

Municipal annual budgets are seldom developed in a “professional” manner. Mayors and their treasurers consider the received amounts of the current year as an indication for the budget of the coming year. Accordingly, they allocate funds as per budget categories/lines which include personnel, works & services and maintenance, equipment, and running costs. This routine exercise does not consider the annual value of taxes collected and/or the value of existing/ purchased assets, or the other funds provided indirectly by Aid agencies.

This output will create/promote applicable sound local public finance management tools that shall increase local revenues through widening the municipal tax base and related capacity development to allow eligible municipalities to receive and manage increased funding and pave the way to improved financial planning at the local level.

***Activity 1-3-1: Assessing Municipal Financial Management (UN-Habitat)***

A thorough assessment will be implemented addressing the municipal budgeting process, local level taxation, financial planning & management, asset management and management of revenues and expenses and resource mobilization. The Assessment will provide the background for and inform the design of a Capacity Development strategy on Municipal Financial Management. The starting point for this activity will be the final report and material produced as part of the Technical Assistance to the Lebanese Ministry of Interior and Municipalities for the implementation of the programme: Support to Municipal Finance Reform.

***Activity 1-3-2: Enhancing Local Revenues (UN-Habitat)***

The strategy will be based on the findings of the assessment but it is highly likely that it will include learning modules related to budgeting, revenue collection, transparency and gender sensitive budgeting. A good budget based on a strong consultation process is a key means of empowering subnational structures. The capacity development package will employ a number of mechanisms, including formal training, mentoring and setting of targets, that will all be geared towards delivering upon a sustainable change. It is important to note that this activity will be coordinated closely with MoIM with a view that the learning packages developed are employed in other locations and updated over time. This will add to the sustainability and ownership of the intervention.

***Outcome 2: Service delivery is increasingly responsive, and generates greater social stability outcomes, based on the needs of host, refugee and IDP populations.***

This outcome will combine a capacity development approach and couple it with the implementation of actual projects. By combining the two the intention is that the intervention will bring about the Systems Strengthening that is the core fundamental change that the project is targeting. In short municipal and union staff will employ skills that have been developed in the process of implementing projects as part of the intervention.

***Output 2-1: Strengthened local capacity to develop, design, coordinate and implement strategic projects that will alleviate the impact of the crisis***

The Project will implement and promote a strategic service-delivery approach rather than small basic services projects scattered within the targeted unions of municipalities. Promotion of large-scale investments will mobilize other national, local and/or Aid funds to; i) address priority basic services issues and propose long-term sustainable solutions coordinated and

AP

15

aligned with national and subnational government plans and strategies and ii) facilitate and complement the interventions planned to be implemented under the local economic development component. *For example, if a LED project aims to rehabilitate the local public markets aiming to enhance access, functionality, safety, and the overall appearance, which will attract more clients, improve turnovers, and create jobs, then the budget allocated for basic services will serve to achieve the LED project in terms of infrastructure.*

In order to achieve the above the capacity of the sub national human resource will be strengthened to allow for improved service delivery. This will include a focus on strengthening the ability of subnational government to manage their resources and plan their investments strategically. As a first step a substantive capacity development programme will be implemented the first step of which will be a Capacity Assessment exercise as outlined below. The Regional Technical Offices (RTOs) that have historically been established in the unions will play a key role on the implementation of this outcome as well as the project as a whole and this is expanded upon further below.

***Activity 2-1-1: Conduct Capacity Assessment (UN-Habitat)***

A thorough assessment will be made that will examine the capacity from a technical perspective of Sub National Government to deliver upon their mandate. This will look specifically at capacity which is required in order for services to be delivered and will look at issues such as procurement, municipal finance, participatory planning. This assessment will also examine the mandates and responsibilities with regards different government institutions in respect to municipal services. For example in regards to Water supply and Waste Water it will examine the division of the responsibilities between the municipality, Water Establishments and the Ministry of Energy and Water (MoEW). In this specific case there will be close collaboration with the other MADAD partners working in this sphere in particular UNICEF. Based upon the results of this assessment exercise a complete Capacity Development package will be developed as outlined below.

This activity will be coordinated closely with MoIM, with a view that the learning packages developed are employed in other locations and updated over time. This will add to the sustainability and ownership of the intervention. Finally, with regards this activity there will be close coordination with VNGI, SKL and other actors working in the Sub national sphere and ideally the learning packages would be developed jointly. This activity will be implemented in very close coordination between UNDP and UN Habitat drawing closely on their respective expertise.

***Activity 2-1-2: Develop and implement Capacity Development Strategy (UN-Habitat)***

Based on an initial assessment priority sectors where capacity development is required will be identified. The expectation is that topics such as those highlighted above will be identified but the initial assessment will be the precursor to any topic being selected. Once the topics have been identified and agreed upon capacity development packages will be developed then rolled out at the local level. Highly competent expertise will be sought, with regards the development and roll out of the packages, that will link local knowledge with strong technical expertise. It is important to note that these packages will employ a number of mechanisms, including formal training, mentoring and setting of targets that will all be geared towards delivering upon a sustainable change. Furthermore, large parts of this exercise will feed into the identification, implementation and longer-term management of interventions under the next output. Finally, this activity will be implemented in a similar manner to 1-1-2 and there will be close coordination with VNGI, SKL and other actors working in the Sub national

sphere. Note if as expected local Economic Development is identified as one of the areas where capacity development will be provided it will be included in the overall Capacity Development strategy. There will however be close linkages with the activities implemented under Outcome Three.

***Activity 2-1-3: Support the establishment and/or strengthening of RTOs (UN-Habitat)***

In locations where, Regional Technical Offices exist they will be strengthened and where they do not already exist they will be established. Going forward these offices will be the main conduit and interlocutor for communication between the target group at the local level and as such will need to have the necessary Human and Physical resources, this activity will include the provision of equipment where necessary, to deliver upon this responsibility. Furthermore, these offices provide one of the main means of sustainability of the intervention with the intention being that in due course they will become localized structures funded from the local level budget.

The Regional Technical Office (RTO) is a unit performing under the mandate of the union of municipalities, established by UN-Habitat and gradually handed over to the concerned union. It comprises young and motivated local professionals who provide concerned municipalities and union with technical support enabling them better plan, coordinate implement priority interventions. RTOs help in maintaining and sustaining achieved outputs through establishing strong connections with subnational service providers. They also play an important role in coordinating various interventions implemented by different int'l and national organizations within the boundaries of the union.

Within this Action, and throughout the implementation process, RTOs are expected to play the following major roles:

- RTOs staff will be capacitated to enhance the communication/interface with the Directorate General of Municipalities at the MoIM level. This will speed up approval processes of paper work related to service delivery actions;
- RTOs will be strengthened to establish solid collaboration with subnational service delivery institutions, ensuring alignment and complementarity of proposed actions with existing regional plans and projects;
- RTOs will be trained to initiate & lead coordination mechanisms within the union, involving all concerned stakeholders. This will ensure synergies amongst different actors and will avoid overlapping of similar interventions;
- RTOs will also be involved in mobilizing local communities, civil society, and the private sector, to be actively engaged in project identification and maintenance;
- RTOs will provide technical input during the identification, preparation, implementation, and monitoring of social and basic service, and LED projects and activities; More details are mentioned in further sections;

Based on previous experience, the handing over process of RTOs to concerned unions will be discussed and dealt with separately on individual basis. According to the Municipal Act 118/77, article 122, unions will be requested to initiate a fixed-term recruitment modality ensuring the continuation of RTOs operations beyond this Action. Currently, Un-Habitat has initiated this process in the Union of Municipalities of Tyre.

## **Output 2-2: Identification and implementation of priority interventions**

### ***Activity 2-2-1: Identify, validate and assess priority strategic interventions (UNDP & UN-Habitat)***

The Project team, together with the RTOs will review existing basic services priorities at the local level derived from the different assessments, reports, and studies conducted by many partners as part of the Syria Crisis Response. The team will select strategic interventions which will complement other national/regional plans, or facilitate the implementation of LED projects. Strategic interventions are defined as actions that meet the following criteria

- Are sustainable
- Create synergies
- Are the result of a participatory planning process;
- Are supported by all relevant stakeholders
- Are likely to mobilize/leverage further investments and inputs

Once interventions are identified, a series of consultations will take place involving concerned municipalities, potential partners, targeted communities, and public service providers. This will ensure a multi-level validation, future local ownership, leveraging of additional resources, and sustainability, and will avoid duplication and inconsistency with national plans.

Once validated, an expert company will be hired to conduct, in coordination with the RTOs, a full design for the intended intervention.

Depending on the topics identified for the Capacity Development packages there will be a clear link between this activity and activity 2-1-2. For example, there is an obvious correlation between topics such as community engagement and participatory budgeting and the selection of priority strategic investments. Indeed, the funding for strategic investments will provide the incentive for bringing about real change in how decisions are made and implemented.

Under this Action, 8 large size priority interventions will be implemented aiming to improve the living conditions of vulnerable population groups, host/refugees. The actual investments themselves will focus on municipal and basic services. Those could be within the mandate of municipalities and do not require consultation with another line ministries, such as:

- Public space whether it be indoors or parks and recreational facilities
- Secondary roads (although highly unlikely that the project would make this kind of investment)
- Collection of solid waste

Or basic services related the authority or line Ministries which must be engaged and give agreement before any investment can be made, such as:

- Potable water, sewage, and storm water: MoEW and Water Establishment
- Social/Health services: Social Development Centers under MoSA and the Ministry of Public Health (MoPH)
- Schools as in the physical infrastructure: Ministry of Education and Higher Education (MEHE)
- Disposal of solid waste: Ministry of Environment (MoE) and MoEW

The priority for these investments for all interventions identified as part of this activity will link back to what is expressed by local people and will thus vary from location to location. That being said the types of projects outlined above are likely to cover the vast majority of proposed interventions.

While the identification and the design of those investments will start in Q4 of year 1, procurement and implementation will be carried on through years 2 & 3 (Q3).

***Activity 2-2-2: Design and implement priority strategic investments (UNDP & UN-Habitat)***

Based on the developed technical dossier and feasibility study completed through activity 2-1-1, a procurement process will be initiated to contract the appropriate company to implement the project. This will be done following UNDP procurement rules and regulations. Selected contracting companies will commence the work after having signed their contracts with UNDP. The specific activities that will be implemented will in the majority cases be works i.e implementation of infrastructure projects in line with the sectors identified in the previous section. There will however also be a certain amount of procurement of goods depending on the type of project identified and the need.

RTOs will be fully engaged in the monitoring and supervision once works start. The Engineer of the Project team and Habitat and UNDP area coordinators will coach the RTOs staff and ensure timely reporting procedures are in place.

Moreover, a technical and feasibility study for the proposed interventions will be implemented. This will include in addition to the specs, BoQs, and costing, a feasibility assessment indicating the cash and in-kind returns on investments. The companies will also advise on the competences and qualifications of potential contractors to undertake the job. The RTOs teams will be fully engaged in this process to assist the expert companies achieve the required tasks in a timely manner. This process will also involve conducting meetings with concerned line ministries and subnational public institutions to ensure alignment and avoid duplication with national/regional plans or projects

***Activity 2-2-3: Develop Operations and Maintenance Plans (UN-Habitat)***

Operations & Maintenance plans will be developed by the RTOs and the Project Engineer and will be discussed with relevant line ministries and regional service delivery public institutions to ensure that O&M costs are secured after the implementation of the projects. Unions of municipalities will have to take “official” decisions indicating the amount to be allocated annually on O&M and how this will be secured. Despite the fact this appears at the end of the process in reality this is an activity that will occur in parallel with the development of project ideas. This reflects the importance that is given to the long-term sustainability of any intervention implemented and thus the need to examine from the outset exactly how operation and maintenance will be addressed.

***Outcome 3: Subnational authorities are empowered to facilitate local economic development and have better access to municipal investment that benefits the extension of safe public services and economic opportunities for host, refugee and IDP populations.***

The intent here is to develop an enabling environment at the local level that will facilitate economic development resulting in a snowball effect. In order to do so the following need to be in place: One, there must be a greater understanding about what the term “Enabling Environment” really means amongst all stakeholders particularly at the political level. The

-/h  
JP

reason why the political level is so important is because this is where the decision-making power lies particularly with regards the allocation of public funds. Two, capacity must exist to capitalize and bring different groups together around existing natural, physical, and financial resources, available assets, and local skills and competences as well as experiences and lessons learned. Three, criteria on what really represents the economic multiplier effect are must be established and agreed upon with local stakeholders. See section activity 3-2-1.

**Output 3-1: An Enabling Economic Environment is created with active engagement of Local Authorities, the private sector, and LED associations**

Under the component of enhancing the local economy, the action will capitalize on existing natural, physical, and financial resources, available assets, and local skills and competences as well as experiences and lessons learned. The projects which will be identified will be linked to the sectors of agriculture, agro-industry, tourism, light industries, handicrafts businesses, fishing, etc., and could be developed and promoted within the targeted areas.

***Activity 3-1-1: Identification of Potential LED Partner Entities (UNDP)***

The Project will conduct a mapping exercise within each union, focusing on the economic hub, to identify the relevant fora (eg Chamber of Commerce, associations of traders, large companies, Local Economic Development Agencies (LEDAs) SMEs etc.), and assess the type, size, and scope of key existing businesses. Data will be analyzed and shared with the unions to agree on a clear strategy and action plan to actively engage LED partners in the identification process of the planned LED intervention.

***Activity 3-1-2: Private sector & LED entities participate in the identification of priority interventions (UNDP)***

A consultative process will be initiated in each union involving all concerned LED actors including the unions. The outcomes of this activity will be an agreement on the priority LED intervention to be implemented under this project, commitment and contribution of concerned parties, cash or in-kind, role of unions, and ownership and sustainability.

***Activity 3-1-3: Promote Public-Private Partnerships (PPPs) (UNDP)***

The Project team will assess the newly ratified PPP law and will translate its articles into practical and simplified procedures that could be communicated to mayors, councilors, RTOs, and concerned municipal staff. Orientation sessions, meetings and workshops will be held to introduce PPP from a conceptual, legal, and technical perspectives.

Potential private-sector contributors within each of the 3 targeted unions will be assessed and mapped, classified according to their business sectors, location, size, etc. The Project team will conduct meetings with key potential private businesses that would partner with the unions for the implementation of local economic activities. Later on, mayors will be brought together with representatives of the private sector to agree on a clear and transparent collaboration framework, which will be tested during the implementation of this outcome.

**Output 3-2: Capacity at local level to identify develop, design and implement interventions with an economic multiplier impact improved**

***Activity 3-2-1: Design, develop and implement priority LED interventions (UNDP & UN-Habitat)***

These will have been identified based on the consultations that have occurred under output 3.1 and this is largely an engineering and contract management function. In certain cases, it may involve procurement but largely it is foreseen as investments in key infrastructure that will lead to economic multiplier impacts e.g markets, business development districts, better provision of key services such as electricity that are inhibiting the ability of local businesses to function etc. Priority LED interventions are defined as meeting the following criteria

- Have an economic multiplier impact
- Leverage further investments
- Are sustainable
- Exhibit a clear ownership structure/mechanism

Based on the type of work to be implemented, technical dossiers will be prepared to procure services of relevant contractors, firms, NGOs, consultants, etc. who will be responsible to deliver the job. All procurement processes will be directly managed by the Project team, and will be implemented according to UNDP rules and regulations. RTOs and other LED entities will take part in monitoring and supervising the implementation of works.

The ownership, formally at least of these investments, will rest with a specific entity that has that mandate and this will obviously vary from location to location depending on the investment. The likelihood is that where there is physical infrastructure developed this ownership will rest with the municipality in that location however there could be other entities who assume ownership these include but are not limited to the Local Economic Development Agencies, the Chambers of Commerce and the Special Economic Zone in Tripoli. More importantly, if the investments really do serve the purpose and create the desired dynamic then it is the very businesses which are benefiting who will ensure their maintenance and long-term sustainability.

Under this Action, 1 large scale LED project will be developed and implemented in each of the targeted union of municipalities. While the identification of such interventions will not start before Q3 of year 1, the design, procurement and implementation will commence within or after Q2 of year 2, pending the mobilization and engagement of the private sector;

***Activity 3-2-2: Develop management/maintenance plans (UNDP)***

Any major intervention that is implemented will be coupled with a management and maintenance plan that will ensure the sustainability of the project. This will involve local entities that have the ownership of the implemented project. The Project team will develop agreements to be signed with concerned parties for the management and maintenance of achieved works or facilities. Despite the fact this appears at the end of the process in reality this is an activity that will occur in parallel with the development of project ideas. This reflects the importance that is given to the long term sustainability of any intervention implemented and thus the need to examine from the outset exactly how operation and maintenance will be addressed.

## **2.4 Governance/management structure**

The day-to-day implementation of the EUTF MADAD project will be carried out by the respective UNDP and UN-Habitat country offices in Lebanon and Iraq using the DIM modality, in relevant coordination with in-country EU Delegations, in cases where the UNDP and UN-Habitat is envisaged to provide funds to implementing partner, the Organisation undertakes to ensure that the obligations stated in Article 2.6 of the Annex II to the EU-UNDP Agreement will be extended, where applicable, to those partners. The UNDP Regional Bureau for Arab States (RBAS), as administrative agency for the project, will coordinate the project in terms of contractual agreements with the EU and ensure that funds for country-level activities are appropriately and timely channelled to the respective agencies.

RBAS, in coordination with its Representation Office in Brussels and with the UN-Habitat Regional Office for Arab States (ROAS), will maintain regular contacts with relevant EU offices in Brussels for ad-hoc updates and continue the strategic dialogue in relation to the broader UNDP, UN-Habitat, EU engagement. This exchange will also benefit from the lessons learned and best practices gathered from the implementation of the project, which will inform any future discussion for further collaboration.

### **Iraq - specific arrangements.**

The project offices will include staff carrying out various forms of tasks including technical assistance, administration and management that are directly attributable to the implementation of the Action. It will comprise of full-time dedicated and part time specialized project staff. The latter will be charged through direct project costs for the time spent directly attributable to the implementation of the Action.

The UN-Habitat project office will consist of the following project staff:

Programme Manager (P3): provides overall leadership, coordination and management to the project and will devote around 50% of his/her time to this project

Three national Field Officers/Engineers (SC7) – conduct field assessment, consultation with local authorities and community members, and supervision of construction activities on site;

Administration/Operation Assistant (SC5) – provides day to day operational support (payment, logistics, travel, etc) and will devote 50% of his/her time for the project;

Driver (SC2) - provides transportation services to project staff.

And the following for UNDP:

Programme Manager (P3): provides overall leadership, coordination and management to the project and will devote around 50% of his/her time to this project

Two field coordinators (SC8) – responsible to monitor on going grant projects and conduct field visits;

Project Assistant (SC5) – provides day to day operational support (payment, logistics, travel, etc);

Driver (SC2) - provides transportation services to project staff.

The project will be supported by a UNDP Regional Programme Specialist which ensures consistency and coherence of programmatic and financial reporting of the different country components, conducts analysis of results and lessons learned at the regional level and acts as



a main interlocutor for the project with the EU, and will devote around 10% of his/her time for the project.

In implementing this project, there are several categories of costs that are envisaged for the functioning of the Project Office, including:

- **General Expenses:** To support all project activities, this proposed action includes expenses related to office rent, facility fees, security costs and office supplies including furniture, IT equipment, communications for staff and stationary to facilitate effective operations;
- **Transportation and Vehicle-Related Expenses:** Support to this activity requires renting or purchasing vehicles for field offices, including maintenance and fuel costs, as well as flight tickets and per diems for Project Staff.

**Lebanon-specific arrangements.** The project will be directly and jointly implemented by UNDP and UN-Habitat in full partnership with the Ministry of Interior and Municipalities and the targeted municipalities and unions of municipalities identified within the selected Clusters. Technical backstopping from both Agencies' Regional Offices (Cairo and Amman) will be provided as needed.

A Project Steering Committee will be established including in addition to the Project Manager, representatives from MoIM, the DG of Municipalities, targeted unions/clusters of municipalities, the EU, UNDP and UN-Habitat. Furthermore, the project will reach out to other MADAD partners to participate particularly where there are clear connections and linkages. In this respect the VNGI led consortium is an obvious candidate. The role of this committee is to provide overall guidance and oversight at the strategic level to the project team and ensure that implementation is progressing as per the plan schedule. The plan is to hold these meetings once every three months.

The Ministry of Interior and Municipalities, through the Directorate General of Municipalities (DGM) will be directly involved in the Project day-to-day operations. The Project Core Team (PCT) that will be based in the Ministry will be the overall engine and driver of the intervention and will work closely with a Technical Unit that will be established within the DGM. The latter will play a major role in facilitating the work of the PCT, mainly with regards to access to data, communication with Governor Offices as well as with municipalities and unions of municipalities. This arrangement will also allow the PCT to develop the capacity of the Technical Unit staff thus facilitating the sustainability of the intervention. UNDP and UN-Habitat will provide further support through their existing technical and admin/finance staff.

Through the Regional Technical Offices (RTOs), Municipalities and Unions will be directly involved in the planning and implementation of the Project activities. The Project involves a number of Capacity Development activities that will be addressed to different technical and admin staff at the municipal or union levels. This will ensure proper maintenance of achieved deliverables and smooth handing over to relevant entities. It will also enhance the collaboration between municipalities and regional/central level service delivery public institutions (CDR, WEs, Ministries, etc.). Finally, it will assist in ensuring the sustainability element of the intervention long term.



Close coordination will take place with the Ministry of Social Affair (MOSA), CDR, sector Ministries and Water Establishment Offices. Sister UN agencies such as UNICEF, UNRWA, UNHCR, ILO, and UNIDO will be also approached seeking potential collaboration and alignment of planned activities. Furthermore, there will be coordination with other actors and this will be facilitated through participation in the relevant LCRP coordination structures at both the central and local levels.

The PCT will consist of the following positions:

- Project Manager (Int'l expert): manages the Project and its deliverables, and provides coordination and overall technical guidance.
- Municipal Finance Specialist: designs, monitors and facilitates the implementation of the interventions under the "Municipal Finance" component.
- Local Economic Development Specialist: develops, liaises and follows up on the execution of the LED strategy and activities under this project.
- Capacity Building Coordinator: works closely with consultants who will develop the CD modules. This involves field assessment, consultation with local authorities and community members. Tasks involve supervision of trainings and capacity development activities.
- Engineer: works closely with municipal technical teams on the development of basic services and LED interventions. This involves the preparation of BOQs and drawings and follow up on projects.
- Field Coordinators: undertake field assessment, consultation with local authorities and community members, and facilitate the implementation of Project's activities within the targeted areas.
- Media & communication Officer: develops/produces communication and advocacy instruments and materials for marketing, awareness-raising campaigns, workshops, etc.
- M & E/Reporting Officer: designs and implements the monitoring and evaluation plan for the whole project. This involves monitoring and measuring the indicators as indicated in the logframe. Prepare the ToRs for the mid-term and final evaluation of the project.
- Admin/finance Assistant: manages program-related administrative and financial management activities
- Driver: provides transportation services to project staff

The Project Core Team (PCT) will be hosted within the offices of the DGM and will be supported by a number of existing UNDP and UN-Habitat staff who will be partly engaged in the implementation of Project activities. These include:

- GIS Officer: supports in mapping and management of quantitative and qualitative data at a range of spatial scales and produce maps for publications and other use and will devote around 50% of his/her time for the project.
- Urban Analyst: assists and advises the Project team on the functionality of selected areas/clusters in terms of basic services and LEF projects to be implemented under this Project. Helps the team in conducting sit analysis from an urban perspective and will devote around 25% of his/her time for the project.
- Design Engineer: supervises and provides technical support on BOQs and drawings and follows up on projects and will devote around 40% of his/her time for the project.
- Programme Officer: processes financial and administrative actions and will devote around 30% of his/her time for the project.

- Procurement Officer: monitors the procurement process and issues contracts and will devote around 50% of his/her time for the project.
- Human Settlements Programme Administrator: supports the project by ensuring that it remain compliant with UN Rules and Regulations, with respect to (local) procurement, financial management and human resources management, and will devote around 5% of his/her time for the project.
- Regional Programme Specialist: ensures consistency and coherence of programmatic and financial reporting of the different country components, conducts analysis of results and lessons learned at the regional level and acts as a main interlocutor for the project with the EU, and will devote around 10% of his/her time for the project.
- Abroad (staff assigned to the Action): includes short-term specialists for approximately a week at a time to assess an issue, advise on some technical matter, and conduct trainings for Project Staff.

All of the staff will report to the CTA whose accountability lies with both organisations and the steering committee. All Terms of References and recruitment will be undertaken in accordance with the respective rules and regulations of UNDP and UN-Habitat drawing on their respective experience.

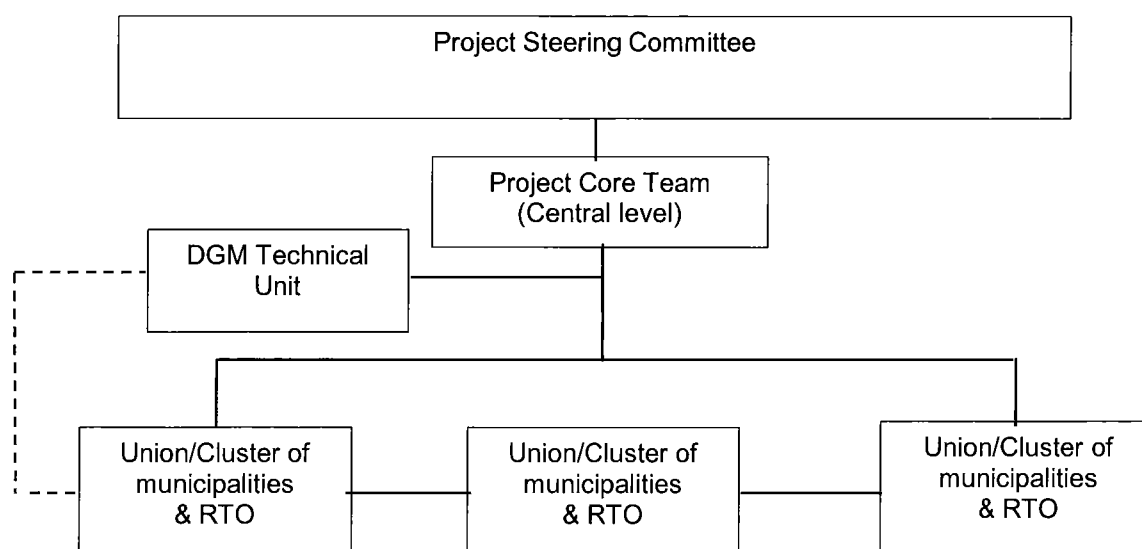
There are several cost categories that are envisaged for the implementation of the Project and the functioning of the Project Office, including:

- General Expenses: To support all project activities, this proposed action includes expenses related to the refurbishment of the office space that will be provided by the Directorate general of Municipalities, office furniture and equipment, communication and internet, stationary and other office supplies, and equipment maintenance. 4 vehicles will be purchased to facilitate field missions within the country. This entails expenses on fuel and maintenance.
- Travel and regional support: Backstopping on components implemented by UN-habitat will be provided by Human Settlement Officer at UN-Habitat Regional Office for the Arab States in Cairo. This will entail missions to Lebanon on some specific occasions. Moreover, backstopping will be provided by UNDP regional hub mainly on the monitoring and evaluation of the Project.

Seminars/conferences: the Action involves conducting a number of events to promote Projects' achievements. This will incur rental costs of spaces including costs of breaks, interpretation and translation costs, stationery, and others.

Handwritten marks: a large number '15' and a signature or initials.

## Project Management Structure



## 2.5 Key assumptions and risks

The main risks and the mitigation measures considered are:

- **Insecurity** (medium risk) presents a considerable operational risk for the EU and implementing partners delivering programmes in the neighbouring countries especially in those locations at the border with Syria and in Iraq. Security situation will be closely monitored. Proposed activities under the EUTF MADAD will be mainly located in areas of relative peace and stability. Supporting such areas is key to maintain stability and support social cohesion.
- **Conflicts** (medium risk) between host communities and IDP/refugees: Conflict sensitivity will be ensured and inclusive and participatory approaches have been selected
- **Lack of ownership from authorities** (medium risk): Proposed action has been developed with different governments and it provides a framework to integrate all EUTF MADAD-funded projects at the local level. Interventions will be designed, implemented and monitored jointly with the competent authorities
- **Fiducial risk** (high risk): Close monitoring by the implementing partners and external monitoring foreseen

The key assumptions are:

- National and local authorities actively support and engage in the action design, implementation and monitoring
- Host communities continue to host refugees and are cooperative during the implementation of the action
- National employment policies consider (time bound) work permit issuance for refugees
- National social protection floor considers vulnerability criteria for refugee and impoverished host communities, especially for women and youth
- Local authorities and financing institutions continue to support MSME establishments, particularly for women and youth entrepreneurs
- Private sector and entrepreneurs interested in furthering engagement in the green economy and are keen to support the national response to the crisis
- Market price and cost of inputs remain stable during the implementation period
- 3RP and other Syria-related partners share data and information

### 2.5.1 Iraq

In Iraq, key assumptions are as follows:

- The project team and implementing partners will have access to project sites
- Required equipment and materials will be delivered to project sites in a timely manner
- Host communities continue to host IDPs/refugees and are cooperative during the implementation of the proposed project

Risks associated and proposed mitigation measures are:

Risk	Likelihood of risk	Consequence if risk factor occurs	Risk mitigation strategies	Party responsible for risk mitigation and frequency of monitoring
Required equipment and materials will be delivered to project sites in a timely manner	Medium	High	Delivery routes that are less likely to be affected by insecurity and the conflict should be selected when delivering required equipment and materials	Project staff and UNDP/UN-Habitat Iraq's security focal point to keep themselves updated on security situation and regulations in liaison with UN Mission in Iraq
Project staff may not be able to access project site due to security restrictions	Low	High	Project staff should monitor and follow security advisory of UN Mission in Iraq. When the access is limited due to security restrictions, local contractors should be utilized to implement the work on behalf of the project staff	Project staff and UNDP/UN-Habitat Iraq's security focal point to keep themselves updated on security situation and regulations in liaison with UN Mission in Iraq and to build partnership with local contractors
Social/cultural tensions may be caused between different ethnic groups within beneficiaries	Low	Low	Targeted areas and project activities are planned and implemented in close liaison with local authorities and community groups to prevent any misunderstandings or tensions	Project staff to liaise with local authorities and community groups

### 2.5.2 Lebanon

Regarding Lebanon, key assumptions are as follows:

- The Government maintains current policy of refugees respecting non-refoulement
- Planned elections in 2018 do not lead to serious deterioration of the political and or security situation in the country
- Events such as the conflict in Aarsal or suicide attacks do not lead to major inter-communal violence

Risks associated and proposed mitigation measures are:

Handwritten marks: a large '5' and a signature.

Risk	Likelihood of risk	Consequence	Risk impact	Mitigation Measure
External factors:				
Serious deterioration of the security situation in the Country/targeted areas	Low	High	-Project team can't access the sites -Detached follow up on implementation -Discontinued implementation of project	-Existing RTOs and municipal staff will be constantly on board -Field officers within PCT will be based within selected areas
Sources of funding have decreased considerably (Int'l & National levels)	Medium	High	- Planned projects have no sufficient funding to be completed - Municipalities cannot commit funds required from them	- Projects' design and business plans will take into account different scenarios - Projects will be designed to be implemented in separate, yet complementary phases
Internal factors:				
MoIM and targeted municipalities do not show enough commitment throughout implementation process	Medium	High	- Sustainability of achieved outputs will be at risk - Project objectives might not be achieved - Delay in the implementation of planned activities	- Support letter has been already provided by MoIM - Project details will be discussed and agreed upon with mayors before project kickoff - MoUs/Agreements will be signed with MoIM and Unions
Potential corruption and financial irregularities	Low	High	-Improper delivery of implemented works due to bribes to municipal/project staff -Implications on UNDP/Habitat and municipalities' reputation	-All procurement procedures will be directly handled by UNDP at the CO level -Multi-level monitoring systems will be applied by both UN agencies to minimize potential for corruption - UNDP has extensive experience of working in the Lebanon context and through effective management of the procurement process reduces the level of this risk to a very minimal level.
Activities may deteriorate the environment conditions	Low	Low	-Use of groundwater resources -Removal of trees and green spaces	- Identified projects will undergo an Environmental Impact Assessment where necessary. - Projects that have a negative impact on environment will be rejected

## 2.6 Cross-cutting issues

The main crosscutting issues include climate change, environmental sustainability, gender equality, good governance and promotion of human rights. Environment management is of paramount importance especially in hosting communities in environmentally risk situations. Interventions will therefore be preceded by ad hoc environmental impact assessment and the related mitigation measures adopted. The action will also promote awareness on environmental and ecological practices through various capacity building interventions, participatory upgrading and vocational trainings.

The various outcomes and results anticipated by this action are also based on a human rights approach: focusing on human rights to equality and non-discrimination, right to adequate housing and basic services, right to an adequate standard of living, right to work, including technical and vocational training, and the right to safe drinking water and sanitation. These rights are integrated within the formulation and implementation of the action by legitimizing prioritization of the interests on the most marginalized in society and their participation in the planning process, in addition to their close realization in the monitoring and evaluation mechanisms.

Additionally, the action will mainstream gender equality in its design and implementation to ensure that gender perspectives and attention to the goal of gender equality are central to all activities: bringing attention to women specific needs in refugee and hosting communities, and bringing more consideration to the role of men in gender equality and social acceptance of varied norms and traditions.

This will all be integrated in light of promotion of notions of good governance in order to ensure that marginalized groups of people are associated to the decision making in all project phases and will have equal access to resources and employment. When not already existing, an analysis on the impact of the different actions on the situation of women and vulnerable groups as well as conflict analysis will be conducted prior to the implementation.

### **Lebanon-specific information on cross-cutting issues:**

#### Sustainability

The core feature of this intervention which will ensure the sustainability long term are as follows

1. The fact that the interventions builds on existing interventions and relationships that UNDP and Un Habitat have at both central and local level. This ensures that what is proposed is base extensive understanding of operating in the Lebanese context
2. There have been significant interactions with both local and central stakeholders with regards the design process. In short there is awareness certainly at central level and buy in.
3. The project has been designed in such a manner, particularly with regards the Capacity Development activities, to change behaviour and also establish resources that will be an important means of reference in the future.
4. Finally, and most significantly the activities are firmly embedded in existing structures at both the central and local level. The central level structures being part of

the DG Municipalities in MoIM and the local level structures being part of the RTOs based in the Unions.

### Women & Youth

These groups clearly need to be at the forefront of what is implemented given in a society such as Lebanon there is an inevitable danger that men will dominate<sup>20</sup>. Specific actions that will be taken here will be as follows

1. All capacity development and training/learning events will seek to include by women and men.
2. Monitoring systems will be put in place that collect sex disaggregated data on all aspects of the intervention.
3. A specific focus of the Community Participation element of the project will be addressing how sub national structures in particular can include the input from women and youth with regards decisions that are taken at the local level.
4. One specific focus of the Capacity Development on Financial Management will be gender sensitive budgeting.
5. All projects implemented as part of the intervention will be required to demonstrate a direct impact in regards how they benefit women and youth.

### Refugees

The approach of the project will be one of support to Lebanon in addressing the impact of the crisis, with the focus being on Public Institutions and Host Communities. The argument being that refugees are reliant for the vast majority of their services from Lebanese Institutions. Any improvement in the delivery of services will thus by default benefit the refugee population. In terms of more substantive involvement in for example, consultation by sub national structures on priority projects or local economic development then a very cautious and sensitive case by case approach will be adopted. The approach here will be one of “do no harm”

### The New Law on Public Private Partnership (PPP)

This is a new piece of legislation that finally provides a framework for PPP within Lebanon. It is very broad and very much an umbrella document however it does provide the framework and the challenge now is to investigate how this can be put into practice. This is of particular relevance to the strategic project interventions supported under Outcomes Two and Three. There are countless examples from other countries of where PPP has been effectively employed to deliver a whole range of services and there is no reason why the same could not be done in Lebanon. This intervention has the opportunity to play an important role in kick starting this process.

### Environment

All sub projects implemented and supported as part of this initiative will be accompanied by an Environmental assessment. Furthermore, given the scale that the crisis has had with regards solid waste, water and waste water it is highly likely that many of the interventions will target these areas thus there being a clear benefit to the environment at large.

---

<sup>20</sup> Perhaps the best indicator of this is the fact that of the 128 parliamentary seats only six are held by women and there is no provision in the new electoral law for a quota for women.



### **3. Monitoring, Evaluation and Reporting**

---

#### **3.1 Monitoring, evaluation and reporting**

To ensure coherence, consistency and quality of the monitoring, evaluation, reporting of the project, UNDP and UN-Habitat agreed on the following coordination arrangements as indicated herewith:

Namely, UNDP RBAS in coordination with respective UNDP and UN-Habitat Country Offices will submit to EU the following reports:

- Quarterly Information Note (QIN) to be filled every three months;
- Progress and Final Reports as per reporting requirements set in article 3 of the General Conditions.

It is to be noted that the primary responsibility for developing the documents lies with the UNDP and UN-Habitat country offices in Lebanon and Iraq, and substantive coordination for finalizing the documents or information should be done at the country level, between UNDP and UN-Habitat country offices. Each office will provide the relevant programmatic and financial information, in compliance with the ad hoc Monitoring and Evaluation Framework developed for the MADAD Fund as well as with the reporting requirements, templates and tools being developed by the EU Trust Fund (i.e. QIN) and in compliance with the reporting requirements set out in Article 3 of the Annex II to the EU-UNDP Agreement (General Conditions).

The UNDP and UN-Habitat country offices will liaise with each other within the country, and develop one consolidated report (or any other required documents) for each country. Each document will then be submitted to UNDP RBAS so that RBAS, in coordination with ROAS, can compile the documents from both countries, and make any revision needed to ensure consistency in the format and the use of language. Once the documents from two countries are compiled and edited as required, UNDP RBAS in coordination with ROAS will submit the document to the EUTF MADAD office, with copy to the UNDP and UN-Habitat country offices. The role of UNDP RBAS, as administrative agency for the project, is to liaise with country offices and with ROAS to compile documents/information submitted by two countries, and to streamline the communication with the EUTF MADAD office on behalf of the country offices and ROAS. When required, country offices will contact their respective regional offices to seek for advice or guidance to incorporate relevant regional perspectives.

Monitoring will be carried out in coordination with the EU Delegations in-country as appropriate and in particular with the assistance of specific Trust Fund field and liaison officers posted within the EU Delegations.

The proposed project plans to conduct a forward-looking review in the first half of the second year that will look to make recommendations on progress and as well as advising on any future steps.

All monitoring and evaluation exercises will be carried out as per provisions of the EU-UN Financial and Administrative Framework Agreement (the FAFA) signed 29 April 2003 and Article 10 of the Annex II to the EU-UNDP Agreement (General Conditions).

### **3.2 Audit**

As set out in the FAFA, financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of the respective United Nations Organisations. In case the EC decides to carry out a verification, this will be done as set out in the EC-UN Common terms of reference for Verification Missions.<sup>21</sup>

### **3.3. Communication and visibility**

Communication and visibility is an important part of all Madad Fund programmes factored into the implementation in order to underline its importance at all stages of the planning and implementation of the activities.

Under the proposed project, all visibility actions by UNDP and UN-Habitat will be stepped up based on the Joint Visibility Guidelines for EC-UN actions in the field<sup>22</sup>, together with specific requirements to highlight the Madad Trust Fund as established in the Annex VI to the EU-UNDP Agreement (Communication and Visibility Plan).

---

<sup>21</sup> <https://ec.europa.eu/europeaid/node/45479>

<sup>22</sup> <https://ec.europa.eu/europeaid/node/45481>

#### 4. Appendix 1 - Results framework

##### 4.1.1 Iraq

Intervention logic	Objectively verifiable indicators of achievement	Baseline	Target	Sources and means of verification	Assumptions
<p><b>Overall objective:</b> Strengthen the long-term resilience of targeted subnational authorities and their host/refugee populations in countries affected by the Syrian and Iraqi crises.</p> <p><b>Specific Objective 1:</b> Subnational authorities have enhanced capacities to engage in holistic, area-based planning and consider different scenarios that respond to the needs of host, refugee and IDP populations;</p> <p><b>Specific Objective 2:</b> Service delivery is increasingly responsive, and generates greater social stability outcomes, based on the needs of host, refugee and IDP populations.</p> <p><b>Specific Objective 3:</b> Subnational authorities are empowered to facilitate local economic development and have better access to municipal investment that benefits the extension of safe public services and economic opportunities for host, refugee and IDP populations.</p>					
<p><b>Overall objective</b></p> <p>Strengthen the long-term resilience of targeted subnational authorities and their host/refugee populations in countries affected by the Syrian and Iraqi crises.</p>	<p>Perception of the population in the targeted municipalities towards subnational authorities regarding services and support they provide to their populations</p>	<p>To be confirmed through rapid assessment in Year 1</p>	<p>30% improvement (by the end of Year 2)</p>	<p>Perception survey reports targeting population in the targeted municipalities, i.e. 2% of the total approximately 427,820 individuals, i.e. 85,564 individuals, selected through randomized sample selection, which will be conducted at the beginning and at the end of the project</p>	<p>-Stable security conditions and political stability -Governmental authorities are supportive of the project and committed to policy dialogue on necessary long-term reforms -Intense participatory dialogue with all stakeholders and commitment to the objectives of this support shall enable a common advocacy strategy -Willingness of host communities to engage in the project -Continuous access to local labour market and support from employment agencies</p>
	<p>Number of households considering themselves as socially/economically vulnerable in selected municipalities</p>	<p>To be confirmed through rapid assessment in Year 1</p>	<p>30% improvement (by the end of Year 2)</p>		

1/5

							and local businesses -Partnerships with local dedicated counterparts
Specific Objective 1	Subnational authorities have enhanced capacities to engage in holistic, area-based planning and consider different scenarios that respond to the needs of host, refugee and IDP populations	Number of recovery/reconstruction plans developed at the municipal level to respond to the needs of host, refugee and IDP populations	No recovery/reconstruction plans exist at the municipal level (as of 2017)	1 recovery/reconstruction plan developed in each of 5 selected municipal authorities	Project progress reports		-Security situation in the selected areas are stable and project staff can access the areas without any restriction
		Number of families assessed through the rapid vulnerability assessment tool and identified as being vulnerable (UN-Habitat)	None identified (as of 2017)	At least 300 vulnerable families identified in each of 5 selected municipalities (by the end of Year 1)	Assessment reports		-Political situation in the selected areas is stable and the decisions made by local authorities remain consistent
	Improved and updated knowledge of vulnerabilities and risks (UN-Habitat and UNDP)	Number of rapid labour skills assessments, labour market analysis conducted (UNDP)	None conducted (as of 2017)	1 comprehensive assessment conducted (by the end of Year 1)	Assessment and analysis report		-Local authorities are cooperative to provide required access and information to conduct assessments and to establish an online platform
	<b>Activities:</b> 1-1-1: Conduct rapid vulnerability assessment (UN-Habitat) 1-1-2: Collect satellite imagery and conduct detailed assessments and mapping of vulnerability and damage (UN-Habitat) 1-1-3: Identify sectors with potential for employment and local economic development (UNDP)						
	Strengthened local capacity to prioritize resilience building	Number of agreements made with local authorities on houses and infrastructure to be rehabilitated	No agreement made (as of 2017)	1 agreement made with each of 5 selected municipalities (by the	Letters of Agreement signed by local authorities		

interventions (UN-Habitat and UNDP)	(UN-Habitat)	Number of online inter-governmental dialogue and coordination platform established (UNDP)	No platform exists (as of 2017)	end of Year 1)		
				1 platform established (by the end of Year 1)	Online platform	
<b>Activities:</b> 1-2-1: Agree with local authorities on housing units and small-scale community infrastructure to be rehabilitated (UN-Habitat) 1-2-2: Establish an online inter-governmental dialogue and coordination platform (UNDP)						
<b>Specific Objective 2</b>	<b>Service delivery is increasingly responsive, and generates greater social stability outcomes, based on the needs of host, refugee and IDP populations.</b>	Local Human Development Index (in line with the practice adopted in several EU countries on development of LHDI based on the methodology of the UN HDI)	2017 – 0.649 (conducted during the inception phase by governorate, based on EU-tested methodology)	10% increase	HDI report	-Security situation in the selected areas are stable and project staff can access the areas without any restriction  -Required equipment and materials are delivered to project sites in a timely manner  -Political situation in the selected areas is stable enough to allow service providers to participate in the training sessions  - Social/cultural tensions that hamper project activities do not exist between different ethnic groups within beneficiaries
	Improved access of host communities, IDPs and refugees to basic municipal services and social, public, and economic infrastructure (UN-Habitat)	Number of small-scale community water, sanitation and hygiene (WASH) infrastructure rehabilitated in the selected municipalities (UN-Habitat)	No WASH infrastructure rehabilitation in selected municipalities (as of 2017)	At least 1 WASH infrastructure rehabilitation project implemented in each of 5 selected municipalities (by the end of Year 2)	-Progress reports -Field monitoring reports	
		Number of service providers' staff trained on operation and maintenance of the WASH infrastructure (UN-Habitat)	No service providers are trained (as of 2017)	At least 5 staff members trained from each of 5 selected municipalities (by the end of Year 2)	-Progress reports -Training reports with attendance records	
	<b>Activities:</b> 2-1-1: Undertake detailed assessments and finalize technical specifications for rehabilitation of small-scale community water and hygiene infrastructure (UN-Habitat) 2-1-2: Fast-track the procurement of small and medium scale contractors for the implementation of the works (UN-Habitat) 2-1-3: Undertake the rehabilitation of small-scale community water, sanitation and hygiene infrastructure (UN-Habitat) 2-1-4: Prepare relevant maintenance manuals and ensure the service provider is fully trained (UN-Habitat)					
Adequate housing is made available for low-middle income	Number of housing units rehabilitated in the selected municipalities (UN-Habitat)	No housing units are rehabilitated in the selected municipalities	At least 200 housing units in each of the 5 selected municipalities	-Progress reports -Field monitoring reports		

host community, IDPs and vulnerable refugee households (UN-Habitat)	Number of certificates on land rights/occupancy rights provided to the beneficiary families (UN-Habitat)	(as of 2017)	(by the end of Year 2)	-Progress reports -Certificates distribution reports
<b>Activities:</b> 2-2-1: Plan and agree on minimum rehabilitation requirements (UN-Habitat) 2-2-2: Select small- and medium-scale contractors for housing (UN-Habitat) 2-2-3: Rehabilitate housing units, employing host communities, IDPs and refugees where possible 2-2-4: Recognize occupancy rights through Social Tenure Domain Model (STDm) or refugees lease agreements (UN-Habitat) 2-2-5: Utilizing STDm, provide societal evidence of land rights through local public display of mapping results (UN-Habitat)		No land rights/occupancy rights certificate issued in the selected municipalities (as of 2017)	At least 200 land rights/occupancy rights certificates in each of the 5 selected municipalities (by the end of Year 2)	
<b>Subnational authorities are empowered to facilitate local economic development and have better access to municipal investment that benefits the extension of safe public services and economic opportunities for host, refugee and IDP populations.</b>	Number of municipal investment plans/business support plans developed	No municipal investment plans/business support plans developed (as of 2017)	At least 1 municipal investment plans/business support plans developed in each selected governorate	Governorate survey reports
<b>Specific Objective 3</b>  <b>Self-reliance of refugees, IDPs and vulnerable host communities are increased through job creation (UNDP)</b>	Number of small business supported (UNDP)	No of small business and start-ups supported (as of 2017)	At least 45 small business supported (by the end of Year 2)	Progress reports
<b>Activities: 3.1.1: Launch job creation grant scheme to finance intensive jobs generating projects (UNDP)</b>	Number of temporary labour-intensive jobs for workers created through the call for proposals (UNDP)	No of representatives from the target group unemployed (as of 2017)	At least 1000 working months generated (by the end of Year 2)	Progress reports
				- Political situation in the selected areas is stable and the decisions made by local authorities remain consistent

4.1.2 Lebanon

Intervention logic	Objectively verifiable indicators of achievement	Baseline	Target	Sources and means of verification	Assumptions
<p><b>Overall Objective:</b> Strengthen the long-term resilience of targeted subnational authorities and their host/refugee populations in countries affected by the Syrian crisis.</p> <p><b>Specific Objective 1:</b> Subnational authorities have enhanced capacities to engage in holistic, area-based planning and consider different scenarios that respond to the needs of host, refugee and IDP populations;</p> <p><b>Specific Objective 2:</b> Service delivery is increasingly responsive, and generates greater social stability outcomes, based on the needs of host, refugee and IDP populations.</p> <p><b>Specific Objective 3:</b> Subnational authorities are empowered to facilitate local economic development and have better access to municipal investment that benefits the extension of safe public services and economic opportunities for host, refugee and IDP populations.</p>	<p>Lebanon</p>				
<p><b>Overall objective</b></p> <p>Strengthen the long-term resilience of targeted subnational authorities and their host/refugee populations in countries affected by the Syrian crisis.</p>				<p>LCRP Perception surveys</p> <p>Lebanon Support online monitoring of conflict events</p> <p>Monitoring of Government policies and decrees</p> <p>Economic and social impact surveys</p>	<p>Government maintains current policy on refugee population, respecting non-refoulement.</p> <p>Planned 2018 elections do not lead to serious deterioration of political climate or security in country.</p> <p>Events, such as the conflict in Arsal or suicide attacks, do not lead to major inter-communal violence</p>

<p>Sub national government structures demonstrate a more coherent and coordinated approach to better able to manage impact of the Syrian refugee crisis</p> <p>No outbreaks of communal violence</p>	<p>Baseline 0</p> <p>% of people displaying propensity for violent conflict resolution Baseline 50% - May 2017</p>	<p>15 Municipalities 3 Unions/Clusters of Municipalities, and subnational government are coordinating their efforts to plan and implement priority specific investments to respond to the needs of host and refugee population 20% increase of people displaying propensity for conflict resolutions</p>	<p>Municipal records</p> <p>Union records</p> <p>Project records</p>	<p>No significant changes in legislative environment that directly impact the project</p> <p>Elections do not lead to further divisions at the local level</p>
<p># of vulnerable Lebanese and refugees have access to improved services and income opportunities (sex disaggregated)</p>	<p>Baseline 0</p>	<p>193 000 vulnerable Lebanese 41 500 Syrian Refugees 38 180 Palestine Refugees</p>	<p>Municipal records</p> <p>Union records</p> <p>Governor's office records</p> <p>DG of Municipalities' records</p> <p>Project records</p>	<p>The upcoming elections does not lead to major divisions between different levels of government</p> <p>Host communities continue to host refugees</p>



<b>Specific Objective 1</b>	Subnational authorities have enhanced capacities to engage in holistic, area-based planning and consider different scenarios that respond to the needs of host, refugee and IDP populations;	# of local plans developed at the municipal level to respond to the needs of host and refugee populations	0	1 plan per each targeted union	Municipal records Union records Project records; Progress reports Surveys	Local authorities actively support and engage in the project design, implementation and monitoring
		# of weeks required to proceed with approvals of municipal requests between all levels of government	Current processes duration will be identified when the Capacity Assessment is conducted	Duration of process reduced by 50%		
		# of successful conflict mediation and solicitation initiatives between host and refugee communities	No initial initiatives	1 initiatives in each of the 3 targeted Unions/Clusters of Municipalities		
		# local government display improved and more transparent financial management practices	Baseline 0	15 Municipalities and 3 Unions/Clusters of Municipalities publish budgets and hold public consultations		
		# of agreements established for intra government cooperation	No agreements exist	2 Agreements	Union records	
	Efficient & timely municipal work processes to address impact of crisis are strengthened through an enhanced administrative interface.	# of municipalities benefitting from improved interface between different levels of Government	Baseline 0	15 municipalities and 3 unions/clusters of municipalities	Project records Mid-term evaluation and monitoring reports	Local government personnel have expected basic knowledge and skill to respond to the implementation and monitoring role of the Action
		# of capacity development learning modules developed on identified topics	No learning modules exist	3 Capacity development learning modules developed	Attendance sheets of training sessions	
		# of staff trained on topics identified in capacity development modules	Baseline 0	100 Staff from the Union, Governors Offices and DGM are trained At least 30% of staff trained are women	Project records; Progress reports Technical dossiers prepared	

<p><b>Activities:</b>  <b>1-1-1: Conduct Capacity/Functional Assessment</b>  <b>1-1-2: Design and Implement a Capacity Development Strategy</b></p>	<p><b>Activities:</b>  <b>1-2-1 Develop Mechanisms for Social Stability</b>  <b>1-2-2: Facilitate the involvement of the Subnational Government structures in the Syrian Crisis Response coordination mechanism</b></p>					
<p>Greater Understanding and awareness by all local actors of their role in managing the impact of the crisis</p>	<p># of Municipal Council members civil society actors attending awareness sessions (sex disaggregated)</p>	<p>Baseline 0</p>	<p>Municipal council members and civil society actors from 30 Municipalities and 3 Unions / clusters of Municipalities trained</p>	<p># of Curricula developed on issues associated with managing impact of the crisis</p>	<p>No curricula exist</p>	<p>1 Curricula developed</p>
	<p># of Guidance notes developed targeting local level leaders</p>	<p>No guidance notes exist</p>	<p>3 Guidance notes developed</p>	<p># of mediation units established</p>	<p>No mediation units exist</p>	<p>Two units established</p>
	<p># of mayors, RTO and Governors' Office staff participating in the Crisis Response coordination structures at the local level.</p>	<p>Baseline 0</p>	<p>6 mayors, 3 RTOs and two Governor's Office staff</p>			
					<p>Attendance sheets of training and awareness sessions</p>	<p>Progress reports</p>
						<p>Local governments receptive to institutional strengthening and avails personnel for training, particularly on-the-job training for refugee response related initiatives</p>

<p>1.3 Strengthened sub national government capacity on raising revenues and financial management (UN-Habitat)</p>	# of entities demonstrating increase in local revenues	baseline 0	3 Unions / Clusters of Municipalities 15 Municipalities		
	# Local authorities publishing budgets	Baseline 0	3 Unions / Clusters of Municipalities 15 Municipalities		
	# of Municipalities with increase in local revenues	Baseline 0	15 Municipalities have increased their revenues collected at the local level		
	# of capacity development learning modules developed on Municipal Finance, including subjects such as budgeting, revenue collection, transparency and gender sensitive budgeting	No modules exist	1 Capacity development learning modules developed in budgeting, revenue collection, and gender sensitive budgeting		
	# of staff trained and attaining sufficient level of performance in the capacity development (sex disaggregated)	Baseline 0	Staff from all 15 Municipalities and 3 Unions / clusters of Municipalities trained		
	# of staff with certificate in public accounting (sex disaggregated)	Baseline 0	40 staff		
	<p><b>Activities:</b>  <b>1-3-1: Assessing Municipal Financial Management</b>  <b>1-3-2: Strengthen Municipal Finance</b></p>				
<p><b>Specific Objective 2</b>  Service delivery is increasingly responsive, and generates greater social stability</p>	# of local plans developed at the municipal level to respond to the needs of host and refugee populations	No plans exist	1 plan in each targeted union of municipalities	National response plans, municipal reports Project Reports;	<p>Host communities continue to host refugees Market price and cost of inputs remain stable during the</p>

<p>outcomes, based on the needs of host, refugee and IDP populations.</p>	<p># of host and refugee population disaggregated by gender, with improved access to basic urban services</p>	<p>No available data</p>	<p>50,000 vulnerable Lebanese 10,000 Syrian refugees 9,500 Palestine refugees</p>	<p>Monitoring and site visit Reports Local Authorities' records Beneficiary feedback survey</p>	<p>implementation period Local and national authorities actively support and engage in the project design, implementation and monitoring</p>
<p>Strengthened local capacity to develop, design, coordinate and implement strategic projects that will alleviate the impact of the crisis (UN-Habitat)</p>	<p># of cooperation plans developed demonstrating actions across Municipal boundaries, e.g. fleet management, service delivery etc. # of capacity development learning modules developed # of staff trained on different topics as outlined by module (sex disaggregated) # of agreements established for cost-sharing of Regional Technical Offices</p>	<p>No cooperation plans exist No learning modules exist Number of staff to be identified during year 1 of the project No current agreements exist</p>	<p>3 cooperation plans across existing boundaries are developed 4 Capacity development learning modules developed Staff from all Municipalities and 3 Unions / clusters of Municipalities trained At least 30% of staff trained are women 3 Unions / Clusters of Municipalities sign agreements</p>	<p>Union records Project records Mid-term evaluation and monitoring reports Attendance sheets of training sessions Project records; Progress reports Technical dossiers prepared</p>	<p>Local government personnel have expected basic knowledge and skill to respond to the implementation and monitoring role of the Action</p>
<p>Identification and implementation of priority interventions (UNDP &amp; UN-Habitat)</p>	<p># Strategic, projects developed for fundraising # strategic investments implemented (infrastructure, equipment)</p>	<p>No strategic projects identified No project implemented</p>	<p>9 projects designed and developed 6 projects implemented</p>	<p>Project Reports; Monitoring and site visit Reports</p>	<p>Sufficient number of good quality projects</p>
<p><b>Activities:</b> 2-1-1: Conduct Capacity Assessment 2-1-2: Develop &amp; Implement Capacity Development Strategy 2-1-3: Support the Establishment and or Strengthening of the RTOs</p>					

	# of sustainability/maintenance plans developed	no maintenance plans exist	6 plans developed				
<b>Specific Objective 3</b>	Subnational authorities are empowered to facilitate local economic development and have better access to municipal investment that benefits the extension of safe public services and economic opportunities for host, refugee and IDP populations.	Sub-national government structures demonstrate improved ability to engage private sector in the realisation of "public domain" projects	No initiatives exist	20 initiatives are developed and implemented	5 Municipal Councils and 1 Union Council demonstrate initiatives indicative of their understanding of this concept	Project Reports; Monitoring and site visit Reports	Private sector supports and engages in refugee response
		Perception of sub national authorities regarding their role in promoting local economic development.	To be identified during the identification of LED projects	87 500 vulnerable Lebanese 14 375 Syrian Refugees 18 250 Palestine Refugees		Local Authorities' records Surveys	Market price and cost of inputs remain stable during the implementation period
	An Enabling Economic Environment is Created with active engagement of Local Authorities, the private sector, and LED associations (UNDP)	# of consultations between public and private entities	0 consultations	30 consultations		Municipal Records Union Records Mid-term evaluation and monitoring reports	Private sector and entrepreneurs interested in furthering engagement in public/private partnership
	# of private sector partners engaged	no private sector engagement	60 partners engaged				
	# of private sector partners investing in economic multiplier projects	no private sector engagement	9 partners				
	# of demonstrated investments by private actors in the "public domain"	No current investments	3 investments				

1500

	<b>Activities:</b> <b>3-1-1: Identification of Potential LED Partner Entities</b> <b>3-1-2: Private sector &amp; LED entities participate in the identification of priority interventions</b> <b>3-1-3: Promote Public-Private Partnerships (PPPs)</b>					
	# of awareness sessions with Municipal and Union representatives	No awareness raising sessions conducted	Awareness sessions conducted for 15 Municipalities and 3 Unions	Project Reports; Monitoring and site visit Reports	Sufficient number of good quality projects	
	# of gender disaggregated LED interventions identified, developed, and implemented	Interventions to be identified during Project implementation	3 interventions are implemented			
	# of maintenance plans developed	no maintenance plans exist	3 maintenance plans developed			
Capacity at local level to identify develop, design and implement interventions with an economic multiplier impact improved (UNDP & UN-Habitat)	<b>Activities:</b> <b>3-2-1: Design, develop and implement priority LED interventions</b> <b>3-2-2: Develop management/maintenance plans.</b>					

Appendix 2 – Work Plan

**IRAQ**

Proposed Activities	Year I				Year II			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Objective 1: Subnational authorities have enhanced capacities to engage in holistic, area-based planning and consider different scenarios that respond to the needs of host, refugee and IDP populations;</b>								
1-1-1: Conduct rapid vulnerability assessment (Habitat)								
1-1-2: Collect satellite imagery and conduct detailed assessments and mapping of vulnerability and damage (Habitat)								
1-1-3: Identify sectors with potential for employment and local economic development (UNDP)								
1-2-1: Agree with local authorities on housing units and small-scale community infrastructure to be rehabilitated (Habitat)								
1-2-2: Establish an online inter-governmental dialogue and coordination platform (UNDP)								
<b>Objective 2: Service delivery is increasingly responsive, and generates greater social stability outcomes, based on the needs of host, refugee and IDP populations</b>								
2-1-1: Undertake detailed assessments and finalize technical specifications for rehabilitation of small-scale community water and hygiene infrastructure (Habitat)								
2-1-2: Fast-track the procurement of small and medium scale contractors for the implementation of the works (Habitat)								
2-1-3: Undertake the rehabilitation of small-scale community water, sanitation and hygiene infrastructure (Habitat)								
2-1-4: Prepare relevant maintenance manuals and ensure the service provider is fully trained (Habitat)								
Plan and agree on minimum rehabilitation requirements (Habitat)								
2-2-2: Select small- and medium-scale contractors for housing (Habitat)								
2-2-3: Rehabilitate housing units, employing host communities, IDPs and refugees where possible (Habitat)								
2-2-4: Recognize occupancy rights through Social Tenure Domain Model (STDM) or refugees lease agreements (Habitat)								
2-2-5: Utilizing STDm, provide societal evidence of land rights through local public display of mapping results (Habitat)								
<b>Objective 3: Subnational authorities are empowered to facilitate local economic development and have better access to municipal investment that benefits the extension of safe public services and economic opportunities for host, refugee and IDP populations.</b>								
3.1.1: Launch job creation grant scheme to finance intensive jobs generating projects (UNDP)								



Handwritten mark resembling a stylized 'K' or '7'.

Handwritten signature or initials.

## LEBANON

Proposed Activities	Year I				Year II				Year III			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	<b>Objective 1: Subnational authorities have enhanced capacities to engage in holistic, area-based planning and consider different scenarios that respond to the needs of host, refugee and IDP populations;</b>											
1-1-1: Conduct Capacity/Functional Assessment												
1-1-2: Design and Implement a Capacity Development Strategy												
1-2-1 Develop Mechanisms for Social Stability												
1-2-2: Facilitate the involvement of the Subnational Government structures in the Syrian Crisis Response coordination mechanism												
1-3-1: Assessing Municipal Financial Management												
1-3-2: Strengthen Municipal Finance												
<b>Objective 2: Service delivery is increasingly responsive, and generates greater social stability outcomes, based on the needs of host, refugee and IDP populations</b>												
2-1-1: Conduct Capacity Assessment												
2-1-2: Develop & Implement Capacity Development Strategy												
2-1-3: Support the Establishment and or Strengthening of the RTOs												
2-2-1: Identify, validate and assess priority strategic interventions												
2-2-2: Implement priority strategic investments.												
2-2-3: Develop Operations and Maintenance Plans												
<b>Objective 3: Subnational authorities are empowered to facilitate local economic development and have better access to municipal investment that benefits the extension of safe public services and economic opportunities for host, refugee and IDP populations.</b>												
3-1-1: Identification of Potential LED Partner Entities												
3-1-2: Private sector & LED entities participate in the identification of priority interventions												
3-1-3: Promote Public-Private Partnerships (PPPs)												
3-2-1: Design, develop and implement priority LED interventions												
3-2-2: Develop management/maintenance plans												

 Implementation of action

 Follow up tasks