

**United Nations Development Programme
Project Document**

Country: Lebanon

UNDAF Outcome(s): Empowerment at the Local Level

Outcome indicators:

- *Improved capacity of municipalities, cooperatives, women, youth groups and mines victims
- *Better living conditions, new job opportunities, increased income and more peaceful environment of communities in the South
- *Implemented development projects
- *More informed development actors

Expected CP Outcome(s): Replicable local poverty initiative(s) linked to policy change undertaken

Expected Output(s):

- Capacities of local governance structure strengthened
- Local community economic development strengthened
- Reintegration and social reconciliation of youth
- Management information system updated & coordination mechanism enhanced

Executing Entity: Council for Development and Reconstruction

Implementing Agencies: UNDP

Narrative

Like other peripheral regions of the country, Southern Lebanon suffered from a long standing neglect, resulting in underdevelopment compared to other regions as per various socio economic indicators. Moreover, the South has been an area of instability and conflict for the last thirty years, including a 22-year era of Israeli occupation of half of the South, which ended in 2000.

In 2000, UNDP, in partnership with the Government of Lebanon, represented by the Council for Development and Reconstruction, established a post conflict development programme in the former occupied areas of the South: the "Socio Economic Rehabilitation Programme for Southern Lebanon". The Programme targeted reconciliation and local capacity development initiatives conducive to the stability of communities, and return of the internally displaced Southerners mainly in the less developed suburbs of the Capital Beirut.

Following significant progress of the programme, the July 2006 war aftermath and its severe consequences to the lives and livelihoods of the southern communities compounded poverty and development challenges by massive destruction. Immediately after the war, UNDP implemented emergency and quick impact interventions and led the UN efforts to support the recovery of the South. The massive destruction and the adverse war impact on socio economic life, is still far from being recovered even to the pre-July 2006 war. The local economy that was hardly recovering from the long years of occupation received a massive drawback. Lives and livelihoods of the communities remain vulnerable, and in dire need for support.

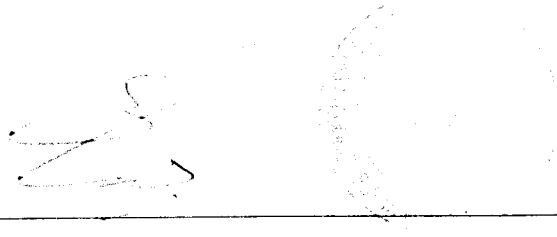
Meanwhile, and due to the ongoing political crisis, the South and its socio economic support, or lack of it, continues to provide potential for additional conflict. Thus the continuation of UNDP's support, which has now expanded into the entire South, remains crucial. This was further reiterated by the Government, at the last tripartite meeting held late April 2008.

Programme Period: 2 years
 Programme component: Poverty and Social Development
 Project title: Socio-Economic Rehabilitation Programme in South Lebanon
 Project ID: 00050766
 Project Duration: May 2009 – May 2011
 Management Arrangements: CO Support to NEX

| | |
|-----------------|----------------------|
| Total resources | USD 2,726,540 |
| • Government | USD 300,000 |
| • UNDP | USD 200,000 |
| • BCPR | USD 2,226,540 |

Agreed by CDR

Mr. Nabil El Jisr

Handwritten signature of Nabil El Jisr in black ink, positioned above a horizontal line.

Agreed by UNDP

Ms. Marta Ruedas

Handwritten signature of Marta Ruedas in black ink, positioned above a horizontal line.

I. SITUATION ANALYSIS

1. *An Overview on South Lebanon: socio-economic status and introduction to the UNDP Intervention*

The 22 years of occupation, ending in 2000, of almost half of South Lebanon encompassed three entire Kadas (cluster of villages), and parts of two more bordering Kadas. However, while the occupied areas suffered from conflict due to military operations, the bordering villages within the two Kadas were often in worse “conflict” conditions, as they suffered from regular exchange of hostilities with the occupied areas governed by the Israeli Army and their Allied South Lebanese Army. The neglect and underdevelopment that the South suffered from before 1978, was further compounded by instability and military operations. Access, movement, economic and social activities were virtually paralyzed within the occupied areas, and in most of the bordering areas. The government was virtually absent, and its support to the region was minimal.

The five Kadas most affected by military conflict and Israeli occupation encompassed about 270,000 inhabitants, or 7% of the Lebanese population. The inhabitants of these kadas lived in precarious economic conditions: activities related to the war economy represented about one third of the total household income, and one fourth of the households lived on a monthly income of less than \$300 for an average family of 4.8 persons.

The development potential of South Lebanon is evident; the availability of water though without water supply and irrigation schemes, its tourist and natural wealth, the dynamism of its inhabitants, and its geographic location. All of these factors projected a region with a prosperous future once the occupation ended. It was important, though, at that stage, to preserve this potential and to initiate, as soon as the situation permits, important projects with substantial means to consolidate the post-conflict situation with socio-economic progress.

The region had to overcome some structural constraints before embarking on its full development track: its conflict-evoking image, a situation that prevents it from being fully developed, the presence of minefields, vulnerability of the agricultural and other productive sectors, and the absence of adequate infrastructure for industry and tourism, are among these constraints. Thus, the region confronted (and continues to do so) several challenges, especially the need to generate thousands of jobs to ensure a source of living for the residents and returnees, and to substitute for the income related to war activities.

The need to establish effective coordination mechanisms to promote dialogue between the government, the private sector and civil society, for collective action within a comprehensive, integrated framework for sustainable human development continued to be crucial. The need also to create bridges between the communities themselves, especially the youth, was important.

2. *UNDP's Support to South Lebanon (2000 -July 2006)*

In 2000, following the Israeli withdrawal from South Lebanon, UNDP in partnership with the Government of Lebanon, represented by the Council for Development and Reconstruction, established a post conflict rehabilitation programme in the former occupied areas of the South (“Socio Economic Rehabilitation Programme for Southern Lebanon”). The Programme targeted reconciliation and local capacity development initiatives aimed at recreating conditions for socio economic progress, thus conducive to the return of those Southerners internally displaced to elsewhere in the country and abroad.

The programme aimed at the re-establishment of socio-economic development cycle in the area, to improve the living conditions of the population that remained in the villages throughout two decades of Israeli occupation, and attracting those who were displaced elsewhere in the country or abroad. The programme post conflict objectives targeted reintegration, reconciliation, and advocacy of peace and dialogue in a most needy volatile region even to this moment. UNDP helped create and support entities that could acquire, retain, and expand rehabilitation development, where community participation, capacity building, and sustainability formed the main pre-requisites for any planned activity.

In this context, the programme targeted local capacity building and local mobilization (support to municipalities and cooperatives); youth mobilization, reintegration and reconciliation; reintegration and rehabilitation of former detainees; income-generating activities and enterprise development; support to socio-economic mine action assistance; and coordination.

3. *The July 2006 war Impact on the South*

The July war resulted in extensive loss of lives and livelihoods, massive damage to civilian infrastructure, population centers, and the natural environment, bringing to an abrupt halt the upward economic and social trajectory that Lebanon had embarked upon by the first half of 2006. The human impact of Israeli bombardment was huge: over one million persons (a quarter of the population in Lebanon) was displaced; 1,200 persons, mostly civilians, one-third of them children, lost their lives; 5,000 people were injured, many permanently; more than 500,000 people lost their homes; and several thousands lost their jobs or sources of income across all sectors of economic activity: agriculture, industry, services. An estimated 100,000 people, mainly youth, emigrated. The destruction on civilian infrastructure, economic activity, livelihoods, and environment was extensive. The war led to substantial destruction of the physical assets where most villages saw the destruction or damage of dwellings and enterprises. The number of destroyed and damaged housing units registered amounts to 89,442 units. Despite the grants issued by the Arab donor countries through the Lebanese government, the compensation process is not yet complete, and rests at around 50% of the total grants due. This continues to pose tremendous pressure on livelihoods and economic activity.

An estimated 4 million cluster bombs were dropped in South Lebanon, the bulk of which were dropped after the Security Council had adopted a resolution on 11 August stipulating the cessation of hostilities. Around 1.2 million of these cluster sub-munitions did not explode as intended and were strewn as UXO over an expanse of 40 million sqm of land. This expanse encompasses vast swathes of land that had already been cleared of landmines and unexploded cluster sub-munitions from prior conflicts. The number of victims of unexploded cluster sub-munitions of the 2006 war, totals at 40 killed and 269 injured as of 10 July 2008; thus more than the previous 6 years combined. The social and economic long standing impact of the war and of cluster bombs is yet being estimated. However, the contamination continues to pose a direct threat to communities and remains an inherent impediment to the use of some agricultural areas; one of the main economic income sources in the region.

According to the United Nations Mine Action Coordination Centre (UNMACC) in South Lebanon, 31,517,204 sqm of the total contaminated land has been cleared until July 2008. Fifteen percent of the estimated contaminated area has been returned to the communities as a result of actions other than clearance, 29% has been fully cleared down to a depth of 20 cm, and a further 48% has been cleared of all surface threat and is subject to further evaluation as to whether it will also require to be cleared down to 20 cm.

The 2008 Operational Plan's objective is to systematically clear the estimated 10 million sqm of cluster munitions contaminated land, so that by the end of 2008 civilian casualties are significantly reduced and the explosive remnants of war impact from the summer 2006 conflict no longer impedes basic and daily community and agricultural activities.

Moreover, according to the "Long-Term Plan 2005-2009" the Lebanese Mine Action Center (LMAC) aims to provide victim assistance to mine/UXO/cluster munitions survivors in all aspects (medical, social, psychological and economical), and to support activities to provide survivors with their full legal rights. In principle, the Lebanese Ministry of Public Health covers the initial hospital treatment; various national and international NGOs are providing ad hoc support to mine/UXO/cluster munitions survivors. To date, there is no coordinated referral system for land mine or cluster bomb victims.

4. *UNDP's Support to South Lebanon post July 2006 war*

Few days after the July war, relying on its large networks and ties with communities and local authorities, UNDP utilized its own resources to initiate a damage assessment and lead a major recovery process in the South in over 170 affected villages. The post-war recovery efforts

expanded the former area of operation of the UNDP programme to include (village clusters) kadas of Bint Jbeil, Marjeyoun, Hasbaya, Tyre, Nabatiyeh, and parts of Jezzine and Saida.

UNDP assumed its recovery lead role, in coordination with other NGOs and development agencies, including the establishment of a coordination hub in South Lebanon. The coordination hub includes an information management unit that continues to benefit all actors supporting south Lebanon including the government. The UNDP post-war recovery efforts, supported and partnered with community-based structures, including municipalities, cooperatives, social development centres, youth, and vulnerable groups; while preparing the grounds for long term development programmes including through Art Gold.

The UNDP early intervention and the coordination mandate of the recovery phase further catalyzed and effectively supported other UN Agencies, NGOs, and Donors interventions.

The post war recovery activities implemented by UNDP included rubble removal, rehabilitation of key municipal infrastructure and public facilities, restoration of livelihoods and establishment of income generating activities, capacity development for cooperatives and municipalities, youth mobilization, vocational training for de-miners and community members affected by unexploded cluster sub-munitions, and a gender sensitive vibrant economic involvement within specific targeted activities, as well as comprehensive urban planning and local participatory strategic planning (ART GOLD).

It should be mentioned that the area of operation of the UNDP programme during the pre-2006 war, was expanded to cover new areas affected by the 2006 war. These areas are still in need for the capacity building programmes that UNDP affected in the other parts of the South between 2000 and 2006. These include governance, economic development, and Youth modular support activities amongst others. In the recent Tripartite meeting of June 2008, the government requested sustained UNDP support to cover the new areas, as well as the old area of operation, for the next two years. The request was coupled with a pledge to commit government funds as a contribution to the UNDP efforts and programme.

5. *South Lebanon: quick overview on the current situation (2008-2009)*

Given that the focus of the July 2006 war in Lebanon was on the South, poverty and regional disparities were then complicated with large scale destruction. However, the overriding factor in South Lebanon and the main objective of this project proposal is improving the living conditions of the residents in South Lebanon as contributing factor to conflict prevention. While the South is still swaying from the 2006 war, the political and security situation remains largely volatile. Peace is still fragile, due to the precarious political situation, and the ongoing communal clashes in many locations of the country, including the May 2008 internal clashes in the streets of the capital Beirut, and the erupting conflicts in the North, in the second big city of the country, in release of any political tension including debates over the new ministerial declaration. The socio economic condition of the South communities is another significant affecting factor. These could be sufficient grounds for additional internal problems and instability, given the divided society and the limited governmental services. The persistence of poor socio-economic conditions can also be enough grounds for the popularity and attractiveness of extremist thoughts and groups of various affiliations. The smooth transition of the socio economic conditions of southerners from post conflict into the development phase, through a well targeted programme, also considered as a continuation of the ongoing socio economic programme, is seen as a key socio-economic development of the region with a mainstreamed conflict prevention effort.

Despite the huge efforts extended by the UN, NGOs and the donor community, the socio economic needs of the South are still far from being met. The reconstruction programs and recovery interventions have mostly mitigated the physical and infrastructure impact of the war. However, given the magnitude of destruction, and the economic and political crisis following the war, the socio economic needs still necessitate improvement interventions. While the government compensation supported by donors covered the destroyed housing units, there is virtually no support as yet delivered to the social and economic sectors. Interventions are still limited to UN Agencies and NGOs, still far from meeting the minimal needs of the communities in terms of their

livelihoods. The principal agricultural sector is still largely hindered by the presence of unexploded cluster sub-munitions.

While Agricultural cooperatives in the region undertake extensive work to retain a livelihood that is significantly deteriorating, they are confronted by several constraints that lack most significantly the government and ministerial support:

- (i) The law governing the operation of cooperatives in Lebanon is outdated (since 1963), and in need of reform;
- (ii) Lack of the cooperation principle, where cooperatives are more oriented towards individual work which affects the optimal use of natural and capital resources;
- (iii) Weak financial capabilities and managerial skills (less than 20% of cooperatives do a yearly budget). That drives cooperatives to constantly seek external support especially from NGOs and post-war donor agencies who tend to provide in kind support with minimal orientation towards capacity building;
- (iv) Absence of strategic planning when operating a cooperative as well as when establishing a cooperative, since many cooperatives become functional when they receive funding for a project without calculation of resources, or sustainability;
- (v) Lack of feasibility studies for the projects, as now many projects were brought to a stand still due to the high running costs which are unaffordable to the cooperative especially with the gasoline prices shooting up;
- (vi) Lack of strategic marketing, such as establishing territorial marketing techniques, establishing networks, proper packaging, labeling, and networking with potential clients.

Thus, the cooperative support element in this project is meant to provide food security and economic security in politically charged regions. The empowerment of the cooperatives as indigenous drivers of post conflict economic recovery is one of the aims of this proposal.

The cooperatives in South Lebanon mostly include male members, with the rare presence of women cooperatives. Fewer cooperatives are of mixed male-female constituency, and often dominated by males. This case is widely spread in the Southern communities where mixed activities are minimal for youth as well as adults. There is a clear gender inequality problem in South Lebanon affecting youth females and adult women. However, women are inevitably entering more into the work force as education and awareness is more accessible, prompted by the need for additional income for families. Nevertheless, the concept of marriage and establishing a family takes the priority in women's lives and the community's mentality. This hinders the social freedom of women who are expected to act conservatively and live with their families until marriage which minimizes their social contact and experiences. Women are not generally regarded as decision makers in their society and thus, not expected to reach high positions in work or socially. This has had an adverse impact on women's employability since men are the main income providers for the family and therefore preferred in the work force, maintaining stereotype jobs for women.

Additionally, unemployment has its detrimental effects on the youth sector. This, and several other factors are contributing to the migratory flow of youth to larger towns specifically to the over crowded capital Beirut. Migration motives comprise the weakness of the higher education system, and the minimal social, entertainment facilities in the towns and villages of South Lebanon, especially for females. These two factors, unemployment and absence of social activities, have an apparent direct effect on the increased political mobilization and raised tension among youth. Youth's initiation to social work is mainly from the narrow door of the politically oriented scouts groups in the area or political parties, making them susceptible to a biased prospect of social integration. Activities conducted in the villages are usually one – party oriented activities that discourage unbiased and neutral youth members to participate.

In the absence of an official and sustainable reference and guidance for the youth, UNDP has been encouraging youth members to get support from municipalities in their villages. This includes municipalities providing space within their premises for a youth center, as well as funding small projects for the youth, and encouraging them to volunteer in municipal organized

activities. Municipalities being the local governance bodies in the villages are not only mandated but also looked at as the main public and social interference in the village. Several constraints hinder the work and development of the municipalities such as:

- (i) Lack of decentralization, which offers less flexibility for municipalities in decision making on the policy level;
- (ii) Lack of resources and know-how, mainly in fund raising techniques and income generation projects orientation;
- (iii) In many cases, lack of technical expertise and the human capital within the municipalities due to the fact that the existing structures are more politically oriented than development and services oriented;
- (iv) Lack of master planning;
- (v) Inexistence of contingency planning;
- (vi) Need of capacity building such as participatory approach and strategic planning, management and technical skills;
- (vii) Lack of participation of women in public administration, as no women has ever reached the position of mayor yet in South Lebanon, and women representation in the municipal council is almost negligible. This hinders access of women and women groups to influence the public decision making process.

However, the most pressing issue in the South remains security. The tension along the border is still existent, without any official Cease Fire. The uncertainty of the security situation is immense on the socio economic activities, and the willingness of the communities to re-invest in their villages. Meanwhile, internal political divisions and tensions persist. The country and particularly the capital were subject to erupting clashes among the Lebanese political factions. While the Doha accord put an end to hostilities, the overall political situation remains tense, and tenuous

Southern Lebanon continues to be in dire need for UNDP support to help prevent future conflicts whether internal or external. This could be through the proposed consolidation of the achievements and through the preparation/ implementation of an exit strategy over the next two years. This is also crucial as most of the community-based achievements of the pre-war programme were badly damaged. However, the human resources capacity building efforts have remained, and continue to provide a firm foundation and network for UNDP partnerships in the region. Thus the programme remains an anchor for socio economic support to the region, especially through recovery, participatory strategic planning, local community empowerment, youth mobilization, and conflict prevention.

It is in this context that the Review (refer to annex: TPR minutes, of this document) conducted for the programme between UNDP and the Government of Lebanon agreed to (i) the extension of the duration of the programme through December 2009, and (ii) the geographic expansion of its activities to cover the entire South, and (iii) strengthen local governance structures' capacity (municipalities, civil society, and cooperatives) to plan, prioritize and implement local development plans as well as strengthen youth mobilization through supporting existing youth groups and establishing new ones. Thus, UNDP developed a new programme addressing the priority areas identified jointly with CDR

The current proposed programme for South Lebanon is in line with the findings of the first BCPR mission in 2007, and the compatible recommendations of the BCPR mission that took place in April 2008. The main recommendations made by the mission team on April 2008 are as follows:

- (i) UNDP Lebanon use the process of preparing the extension of the sub-national early recovery programmes, in particular the South Lebanon programme, as an opportunity to develop a new, cohesive transitional recovery strategy for Lebanon. This strategy, once endorsed by the appropriate stakeholders, would provide the strategic guidance for all area-based recovery programming to be formulated by UNDP.
- (ii) Placing youth initiatives within the broader framework of conflict prevention and peace building, and prioritizing the development of a forward looking youth-strategy. The

strategy should have a stronger gender emphasis, ensuring at least 50% participation of young women in all activities.

- (iii) Prioritizing the development of capacities for systematic conflict risk analysis, in-house and with key external partners, to guide and target all local-level conflict prevention and peace building interventions, including Government capacities for risk assessment in and around the Palestinian refugee camps.

The programme forms an integral part of the Lebanon UNDAF and CCF, and will continue to be an important contributor in the CPD that will cover the next 5 years.

As outlined in the Outcome Evaluation's: Conflict Prevention and Peace Building conducted in February 2008 main recommendations for UNDP to adopt a peace-building overarching objective for its forthcoming Country Programme in Lebanon. Strategy substantiated along three integrated approach:

- (i) Continued support to government at central level: on priority governance reforms, and ongoing review of social-services provisioning, and possibly discretionary-advisory services aimed at providing additional alternatives to the IFI "instilled" economic reforms.
- (ii) More prominent support to civil society: in particular by forging/ facilitating "constructive coalitions".
- (iii) Direct-impact, area-based support-interventions across confessional-boundaries: This would build onto the various recovery and socio-economic development projects supported thus far – while capitalizing on the credibility earned due to the successful early-recovery support in the wake of the 2006 war.

UNDP field presence and large networks with the various stakeholders can possibly carry out a crucial intervention contributing to releasing tensions in the South and in the entire country as well. UNDP will thus be supporting the communities, and the Lebanese Government that has already sought UNDP continued socio-economic support for Southern Lebanon through the two year requested extension of the UNDP programme. It should be noted that due to political divisions, and fragile government, there is hardly any presence of line ministries in the South. The information management tool that UNDP has established represents a significant instrument to inform the government, as well as donors, and UN sister agencies and NGOs. The ongoing UNDP projects in the region such as ART GOLD will contribute to anchoring the rehabilitation and development assistance within a territorial management context in reversal to the previous trend of fragmented support to the South.

Eventually, all UNDP initiatives will be coordinated and implemented in a harmonized manner leading to the utmost development of the target areas. Therefore, the subject Socio-economic Rehabilitation for South Lebanon will operate in close synergy with other UNDP projects and more specifically with other BCPR supported programmes, including the nationwide Peace Building programme. The UNDP South socio-economic rehabilitation streamlined with conflict prevention aspects can be seen as an effective catalyst for the transition from recovery to Development for the next two years.

II. STRATEGY

The subject UNDP Socio Economic Rehabilitation Programme for South Lebanon is an expansion of the current programme in the South, with a wider engagement to an array of specialized activities, ranging from local governance, inclusive youth mobilization and reconciliation, capacity development to socio-economic rehabilitation.

The programme is well poised to implement activities to cover the transitory phase rolling out from the recovery and post conflict rehabilitation carving the way for sustainable developmental activities. Moreover, the current political upheavals in the country, and the tension along the Lebanese Israeli borders, render the socio-economic support to the communities a crucial element of conflict prevention and stability, in a region significantly impacted by underdevelopment, war destruction and poverty. Therefore, the rationale for this programme is ultimately enhancing the socio-economic conditions of the residents of the South, mainly the vulnerable groups, as a preventive measure of future conflict and violence and conducive to social dialogue and peace building. The presence and vibrancy of the programme networks place it as

an anchor promoting for equal opportunities to the residents and contributing to conflict reduction if not prevention in the target area.

The programme will also play a major coordination role for other UNDP projects to be implemented at the Southern regional and/or local level as it will provide the necessary linkages with the communities and the targeted groups in addition to the contextual advice on the pros and cons of the planned activities in the South. As such, and in view of the afore mentioned liaison role, one of the integral components of the newly planned Disaster Risk Reduction project will be implemented at the regional level where the Socio-economic rehabilitation programme for South Lebanon will support the national central programme in the development/implementation of the capacity building initiative targeting local authorities, civil society organizations, and community groups on various aspects of Disaster Risk Reduction.

The programme will plan and implement its foreseen activities through its established networks with local authorities, community based organizations, civil society organizations, and community groups; while keeping strong links with central government. The expertise gathered by the programme staff will serve as strong tools for an increased impact of the programme development activities particularly in this critical stage where the war aftermath coupled with underserved poverty pockets is leading to continuous deprivation for South Lebanon's population. The area of operation of the programme during this second phase will encompass the entire Kadas of Tyre, Nabatiyeh, Hasbaya, Marjeyoun, Bint Jbeil, and parts of Jezzine and Saida.

The programme's primary objective is to sustain and expand post-conflict socio-economic rehabilitation and development in the communities targeting the various strata of the society, of which socio-economic development conflict prevention and peace building initiatives will play a major role in delivering security and sustainability. The current project proposal includes the following compatible components:

- Capacity building and support to local governance structures (municipalities, local authorities, cooperatives, civil society organization, community organizations, etc.) for reconciliation and socio-economic post-conflict development. Special emphasis will be given to gender equality in order to promote and ensure women's effective participation in the community such as municipal councils, cooperatives, and women's associations in order to prepare and encourage them for enhanced engagement and decision making roles in the future. Extended support will target women and female youth members trained on women's citizenship and leadership skills with direct hands-on experience in local governance structures such as municipal councils. This will strengthen women's security, and develop their ability to actively participate in the recovery and conflict prevention processes as well as the daily tasks of community work. Further more, this activity will encourage other women to consider local governance structures as their reference for enhanced cooperation.

Local governance support will focus on capacity development, participatory approach, strategic planning, managerial and financial operations, and implementation of priority projects to be identified at the end of the training workshop by the trainees (WG) with the support of the training institute and UNDP. The projects will aim to strengthen the role of local governance structures as a referral body in the village and strengthen ties with the social and productive sectors. The prospective of the project is to evolve from the community to the sub-national levels, as well as expanding to newly covered kadas. Support addresses municipalities, cooperatives, youth groups, and CSO governance, participatory approaches, networking, conflict resolution and recovery. This has proved particularly effective, when the municipalities formerly supported by the programme, acted as active partners/counterparts in the recovery activities after the war. The foreseen capacitated governance structures will cater for the developmental needs of the region, and as importantly cater for their constituencies' needs at times of conflict, recovery, and post conflict circumstances. This consolidation and expansion is planned in parallel with the ongoing recovery activities for the next year, and with the ART GOLD territorial management programme.

The programme will organize a training of trainers' workshop to some of the working groups established through the Art Gold programme, which constitute representatives from the municipal councils, and representatives from all sectors of the community including the productive and social sectors. The ToT's main purpose is to advocate the approach to other working groups, municipal councils, and civil society organizations,

which will enhance sharing of experience and information as well as create stronger acquaintances among the villages, paving the way for better cooperation and joint efforts. In the recent past, the transitional process of municipal councils posed difficulties as most of the new councils lacked the knowledge and expertise and there was no continuance of visions, activities or strategies if available. After the conclusion of the training of trainers and the training of new targeted working groups, each WG will identify an activity with the support of the trainers to be funded by the programme. The identified activities will benefit the support of the local governance structures, especially as a referral point for the community.

The programme will invite bids from institutions to deliver the trainings. The process will be opened to national as well as international institutions specialized in local governance capacity building as well as training of trainers. Since 2000, UNDP in South Lebanon has been active in the training of municipal councils, and has prepared a detailed training curriculum, which will be used and developed by the training institute and authorized by UNDP to target different sectors of the community as well as the ToT.

The same approach will be conducted for the training of cooperatives, where training of trainers will be conducted on issues like legislation, project design, financial & administrative management, promotion & marketing, and resource mobilization. The trainers will in turn train other cooperatives within their kadas which will enhance information and experience sharing among the villages, as well as create economic opportunities and exchange of goods and services among the cooperatives. Addressing the gender issues will be a crucial part and parcel of all training and capacity building activities. This includes encouragement of participation in working groups and local entities, as well as advocacy of gender issues within the training.

- Re-creation of local economic activities, especially through empowering agricultural initiatives in South Lebanon through the existing cooperative system, targeting war affected communities. As agriculture and associated food processing activities is considered the main staple for the Southern community, it proved crucial to further consolidate programme interventions in this sector, through implementation of agricultural development initiatives, including the rehabilitation of damages caused by the last war which resulted in severe loss of livelihoods and left behind a continuous threat of CBUs and UXOs. In addition, as the market demand on quality increases, it is necessary that local trade markets are supported to enter bigger and foreign markets. It is critical to develop agricultural initiatives that address the local needs and problems and correspond with national and international demand. In that sense the cooperative system in South Lebanon needs support in certain areas such as capacity building, equipping, and marketing which will enhance their quality production and widen their geographical presence/distribution. Beneficiaries will be equally targeted including women cooperatives in order to promote their participation in their households as income providers, and their role in their community. This will increase their confidence and acquire skills to directly affect their lives. Women will be encouraged to undergo business transactions, negotiations, own assets and land, participate in social as well as economic workshops.

As a criterion of selection, Cooperatives will be asked to include at least one member who has been directly affected by the last war, such as disabled, or widowed. Priority will be given to those who have not recovered their livelihoods from the last 2006 war on Lebanon, either due to the unexploded ordnance crisis, lack of access to aid, or disabled and widowed conditions. The cooperatives are regarded as indigenous entities that could drive food and economic security in a conflict prevention context. Thus, the need to further support their capacities through the programme.

In a post demining rehabilitation context UNDP in South Lebanon has already been involved in a joint project with the UN Mine Action Coordination Centre. Following the July 2006 war, 18 villages of Nabatiyeh Kada were targeted by the Japanese Human trust fund to clear cluster bombs and target the communities with rehabilitation programmes. This includes the modular work of UNDP with municipalities, cooperatives, and youth groups. More land is being cleared from cluster sub-munitions and other explosive remnants of war. Thus more communities will be in need of rehabilitation and capacity building support to regain their peaceful living. It should be noted that the current joint post demining programme also includes a component of vocational training for community members affected by landmines.

In this context, the programme will select ten (10) villages on a priority needs basis in terms of poverty, and inadequacy to utilize the cleared agricultural land, mainly because of lack of resources. The land will be rehabilitated for agricultural use (land reclamation, irrigation networks, distribution of seeds, and fruit trees...) according to the community's needs and natural resources, with extended support to the processing, packaging and marketing of the produce, either through the existent agricultural cooperative, or by establishment of a small production facility in the village.

A special initiative will target vulnerable groups in communities affected by landmines, and cluster bombs. The programme will target cluster bomb victims through vocational training, which will be tailored according to targeted needs assessments. The training will be subcontracted to specialized institutes/ organizations. The number of beneficiaries supported for the vocational training will be around 60 as per an initial preliminary assessment. UNDP will then establish 10 socio economic projects in 10 villages which will target the trainees by supporting their newly acquired expertise through the vocational training.

Linkage between UNDP programme in the South and the Lebanese Mine action center the NDO (National Demining Office) run by the army will be maintained through the UNDP Chief Technical Advisor based in Beirut. UNDP will obtain information from the IMSMA database on a bi-weekly basis on the clearance efforts, past, and present. UNDP South will also feed in socio economic priorities for demining. Activities will then be oriented to address the cleared areas, whether by special programmes or through inclusions in ongoing activities.

Youth mobilization for social dialogue and participation socio-economic development: the infringement on cultural, ethnic and religious specificities raised the tensions among the different groups and entailed the implementation of activities gathering vulnerable groups such youngsters; as such, 32 youth groups were established in the Kadas of Marjeyoun, Hasbaya and Bint Jbeil gathering youngsters from different confessions and political affiliations. Most of these youth are the "war generation" and have had no relationships with other youth from different villages in the occupying zone. The groups served as safe place where the youngsters can meet, discuss issues of their concerns and plan activities for the benefit of the local communities. The new programme will extend this support for youth reconciliation both geographically, extending coverage to new targeted kadas, and further anchoring and consolidation of youth groups already established. In accordance with the Eight Point Agenda of the BCPR on girls and women in crisis; in order to enhance and encourage women participation in society, female youth members will receive specialized training on leadership skills, citizenship and governance with hands-on participation with local governance structures. Thus, they will be more involved in the recovery process taking place in South Lebanon, encouraging more young women to take up an active role in their community.

The youth programme in the South first initiated its youth activities as part of the reconciliation process, later strengthened by additional trainings. It is also noteworthy that the project provided the basis of the peace building project implementation at the regional level, particularly South Lebanon; this has made the south programme an integral design of the peace building programme at the national level. The South programme works on developing and conducting trainings on various topics including conflict resolution non-violence education, and communication and leadership skills, among other topics. Different youth members are joined in activities from various villages in the South, with different ideological, religious and political backgrounds, allowing an open and free forum for exchange of opinions. Various approaches are utilized such as summer camps, workshops, art, and peace through sports, among other activities.

Regional information management system: the programme will continue to provide equal unrestricted access to information on local realities, potentials and opportunities based on which priorities can be determined and decisions can be made. The information

management system currently being used by the programme will continue to be updated to facilitate the efficient gathering, organization, processing, and retrieval of community information as deemed necessary by stakeholders. This will be used to open a consensus based planning and monitoring process by providing accurate information in a timely manner. This is a service to be shared by all parties interested in the development of the region: government agencies, donors, local community structures, private sector organizations, and organizations of the civil society.

A study will be conducted to assess post recovery strengths and weaknesses, extract best practices and lessons learned, to be circulated among stakeholders and used as guideline and initial preparedness interventions. This aims to strengthen UNDP's role and mission in the South. UNDP will recruit a consultant for this purpose.

A Conflict Development Analysis exercise will be conducted with the participation of key local stakeholders in the South. The results of the exercise will feed into the MIS data-base/unit.

In order to strengthen linkages between National Policy and National Projects, the programme will identify three major linkages with national policy issues, through the development of three policy papers. The first paper outline is "**Local Government in Post Conflict Regions**". This study would look into the local government reconstruction process in post conflict environments. The overall aims of the study is to (i) Identify, systematize and disseminate relevant lessons for capacity development of local government in post conflict; (ii) Advocate good practices in the provision of development assistance aimed at recovering local capacities in post-conflict regions; (iii) Identify areas for further research that will be relevant for the provision of international assistance aimed at recovering local capacities in post conflict regions.

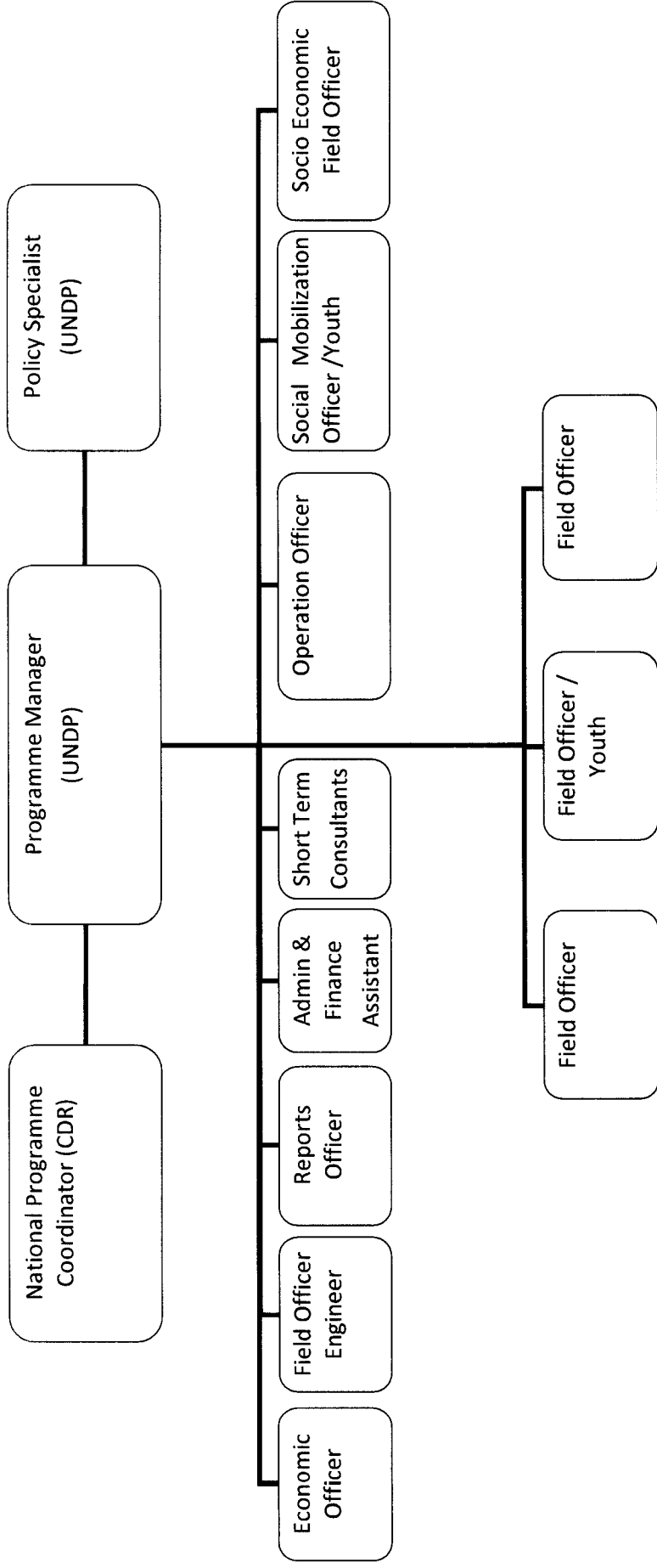
The second study/ policy paper studies the impact of "**Decentralization and Local Governance**". The study aims to gain understanding of the process of decentralization and its impact on development, local governance and politics, service delivery and poverty reduction.

The third policy paper will target the situation of "**Women's citizenship, participation and leadership**" in South Lebanon. The topic is inspired by UNDP's 8-point agenda on Practical, Positive Outcomes for Girls and Women in Crisis. The study's overall aim is (i) to look into women's ability in influencing decision making through participation in government and the security sector; (ii) women access to business and land ownership; (iii) and women representation in social, political, and economic sectors.

It should be noted that the information management tool established by UNDP prior to the July 2006 war, and significantly upgraded after the war, has been instrumental in connecting the South communities with other UN agencies, and NGOs, and above all, with government ministries, through UNDP central presence in Beirut.

- Monitoring and Evaluation: in addition to the regular monitoring role provided by UNDP staff and CO management personnel, the engagement of BCPR technical units in supporting the activities and bringing UNDP global experience to the area is also foreseen. Thus, the proposed programme includes a budget for a mid term BCPR review, plus a budget for a final independent evaluation mission, that would draw the lessons learnt and orient future interventions amongst other benefits.
- Capacity building of UNDP staff in South Lebanon: Project staff are the main interactive elements with the community. This component will empower the staff on leading issues such as gender, conflict sensitive programming, participatory planning, recovery, risk reduction, and others. Project staff will attend training workshops conducted by UNDP in order to acquire global experience and interact and share their own experiences of South Lebanon. Moreover, the programme would on a need be basis receive specific technical support from BCPR technical units and other UNDP units.

Below is an organigram outlining the project team structure:



| INTENDED OUTPUTS | OUTPUT TARGETS FOR (YEARS) | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS |
|--|----------------------------|---|--|--|
| <p>Output 2: Local community economic development strengthened</p> <p>Target: Capacities of 50 small scale economic institutions such as Cooperatives, MSEs, trade associations and producers, women cooperatives strengthened</p> <p>Baseline: Limited and unbalanced targeting for capacity development of the small scale economic institutions in the South</p> <p>Indicator: 50 small & medium scale economic institution supported by resources for project implementation and strengthened by specialized capacity development trainings</p> | <p>2009-2010</p> | <p>2.1.1- Needs survey of existing cooperatives completed and capacity & needs Assessment completed for 50 cooperatives</p> <p>2.1.2- Training of trainers workshops targeting 50 structures on different themes such as: legislation, project design, financial & administrative management, promotion & marketing, resource mobilization, implemented</p> <p>2.1.3- 10 sub-regional projects for agricultural development elaborated and implemented</p> <p>2.1.4 10 sub-regional projects for women cooperatives elaborated and implemented</p> <p>2.2- Two networks established with Unions of Cooperatives</p> <p>2.3.1- labour force needs surveyed and identified</p> <p>2.3.2- Two SME training completed targeting existing and potential entrepreneurs, to include minimum 50% women.</p> <p>2.3.3.- linkages with credit organizations facilitated</p> <p>2.4.1- Identify CBU affected communities and cleared areas</p> <p>2.4.2- Design vocational training for CBU/UXO victims</p> <p>2.4.3- Vocational training conducted for 60 CBU/UXO victims</p> <p>2.4.4- Ten socio economic activities established in 10 villages in support of CBU/UXO victims post to vocational training.</p> | <p>UNDP CDR Cooperatives MSEs</p> | <p>Local consultants Contracts for training. Organization of workshops, and targeted projects' implementation. Monitoring and Evaluation.</p> <p>Total: \$ 1,094,230</p> |

| | 2.4.5- Post demining socio economic rehabilitation and support to relevant vulnerable groups, and support to small agricultural production facilities in 10 villages. 2.5 Monitoring & Evaluation | | |
|---|--|--|--|
| INTENDED OUTPUTS | OUTPUT TARGETS FOR (YEARS) | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES |
| <p>Output 3: Reintegration and social reconciliation of Youth</p> <p>Target: At least 10 additional youth groups established, 40 youth mobilization activities implemented, and social dialogue sessions enhanced between different groups</p> <p>Baseline: 32 youth groups established by UNDP advocating the peace and reconciliation. Youth are affected by unemployment and are politically oriented in their social activities. Few "neutral" social activities are available in Southern villages. Many youth are thus migrating abroad or to the capital</p> <p>Indicator: youth are more socially involved and conductors of peace and non violent actions in the region. New job opportunities created for youth.</p> | 2009-2010 | <p>3.1- Reactivation of the 32 already established youth groups and link it to the Ministry of Interior</p> <p>3.2.1- 10 new youth groups and 10 youth sub-regional networks established</p> <p>3.2.2- 10 community based projects identified and implemented by the youth</p> <p>3.2.3- Community activities gathering the youngsters from different villages with religious background and political affiliations implemented</p> <p>3.3 Two gender sensitive training workshops to increase the participation of youngsters in leadership, development and governance on local level conducted to include at least 50% females.</p> <p>3.4- Publishing of a biannual newsletter</p> <p>3.5- Two training workshops on conflict resolution and non violence education conducted.</p> <p>3.6- 2 summer camps on management of summer camps and training workshops on training the trainers conducted</p> <p>3.7.1 – Identify and design vocational training for accelerated employability targeting youth</p> <p>3.7.2- Vocational training implemented for accelerated employability targeting</p> | <p>INPUTS</p> <p>Local consultants Contracts for training. Project implementation, workshops' organization and monitoring and evaluation. \$ 445,870</p> |

| | | | | |
|---|------------------|--|---------------------|--|
| | | | | |
| <p>Output 4: Management Information System updated to provide gateway to partners and Coordination mechanism enhanced</p> <p>Target: UN agencies, NGOs and all development actors in the region, extended to national and global development actors/donors have access to the database</p> <p>Baseline: duplication of activities, lack of information sharing between different actors and unpreparedness to emergencies</p> <p>Indicator: Decreased duplication of activities, information access and database available to all stakeholders, and policy recommendations</p> | <p>2009-2010</p> | <p>youth</p> <p>3.7.3- Job search enhanced for youth</p> <p>3.8 Monitoring & Evaluation</p> <p>4.1- Databases updated</p> <p>4.2- Quarterly newsletter published</p> <p>4.3- Coordination meetings organized and coordination matrices updated and distributed.</p> <p>4.4- Three policy papers drafted.</p> <p>4.5- Lessons learned/ best practices conducted, documented, & shared.</p> <p>4.6- Profile report of area</p> <p>4.7- BCPR mid-term review</p> <p>4.8- Conflict development analysis exercise</p> <p>4.9 External Evaluation Report.</p> <p>4.10- Capacity building of UNDP staff in South Lebanon.</p> <p>4.11 Field assessments/studies</p> | <p>UNDP CDR</p> | <p>Local consultants, project implementation, and monitoring and evaluation \$ 451,274</p> |

IV. ANNUAL WORK PLAN BUDGET SHEET

Year 2009- 2010

| Project ID | Expected Outputs | Activity ID | Planned activities | Timeframe | | Responsible Parties | Planned Budget | | | |
|------------|---|-------------|--|-----------|----------|------------------------|--------------------|--|--------------------|------------|
| | | | | Y1 | Y2 | | Source of funds | Budget Description | Amount (USD) | |
| 00013369 | 1. Capacities of local governance structures strengthened | 1.1.1 | Identify & Design training and delivery mechanism for 50 Local governance structures | X | | UNDP/CDR | BCPR/CDR | Local Consultants | \$7,500 | |
| | | | | | | UNDP/CDR | BCPR/CDR | Travel (100% consultant travel) | \$1,000 | |
| | | | | | | UNDP/CDR | BCPR/CDR | Miscellaneous Expenses | \$300 | |
| | | | | | | | | Sub-Total | \$8,800 | |
| | | 1.1.2 | 2 Training of trainers' workshops per year targeting 50 local working groups | X | X | UNDP/CDR | BCPR/CDR | Contractual services companies | - | \$71,200 |
| | | | | | | UNDP/CDR | BCPR/CDR | Contractual services Individual | - | \$43,891.5 |
| | | | | | | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | / | \$10,650 |
| | | | | | | | | Sub-Total | \$125,741.5 | |
| | | 1.1.3 | Implementation of 50 sub regional projects with local working groups | X | X | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | / | \$10,650 |
| | | | | | | UNDP/CDR | BCPR/CDR | Contractual services Individual | - | \$43,891.5 |
| | | | | UNDP/CDR | BCPR/CDR | Grants to Institutions | | \$400,000 | | |
| | | | | | | Sub-Total | \$454,541.5 | | | |
| 1.2 | Women empowerment | | | X | X | UNDP/CDR | BCPR/CDR | Local Consultants | | |

| | | | | | | | |
|---------------------------------|-------|---|---|----------|----------|--|------------|
| | | and participation in local governance structures. | | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$10,650 |
| | | | | UNDP/CDR | BCPR/CDR | Miscellaneous Expenses | \$1,000 |
| | | | | UNDP/CDR | BCPR/CDR | Contractual services - companies | \$24,000 |
| | | | | UNDP/CDR | BCPR/CDR | Contractual services - Individual | \$43,891.5 |
| | | | | | | Sub-Total | 79,541.5 |
| | 1.3 | Establishment of 5 networks with Unions of Municipalities | X | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$10,650 |
| | 1.4 | Monitoring & Evaluation | | UNDP/CDR | BCPR/CDR | Contractual services - Individual | \$43,891.5 |
| | | | | UNDP/CDR | BCPR/CDR | Sub-Total | \$54,541.5 |
| | | | | UNDP/CDR | BCPR/CDR | Local consultants | \$12,000 |
| | | | | | | Sub-Total | \$12,000 |
| TOTAL OUTPUT 1 \$735,166 | | | | | | | |
| 00013369 | 2. | Local community economic development strengthened | | UNDP/CDR | BCPR/CDR | Local Consultants | \$7,500 |
| | 2.1.1 | Identify & Design delivery mechanism for 50 local community economic development structures | X | UNDP/CDR | BCPR/CDR | Travel Expenses (100% consultant travel) | \$1,000 |
| | 2.1.2 | 2 Training of trainers' workshops targeting 50 cooperatives | X | UNDP/CDR | BCPR/CDR | Miscellaneous Expenses | \$300 |
| | | | | | | Sub-Total | \$8,800 |
| | | | | UNDP/CDR | BCPR/CDR | Contractual services - companies | \$71,200 |
| | | | | UNDP/CDR | BCPR/CDR | Contractual services - Individual | \$20,802.5 |
| | | | | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$3,550 |
| | | | | | | Sub-Total | \$95,552.5 |
| | 2.1.3 | Implementation of 10 sub regional | X | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$3,550 |

| | | | | | | | | |
|-------|--|---|--|---|----------|----------|--|--------------------|
| | | | | | UNDP/CDR | BCPR/CDR | Contractual services Individual | \$20,802.5 |
| | | | | | UNDP/CDR | BCPR/CDR | Grants to Institutions | \$150,000 |
| | | | | | | | Sub-Total | \$174,352.5 |
| 2.1.4 | | X | Implementation of 10 sub regional agricultural projects (women cooperatives) | X | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$3,550 |
| | | | | | UNDP/CDR | BCPR/CDR | Contractual services Individual | \$20,802.5 |
| | | | | | UNDP/CDR | BCPR/CDR | Grants to Institutions | \$150,000 |
| | | | | | | | Sub-Total | \$174,352.5 |
| 2.2 | | X | Establishment of 2 networks with Unions of Cooperatives | X | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$3,550 |
| | | | | | UNDP/CDR | BCPR/CDR | Contractual services Individual | \$20,802.5 |
| | | | | | | | Sub-Total | \$24,352.5 |
| 2.3.1 | | X | Identify labor force needs | X | UNDP/CDR | BCPR/CDR | Local Consultants | \$4,300 |
| | | | | | UNDP/CDR | BCPR/CDR | Travel (100% consultant travel) | \$500 |
| | | | | | UNDP/CDR | BCPR/CDR | Miscellaneous Expenses | \$200 |
| | | | | | UNDP/CDR | BCPR/CDR | Contractual services Individual | \$20,802.5 |
| | | | | | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$3,550 |
| | | | | | | | Sub-Total | \$29,352.5 |
| 2.3.2 | | X | Training of MSEs & entrepreneurs (50% local women) | X | UNDP/CDR | BCPR/CDR | Contractual services companies | \$39,000 |
| | | | | | UNDP/CDR | BCPR/CDR | Contractual services Individual | \$20,802.5 |

| | | | | UNDP/CDR | BCPR/ CDR | Travel expenses / Management operational | \$3,550 |
|-------|---|---|--|----------|--------------|---|------------|
| 2.3.3 | Facilitate Linkages with credit organizations | X | | UNDP/CDR | BCPR/ CDR | Contractual services - Individual | \$63,352.5 |
| | | | | | | Sub-Total | \$20,802.5 |
| 2.4.1 | Identify affected communities and cleared areas | X | | UNDP/CDR | BCPR/ CDR | Travel expenses / Management operational | \$3,550 |
| | | | | | | Sub-Total | \$24,352.5 |
| 2.4.2 | Design vocational training for CBU/UXO victims | X | | UNDP/CDR | BCPR/ CDR | Contractual services - Individual | \$20,802.5 |
| | | | | | | Local Consultants | \$4,600 |
| | | | | | | Travel (100% consultant travel) | \$1,000 |
| | | | | | | Miscellaneous Expenses | \$400 |
| | | | | | | Contractual services - Individual | \$20,802.5 |
| | | | | | | Travel expenses / Management operational | \$3,550 |
| | | | | | | Sub-Total | \$30,352.5 |
| 2.4.3 | Vocational training for 60 CBU/UXO victims | X | | UNDP/CDR | BCPR/ CDR | Contractual services - companies | \$60,000 |
| | | | | | | Contractual services - Individual | \$20,802.5 |
| | | | | | | Travel expenses / Management operational | \$3,550 |
| | | | | | | Sub-Total | \$84,352.5 |
| 2.4.4 | Implementation of | X | | UNDP/CDR | BCPR/ CDR | Travel expenses / | \$3,550 |

| | | | | | | | | |
|-------|--|---|---|----------|----------|--|-------------------|------------|
| 3.6 | 2 summer camps on management of summer camps and training workshops on the training trainers | X | X | UNDP/CDR | BCPR/CDR | Contractual services - Individual | \$16,370 | \$36,842.7 |
| | | | | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$3,872.7 | |
| | | | | UNDP/CDR | BCPR/CDR | Local consultant | \$16,600 | |
| | | | | | | Sub-Total | \$36,842.7 | |
| 3.7.1 | Identify and design vocational training for accelerated employability targeting youth | X | | UNDP/CDR | BCPR/CDR | Contractual services - Individual | \$16,370 | |
| | | | | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$3,872.7 | |
| | | | | UNDP/CDR | BCPR/CDR | Local Consultants | \$4,300 | |
| | | | | UNDP/CDR | BCPR/CDR | Travel Expenses (100% consultant travel) | \$500 | |
| | | | | UNDP/CDR | BCPR/CDR | Miscellaneous Expenses | \$200 | |
| | | | | | | Sub-Total | \$25,242.7 | |
| 3.7.2 | Implementation of the training workshops | X | X | UNDP/CDR | BCPR/CDR | Contractual services - Individual | \$16,370 | |
| | | | | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$3,872.7 | |
| | | | | UNDP/CDR | BCPR/CDR | Contractual services - companies | \$30,000 | |
| | | | | | | Sub-Total | \$50,242.7 | |
| 3.7.3 | Enhancing job search for youth | X | X | UNDP/CDR | BCPR/CDR | Contractual services - Individual | \$16,370 | |
| | | | | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | \$3,873 | |
| | | | | UNDP/CDR | BCPR/CDR | Contractual services - companies | \$9,000 | |

| | | Monitoring & Evaluation | X | X | UNDP/CDR | BCPR/CDR | Local consultant | Sub-Total | \$29,243 |
|---------------------------------|---|-------------------------|---|---|----------|--|--|-----------------|-------------------|
| 3.8 | | | | | | | | | \$12,000 |
| TOTAL OUTPUT 3 \$445,870 | | | | | | | | | |
| 00013369 | 4. Management Information System updated to provide gateway to partners and Coordination mechanism enhanced | 4.1 | X | X | UNDP/CDR | BCPR/CDR | Contractual services - Individual | | \$31,834.8 |
| | | 4.2 | X | X | UNDP/CDR | BCPR/CDR | Travel expenses / Management operational | | \$8,520 |
| | | | | | | | Sub-Total | | \$40,354.8 |
| | | | | | | | Contractual services - Individual | | \$31,834.8 |
| | | | | | | | Travel expenses / Management operational | | \$8,520 |
| | | | | | | | Contractual services - companies | | \$32,000 |
| | | | | | | | Sub-Total | | \$72,354.8 |
| | | | | | | | Contractual services - Individual | | \$31,834.8 |
| | | | | | | Travel expenses / Management operational | | \$8,520 | |
| | | | | | | Sub-Total | | 40,354.8 | |
| | | | | | | Local consultants | | \$48,000 | |
| | | | | | | Sub-Total | | \$48,000 | |
| | | | | | | Local consultant | | \$10,000 | |
| | | | | | | Sub-Total | | \$10,000 | |
| | | | | | | Contractual services - companies | | \$16,000 | |
| | | | | | | Sub-Total | | \$16,000 | |
| | | | | | | BCPR consultant (Travel expenses) | | \$10,000 | |

| | | | | | | | | |
|------|--|---|---|-----------------------|----------|--|-----------|--------------------|
| 4.8 | Conflict development analysis exercise | X | X | UNDP/CDR | BCPR/CDR | Contractual services - Individual | Sub-Total | \$10,000 |
| | | | | | | Travel expenses / Management operational workshop expenses | | \$31,834.8 |
| | | | | | | | | \$8,520 |
| | | | | | | | | \$2,500 |
| 4.9 | Evaluation Report | X | | UNDP/CDR | BCPR/CDR | BCPR Consultant | Sub-Total | \$42,854.8 |
| | | | | | | | | \$25,000 |
| 4.10 | Capacity building of project staff | X | X | UNDP/CDR | BCPR/CDR | Travel expenses for project staff | Sub-Total | \$25,000 |
| | | | | | | | | \$80,000 |
| 4.11 | Field assessments/ studies | X | X | UNDP/CDR | BCPR/CDR | Contractual services - Individual | Sub-Total | \$80,000 |
| | | | | | | Travel expenses / Management operational Local consultants | | \$31,834.8 |
| | | | | | | | | \$8,520 |
| | | | | | | | | \$26,000 |
| | | | | | | | Sub-Total | \$66,354.8 |
| | | | | TOTAL OUTPUT 4 | | | | \$451,274 |
| | | | | GRAND TOTAL | | | | \$2,726,540 |

V. MANAGEMENT ARRANGEMENTS

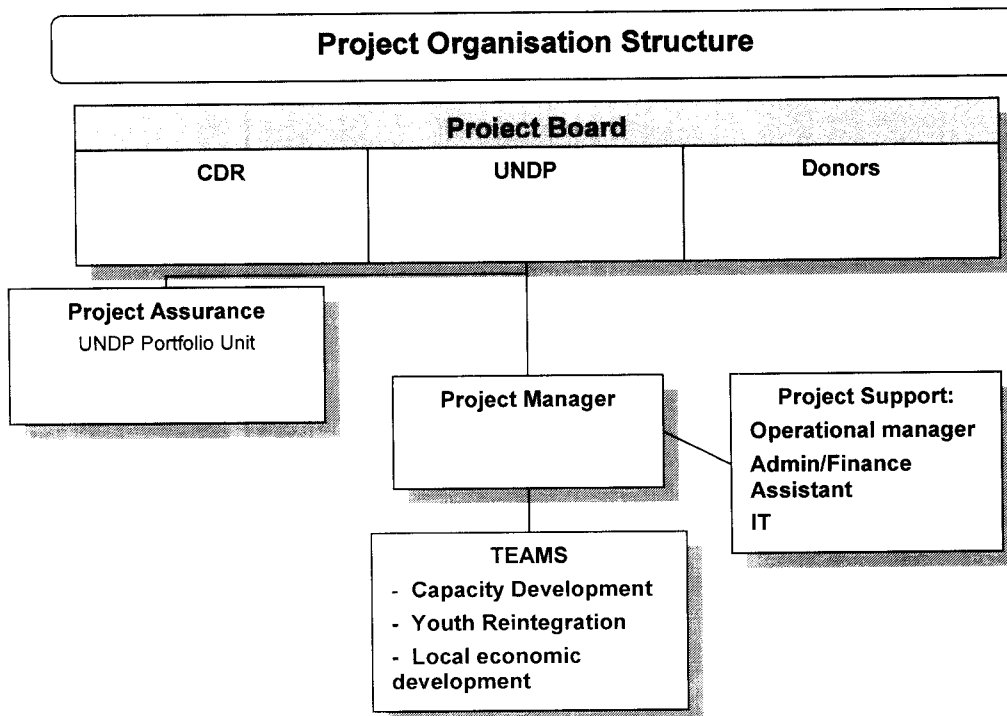
The Council for Development and Reconstruction (CDR) is designated as the National Executing Agency for this project on behalf of the Government of Lebanon. The Executing Agency will be responsible for the overall management of the Project, providing overall support to enable the project to achieve its intended outputs and results. UNDP, will be accountable for all Project resources, whether their source is UNDP or cost sharing. This accountability calls for concrete capacity in the administrative, technical and financial spheres. CDR will nominate a National Project Coordinator to represent it in the management of the project, including administrative, financial, and coordination management of the project components.

The UNDP National Execution modality will be employed, with the support of the UNDP Country Office. In addition to regular technical backstopping and monitoring activities provided regularly, the UNDP Country Office shall provide the Executing Agency with support services for the execution of the Project. This will ensure that technical and substantive expertise is available to the Project for coordination, recruitment, procurement and contracting.

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

UN Agencies will cooperate in the implementation of different targets of the project based on technical competencies for the particular areas of activity. Active Involvement of line ministries and civil society will be sought, and the feasibility of establishing coordination committees will be assessed at the beginning of the Project.

The project will be governed by a Project Board, with the following Organization Structure:



VI. MONITORING FRAMEWORK AND EVALUATION

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Please refer to the separate excel sheet for the Quality Management for Project Activity Results

VII. LEGAL CONTEXT

This Project document shall be the instrument referred to as such in Article "1" of the Standard Basic Assistance Agreement concluded between the Government of Lebanon and UNDP, signed by the parties on 10 February 1960.

The following types of revisions may be made to this Project document with the signature of the UNDP Resident Representative only, provided he is assured that the other signatories of the Project document have no objection to the proposed changes:

- a) Revisions in, or addition of, any of the annexes of the Project Document.
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by the cost increases due to inflation.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

VIII. ANNEXES

- Risk analysis
- TPR minutes
- Brief on the on-going project

Risk Analysis

| Description | Date Identified | Type | Impact & probability | Countermeasures/ Management responses | Owner | Submitted, updated by | Last update | Status |
|---|----------------------------|-------------|--|--|-------|-----------------------|-------------|--------|
| Political instability lections in May 2009 | Project initiation date | Political | Can delay the implementation process, increase tensions in the region and cease access to sites P= 3, I= 2 | Postpone and delay activities - Fast track activities will be less affected by the political situation due to quick delivery of outputs | | | | |
| ilitary tensions calation along the outhern borders | Project initiation date | Political | Can delay the implementation process, increase tensions in the region and cease access to sites P= 3, I= 5 | Presence of UNIFIL should decrease this risk- (the program will put UNDP in an advantageous position to respond to humanitarian crisis and early recovery) | | | | |
| istence of UXOs, IEDs other explosives in e region | Project initiation date | Operational | Can delay operations, increase victims and hinder access to agricultural lands P=2, I= 1 | The presence of UNMACC assistance and guidance and the presence of a UNDP representative improving capacity building of the LMAC will decrease this probability- 31,571,204 sqm of the total contaminated area were already cleared as of July 2008 | | | | |

| | | | | |
|-----------------------------------|--------------------------------|--------------------|---|---|
| <p>conomic / financial crisis</p> | <p>Project initiation date</p> | <p>Financial</p> | <p>Affecting living conditions of communities due to inflation, fluctuations in material prices (specifically gasoline prices) P= 3, I=3</p> | <p>The projects aims at helping cooperatives, SMEs and vulnerable groups improve their living conditions, and overcome the financial crisis through capacity building and equipment provision- Fast track activities will be less affected by the fluctuations in prices due to quick delivery of outputs</p> |
| <p>earthquake</p> | <p>Project initiation date</p> | <p>Operational</p> | <p>The region was identified to be highly exposed to earthquake risks, thus affecting infrastructure and living conditions of communities- This can delay implementations, P= 2, I= 1</p> | <p>UNIFIL & government preparedness and actions: Awareness campaigns are taking place- CDs explaining procedures to take in case of earthquakes are distributed - UNIFIL south coordination center and contingency plan- Exercise training taking place on the 21th of January with communities</p> |

Tripartite Review Report Minutes of Meeting

I. Basic project information

| | |
|---|---|
| Project number and title: | Socio-economic Rehabilitation Programme for South Lebanon |
| Designated institution: | Council for Development and Reconstruction |
| Implementing Agency: | Council for Development and Reconstruction |
| Project starting date: | 2000 |
| Total Expenditure (As at 31 December 2006) | USD 4,207,625.14 (until end of 2007) |
| Date of Tri-Partite Review | April 17, 2008 |

II. Proceedings and Discussion

- Mr. Nabil El-Jisr opened the meeting by reaffirming the valuable partnership with UNDP, especially in the area of balanced regional development.
- Ms. Marta Ruedas reiterated the commitment of UNDP to supporting socio-economic development and poverty reduction in all regions of the country, especially in view of the direct and indirect impact of the July 2006 war. Beyond destruction to physical infrastructure, the July 2006 war resulted in loss of employment and income opportunities.

Following a presentation of the major achievements of the project, the following were the main points of discussion: (refer to attached presentation on project achievements)

- The participants highlighted the importance of national development planning and strategic visioning. The work that is being implemented by UNDP and CDR in the different regions should work towards the elaboration of a strategic vision for local development in the country.
- Mr. Ibrahim Chahrour reiterated the importance of the CDR/UNDP ART GOLD Project for the elaboration of the local development plans in its operational areas, among which South Lebanon is an essential part. Both Mr. El-Jisr and Ms. Ruedas stressed on the importance of using the participatory methodology employed by UNDP as a tool for the elaboration of local development strategies and the coordination of different stakeholders' inputs. It was also highlighted that the initiation of the ART GOLD project in South and North Lebanon was facilitated by the CDR/UNDP projects in the two areas.
- It was highlighted that the CDR/UNDP South Programme formed the main anchor for all post-war recovery activities in the South, where the programme was mobilized to quickly respond to emergent needs few days after the cessation of hostilities. This quick action was only possible as a result of the physical presence in the field, which enabled it to mobilize significant financing for post-war recovery from different donors.
- CDR, being the national coordinating authority for the programme, has the role of coordinating project implementation with line ministries. The importance of coordinating community basic infrastructure projects with national master plans was stressed.

III. Decisions taken

1. The programme will be extended through 31 December 2009.

2. The programme will include the geographic areas in the South targeted by post-war recovery and rehabilitation efforts (Tyre, Bint Jbeil, Hasbaya, Mayjeyoun, Nabatieh and part of Jezzine and Saida kadas)
3. The Project will target the following components (to be elaborated in an annual work-plan):
 - Strengthening local governance structures' capacity (municipalities, civil society, and cooperative) to plan, prioritize and implement local development plans
 - Strengthening youth mobilization through supporting existing youth groups and establishing new ones.
4. CDR will contribute to the programme with an additional amount of US\$300,000 (out of which \$150,000 for 2008 and 2009). The last contribution of CDR was transferred to UNDP in January 2007 (\$150,000). UNDP has already inputted \$200,000 in the programme budget, and will contribute with a total amount of \$100,000 for the extension period (\$50,000/year). A budget revision to reflect this agreement will be prepared by UNDP for CDR's approval.

Approved _____

Mr. Nabil Jisr
President, CDR

Approved _____

Marta Ruedas
UNDP Resident Representative
Date:

Participants

Council for Development and Reconstruction

- Mr. Nabil Jisr, President
- Ms. Wafa Charafeddine, UN/CDR Coordinator
- Mr. Ibrahim Chahrour, Director
- Ms. Jihane Haidar, National Coordinator

United Nations Development Programme

- Dr. Marta Ruedas, UN Resident Coordinator and UNDP Resident Representative
- Mr. Seifeldin Abbaro, Country Director
- Ms. Zena Ali Ahmad, Assistant Resident Representative
- Ms. Manal Fouani, Programme Assistant

Socio-economic Rehabilitation Programme for South Lebanon

- Mr. Mohamad Mukalled, Project Manager
- Mr. Issam Hashem, Project Officer
- Ms. Dania Hamadeh, Field Officer

United Nations Development Programme in South Lebanon
Recovery Brief
August 2006-March 2008

Few days after the July war, UNDP relying on its large networks and close ties with communities and local authorities, and its own resources was able to initiate a damage assessment and lead a major recovery process in the South in over 170 affected villages. More over UNDP is designated as the lead agency for coordination among UN Agencies, National, and International NGOs. The coordination role assumed by UNDP and the information unit allows access to socio economic data on South Lebanon which permits the Programme to sustain its significant role as a gateway for Socio Economic Development in South Lebanon. In addition to building up networks through out the last seven years with all levels of society including municipalities, cooperatives, social development centers, youth, and vulnerable groups; paving the way for the establishment of the Art Gold working groups.

Details on the recovery efforts are further elaborated in this report.

Following the war, the 2007 portfolio of the programme was around \$ 6.5 million as per the following breakdown. It should be noted that the former area of operation of the programme was expanded to encompass the (village clusters) kadas of Bint jbeil, Marjeyoun, Hasbaya, Tyre, Nabatiyeh, and parts of Jezzine and Saida.

Emergency Rubble Removal

| | |
|----------------------------------|---|
| Funded by | BCPR/ UNDP |
| Budget | \$800,000 |
| Target Area | 101 most affected villages in South Lebanon |
| Description of Activities | - Rubble removal and Roads opening |

Rapid Rehabilitation of Key Municipal Infrastructure for Local Service Delivery

| | |
|----------------------------------|--|
| Funded by | ECHO |
| Budget | \$1.3 million |
| Target Area | 143 villages in kadas of Bint Jbeil, Marjeyoun, Tyre, Nabatiyeh, Hasbaya, Jezzine, and Saida. |
| Description of Activities | <ul style="list-style-type: none"> - Rubble removal and Roads opening - Rehabilitation of street lamps - Rehabilitation and clean up of sewage networks - Rehabilitation and clean up of open drainage conduits and storm water conduits - Rehabilitation of public facilities - Rehabilitation of secondary water pipelines |

Emergency Restoration of Lives and Livelihoods

| | |
|----------------------------------|---|
| Funded by | Sida |
| Budget | \$1.5 million |
| Target Area | 150 villages in the kadas of Bint Jbeil, Marjeyoun, Tyre, Nabatiyeh, Hasbaya, Jezzine, and Saida |
| Description of Activities | <ul style="list-style-type: none"> - Rubble removal - Rehabilitation of street lamps - Rehabilitation and clean up of sewage networks - Rehabilitation and clean up of open drainage conduits and storm water conduits - Rehabilitation of public facilities - Rehabilitation of secondary water pipelines - Rehabilitation of street signs and roads safety assets - Provision of machinery, equipment, and garbage containers |

Emergency Restoration of Water and Sanitation

| | |
|----------------------------------|---|
| Funded by | Japanese Trust Fund for Human Security |
| Budget | \$900,000 |
| Target Area | 110 villages in kadas of Bint Jbeil, Marjeyoun, Tyre, Nabatiyeh, Hasbaya, Jezzine, and Saida. |
| Description of Activities | <ul style="list-style-type: none">- Rehabilitation of Secondary water pipelines- Rehabilitation of sewage networks- Rehabilitation of open drainage conduits and storm water conduits- Rehabilitation of catchments pond |

Recovery of Livelihoods at Local Level

| | |
|----------------------------------|--|
| Funded by | ECHO |
| Budget | \$1.5 million |
| Target Area | 31 initiatives covering five (5) kadas of South Lebanon; Bint Jbeil, Marjeyoun, Tyre, Nabatiyeh, and Jezzine. |
| Description of Activities | <ul style="list-style-type: none">- Establishment of income generation projects in "highly" war affected areas.- Support to infrastructural and agricultural services of municipalities and cooperatives- Support to micro and small scale enterprises.- Provision of machinery |

Post Demining Socio Economic Rehabilitation in South Lebanon (2006 – 2008)

| | |
|----------------------------------|--|
| Funded by | Japanese Trust Fund for Human Security |
| Budget | \$1million in two years (500,000 for 2007 and 500,000 in 2008) |
| Target Area | Nabatiyeh Kada |
| Description of Activities | <ul style="list-style-type: none">- Mobilization of youth and establishment of youth centers- Support to local municipalities and cooperatives through capacity building and small scale socio economic projects- Empowering the affected communities through providing vocational and skills training |

ART GOLD Programme

| | |
|----------------------------------|--|
| Target Area | All kadas of South Lebanon; Bint Jbeil, Marjeyoun, Tyre, Nabatiyeh, Hasbaya, Jezzine, and Saida. |
| Budget | Preparatory Phase. |
| Description of Activities | <ul style="list-style-type: none">- To promote the strategic and operational articulation among donors, decentralized cooperation, and other development cooperation institutions and programmes that support national policies and local dynamics of governance and local development, in view of achieving the MDGs. |

Summary of UNDP activities late 2006- 2007

| Activities | Target Area | Fund | Donors |
|-------------------------------------|---|----------------|------------|
| - Rubble removal & roads opening. | All kadas of South Lebanon including Bint Jbeil, Marjeyoun, Tyre, Nabatiyeh, Jezzine, Hasbaya, and Saida. | \$6. 5 Million | BCPR/ UNDP |
| - Street lamps | | | ECHO |
| - Street signs & road safety assets | | | SIDA |
| - Secondary water pipelines | | | JHSTF |
| - Sewage networks | | | |
| - Open drainage and storm water | | | |

- conduits
- Catchments ponds (Implemented more than
- Public facilities 550 projects in around
- Machinery, equipment, & garbage 170 villages)
- containers
- Livelihoods/ income generation
- Support agricultural initiatives
- Support micro & small enterprises
- Youth mobilization
- Capacity building for municipalities & cooperatives
- Vocational training
- Strategic Planning (ART GOLD)

The 2008 Portfolio

The 2008 portfolio has a total value of \$ 2.994 million, to date as per the below breakdown. It should be noted that beside the actual programme activities, other interventions managed from the Beirut CO are supported by the programme, whose budgets were not accounted for here. This includes installation of solar heaters for schools orphanages and public buildings in the South, and another Project for aromatic plants and their marketing.

Emergency Restoration of Lives and Livelihoods II

| | |
|----------------------------------|--|
| Funded by | Sida |
| Budget | \$1,100,000 |
| Target Area | More than 100 villages in South Lebanon |
| Description of Activities | The overall objective of the project is to aid affected communities to advance out of post-war conflict poverty through restoring lives and livelihoods and addressing the broadest possible range of local community infrastructure and services. |

Restoration of Livelihoods and Social Assistance in Lebanon

| | |
|----------------------------------|--|
| Funded by | Austrian Fund |
| Budget | \$150,000 |
| Target Area | South Lebanon, including affected communities in the kadas of Tyre, Bint Jbeil, Marjeyoun, Hasbaya, Nabatiyeh, and Jezzine |
| Description of Activities | The project objective is to help war affected communities advance out of post-war conflict poverty by providing support to revive local economies and rebuild livelihoods. This initiative extends support to women cooperatives in South Lebanon. |

Post Demining Socio Economic Rehabilitation in South Lebanon (2006 – 2008)

| | |
|----------------------------------|--|
| Funded by | Japanese Trust Fund for Human Security |
| Budget | 500,000 in 2008 |
| Target Area | Nabatiyeh Kada |
| Description of Activities | <ul style="list-style-type: none"> - Mobilization of youth and establishment of youth centers - Support to local municipalities and cooperatives through capacity building and small scale socio economic projects - Empowering the affected communities through providing vocational and skills training |

ART GOLD Programme

Target Area

All kadas of South Lebanon; Bint Jbeil, Marjeyoun, Tyre, Nabatiyeh, Hasbaya, Jezzine, and Saida.
Preparatory Phase.

Budget

\$ 1.244 million (632,000 quick impact projects, 455,000 partnership with Italian Decentralized Cooperation, and 157,000 with Catalan Fund.)

Description of Activities

- To promote the strategic and operational articulation among donors, decentralized cooperation, and other development cooperation institutions and programmes that support national policies and local dynamics of governance and local development, in view of achieving the MDGs.