social stability as both a targeted activity as well as a cross cutting theme; and, developing local capacities to operate and maintain the interventions after completion to ensure sustainability.

The Project seeks to help increase stability, specifically in the areas affected by the Syrian crisis, through improving livelihood and service provision in a conflict sensitive manner. It aims at contributing to improved community security, economic recovery and social stability in the affected areas through a community based approach which will increase livelihood options and local level service delivery.

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 mainly in affected areas
2. Strengthen the capacity of local and national actors to assess and respond to the needs and risks in a community participatory driven and conflict sensitive approach..
3. Improve the local level dispute resolution and community security.

MoSA and UNDP will establish a comprehensive structure that will lead the design, budgeting, implementation, follow up and evaluation for the relevant activities in the most efficient way, maximizing the use of the available funds.

### **Governance Structure**

A Steering Committee is formed to provide overall governance for the LHSP. The Steering Committee provides strategic direction and ensures proper implementation of the project. It is chaired by MoSA, while UNDP provides secretariat functions. The Steering Committee's main responsibilities are to provide guidance and direction to LHSP, ensure transparency, accountability and efficiency, and build a consensus around the project's strategies and planned results.

The Steering Committee is composed of representatives of the relevant governmental agencies. Main donors are invited as observers.

A Technical Group (TG) is formed to operationalize the Steering Committee, review and provide advice, and take decisions on project selection. It produces criteria and basic tools to ensure consistency in selecting, targeting, and formulation of projects/interventions. It reviews periodically the mapping of vulnerable communities most affected by the displaced Syrian's influx and those most at risk.

The Technical Group decision makers are the multi-sectorial technical experts from:

1. Ministry of Social Affairs (MoSA)
2. Presidency of Council of Ministers (PCM)
3. Ministry of Interior and Municipalities (MOIM)
4. Council for Development and Reconstruction (CDR)
5. Relevant ministries as per the projects to be reviewed

Donors of projects under discussion/review are also invited to the Technical Group meetings. By the end of each technical group meeting, a detailed Minutes of Meeting is prepared and shared by UNDP.

### **Project Implementation:**

The project is implemented by UNDP in partnership with MoSA. It targets national governance and support mechanisms/institutions, and in the vulnerable and underserved host communities located in the country, in a timely and efficient manner through full coordination with local authorities to ensure sustainability of initiatives, and in collaboration with concerned line ministries.

During 2013, LHSP implemented 152 projects across different sectors, including health, education, livelihood, water and waste management. Those projects aimed at supporting the immediate and urgent needs of the host communities.

During 2014, LHSP targeted 62 communities, implementing 180 projects, considered to be the most vulnerable host communities in the country.

During 2013-2014, LHSP supported more than half a million people including displaced Syrians.

For 2015- 2017, LHSP aims at targeting 1.2 million vulnerable Lebanese living in host communities facing particularly acute vulnerability in Lebanon.

### **Methodology for projects identification: Maps of Risks and Resources**

The Maps of Risks and Resources (MRR) is a conflict sensitive participatory needs assessment methodology implemented to facilitate the dialogue and collaboration between stakeholders at local

level in order to identify risks, needs and resources (available and unavailable), prioritize risks and needs, and identify possible responses to tackle them. To ensure the participation of the community as a whole, local Municipal Working Groups are formed involving local authorities, municipalities, SDCs, civil society and private sector, for each targeted municipality.

The MRR is thus seen as a process that aims to strengthen mechanisms for dialogue and priority-setting through a participatory approach. The objective is to support coordinated interventions at municipal and cluster level, based on the identification of problems, their related risks and possible responses in a participatory way, and on the basis of this initial mapping, support the development of Multi-sectorial Local or Municipal Action Plans. The final outcome of the MRR assessment is a village dossier that includes mainly a report illustrating the village profile, the socio-economic descriptive analysis of status of population, and an assessment of needs, risks and resources, as well as identification of priorities per sectors at the community level.

The individual MRR (Needs assessment) will be subject to a second level of analysis to elaborate broader local development plan at the cluster/area level and action plan. This outcome will be used by all members and partners of local communities.

MoSA, in coordination with the TG, is the responsible party in charge to disseminate the outcome of the assessment reports. The Map of Risks and Resources and the related Action Plan are used by the municipality, MoSA and other actors, for establishing local planning and coordination platforms, and can be presented to local, national and international partners for their support.

The MRR was carried out by the LHSP from March until June 2014 covering 62 municipalities (7 in the South, 16 in Bekaa, 25 in the North). These municipalities were identified as being the most vulnerable in terms of poverty, number of displaced Syrian, and ratio Lebanese population/displaced Syrian.

For the period of October 2014 – May 2015, the MRR will be implemented by MoSA, with the technical assistance of UNDP, addressing the most vulnerable communities. Around 160 municipalities are selected based on the pressure of Displaced Syrian on host community (exhibited by the ratio of registered displaced Syrians vs. Lebanese population), and the pressure of Displaced Syrians on poor Lebanese population (exhibited by the ratio of registered displaced Syrians vs. poor Lebanese population) and other dimensions of socio-economic privations

The village dossier and/or cluster analysis will allow the government and donors to prioritize engagement in areas of particular vulnerability and to plan activities in a way that reduces, and does not increase, current or potential risks and conflict.

This process will ensure the lead function of the government represented by MoSA and will strengthen the capacity building of MoSA staff who will lead the implementation of the participatory assessment with the support of UNDP. UNDP will continue to mobilize resources to implement initiatives addressing the priorities of the host communities, and assure the complementarity of interventions.

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### III. PROJECT ACTIVITIES

#### **Activity 1: Increase livelihood and economic opportunities**

The purpose of this activity is to reinforce the stabilization of host communities through sustainable social and economic development at the local level and to mitigate tensions between host communities and displaced Syrian. The Support to Livelihood and Local Economic Development opportunities to host communities will be implemented in communities which have a high concentration of displaced Syrian in the country and which at the same time already face weak socio-economic conditions, to

restore livelihoods, especially for youth and women and most vulnerable groups, through activities linked to longer term development outcomes and creating economic opportunities to revive local economic development through effective partnerships between public and private and community structures

The four main initiatives include but are not limited to:

1. Rapid Employment Schemes;
2. Business Development Initiative: Support to MSMEs and Development of Start Ups through capacity building, technical assistance, or cash grants and other support to value chains that have the potential to create employment for host communities, especially youth and women and most vulnerable groups, and which also have potential for export;
3. Support to Workforce Employability: Market-based labour assessments, Vocational Training, Paid internship, and human resource support services
4. Promotion of local plans supporting job creation for hosting communities: Support to MoSA in the development of Livelihood National Strategy for host communities.

Within the Framework of UNDP ART GOLD Programme, four Local Economic Development Agencies were established; one in each of the areas of North, South, Beirut Southern Suburbs, and Bekaa. These LEDAs include:

1. The Association of the LEDA in Beirut Southern Suburbs (ALEDA BSS)
2. Local Economic Development Agency in Bekaa (LEDA Bekaa)
3. The Local Economic Development Agency in North (North LEDA)
4. The Local Economic Development Agency in South (South LEDA)

The general objective of the LEDAs in Lebanon is to harmonize the territorial assets (know-how, infrastructure, production, services) for an ordered area development, to promote the area at the national and international level through appropriate marketing strategies projects identification, innovation and international partnerships, and to increase income generation and to create job opportunities for all the population without any discrimination, particularly for the most disadvantaged people.

*UNDP will engage a number of qualified and technically capable agents in the implementation of livelihood and local economic development projects within hosting communities. The four LEDAs will be engaged in the competitive selection process as potential implementing agents.*

**Activity 2: Strengthen the capacity of local actors (municipalities, local branches of Ministries, private sector, and civil society) to assess and respond to the needs of the community in the design and delivery of interventions in a participatory manner.**

This output intends to improve the living conditions of the population in targeted areas through responding to the needs, developing capacity, and basic services in a participatory manner or approach and to reduce conflicts which can be aggravated by the pressure exerted by displaced Syrian. In addition, the ability and space for the local government, local branches of central administrations, SDCs, private sectors and the civil society to interact will be built to ensure that information is exchanged, coordination networks are built, and priorities are jointly identified

The project will also develop the capacity of the civil society to identify priorities and support the work of local actors. This project will cover areas like education, health, water, sanitation, conflict resolution, women empowerment, and capacity building. The municipality is responsible for services such as afforestation or reforestation, solid waste management, local economic infrastructure, certain water infrastructure (secondary networks), public spaces and agricultural roads

In parallel to this participatory process to promote dialogue and reinforce decision making, a comprehensive support to existing and on-going initiatives of the government and UNDP will be provided to strengthen the municipalities in terms of planning, project cycle implementation, local administration management and services delivery. Capacity building will include the local branches of the various ministries, mainly those who are partners in the project, or address socio-economic issues (education, health, water and energy, economy...etc.) CPOs and SDCs. This capacity building program is seen as a contribution to the sustainability of the impact of UNDP's support to host communities, and will consider coordination with the UN agencies, Ministries, or other actors working in the same area.

### **Activity 3: Improve Local level dispute resolution and community security**

This activity aims at supporting and strengthening local mechanisms by local authorities and actors for solving disputes related to the influx of displaced Syrian at the local level as well as enhancing the existing local community security structures. The purpose is to strengthen the link with the concrete recovery initiatives on livelihoods and service delivery to the improvement of community security and social stability at the local level. The objective is also to improve the capacity of the local leaders to take leadership on the community security in the targeted areas with the aim of increasing trust and confidence among the population as well as decrease violent incidents in the targeted areas.

Under this activity, five main initiatives are envisaged i) supporting the set-up or strengthen already existing local committees based on the original MRR-MAPs working groups for overseeing the initiatives including empowerment and representation of women and youth groups in the committees; ii) supporting the local level dispute resolution , iii) building the capacity of local authorities to improve security in their communities, iv) strengthening the skills of local actors to resolve disputes arising from the increase in displaced Syrian, and v) disseminating information on available services.

This activity will address issues of fragility through strengthening societal relations. Fostering interactions in societies is both a process and an outcome of the project. The project will utilize the lessons learnt from the UNDP Strengthening Civil Peace in Lebanon Project (2011-2012) and the Common Space Initiative and the background of MOSA at local level. Solid diagnostics will ensure that the initiatives undertaken genuinely represent the interests of all the stakeholders in the communities and include representation of those who have legitimacy to influence the local conflict dynamics. These mechanisms can also be linked to the national civil society platform that the Strengthening Civil Peace in Lebanon Project is setting up. This will facilitate links between the national and local level by delivering feedback on the processes on-going at the local level to the NGOs or SDCs working on peace building at the national level. The project will also seek to leverage the network of Mukhtars already sensitized on peace building approaches through the Civil Peace project.

The initiatives to defuse tensions related to the influx of displaced Syrian in the communities will be produced and implemented by the committees themselves before the conflicts escalate to higher level. The committees will be able to utilize their skills and networks to resolve deadlocks and unblock bottlenecks by their strengthened capacity to facilitate the process and engage all relevant stakeholders at the local level. The mentioned activities will be implemented in close coordination with SDC units at

the area level, and MoSA and MOIM locally and centrally. On aspects related to Municipal Police, all activities will be subject to prior approval of the MOIM.

#### **Activity 4: Strengthen the capacity of the Lebanese Government to respond to the influx of displaced Syrian**

This activity aims at building linkages between development/stabilization and humanitarian responses, as well as between the activities being carried out at the local level and the government response to the Syrian crisis at the national level. The purpose of this activity is to support these national actors and to strengthen their capacity in responding to the crisis and coordinating the response in a conflict sensitive way.

With the aim of ensuring that the programming is led by on-going analysis, the project also needs to ensure constant updating of the Maps of Risks and Resources assessment in order to have up to date information of the situation. This information will be provided to the national actors in a user friendly manner with an analysis of the situation included facilitated by UNDP/Project Coordinator.

It is understood that LCRP represents the overall guidance/framework for the country response to the combined aspects of the crisis, and those exacerbated by the Syrian crisis and influx of persons displaced from Syria. The LHSP represents one of the frameworks throughout which MoSA, governmental and international actors design and implement the stabilization pillar of LCRP, addressing mainly the needs of the Lebanese population, and of host communities at the local level.

This activity aims at enhancing the institutional and human capacity of MoSA, in addition to other parties, to implement its role successfully as a coordinator of LCRP, and as a responsible party for planning and implementing the resilience activities at national and local levels. Therefore, it is essential to establish and strengthen within MoSA a National Coordination Structure.

#### **Activity 5: Project Management**

This activity aims at ensuring that all project activities are well addressed. The day-to-day management of the project will be supported by the CTA and the Project personnel in the field and national offices. Experts/technical specialists will be recruited and shall support the project management to carry out the indicative activities. The Field Officers, Social Officers and Engineers will be located in the four regions working with the Area Managers. The project management will also ensure knowledge sharing of successful practices across regions between MoSA & UNDP. A specific M&E system will be set up in close coordination with MoSA.

#### IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outputs	Output Targets (by year)	Indicative Activities	Responsible Parties	Inputs
<b>OUTPUT 1:</b> Capacities of institutions and community groups strengthened for effective formulation and implementation of regional and local development plans including women and youth				
<b>Baseline 1:</b>				
<ul style="list-style-type: none"> <li>High unemployment amongst youth and women;</li> <li>Limited job opportunities and weak private sector investment;</li> <li>Loss and/or depletion of livelihood assets, and economic opportunities;</li> <li>Weak economic and productive infrastructures;</li> <li>Limited financial services targeting</li> </ul>	<b>Activity 1: Increase livelihood and economic opportunities</b>			
	<b>Targets (year 2015-2017)<sup>3</sup>:</b> <ul style="list-style-type: none"> <li>At least 30,000 short-term job opportunities created for the Host community;</li> <li>4 public private partnership entities supported (LEDAs);</li> <li>Around 11,000 people from the Host community benefitted from vocational training programs;</li> <li>At least 4 value chain development supported (1 value chain per area);</li> <li>450 micro and small enterprises supported and/or established;</li> <li>At least 300 long term job opportunities for Host community created;</li> <li>Around 15,000 poor women benefitted from livelihood assets</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of intensive labor activities supporting rapid employment schemes;</li> <li>Provision of vocational skills through training programs, in particular for women and youth, based on market demand and supply;</li> <li>Identification of intervention for supporting the development of at least four value chains;</li> <li>Support to SMEs and existing MSMEs in terms of business development services, in addition to support for start-ups in terms of cash grant and incubation services;</li> <li>Implementation of (paid) internship,</li> </ul>	UNDP, Ministry of Social Affairs (MOSA), Council for Development and Reconstruction (CDR), Ministry of Agriculture, Min. of Labor, Ministry of Industry and Economy, LEDAs, Union of municipalities, municipalities, NGOs, Civil society including women organizations, UN agencies (ILO, UNIDO, FAO)	Consultants; Training; Grants Technical assistance

<sup>3</sup> The target numbers correspond to sector target considered in the LCRP

<p>poor and vulnerable people.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Number of beneficiaries from vulnerable Lebanese communities benefiting from the implemented livelihood projects;</li> <li>• Number of short and long term jobs created;</li> <li>• Number of micro and small enterprises supported;</li> <li>• Number of public-private partnerships initiated;</li> <li>• Number of value chains analyzed/supported;</li> <li>• Number of relevant policies, strategies and legal frameworks mapped and supported</li> </ul>	<p>distribution;</p> <ul style="list-style-type: none"> <li>• Livelihoods/economic recovery strategy and/or policy developed/updated and endorsed.</li> </ul>	<p>on-the-job training or apprenticeship programs for youth within Lebanese entities;</p> <ul style="list-style-type: none"> <li>• Support vulnerable micro-enterprises affected by the Syrian conflict accessing to financial services</li> <li>• Support of women agro-food cooperatives in different areas;</li> <li>• Establishment of income generation entities managed by cooperatives, NGOs, CBO and or municipalities benefiting vulnerable women;</li> <li>• Undertake mapping and analysis of relevant policies, strategies and legal frameworks;</li> <li>• Support and advocate for relevant sectors' policy development.</li> </ul>	<p><b>Subtotal Activity 1:</b></p> <p><b>\$12,636,560.07</b></p>
<p><u>Baseline 2:</u></p> <ul style="list-style-type: none"> <li>• Lack of services is contributing to the</li> </ul>	<p><b>Activity 2: Strengthen the capacity of local actors (government and civil society) in the delivery of basic services in a participatory manner</b></p> <ul style="list-style-type: none"> <li>- Activity 2.1: Support to integrated services at municipal level</li> </ul>		

<p>increasing tension;</p> <ul style="list-style-type: none"> <li>• Vulnerable population unable to access services;</li> <li>• Lack of participatory mechanisms for service delivery;</li> <li>• Limited knowledge on the available services by the local communities;</li> <li>• MRR needs assessment conducted for 48 vulnerable municipalities and respective Municipal Inter-Sectorial Action Plans produced.</li> </ul>	<p><b>Targets (year 2015-2017):</b></p> <ul style="list-style-type: none"> <li>• MRR needs assessments conducted in at least 200 vulnerable communities and related Municipal Inter-sectorial Action Plans produced;</li> <li>• 1,000,000 people in vulnerable communities supported to access water and sanitation, health, education and other basic services;</li> <li>• At least 70% of residents (who took part in the planning process) are "satisfied or very satisfied" with the process.</li> <li>• Support SDCs and technical institutes of MoSA</li> </ul>	<p><b>Service delivery increased for vulnerable populations through participatory delivery of priority services</b></p> <ul style="list-style-type: none"> <li>• Implementation of MRR in 200 vulnerable municipalities;</li> <li>• Conduct 3 perception surveys at community level on capacity of municipalities to respond to the needs of host communities (1/year);</li> <li>• Production of 200 Inter-Sectorial Municipal Action Plans;</li> <li>• Support municipalities for funding the Municipal Inter-Sectorial Action Plans;</li> <li>• Improve and/or expand municipal services in target municipalities based on the community-driven needs assessments (MRR);</li> <li>• Set up community groups to implement awareness campaign on service delivery;</li> <li>• Capacity building of municipalities on identified gaps for services delivery.</li> </ul>	<p>UNDP, Municipalities, MOSA, CDR, MoPH, MEHE, MoIM, Civil society organizations, NGOs, Universities PHCC, SDCs</p>	<p>Consultants ; Trainings; Infrastructure work ; Technical assistance</p>
<p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Number of vulnerable communities undergoing the MRR needs assessments;</li> <li>• % of residents (who took part in the planning process) are "satisfied or very satisfied" with the process;</li> <li>• N. of Municipal Inter-sectorial Action Plans projects funded;</li> </ul>				

<ul style="list-style-type: none"> <li>• Number of people benefiting from the implemented basic services projects;</li> <li>• N. of services improved.</li> </ul>				
<p><b>Subtotal Activity 2:</b></p> <p><b>Activity 3: Improve Local level dispute resolution and community security</b></p> <p><b>Baseline 3:</b></p> <ul style="list-style-type: none"> <li>• Local communities are vulnerable to external shocks due to limited skills and institutionalized mechanisms for preventing tension from exploding into conflict;</li> <li>• Absence of sustained peace building and dialogue mechanisms to mitigate the risks of potential violence at the local level;</li> <li>• Lack of systematic conflict prevention and conflict resolution instruments being utilized by local leaders;</li> <li>• Limited skills of key local leaders in dealing with</li> </ul>				<p><b>Subtotal Activity 2:</b></p> <p><b>Activity 3: Improve Local level dispute resolution and community security</b></p> <p><b>Targets (2015-2017):</b></p> <ul style="list-style-type: none"> <li>• 8 Conflict assessments conducted in communities affected by the Syrian crisis;</li> <li>• Local level conflict mitigation strategies developed in 4 to 5 selected areas;</li> <li>• 2,000 Beneficiaries for the dispute resolution training identified;</li> <li>• 250 Key individuals trained on dispute resolution are utilizing their skills and solving disputes in their communities.</li> </ul>
		<ul style="list-style-type: none"> <li>• Build the capacities of the focus groups and local leaders (train 2000 local leaders and community leaders to manage especially in displaced from Syria-related situations and acquire skills in local socio-economic development and in mitigating tensions, preventing, mediating and managing conflicts with 250 key individuals);</li> <li>• Inclusive selection process completed in the 5 selected areas;</li> <li>• Implement the local level conflict mitigation mechanisms in the 5 selected areas;</li> <li>• Undertake 8 periodic conflict assessments of the impact of the Syrian crisis on social stability.</li> </ul>	<p>MoSA, UNDP, civil society, CDR, , MoIM</p>	<p>Consultants, Facilitated Dialogue; Public Outreach Campaign</p>
				<p><b>Subtotal Activity 2:</b></p> <p><b>Activity 3: Improve Local level dispute resolution and community security</b></p> <p><b>Targets (2015-2017):</b></p> <ul style="list-style-type: none"> <li>• 8 Conflict assessments conducted in communities affected by the Syrian crisis;</li> <li>• Local level conflict mitigation strategies developed in 4 to 5 selected areas;</li> <li>• 2,000 Beneficiaries for the dispute resolution training identified;</li> <li>• 250 Key individuals trained on dispute resolution are utilizing their skills and solving disputes in their communities.</li> </ul>
				<p><b>Subtotal Activity 2:</b></p> <p><b>Activity 3: Improve Local level dispute resolution and community security</b></p> <p><b>Targets (2015-2017):</b></p> <ul style="list-style-type: none"> <li>• 8 Conflict assessments conducted in communities affected by the Syrian crisis;</li> <li>• Local level conflict mitigation strategies developed in 4 to 5 selected areas;</li> <li>• 2,000 Beneficiaries for the dispute resolution training identified;</li> <li>• 250 Key individuals trained on dispute resolution are utilizing their skills and solving disputes in their communities.</li> </ul>

<p>disputes and conflicts affecting their villages;</p> <ul style="list-style-type: none"> <li>• Worsening tensions between the Lebanese host communities and displaced Syrians.</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Number of community committees formed;</li> <li>• Number of participants in the community committees;</li> <li>• Local level peace building strategies and mechanisms implemented in at least three conflict-prone areas;</li> <li>• Number of assessments completed in a participatory manner;</li> <li>• Number of individuals trained on dispute resolution;</li> <li>• Percentage of trained individuals actively solving disputes in their</li> </ul>				
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communities;					
<ul style="list-style-type: none"> <li>Number of local level initiatives aimed at enhancing social stability.</li> </ul>					
<b>Activity 4: Strengthen the capacity of the Lebanese Government to respond to the influx of displaced Syrian</b>					
<b>Baseline 4:</b> <ul style="list-style-type: none"> <li>Lack of information on the impact of the crisis at the local level and in the country at large;</li> <li>Limited support being provided to the national authorities;</li> <li>MoSA staff trained to conduct MRR needs assessments.</li> </ul>	<ul style="list-style-type: none"> <li>Detailed impact assessment of the selected vulnerable areas completed;</li> <li>Annual analysis of implications of the Syrian crisis and the displaced from Syria influx (including conflict implications) shared with MOSA and/or technical group;</li> <li>At least 50 government staff (particularly from MoSA and MoIM) trained and participating in needs assessments, coordination and monitoring activities in response to the impact of the crisis in the vulnerable communities;</li> <li>Capacity of MoSA and MoIM Affairs improved in responding to the influx of displaced Syrian and the related conflict dynamics.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a detailed impact assessment with the government in the selected vulnerable areas to ensure the response is based on evidence based analysis;</li> <li>Produce biannual analysis/updates on conflict implications of the Syrian crisis;</li> <li>Provide relevant support to the key government actors particularly MoSA and MoIM;</li> <li>Provide training to the national actors to take leadership on the response to the crisis;</li> <li>Ensure proper coordination of the activities implemented at the local level including proper linkage with the national policies and programs.</li> </ul>	UNDP, GoL (MOSA\MOIM), donors	Consultants; Training; Assessments	\$1,691,905.66
<b>Indicators:</b> <ul style="list-style-type: none"> <li>Number of assessments and updates undertaken;</li> <li>Number of analysis provided to the government;</li> <li>Number of national government staff trained and participating in needs assessments, coordination and</li> </ul>					

monitoring activities; • Number LHSP Technical Group meetings.					
<b>Activity 5: Project Management</b>					<b>Subtotal Activity 4:</b>
	All project activities are well addressed.	Project's activities are implemented according to the work plan.	UNDP		
				<b>Subtotal Activity 5:</b>	<b>\$4,678,915.27</b>
<b>Grand Total</b>					<b>\$42,247,571.26</b>

# Annual Work Plan ( Available + Expected )

Project: LHSP 00084708

Year: 2015-2016-2017

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET						
		Q1	Q2	Q3	Q4		Funding Source	Donor	Account Code	Budget Description	Amount 2015 (Available +Expected)	Amount 2016 (Available + Expected )	Amount 2017
Capacities of institutions and community groups strengthened for effective formulation and implementation of regional and local development plans including women and youth	Activity 1: Livelihood	x	x	x		UNDP	30000	00551	72100	Contractual services- companies	\$622,088.45	\$1,612,000.00	\$0.00
		x	x	x			30000	00551	72200	Equipment furniture &	\$0.00	\$450,000.00	\$0.00
		x	x	x			30000	00551	71300	Individual Consultant services	\$77,000.00	\$101,689.05	\$0.00
		x	x	x			30000	00551	72400	Communication Services	\$5,114.51	\$0.00	\$0.00
		x	x	x			30000	00551	73500	ISS	\$30,000.00	\$0.00	\$0.00
		x	x	x			30000	00551	75100	F&A x8%	\$58,736.24	\$173,095.12	\$0.00
							Total Donor 00551 ( DFID )					\$792,939.20	\$2,336,784.17
		x	x	x			30000	11033	72200	Equipment furniture &	\$35,000.00	\$0.00	\$0.00
		x	x	x			30000	11033	72100	Contractual services- companies	\$37,233.00	\$0.00	\$0.00



Activity 2: Basic Services	X				X	30000	00095	72600	Grants	\$300,376.00	\$1,459,974.03	\$0.00	
	X				X	30000	00095	75100	F&A x 8%	\$24,030.08	\$116,797.92	\$0.00	
						TOTAL DONOR 00095 (DANIDA)			\$324,406.08	\$1,576,771.95	\$0.00		
	X	X	X	X	X	30000	00253	72100	Contractual services-companies	\$242,129.63	\$0.00	\$0.00	
	X	X	X	X	X	30000	00253	75100	F&A x8%	\$19,370.37	\$0.00	\$0.00	
						TOTAL DONOR 00253 (USA)			\$261,500.00	\$0.00	\$0.00		
	X	X	X	X	X	30079	10159	72600	Grants	\$23,924.11	\$0.00	\$0.00	
	X	X	X	X	X	30079	10159	75100	F&A x7%	\$1,674.69	\$0.00	\$0.00	
						TOTAL DONOR 10159 (EU)			\$25,598.80		\$0.00		
	X	X	X	X	X	30000	11207	72100	Contractual services-companies	\$0.00	\$5,646,833.33	\$0.00	
	X	X	X	X	X	30000	11207	73500	ISS	\$0.00	\$92,000.00	\$0.00	
	X	X	X	X	X	30000	11207	75100	F&A x8%	\$0.00	\$459,106.67	\$0.00	
						TOTAL DONOR 00253 (USA)			\$0.00	\$6,197,940.00	\$0.00		
	TOTAL ACTIVITY 1										\$2,426,133.32	\$10,210,426.74	\$0.00
	Activity 2: Basic Services	X				X	30000	00551	72100	Contractual services-companies	\$2,632,638.57	\$7,048,000.00	\$0.00
		X	X	X	X	X	30000	00551	71300	Individual Consultant services	\$110,000.00	\$150,000.00	\$0.00
		X	X	X	X	X	30000	00551	71400	Contractual Services-Individual	\$44,538.71	\$0.00	\$0.00

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integrated services at municipal level									companies				
	x	x	x	x									
	x	x	x	x					Individual Consultant services	11033	71300	\$29,500.00	\$0.00
	x	x	x	x					Equipment & furniture	11033	72200	\$266,329.60	\$0.00
	x	x	x	x					Grants	11033	72600	\$60,000.00	\$0.00
	x	x	x	x					ISS	11033	73500	\$6,000.00	\$0.00
	x	x	x	x					F&A x 7%	11033	75100	\$45,488.07	\$0.00
	x	x	x	x					Learning Fees- Workshops	11033	75700	\$88,000.00	\$0.00
									<b>Total Donor 11033 (LRF)</b>			<b>\$695,317.67</b>	<b>\$0.00</b>
	x	x	x	x					Equipment & furniture	00040	72200	\$224,247.12	\$0.00
	x	x	x	x					F&A x8%	00040	75100	\$17,939.77	\$0.00
									<b>TOTAL DONOR 00040 (UNHCR)</b>			<b>\$242,186.89</b>	<b>\$0.00</b>
	x	x	x	x					Grants	00137	72600	\$0.00	\$0.00
	x	x	x	x					Travel	00137	71600	\$0.00	\$0.00
	x	x	x	x					F&A ( 8%)	00137	75100	\$0.00	\$0.00
									<b>TOTAL DONOR ITALY (00137)</b>			<b>\$0.00</b>	<b>\$0.00</b>
									<b>TOTAL ACTIVITY 2.1</b>			<b>\$937,504.56</b>	<b>\$0.00</b>
Activity 3: Social Cohesion	x	x	x	x					Learning Fees- Workshops	00551	75700	\$507,688.95	\$0.00
	x	x	x	x					Contractual Services- Individual	00551	71400	\$82,000.00	\$0.00



Activity 5 : Project Management	X	X	X	X	32045	00141	72200	Equipment furniture &	\$53,000.00	\$0.00	\$0.00
	X	X	X	X	32045	00141	72100	Contractual services-companies	\$40,000.00	\$0.00	\$0.00
	X	X	X	X	32045	00141	71200	International Consultant	\$5,000.00	\$0.00	\$0.00
	X	X	X	X	32045	00141	72300	Material Goods &	\$39,530.00	\$0.00	\$0.00
	X	X	X	X	32045	00141	75100	F&A 8%	\$11,002.40	\$0.00	\$0.00
					TOTAL DONOR 00141 (JAPAN)				\$148,532.40	\$0.00	\$0.00
	X	X	X	X	30000	00137	72100	Contractual services-companies	\$0.00	\$0.00	\$0.00
	X	X	X	X	30000	00137	75100	F&A (8%)	\$0.00	\$0.00	\$0.00
					Total Donor 00137 (ITALY)				\$0.00	\$0.00	\$0.00
					TOTAL ACTIVITY 4				\$229,532.40	\$0.00	\$0.00
	X	X	X	X	26960	00100	71200	International Consultant	\$71,905.34		\$0.00
	X	X	X	X	26960	00100	71600	Travel	\$6,990.94		\$0.00
	X	X	X	X	26960	00100	72100	Contractual services-companies	\$50,000.00	\$100,000.00	\$0.00
	X	X	X	X	26960	00100	72200	Equipment furniture &	\$90,000.00		\$0.00
	X	X	X	X	26960	00100	72800	Information Technology Equipment	\$10,000.00		\$0.00
Activity 5 : Project Management	X	X	X	X	26960	00100	73500	ISS	\$6,015.86		\$0.00
	X	X	X	X	26960	00100	75700	Learning Fees-Workshops	\$20,289.72		\$0.00
					Total Donor 00100 (Ecuador)				\$255,201.86	\$100,000.00	\$0.00



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Total Donor 11033 (LRF)				\$115,575.89	\$0.00	\$0.00
30000	12301	71400	Contractual Services- Individual			\$0.00
30000	12301	73500	ISS	\$110,000.00	\$6,567.15	\$0.00
30000	12301	75100	F&A x 8%	\$1,750.00		\$0.00
TOTAL DONOR 12301 (VALDEZ)				\$8,940.00	\$525.37	\$0.00
				\$120,690.00	\$7,092.52	\$0.00
30000	00040	71400	Contractual Services- Individual	\$110,753.21	\$0.00	\$0.00
30000	00040	71300	Individual Consultant services	\$34,413.41	\$0.00	\$0.00
30000	00040	72200	Equipment & furniture	\$10,000.00	\$0.00	\$0.00
30000	00040	72400	Mobile Telephone Charges	\$750.00	\$0.00	\$0.00
30000	00040	74500	Miscellaneous Expenses	\$15,327.86	\$0.00	\$0.00
30000	00040	73100	Rent	\$7,200.13	\$0.00	\$0.00
30000	00040	72800	Information Technology Equipment	\$7,000.00	\$0.00	\$0.00
30000	00040	73500	ISS	\$5,317.35	\$0.00	\$0.00
30000	00040	75100	F&A (8%)	\$15,260.96	\$0.00	\$0.00
TOTAL DONOR 00040 (UNHCR)				\$206,022.92	\$0.00	\$0.00
30079	10159	71400	Contractual Services- Individual		\$0.00	\$0.00
30079	10159	61300	International Staff	\$31,250.00	\$0.00	\$0.00

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x	x	x	x	x	x
x	x	x	x	x	
x	x	x	x	x	
x	x	x	x	x	
x	x	x	x	x	
x	x	x	x	x	
x	x	x	x	x	
x	x	x	x	x	
x	x	x	x	x	
x	x	x	x	x	
x	x	x	x	x	
x	x	x	x	x	

30000	10283	75100	F&A x 8%		\$34,976.82	\$0.00	\$0.00
<b>TOTAL DONOR 10283 (GERMAN)</b>					<b>\$472,187.02</b>	<b>\$0.00</b>	<b>\$0.00</b>
04000	00012	72200	Equipment furniture &		\$34,148.61	\$0.00	\$0.00
<b>TOTAL DONOR 00012 (TRAC)</b>					<b>\$34,148.61</b>	<b>\$0.00</b>	<b>\$0.00</b>
30076	00012	72800	Information Technology Equipment		\$8,059.38	\$0.00	\$0.00
30076	00012	72400	Audio Visual Equipment		\$7,300.28	\$0.00	\$0.00
30076	00012	75100	F&A x 5%		\$767.98	\$0.00	\$0.00
<b>TOTAL DONOR 00012 (UNDP 888)</b>					<b>\$16,127.64</b>	<b>\$0.00</b>	<b>\$0.00</b>
30000	11207	71400	Contractual Services- Individual		\$0.00	\$637,648.15	\$0.00
30000	11207	73500	ISS			\$105,000.00	\$0.00
30000	11207	75100	F&A 8%		\$0.00	\$59,411.85	\$0.00
<b>Total Donor (US)</b>					<b>\$0.00</b>	<b>\$802,060.00</b>	<b>\$0.00</b>
30000	00137	71400	Contractual Services- Individual		\$161,221.15	\$0.00	\$0.00
30000	00137	73100	Rent		\$42,199.19	\$0.00	\$0.00
30000	00137	75100	F&A (8%)		\$16,273.63	\$0.00	\$0.00
<b>Total Donor 00137 (Italy)</b>					<b>\$219,693.97</b>	<b>\$0.00</b>	<b>\$0.00</b>
NORWAY		71400	Contractual Services- Individual		\$0.00	\$20,000.00	\$0.00
NORWAY		73100	Rent		\$0.00	\$28,130.00	\$0.00



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## V. 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 order to ensure proper joint implementation and partnership between MoSA and UNDP:

- Both parties will discuss and agree on the donor proposals preparation, budget allocation, and budget distribution.
- Both parties will collaborate in the preparation of donors' mission and respective field visits.
- Both parties will cooperate and agree on media campaign, publications, and documentaries of LHSP.

The UNDP Country Office have recruited a Chief Technical Advisor (CTA) responsible for providing relevant technical advice related to areas of support covered by the project and will also ensure that the project produces the results specified in this project document, to the required standard of quality and within the specified constraints of time and costs.

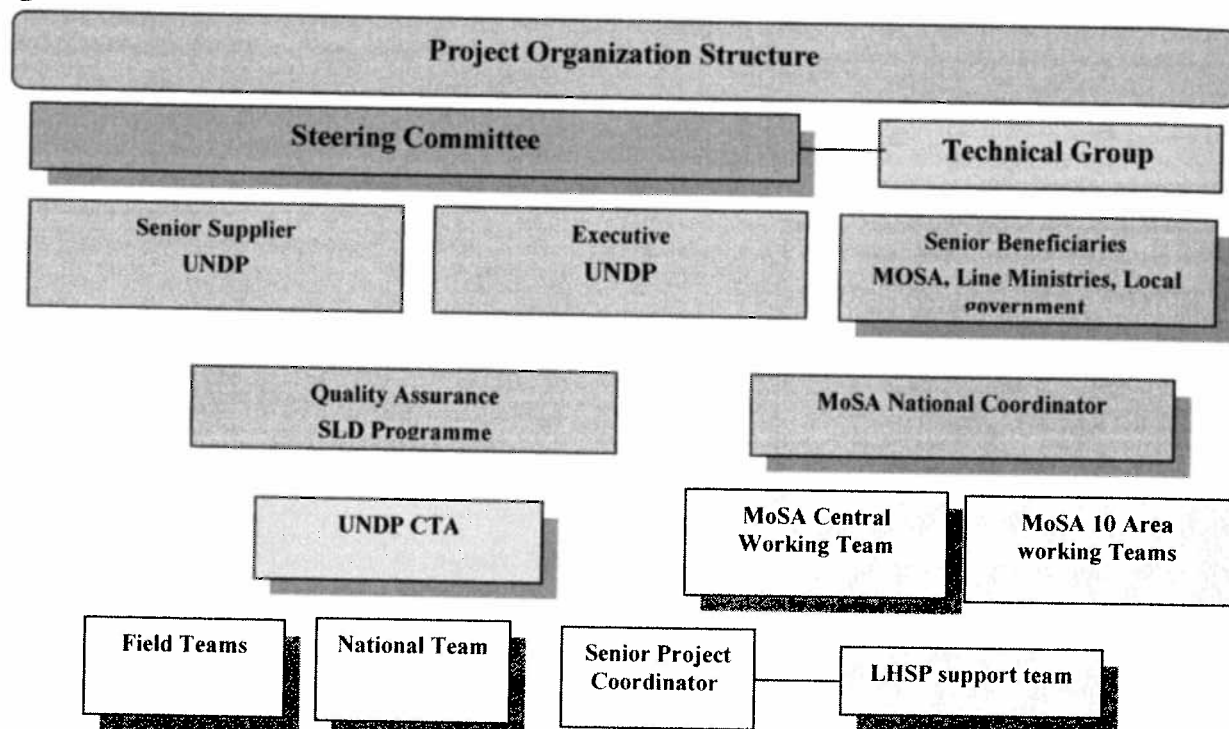
To facilitate management, monitoring and reporting of the project, the management arrangements for this project are illustrated in Figure 1 below and consist of the following key components:

- **Steering Committee** will provide overall direction and strategic guidance and agrees to counter measures/management actions to address specific risks, approve project geographical coverage and beneficiary selection criteria, review and adopt the project's implementation modality and annual work plans, and co-opts as member any stakeholder/donor on need basis. The Steering Committee shall be convened on quarterly basis or as required. It will include representatives from Ministry of Social Affairs, Prime Minister Office, CDR, Ministry of Interior and Municipalities, and other relevant ministries.
- The **project assurance** functions rests with the Social and Local Development Programme to follow up on management actions, keeping track of progress benchmarks, perform regular monitoring activities, ensuring funds are made available to the project towards the intended outputs and resources entrusted to UNDP are utilized appropriately.
- **Project Management:** The coordination on strategic and programmatic issues will be tackled by the SLD Programme Manager, the CTA, SPC and MOSA National Coordinator. The day-to-day management of the project will be supported by the CTA and supervised by SLD Programme Manager, and supported by the Project personnel in the field and national offices. Subject-matter/technical specialists will be recruited and shall support the project management to carry out the indicative activities. The Senior Project Coordinator will ensure the operationalization of the agreed strategic decisions with the LHSP coordination team and government representatives in addition to ensuring proper coordination with different ministries and governmental parties. SPC is responsible for coordination related to the Steering Committee and Technical Group Committee. In addition SPC overviews the staff of LHSP governance support team and reports to both the MOSA National coordinator and the CTA. The UNDP Area Managers are responsible for the LHSP implementation at area level supported by the field staff, and coordinate closely with MOSA Area Coordinators. The project management will also ensure knowledge sharing of successful practices across regions.
- **National Coordinator:** MOSA National Coordinator will ensure the partnership with UNDP, the institutional ownership of the Project and the relevance of its scope of work, where MoSA will guide each sector of intervention and/or implementation. Moreover, the MOSA National Coordinator will make sure that MoSA Coordinators at area levels will collaborate closely with

the UNDP Area Managers in order to facilitate a comprehensive coordination of the LHSP implementation, and the following up and monitoring of all the coordination mechanism at local level and central level.

- **Coordination Mechanism:** Every two weeks, the SLD Programme Manager, the CTA, the SPC and MOSA National Coordinator will meet to discuss and agree on strategic and programmatic issues. At area level, the UNDP Area Managers and MOSA Area Coordinators will discuss and agree on implementation issues every two weeks. Every three months, the UNDP – MOSA central and area level will meet together to monitor the on-going activities.

*Figure 1*



#### *Provision of services*

All services shall be provided in accordance with UNDP procedures, rules and regulations. Implementation of some activities will be through a sub-contracting modality, which will be undertaken using standard procurement requirements for transparency and best value. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the cost sharing project budget.

#### *Financial arrangements*

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, it is proposed that the project shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely UNDP General Management Support (GMS) and UNDP Implementation Support Services (ISS). UNDP will ensure to report to MoSA a financial statement every semester and an annual financial report.

GMS is recovered with a flat rate of 8% for contribution from donors. GMS cover the following services:

- Project 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
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

UNDP direct costs incurred for Implementation Support Services (ISS) with a flat rate of 2%, as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. ISS includes the following services:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment,<sup>4</sup> including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation.

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## VI. MONITORING FRAMEWORK AND EVALUATION

- **Quarterly progress reporting**, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table to be shared and agreed jointly with MoSA.
- An **Issue Log** shall be activated in Atlas and updated by the CTA to facilitate tracking and resolution of potential problems or requests for change.
- **Risk Log**: A risk log shall be activated in UNDP's project management system (Atlas) and will be regularly updated by reviewing the external environment that may affect the project implementation. Based on the above information recorded in Atlas, Bi-annual Progress Reports will be submitted by the CTA, previously shared and agreed on with MoSA, to the Steering Committee through Project Assurance.
- **Field visits and quarterly reports**: The CTA will prepare regular progress reports for the Steering Committee, accompanied by financial reports. The progress report will consist of a brief summary of progress in relation to the work plan and an update on the financial situation. This summary will also be used for feedback to the PRB for making decisions and introducing corrective actions.
- **Annual Project Report**: The CTA will ensure the preparation of the Annual Project Report (APR), in consultation with the various stakeholders. These reports while serving the purposes of monitoring performance also will cover lessons to help in assessing the various

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<sup>4</sup> This would include any fee to IAPSO.

implementation modalities, including its implications in terms of capacity building and ownership to be shared and agreed jointly with MoSA.

- **Annual Work-Plan and Budget:** The annual work plan and budget will serve as the primary reference document for the purpose of monitoring the achievement of results. The CTA is tasked with the responsibility of implementing the project in accordance with these documents. Share and agree jointly and primarily with MoSA.
- **Monitoring visits by UNDP:** The project will be subject to monitoring visits undertaken by UNDP staff and/or an external monitoring agent who will be sub- contracted. The monitoring report will be shared with MoSA.
- **Lessons Learnt:** A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, as well as to facilitate the preparation of the Lessons-learned Report at the end of the project.
- **Review:** Project performance will be reviewed upon completion of the project. An Annual Review Report shall be prepared by the CTA and revised and agreed by MOSA and shared with the Steering Committee.
- **Evaluation and Audit:** The project will be part of the Country office outcome evaluations. The audit of the project will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review). The Outcomes of this evaluation will be shared with MOSA.

## Quality Management for Project Activity Results

OUTPUT 1: OUTPUT 1: Capacities of institutions and community groups strengthened for effective formulation and implementation of regional and local development plans including women and youth		
Activity 1: Increase livelihood and Economic opportunities		
<b>Activity Result 1</b> (Atlas Activity ID)	Rapid employment schemes incentives implemented and workforce employability supported	Start Date: Jan. 2015 End Date: Dec. 2017
<b>Purpose</b>	To allow economic inclusion allowed of vulnerable target groups and youth unemployed	
<b>Description</b>	Implementation of intensive labor activities supporting rapid employment schemes under the guidelines of the ministerial crisis committee; Provision of vocational skills through training programs, in particular for women and youth, based on market demand and supply Implementation of (paid) internship, on-the-job training or apprenticeship programs for youth within Lebanese entities;	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of beneficiaries from vulnerable communities benefiting from the implemented livelihood projects;	Programme Progress Reports Site assessment Field trips to project areas	Quarterly and Annually
Number of short term jobs created	Programme Progress Reports Site assessment Field trips to project areas	Quarterly and Annually
<b>Activity Result 2</b> (Atlas Activity ID)	Business Development Initiative and Sustainable Economic revitalization developed through local economic recovery and capacities	Start Date: Jan. 2015 End Date: Dec. 2017
<b>Purpose</b>	To create employment especially for women and youth	
<b>Description</b>	Support to SMEs and existing MSMEs in terms of business development services, in addition to support for start-ups in terms of cash grant and incubation services  Expansion of financial services programs targeting vulnerable micro-enterprises affected by the Syrian conflict;  Support of women agro-food cooperatives in different areas;  Establishment of income generation entities managed by cooperatives, NGOs, CBO and or municipalities benefitting vulnerable women;	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

<i>how/with what indicators the quality of the activity result will be measured?</i>		<i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
Number of micro and small enterprises supported		Site assessment Field trips to project areas	Quarterly and Annually
Number of public-private partnerships initiated		Programme Progress Reports Site assessment Field trips to project areas	Quarterly and Annually
Number of public-private partnerships promoted		Programme Progress Reports Site assessment Field trips to project areas	Quarterly and Annually
Number of value chains analyzed/supported		Programme Progress Reports Value Chain Analysis Documents	Quarterly and Annually
<b>Activity Result 3</b> <b>(Atlas Activity ID)</b>	Livelihood National Strategy for Host Communities developed by MoSA/GoL		Start Date: Jan. 2015 End Date: Dec. 2017
<b>Purpose</b>	Supporting jobs creation for host communities		
<b>Description</b>	Undertake mapping and analysis of relevant policies, strategies and legal frameworks Support and advocate for relevant sectors' policy development.		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
Number of relevant policies, strategies and legal frameworks mapped and supported	Programme Progress Reports Approved policies and recovery strategies	Annually	
<b>Activity 2: Strengthen the Capacity of local actors (government and civil society) to deliver of basic services in a participatory manner.</b>			
<b>Activity Result 1</b> <b>(Atlas Activity ID)</b>	Dialogue between local governments and civil society promoted for needs assessment and decision making regarding the improvement of services and livelihood in the targeted areas		Start Date: Jan. 2015 End Date: Dec. 2017
<b>Purpose</b>	Setting up a conflict-sensitive, inclusive participatory process of local governance including dialogue with the community, planning, delivery and maintenance of services.		
<b>Description</b>	Implementation of MRR in 200 vulnerable municipalities Conduct 3 perception surveys at community level on capacity of municipalities to respond to the needs of host communities (1/year) Production of 200 Inter-Sectorial Municipal Action Plans Support municipalities for funding the Municipal Inter- Sectorial Action Plans		

Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>		Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of vulnerable communities undergoing the MRR needs assessments		Site assessment Field trips to project areas Reports	Quarterly and Annually
% of residents (who took part in the planning process) are “satisfied or very satisfied” with the process;		Site assessment Field trips to project areas Perception studies reports	Quarterly and Annually
N. of Municipal Inter sectorial Action Plans projects funded		Reports	Quarterly and Annually
<b>Activity Result 2</b> (Atlas Activity ID)	Access to basic services increased for vulnerable populations		Start Date: Jan. 2015 End Date: Dec. 2017
<b>Purpose</b>	To reduce the pressure exerted by displaced Syrian over already scarce services.		
<b>Description</b>	Improve and/or expand municipal services in target municipalities based on the community-driven needs assessments (MRR); Set up community groups to implement awareness campaign on service delivery; Capacity building of municipalities on identified gaps for services delivery.		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>		Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of people benefiting from the implemented basic services projects.		Site assessment Field trips to project areas Reports	Quarterly and Annually
N. of services improved		Site assessment Field trips to project areas Reports	Quarterly and Annually
<b>Activity 3 Improve local level dispute resolution and community security</b>			
<b>Activity Result 1</b> (Atlas Activity ID)	Local mechanisms for solving disputes related to the influx of displaced Syrian at the local level supported and strengthened, as well as existing local community security structures enhanced		Start Date: Jan. 2015 End Date: Dec. 2017
<b>Purpose</b>	To strengthen the link with the concrete recovery initiatives on livelihoods and service delivery to the improvement of community security and social stability at the local level.		
<b>Description</b>	Build the capacities of the focus groups and local leaders (train 2000 local leaders and community leaders to manage especially in displaced from Syria-related situations and acquire skills in local socio-economic development and in		

	mitigating tensions, preventing, mediating and managing conflicts with 250 key individuals) Inclusive selection process completed in 5 selected areas; Implement the local level conflict mitigation mechanisms in the 5 selected areas Undertake 8 periodic conflict assessments of the impact of the Syrian crisis on social stability	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of community committees formed.	Site assessment Field trips to project areas	Quarterly and Annually
Local level peace building strategies and mechanisms implemented in at least three conflict-prone areas;	Site assessment Field trips to project areas Reports	Quarterly and Annually
Number of participants in the community committees.	Site assessment Field trips to project areas	Quarterly and Annually
Number of assessments completed in a participatory manner.	Site assessment Field trips to project areas Assessment reports	Quarterly and Annually
Number of individuals trained on dispute resolution	Site assessment Field trips to project areas Reports	Quarterly and Annually
Percentage of trained individuals actively solving disputes in their communities	Site assessment Field trips to project areas Reports	Quarterly and Annually
Number of local level initiatives aimed at enhancing social stability.	Site assessment Field trips to project areas Reports	Quarterly and Annually
<b>Activity 4: Strengthen the capacity of the Lebanese Government to respond to the influx of Syrian displaced</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Linkages built between the activities being carried out at the local level and the government response to the Syrian crisis at the national level.	Start Date: Jan. 2015 End Date: Dec. 2017
<b>Purpose</b>	To support the national actors strengthening their capacity in responding to the crisis and coordinating the response in a conflict sensitive way.	
<b>Description</b>	Undertake a detailed impact assessment with the government in the selected vulnerable areas to ensure the response is based on evidence based analysis; Produce biannual analysis/updates on conflict implications of the Syrian crisis; Provide relevant support to the key government actors particularly MoSA and MoI&M;	

	Provide training to the national actors to take leadership on the response to the crisis; Ensure proper coordination of the activities implemented at the local level including proper linkage with the national policies and programs	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of assessments and updates undertaken	Assessment documents	Quarterly and Annually
Number of analysis provided to the government.	Analysis documents	Quarterly and Annually
Number of national government staff trained and participating in needs assessments, coordination and monitoring activities	Reports	Quarterly and Annually
Number LHSP Technical Group meetings	Reports	Quarterly and Annually

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## VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and this document.

UNDP, as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will undertake all reasonable efforts to ensure that none of the [project funds]<sup>5</sup> [UNDP funds received pursuant to the Project Document]<sup>6</sup> 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## VIII. ANNEXES

Annex 1: Risk Analysis

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<sup>5</sup> To be used where UNDP is the Implementing Partner

<sup>6</sup> To be used where the UN, a UN fund/program or a specialized agency is the Implementing Partner.

# Annex 1: Risk Analysis.

Area	Conflict/Disaster/Risk	Impact & Probability	Mitigation Measures	Management Options & Response
Political	<ul style="list-style-type: none"> <li>- Unstable and/or unpredictable security situation within the target area(s)</li> <li>- A regional instability scenario that impact the country, increase division and armed conflict</li> </ul>	<b>P 4</b> <b>I 4</b>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Encourage continuous dialogue at the local level</li> </ul>	<ul style="list-style-type: none"> <li>- Scale down of project activities in affected areas until acceptable level of stability is restored.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>- Funding shortfalls and delays.</li> </ul>	<b>P 3</b> <b>I 3</b>	<ul style="list-style-type: none"> <li>- A resource mobilization strategy would have to be developed and Government cost sharing/support negotiated.</li> </ul>	<ul style="list-style-type: none"> <li>- Focus on resource mobilization through sharing of results, active communication,” show and tell/organized field visits ” and workshops</li> <li>- Downscale activities in case of serious shortfall of financial resources</li> </ul>
Management	<ul style="list-style-type: none"> <li>- The processes of recruitment and procurement are time consuming and may cause delays in implementation.</li> </ul>	<b>P 2</b> <b>I 3</b>	A coordinated plan for procurement is set up	Increase staff for procurement and establish coordination between the different parts responsible of the procurement
Environmental / physical	<ul style="list-style-type: none"> <li>- Difficulty in integrating community projects into wider sector planning for future maintenance and development</li> </ul>	<b>P 3</b> <b>I 3</b>	<ul style="list-style-type: none"> <li>- Involve concerned authorities and communities as early as possible to foster ownership and synergies</li> <li>- Carry-out needs assessment and</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation and management of the project in partnership with government, local authorities and other local</li> </ul>

	- Limited municipal, social and economic services		address gaps where and when possible	partners - Constant monitoring
Institutional	<ul style="list-style-type: none"> <li>- Limited capacities of local implementing institutions</li> <li>- Lack of clarity on division of responsibilities as well as different agenda amongst stakeholders.</li> </ul>	<b>P3</b> <b>I 3</b>	<ul style="list-style-type: none"> <li>- The project will provide capacity development to ensure appropriate project and financial management, transparent implementation, monitoring and reporting.</li> <li>- The project will depend on diversified implementation modalities that include engaging and contracting of local authorities, community based organizations, NGOs, and private sector.</li> <li>- The project will follow a participatory consultative approach to assist national counterparts in reaching a consensus and agreement on division of labour.</li> </ul>	<ul style="list-style-type: none"> <li>- UNDP will work with public institutions to enhance local governance.</li> <li>- 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.</li> </ul>
High Expectations	- Negative perception of segments of the public regarding project due to	<b>P3</b> <b>I 3</b>	- Stronger focus on communicating results and working with communities	- Communication strategy

	limited information of the various activities and un-managed expectation		<ul style="list-style-type: none"> <li>- In critical locations UNDP focuses on rapid delivery of highly visible support to communities</li> <li>- Joint analysis and mitigation of “public perception” risks is strengthened</li> </ul>	
<b>High Expectations</b>	<ul style="list-style-type: none"> <li>- Negative perception of segments of the public regarding project due to limited information of the various activities and un-managed expectation</li> </ul>	<b>P3 I 3</b>	<ul style="list-style-type: none"> <li>- Stronger focus on communicating results and working with communities</li> <li>- In critical locations UNDP focuses on rapid delivery of highly visible support to communities</li> <li>- Joint analysis and mitigation of “public perception” risks is strengthened</li> </ul>	<ul style="list-style-type: none"> <li>- Communication strategy</li> </ul>

## Annex 2: Acronyms

BCPR	Bureau for Crisis Prevention and Recovery
CBO	Community Based Organization
CDR	Council FOR Development and Reconstruction
CPAP	Country Programme Action Plan
CPO	Community Planning Organizaition
CTA	Chief Technical Advisor
DANIDA	Danish International Development Agency
DFID	Department for International Development - UK
DIM	Direct implementation modality
EU	European Union
F&A	Facilities and Administration
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GMS	General Management Support
GoL	Government of Lebanon
ILO	International Labor Organization
ISS	Implementing Support Services
LCRP	Lebanese Crisis Response Plan
LEDA	Local Economic Development Agencies
LRF	Lebanese Recovery Fund
M&E	Monitoring and Evaluation
MEHE	Ministry of Education and Higher Education
MoIM	Ministry of Interior and Municipalities
MoPH	Ministry of Public Health
MoSA	Ministry of Social Affairs
MRR	Maps of Risks and Resources

MSME	Micro Small and Medium Entreprises
NGO	Non Governmental Organizations
PCM	Presidency of Council of Ministers
PHCC	Primary Health Community Center
SBAA	Standard Basic Assistance Agreement
SDC	Social Development Center
SLD	Social and Local Development
SME	Small and Medium Entreprises
SPC	Senior Project Coordinator
UN	United Nations
UNDAF	The United Nations Development Action Framework
UNDP	United Nations development Programme
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization
VALDEZ	Valdezian Church