

COUNCIL FOR DEVELOPMENT & RECONSTRUCTION
BEIRUT - LEBANON

No. : 3199/1

Beirut, 17/6/2010

Ms. Marta Ruedas
UNDP Resident Representative
United Nations
United Nations House
Beirut, Lebanon

Dear Ms. Ruedas,

We refer to the “*Regional Development in Akkar – Phase II – project ID /00074356/*” and attach One original signed copy of the following documents:

- Standard Letter of Agreement between UNDP and the Government of Lebanon (CDR) for the Provision of Support Services;
- Project Document.

Please note that we have retained one original copy for our files.

Looking forward to a successful collaboration on this vital project, we remain,

Sincerely yours,

Council for Development and Reconstruction


Nabil A. El-Jisr
President



Enclosure

United Nations Development Programme

Project Document

Country: Lebanon



Project Title: Regional Development Programme in Akkar – Phase II

UNDAF Outcome(s): Outcome 4.1: Improved access to sustainable livelihoods and employment opportunities in underserved areas, with special focus on vulnerable groups

Expected CP Outcome(s): CP Outcome 2: Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery

Expected Output(s): CP Output 2.1: Capacities of institutions and community groups strengthened for effective formulation and implementation of decentralization policies and regional and local development plans including women and youth

1. Local capacities strengthened to formulate and implement local development initiatives.
2. Local economic development strengthened
3. Youth mobilization activities strengthened and inclusive participation in community development enhanced

Executing Agency: UNDP

Implementing Partner: Council for Development and Reconstruction

Narrative

With the highest poverty rate in Lebanon, Akkar remains the most deprived region in Lebanon when looking at various socio-economic and development indicators. In partnership with CDR, UNDP implemented the first phase of the Regional Development Programme in Akkar (2003-2009) covering the majority of Akkar villages where municipalities are operational. The Programme focused on empowering the existing 95 municipalities in Akkar and developing their capacities for better service delivery at the local level. Notwithstanding, the programme was not able to target many villages due to the absence of local authority representation or local institutions (municipalities, cooperatives, local associations) mainly in Wadi Khaled, the most prominent poverty pocket in Lebanon. Thus, the expansion of the programme to Wadi Khaled to assess and address the needs in the absence of local authorities and foreseen plans to establish five new municipalities following the Municipal 2010 Elections. The programme will implement the prioritized needs in the previously targeted region based on the local development plans formulated during the phase I of the programme. Municipalities, youth groups, cooperatives and local associations (with special focus on the women associations) will remain the main partners benefiting from the programme activities.

Programme Period: 2 years
Programme component:
Project title: Regional Development Programme in Akkar – Phase II
Project ID: 00074356
Project Duration: June 2010 – June 2012
Management Arrangements: NIM

Total Budget	USD 500,000
Total allocated resources:	USD 500,000
Total Government Net	USD 380,952
UNDP GMS	USD 19,048
UNDP	USD 100,000

Agreed by CDR: Mr. Nabil El-Jisr

Agreed by UNDP: Ms. Marta Ruedas



UNDP-CDR's Support to Akkar Region (2003 - 2009)

Akkar Caza (region) is the most deprived and poverty-stricken Caza in Lebanon according to the Poverty, Growth, and Income Distribution in Lebanon", published in 2009.

The collaboration between UNDP and the Lebanese Government represented by the Council for Development and Reconstruction (CDR) began in 2003 through the Regional Development Programme in Akkar. Over the period of six years, the programme succeeded in providing technical assistance to the municipalities with the primary aim of strengthening and developing the capacity of local actors and increasing community participation in the development process. Local governance and socio-economic development were the main thematic areas that the programme worked on underpinning in Akkar with a special attention given to the inclusive participation of women and youth. The programme activities had a positive impact on the planning and management capacities of the local institutions, namely municipalities and cooperatives, and their implementation contributed to the improvement of the social and economic living conditions. One of the major achievements of the first phase of the Regional Development Programme in Akkar is the elaboration of the "Local Development Plans in 28 villages in Akkar" developed by the Local Development Committees established and empowered through long term capacity development process. Moreover, creating a coordination platform between local development actors, particularly between municipalities and community organisations and youth groups, did not only enhance the participation in and the ownership of the development process at the local level but also ensured the transparency and sustainability aspects in all implemented activities.

The proposed PHASE II of the Regional Development Programme in Akkar will focus on the implementation of various projects identified and prioritised in the previously targeted regions of Akkar through the local development plans and will expand its activities to include Wadi Khaled area, known to be the most impoverished pocket in Lebanon.

Overview of the new Area to be included in this Phase (Wadi Khaled)

Geography:

The region of Wadi Khaled is distinguished by the presence of the agricultural plain of Al-Bokayaa, which is notable for its soil fertility. In addition, the region has an advantageous location next to the Great Southern River (Nahr Junubi Al-Kabir), whose water provides irrigation contributing to the development of the regional agricultural sector.

The Bokayaa border crossing will eventually be open for tourist vehicles, which will further boost the legal economic activities of the north-eastern region of Akkar.

Wadi Khaled, located in the north-eastern part of the Akkar Caza, borders with the Syrian Arab Republic and is bounded on the south-west by the region of Akroum. The valley contains twenty villages, some small and others average in geographical and demographical size: Karm Zebdine, Al-Owayshat, Jermnaya, Al-Baaliya, Al-Farred, Al-Awwada, Al-Seiid, Al-Mahata, Al-Majdal, Al-Knayssi, Rajem Hussein, Rajem Khalaf, Al-Kelkha, Al-Amiriya, Al-Mukaybli, **Rajem Issa, Al-Heisha, Al-Aamayer, Al-Rama and Karha**¹.

Demographics and Social Structure:

The estimated registered population of Wadi Khaled² is approximately 27,000 people. The number of people residing in the area in 2007 was 2,530 families - approximately 16,000 people - in addition to approximately 7,000 people living in Syria. The population data signifies a higher average family size than the average size recorded in Lebanon or in Akkar. In Wadi Khaled, family size averages 6.3 members per family compared to an average of 4.8 across Lebanon. This is due to the high prevalence of polygamy and the "clan" social structure that characterizes the Wadi Khaled area. Associated with the rise in the average size of the family is a lower than average rate of relocation from Wadi Khaled compared to other regions of Akkar. Approximately 7.5% of the population has relocated to the city of Tripoli to work in the trade sector and another 7.5% has relocated to other areas of Akkar. Thus, the 15% relocation rate is much lower than the 30-50% rates found elsewhere in Akkar.

¹ Municipalities are foreseen to be established in these five villages following the Municipal Elections in May 2010.

² The data used in this document is compiled from several studies which include: "House to House" a survey conducted by the Makassed Association in Wadi Khaled, November 2007; "Akkar, the Forgotten", a social survey by Hisham Hashim, 2005; A study conducted within the CDP – CDR focusing on the Poverty cluster in Akkar. Data was also collected by the team of the UNDP-CDR Regional Development Program in Akkar.

The Wadi Khaled region is characterized by strong and stable social relations as a result of the nature of social structure based on the "clan," which reinforces the ties of kinship. The clan social structure has limited the growth of formal social institutions, as well as diminished the occurrence of allegiance to political parties during the past decades. However, in recent years, the youth of Wadi Khaled started showing desire to engage in radical movement political frameworks in search of a secure source of livelihood and employment.

Organizations, institutions, and public services:

The presence of civil society organisations, such as NGOs or cooperatives in this region is relatively recent since most inhabitants of the valley only obtained the Lebanese citizenship in 1994. Two local NGOs were recently registered in addition to 13 cooperatives, of which only three are active. The public institutions are limited to the presence of schools, two civil defence centres (in the villages of Al-Heisha and Al-Aamayer), and a Social Development Services Centre (SDSC) managed by the Ministry of Social Affairs. For the governmental institutional presence, it is limited to the representatives of Local Mayors, which are seven in Wadi Khaled region. It is worth mentioning that public decrees will be issued in the near future to establish five new municipalities in Wadi Khaled region, namely in Al-Heisha, Al-Rama, Al-Aamayer, Rajem Issa and Karhha³. This would be a relevant baseline for the work of the programme in the second phase in empowering local governance structures. On another note, the region suffers from the absence of public water networks in most villages. While water networks exist in some of the villages, the infrastructure is rundown and therefore are unfit for usage, prompting people to resort to either digging wells (22% of houses have private wells) or to trucking water via water tanks from the spring to the houses (resulting in an average cost of \$500/year per family for the transportation of water to dwellings).

The situation is no better for the sewage services, where 68% of the total dwellings rely on pit-holes for their sewage, while the rest leave the stagnant water to run in the valleys and between the houses.

Education:

The rate of illiteracy is high among the youth of Wadi Khaled. It is worth mentioning that obtaining public employment was not possible for these youths given that they did not enjoy the Lebanese citizenship before 1994. However, and after obtaining the Lebanese citizenship, a remarkable interest in education was noticed among the population as a pre-requisite to meet the minimum requirement of literacy to enrol in government jobs mainly in military. Unfortunately, the quality of education is still very poor in this region.

The school dropout rate varies among the different levels of education: 15% in the primary level, 25% in the intermediate level and higher at the university level. The university level is confined mainly to males due to social customs and tribal traditions that give the educational preference to males over females.

There are 18 schools in the cluster of villages in Wadi Khaled (one public technical institute, two public secondary schools, 14 public schools and a single private school), which enrol 2491 students. In addition, there are a number of students enrolled in some schools in the neighboring towns and villages (namely Mashta Hassan, Mashta Hammoud, Akrum and Qobayat).

Health:

There is an almost complete absence of health services provided by the Ministry of Public Health, and the only related services are supported by the Social Development Services Centre of the Ministry of Social Affairs. At the level of the private sector, there is the Health and Social Center of Wadi Khaled belonging to the Makassed Islamic Charitable Association. This clinic is considered the largest and offers a number of health services to the population of Wadi Khaled, including childbirth/delivery, a laboratory and X-ray unit, a pediatric unit, a cardiac unit, a urology unit, public health and dentistry.

With the absence of public health institutions and the lack of hospitals, the people of Wadi Khaled use health services in Syrian hospitals, which offer lower costs relative to similar services in Lebanon. Syrian hospitals are attractive due to the geographical proximity to their housing providing quick access to health services.

Agriculture Sector:

The agricultural sector constitutes a major source of income, where the percentage of workers in agriculture is 25%, along with 10% are working in the livestock sector. Agriculture production is concentrated during the winter on rain-fed crops; and in the summer vegetables, as well as cultivation of olive trees, which was introduced to Wadi Khaled ten years ago, and is continuously expanding.

³ The five villages finalized their official documents and registered their request to establish their respective municipalities in the Ministry of Interior and Municipalities Affairs. The process has been put on hold waiting for the Minister's decision.

Commercial sector:

The area of Wadi Khaled was one of the most prosperous commercial areas in the fifties and sixties, as the Damascus-Homs route used to pass right through Wadi Khaled. However, the opening of the international highway inside the Syrian territory in the late seventies adversely affected the local commercial market of Al-Bokayaa, which was spread over a distance of up to 5 km. This negatively impacted the economic situation of families in the region. Because of the nature of their previous legal status (citizens under consideration), and because of their geographical location on the northern border of Lebanon, the inhabitants of Wadi Khaled were unable to engage in the process of Lebanese economic cycle. Thus, the people of Wadi Khaled remained on the geographical and economic periphery. While many participated in agricultural activity in the fertile Bokayaa valley, others were forced to engage in illegal economic activities such as smuggling across the border.

Accordingly, the commercial sector (legal and illegal) is a key source of income, making up about 35% of the income of families in the region, followed by agriculture (25%), then employment in the formal sector and the military service (15%), followed by breeding of livestock (10%), and finally the transportation sector (5%). The remaining 10% is contributed by freelancers such as construction workers or other smaller independent enterprises such as car maintenance services.

Women do not contribute to the labour force, as most are housewives or jobless, and thus are not secondary sources of income for their families.

II. Strategy of the Programme (2010-2012)

Based on the recommendation of the 2009 Tripartite meeting of the Regional Development Programme – Phase I, UNDP, in consultation with the CDR, developed a strategy for the Phase II of the programme mainly focusing on two main areas of interventions: a) continue providing support to the region targeted in Phase I to implement the identified and prioritized projects through the local development plans, and b) expand the scope of activities to include Wadi Khaled, the poorest cluster in Lebanon to strengthen the local actors' capacities and engagement in the development process of their region.

In the first planned area of intervention, the Programme will support the local development processes in Akkar (particularly in the region targeted during Phase I) through the implementation of income-generating and socio-economic projects based on the expressed needs of the communities and according to the local development plans of the region. Moreover, the programme will maintain its capacity development activities for the Local Development Committees, Youth Groups, Cooperatives and Civil Society Organisations in the region. Promoting for social dialogue among the youth and empowering women for their engagement in the social and economic life in Akkar constitute the key elements in the programme. Despite the relatively small budget of the programme, it will play a major role in supporting the local authorities and institutions (municipalities, cooperatives, youth and NGOs) to better plan and respond to the advantageous financial opportunities that will be focused in Akkar by the many intervening parties and donors (EU, International donors and embassies).

As for the second area of intervention, the programme will extend its technical assistance to the villages of Wadi Khaled to strengthen their capacities in local governance and engagement in local development processes. It is noteworthy that the villages of Wadi Khaled do not have municipalities or active public institutions depriving its people to benefit from government interventions and from the previous phase of the Programme. Thus, this proposed intervention will mainly focus on 1) empowering the local community members and local leaders, particularly in the five villages where new municipal councils will be established following the 2010 Municipal Elections, 2) strengthening the cooperative bodies and facilitating the exchange of information and sharing experiences between various institutional bodies and community groups in the region. Establishing local development committees should be one of the major expected achievement of the programme enabling the locals to identify their needs, assess their potentials, elaborate development action plans and articulate them to the concerned bodies for financing and implementation. In the absence of municipalities, these committees would include clan leaders, teachers, workers, farmers, social actors, NGOs representatives, and youth taking into consideration the gender dimension for an ultimate women participation in the planning phase and engagement in income generating activities.

Finally, the Programme shall play an important role in the coordination between various international and national operational actors including other UNDP projects (ART GOLD, MDGF Borders project...) in Akkar caza, to ensure an integrated development approach avoiding duplication and overlapping. Coordination meetings and sector-led meetings (livelihoods and employment, women, youth) should be convened for best practices sharing and information dissemination among operational organizations in the region. The Programme will also incorporate the lessons learned from the previous phase and make use of the successful applied methodology focusing on inclusive participation and civil engagement.

The proposed project activities are:

Activity 1: Local capacities strengthened to formulate and implement socio-economic development initiatives.

- 1.1 Establishing local development committees in Wadi Khaled
- 1.2 Organizing trainings (including Training of Trainers) and workshops for local actors, cooperatives, and NGOs to improve their performance and engagement in local development process
- 1.3 Supporting the establishment of women's groups and enhancing their participation in the local development process of their communities.
- 1.4 Supporting the formulation of local development plans
- 1.5 Identifying local development projects in Wadi Khaled and implementing selected projects in the region targeted during Phase I of the project
- 1.6 Organizing coordination meeting to provide linkages between local development committees and external donors to support the implementation of development projects

Activity 2: Local economic development strengthened

- 2.1 Assessing the capacities of the local economic institutions (SMEs and cooperative, etc.) in Wadi Khaled area.⁴
- 2.2 Designing and implementing the training programmes according to the identified needs of SMEs and cooperatives for both vocational training and capacity development
- 2.3 Assessing the business development potentials in the region and implementing local economic development projects as per the identified needs and problems

Activity 3: Youth mobilization activities strengthened and inclusive participation in community development enhanced

- 3.1 Supporting the operational youth groups and creating new ones in Wadi Khaled enabling youth to actively engage in the development process of the region
- 3.2 Creating a linkage between the youth groups and the Social Development Services Centres of the Ministry of Social Affairs
- 3.3 Designing and implementing training programmes according to the identified needs of the youth for both vocational training (as per market demand) and capacity development (youth workshops, forums, training of trainers and summer camps) in collaboration with the regional National Employment Office (in order to formalize this training).
- 3.4 Implementing small community youth led projects
- 3.5 Establishing a regional committee to continue overseeing and managing these activities after the Programme is completed.

⁴ Wadi Khaled area includes the following residential areas; El-Heisha, Karam Zibdine, Al Ouawshat, Jerem Naya, Al-Rama, Al Baaliye, Al Farred, Al Ouwada, Al-Aamayer, Al Saaed, Al Mahhata, El Mijdel, El Kenayse, Rajem Hussein, Rajem Khalaf, Rajem Issa, Al Kalkha, Al Aamriye, and Karhha .

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: CP Outcome 2: Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator: % increase of local actors' participation in local development planning (including women and youth)

Baseline: Local services delivered without inclusive participation and comprehensive development plans

Target: -Increase of women and youth participation in the development of local plans in their regions by at least 20%

Partnership Strategy

The Programme will be nationally implemented by CDR, and will implement its activities in partnership with municipalities, local government structures, cooperatives, civil society organizations and youth groups. Coordination with donors, NGOs and UN Agencies will be an integral part of the programme activities.

Project title and ID (ATLAS Award ID): Regional Development Programme in Akkar - Lebanon - Project ID: 000XXXX

CPD OUTPUT	OUTPUT TARGETS FOR (YEARS)	INDICATIVE/HIGH LEVEL ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 2.1: Capacities of institutions and community groups strengthened for effective formulation and implementation of decentralization policies and regional and local development plans including women and youth</p>	<p>2010-2011</p> <p>Target:</p> <ul style="list-style-type: none"> - Strengthened capacities of at least 100 local authorities' representatives and community actors to formulate and implement the local development plans in Akkar - Implementation of at least 5 community development initiatives from the 28 development plans elaborated in the previously targeted area - At least 2 development plans in two clusters of villages. <p>Baseline:</p> <ul style="list-style-type: none"> - Development plans elaborated in 28 villages ready for implementation - Absence of Municipalities and local development committees in Wadi 	<p>Activity 1: Local capacities strengthened to formulate and implement socio-economic development initiatives</p> <p>1.1 Establishing local development committees in Wadi Khaled</p> <p>1.2 Organizing trainings (including Training of Trainers) and workshops for local actors, cooperatives, and NGOs to improve their performance and engagement in local development process</p> <p>1.3 Supporting the formulation of local development plans</p> <p>1.4 Identifying local development projects in Wadi Khaled and implementing selected projects in the region targeted during Phase I of the project</p>	<p>UNDP CDR Ministry of Interior and Municipalities Municipalities Community-based CSOs</p>	<p>Total A1: 159,942 USD</p>

	<p>Khaled.</p> <ul style="list-style-type: none"> - Weak development planning and management capacity of local actors in Wadi Khaled <p>Indicators:</p> <ul style="list-style-type: none"> - Number of local committees operational in Wadi Khaled - Number of local development projects implemented based on the development plans - Number of local actors benefiting from the capacity building trainings - Number of newly established municipalities in Wadi Khaled 	<p>1.5 Organizing coordination meeting to provide linkages between local development committees and external donors to support the implementation of development projects</p>		
<p>Target:</p> <ul style="list-style-type: none"> - Strengthened Capacities of 100 farmers and owners of small-scale economic institutions, such as cooperatives and micro and small enterprises, and trade associations, producers, and the promotion of women's cooperatives (training, workshops..) - The business development opportunities' assessment report produced - At least 5 Socio-economic development projects implemented in Akkar region through cooperatives, SMEs and Municipalities. <p>Baseline:</p> <ul style="list-style-type: none"> - Limited and unbalanced targeting 	<p>Activity 2: Local economic development strengthened</p> <p>2.1 Assessing the capacities of the local economic institutions (SMEs and cooperative, etc.) in Wadi Khaled area.</p> <p>2.2 Designing and implementing the training programmes according to the identified needs of SMEs and cooperatives for both vocational training and capacity development</p> <p>2.3 Assessing the business development potentials in the region and implementing local economic development projects as per the identified needs and problems</p>		<p>UNDP CDR</p> <p>Ministry of Interior and Municipalities Municipalities Community-based CSOs</p>	<p>Total A2: 111,695 USD</p>

	<p>for capacity development of the small scale economic institutions</p> <ul style="list-style-type: none"> - Scarcity of public resources for the implementation of socio-economic development initiatives <p>Indicator:</p> <ul style="list-style-type: none"> - Number of trained economic institutions - Number of socio-economic development initiatives implemented <p>Capacity and opportunities assessment report produced</p>			
<p>Target:</p> <ul style="list-style-type: none"> - At least 3 additional youth groups established, - 16 youth mobilization activities implemented <p>Baseline:</p> <ul style="list-style-type: none"> - Lack of social activities for the youth in Wadi Khaled in specific and Akkar region in general - Engagement of youths in illegal trade/commerce activities and involvement in radical groups due to the lack of employment opportunities and poor education and social factors. <p>Indicator:</p> <ul style="list-style-type: none"> - number of youth groups created and operational in Wadi Khaled - Number of youths engaged in local development process and in community activities 	<p>Activity 3: Youth mobilization activities strengthened and inclusive participation in community development enhanced</p> <p>3.1 Supporting the operational youth groups and creating new ones in Wadi Khaled enabling youth to actively engage in the development process of the region</p> <p>3.2 Creating a linkage between the youth groups and the Social Development Services Centres of the Ministry of Social Affairs</p> <p>3.3 Designing and implementing training programmes according to the identified needs of the youth for both vocational training (as per market demand) and capacity development (youth workshops, forums, training of trainers and summer camps)</p> <p>3.4 Implementing small community youth led</p>	<p>UNDP CDR Youth Groups Ministry of Youth and Sports Ministry of Social Affairs/ Social Development Services Centres</p>	<p>Total A3: 128,363 USD</p>	

	- number of registered youths groups and associations	<p>projects</p> <p>3.5 Establishing a regional committee to continue overseeing and managing these activities after the Programme is completed.</p>		
		<p>Activity 4: Technical Assistance and Management of the Programme</p> <p>4.1 Project Personnel</p> <p>4.2 Setting up the office</p> <p>4.3 Maintaining the operational cost</p>	UNDP	Total A4: 100,000 USD

1. MANAGEMENT ARRANGEMENTS

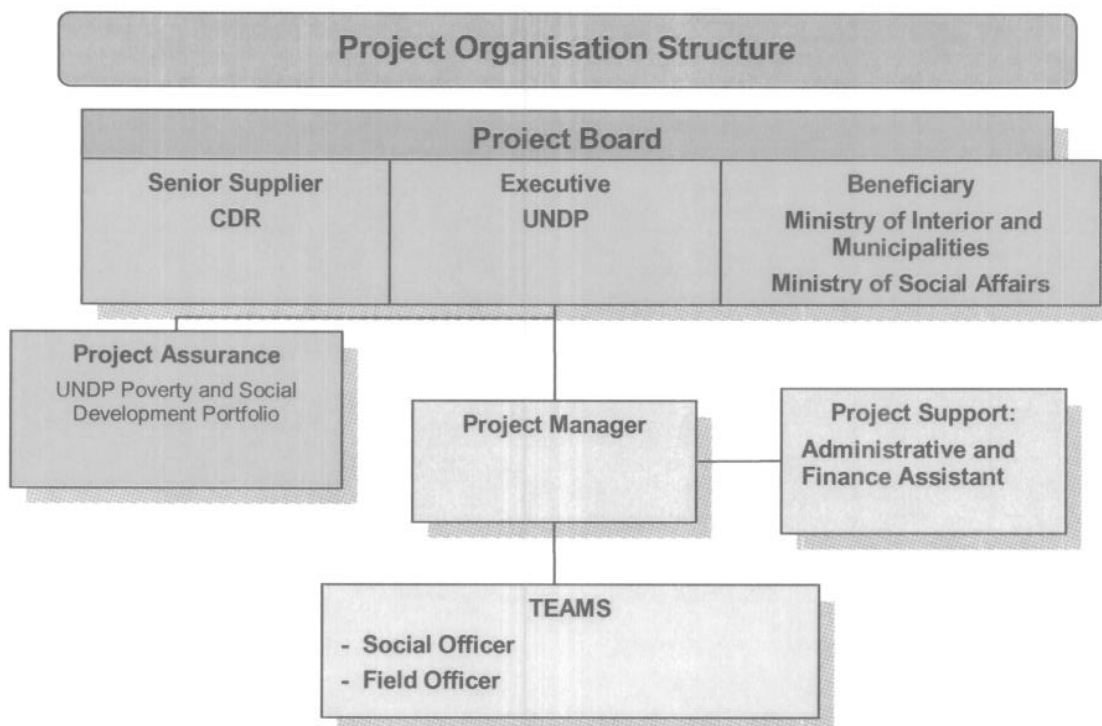
The Council for Development and Reconstruction (CDR) is designated as the National Implementing Partner for this project on behalf of the Government of Lebanon. The implementing partner will be responsible for the overall management of the Project, providing overall support to enable the project to achieve 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 implementation modality (NIM) 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 implementing partner 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.

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:



2. 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

3. 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.

Risk Analysis

Description	Date Identified	Type	Impact & probability	Countermeasures/ Management responses	Owner	Submitted, updated by	Last update	Status
Political instability elections in May 2010	Project initiation date	Political	Can delay the implementation process, increase tensions in the region P= 3 I = 5	Postpone and delay activities - Fast track activities will be less affected by the political situation due to quick delivery of outputs, however involvement of local actors for the implementation of the activities might decrease				
Presence of municipalities in the area	Project initiation date	Organizational	P= 3 I = 2	The readiness of the CDR to support creation of public local structures, where needed, through liaison with the MPs from the regions. Cooperation with the District(Ka'am Makam) for the implementation of projects				
Political tensions escalation along the North Region	Project initiation date and implementation	Political	Can delay the implementation process, increase tensions in the region and cease access to target villages P= 2 (if occurring in the project operational area) I = 4 (in the areas of conflict)	Follow up with the public entities and maintain close relationship with the communities in order to better respond to their emergent needs during or following any clashes				
Delays in the transfer of financial resources for municipalities	Project initiation date	Operational	Delays in project implementation, especially the ones implemented through municipal co- financing P= 3 I = 2	Close collaboration with the Mol&M to insure the sustainability of project activities				

Annual Work Plan 2010
Regional Development Programme in Akkar -Phase II

Year: 2010

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description Amount		
Output 1: Capacities of institutions and community groups strengthened for effective formulation and implementation of decentralization policies and regional and local development plans including women and youth Target: - Strengthened capacities of at least 50 local authorities, representatives and community actors to formulate and implement the local development plans in Akkar. - Implementation of at least 5 community development initiatives from the 28 development plans elaborated in the previously targeted area - At least 2 socio-economic development plans elaborated in Wadi Khaled clusters of villages.	Activity1: Local capacities strengthened to formulate and implement socio-economic development initiatives 1. Establishing local development committees in Wadi Khaled 1.1 Preparatory meetings with local leaders, cooperatives 1.1.2 Formation of local development committees 1.1.3 Hold meetings with newly formed local development committees 1.2 Organizing trainings (including Training of Trainers) and workshops for local actors, cooperatives, and NGOs to improve their performance and engagement in local development process 1.2.1. The selection of trainees 1.2.2 The selection of trainers 1.2.3 Holding the training sessions 1.3 Supporting the formulation of local development plans 1.3.1 Collection of data from the local community 1.3.2 Preparing the first draft of situation analysis (findings of needs and priorities) report		X			UNDP CDR Ministry of Interior and Municipalities Municipalities Community-based CSOs	CDR	Contractual Services-Ind. Miscellaneous Expenses	35,000 \$ 500 \$	
				X				CDR	Local consultant	2,000 \$
					X			CDR	Miscellaneous Expenses	1,000 \$
					X			CDR	Miscellaneous Expenses	1,000 \$
					X					
					X					
					X					
					X					
					X					
					X					

<p>economic development initiatives implemented</p> <ul style="list-style-type: none"> - Capacity and opportunities assessment report produced 	2.3.4 Determining the human resources not available				X	X	Local consultant	1,000 \$	
	2.3.5 identification of projects				X				
	2.3.6 Sign of grant agreements with Local institutions				X				
	2.3.7 Implementing local economic development projects				X				
Total Activity 2									
<p>Target:</p> <ul style="list-style-type: none"> - At least 3 additional youth groups established, - 16 youth mobilization activities implemented <p>Baseline:</p> <ul style="list-style-type: none"> - Lack of social activities for the youth in Wadi Khaled in specific and Akkar region in general - Engagement of youths in illegal trade/commerce activities and involvement in radical groups due to the lack of employment opportunities and poor education and social factors. <p>Indicator:</p> <ul style="list-style-type: none"> - number of youth groups created and operational in Wadi Khaled 	3.Activity: Strengthening of youth leaders to participate in local development & Social dialogue								
	3.1 Supporting the operational youth groups and creating new ones in Wadi Khaled enabling youth to actively engage in the development process of the region							UNDP CDR Youth Groups Ministry of Youth and Sports Ministry of Social Affairs/ Social Development Services Centers	1,000 \$
	3.1.1 Meetings with local development committee and youth groups to create framework for youth involvement			X		X			
	3.1.2 Creation of 2 youth groups in Wadi Khaled area and one in another Akkar region			X		X			
3.1.3 Organizing 2 youth strategic planning workshops.					X				
3.2 Creating a linkage between the youth groups and the Social Development Services Centres of the Ministry of Social Affairs							Contractual Services-Ind.	35,000 \$	
3.2.1 Preparatory meeting with Social Development Services Centre of the Ministry of Social Affairs					X				
								Miscellaneous Expenses	1,000 \$
								Miscellaneous Expenses	500 \$

	3.3.6.4 Organizing a fifth forum targeting all the groups					X		CDR	Miscellaneous Expenses	1,250\$
	3.3.6.5 demonstration of cine club shows in the villages		X		X	X		CDR	Miscellaneous Expenses	500 \$
	3.3.7 One training workshop to increase the participation of youth in leadership, development and governance on local level conducted and include at least 30% women				X			CDR	Local consultant	1,000 \$
	3.3.8 Organizing 3 days Training of Trainers workshop for a group of 35 persons from the youth groups				X			CDR	Miscellaneous Expenses	3,500 \$
	3.3.9 Supporting selected youth groups in registering their associations at the concerned ministries				X					
	3.4 Implementing small community youth led projects									
	3.4.1 Identifying of projects and singing of the grant agreement				X	X		CDR	Miscellaneous Expenses	500 \$
	3.5 Establishing a regional committee to continue overseeing and managing these activities after the Programme is completed		X		X			CDR	Facilities & Administration	2,763\$
Total Activity 3										
	4. Activity: Technical Assistance and Management of the Programme		X	X	X	X		UNDP	Contractual Services Individuals	58,013 \$
	- project personnel		X	X	X	X		UNDP	Travel	25,000 \$
	- Setting up the office		X	X	X	X		UNDP	Equipment & Furniture	1,000 \$
	- Maintaining the operational cost		X	X	X	X		UNDP	Communication and Audio Visual Equipment	3,100 \$
			X	X	X	X		UNDP	Supplies	500 \$
			X	X	X	X		UNDP	Information Technology Equipment	3,900 \$
			X	X	X	X		UNDP	Rental & Maintenance –Premises	7,500 \$

Quality Management for Project Activity Results

OUTPUT 1: Capacities of institutions and community groups strengthened for effective formulation and implementation of decentralization policies and regional and local development plans including women and youth		
Activity Result 1	Local capacities strengthened to formulate and implement socio-economic development initiatives	Start Date: May 2010 End Date: May 2012
Purpose	<i>To determine the developmental needs of the target area and provide technical support to existing institutions and support the establishment of new local institutions</i>	
Description	<i>To provide support in establishing and activating local institutions (cooperatives, associations) and to identify development needs in the target area; which must be completed to develop the capacity of local actors, identifying the local development plans, and link the local actors with the donors and implementing a range of development projects</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Meetings with local leaders,	Progress reports	May 2010
Formation of local development committees	Minutes of meetings	June 2010
Diagnosis of the situation of the local community	Writing a diagnostic report	Aug 2010
Develop the capacity of local actors,	workshop reports	July 2010; Oct 2010
Initiate a debate on local problems.	workshop reports	Aug 2010, Nov 2010
Support the achievement of local development plans	Writing a local development plans	Dec 2010
Networking between the community and the donors	Number of projects supported	March 2012
Activity Result 2	Local economic development strengthened	Start Date: May 2010 End Date: May 2011
Purpose	<i>Map needs and determine the economic potential in order to develop activities to support economic development</i>	
Description	<i>Determine the economic potential of the target area to provide support to institutions of existing production and increased income for families in addition to working to create new job opportunities through the development of capacity of the local population and the establishment of production cooperatives</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Mapping the economic institutions and assessing their capacities	Writing a diagnostic report	Nov 2010
Establishing new cooperatives,	Number of cooperatives Established	Jan 2011

Implementing the vocational trainings and the capacity development workshops targeting the economic institutions	Workshop report	Dec 2010
Assessing the business development potentials and opportunities in the region	Need assessment report	Nov 2010
Implementing local economic development projects	Number of project implemented	Mar 2011
Activity Result 3	Youth mobilization activities strengthened and inclusive participation in community development enhanced	Start Date: May 2010 End Date: May 2012
Purpose	<i>Getting young people as an essential element in local development, and create their own frameworks that help them to gather their efforts in the local development process</i>	
Description	<i>The establishment of youth groups and youth engagement in the process of local development, and to institutionalize them, and linking them to development services, in addition to working to launch a dialogue between young people in the Akkar region in order to meet needs: cultural, sporting and economic development, and develop their abilities to enter the labor market</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Creating youth groups in the towns	Progress report and number of youth groups established	Jun 2010 Mar 2012
Supporting youth groups in the towns	Progress report and number of activities organized	Mar 2010- Mar 2012
Organizing Youth Strategic planning workshops	Workshop report	July 2010
Implementing vocational training for youths	Workshop report	Dec 2010
Organizing Training of Trainers workshop for a group of 35 persons of the youth groups	Workshop report	June – July 2010
Training on theater techniques	Workshop report	March – Aug 2010
Organizing an activities in villages	Progress report	Mar 2010- Mar 2012
Organizing a fifth summer camp targeting all the groups	Special report	Aug 2010- Aug 2011
Organizing a fifth forum targeting all the groups	Special report	Oct 2010- Oct 2011
demonstration of cine club shows in the villages	Progress report	Mar 2010- Mar 2012
Implementing community based youth projects in the target villages	Number of project implemented	Mar 2010- Mar 2012
Developing the capacity of the youth groups through organizing workshops,	Workshop report	Mar 2010- Mar 2012

dialogue		
Establishment of one registered youth association	Decision of establishing a youth association issued by the authorizing official entity	Dec 2010
Providing technical support to the Youth Regional Committee to maintain proper planning, monitoring and evaluation of youth activities in Akkar	Minutes of meetings	Mar 2010- Mar 2012



Annual Work Plan

Lebanon - Beirut

Award Id: 00059463

Award Title: Regional Development Programme in Akkar Phase II

Year: 2010

Report Date: 17/5/2010

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget			
			Start	End		Fund	Donor	Budget Descr	Amount US\$
00074356	Regional Development Programme	Project Management			LEB-Council For Development An	04000	UNDP	71400 Contractual Services - Individ	25,000.00
					LEB-Council For Development An	04000	UNDP	71600 Travel	1,000.00
					LEB-Council For Development An	04000	UNDP	72200 Equipment and Furniture	1,000.00
					LEB-Council For Development An	04000	UNDP	72400 Communic & Audio Visual Equip	3,100.00
					LEB-Council For Development An	04000	UNDP	72500 Supplies	500.00
					LEB-Council For Development An	04000	UNDP	72800 Information Technology Equipm	2,900.00
					LEB-Council For Development An	04000	UNDP	73100 Rental & Maintenance-Premises	7,500.00
					LEB-Council For Development An	04000	UNDP	73300 Rental & Maint of Info Tech Eq	1,000.00
					LEB-Council For Development An	04000	UNDP	73400 Rental & Maint of Other Equip	2,500.00
					LEB-Council For Development An	04000	UNDP	74200 Audio Visual&Print Prod Costs	1,000.00
					LEB-Council For Development An	04000	UNDP	74300 Contributions	1,500.00
					LEB-Council For Development An	04000	UNDP	74500 Miscellaneous Expenses	3,000.00
		Strengthening Local Capacit			LEB-Council For Development An	30071	CDR	71300 Local Consultants	2,000.00
					LEB-Council For Development An	30071	CDR	71400 Contractual Services - Individ	35,000.00
					LEB-Council For Development An	30071	CDR	72600 Grants	39,726.00
					LEB-Council For Development An	30071	CDR	74500 Miscellaneous Expenses	3,500.00
					LEB-Council For Development An	30071	CDR	75100 Facilities & Administration	4,011.00
		Strengthening local Eco Dev			LEB-Council For Development An	30071	CDR	71300 Local Consultants	13,000.00
					LEB-Council For Development An	30071	CDR	72600 Grants	40,000.00
					LEB-Council For Development An	30071	CDR	74500 Miscellaneous Expenses	2,000.00
					LEB-Council For Development An	30071	CDR	75100 Facilities & Administration	2,750.00
		Strengthening Youth Leader			LEB-Council For Development An	30071	CDR	71300 Local Consultants	4,000.00
					LEB-Council For Development An	30071	CDR	71400 Contractual Services - Individ	35,000.00
					LEB-Council For Development An	30071	CDR	74500 Miscellaneous Expenses	16,250.00
					LEB-Council For Development An	30071	CDR	75100 Facilities & Administration	2,763.00
TOTAL									250,000.00
GRAND TOTAL									250,000.00



Annual Work Plan

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Year: 2011

Report Date: 17/5/2010

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00074356	Regional Development Programme	Project Management			LEB-Council For Development An	04000	UNDP	71400	Contractual Services - Individ	25,000.00
					LEB-Council For Development An	04000	UNDP	71600	Travel	1,000.00
					LEB-Council For Development An	04000	UNDP	72200	Equipment and Furniture	1,500.00
					LEB-Council For Development An	04000	UNDP	72400	Communic & Audio Visual Equip	3,500.00
					LEB-Council For Development An	04000	UNDP	72500	Supplies	500.00
					LEB-Council For Development An	04000	UNDP	72800	Information Technology Equipm	1,000.00
					LEB-Council For Development An	04000	UNDP	73100	Rental & Maintenance-Premises	7,500.00
					LEB-Council For Development An	04000	UNDP	73300	Rental & Maint of Info Tech Eq	1,000.00
					LEB-Council For Development An	04000	UNDP	73400	Rental & Maint of Other Equip	2,500.00
					LEB-Council For Development An	04000	UNDP	74200	Audio Visual&Print Prod Costs	1,000.00
					LEB-Council For Development An	04000	UNDP	74300	Contributions	1,500.00
					LEB-Council For Development An	04000	UNDP	74500	Miscellaneous Expenses	4,000.00
		Strengthening Local Capacit			LEB-Council For Development An	30071	CDR	71300	Local Consultants	1,000.00
					LEB-Council For Development An	30071	CDR	71400	Contractual Services - Individ	35,000.00
					LEB-Council For Development An	30071	CDR	72600	Grants	34,100.00
					LEB-Council For Development An	30071	CDR	74500	Miscellaneous Expenses	2,000.00
					LEB-Council For Development An	30071	CDR	75100	Facilities & Administration	3,605.00
		Strengthening local Eco Dev			LEB-Council For Development An	30071	CDR	71300	Local Consultants	2,000.00
					LEB-Council For Development An	30071	CDR	72600	Grants	47,376.00
					LEB-Council For Development An	30071	CDR	74500	Miscellaneous Expenses	2,000.00
					LEB-Council For Development An	30071	CDR	75100	Facilities & Administration	2,569.00
		Strengthening Youth Leader			LEB-Council For Development An	30071	CDR	71300	Local Consultants	2,000.00
					LEB-Council For Development An	30071	CDR	71400	Contractual Services - Individ	35,000.00
					LEB-Council For Development An	30071	CDR	72600	Grants	15,000.00
					LEB-Council For Development An	30071	CDR	74500	Miscellaneous Expenses	15,000.00
					LEB-Council For Development An	30071	CDR	75100	Facilities & Administration	3,350.00
TOTAL										250,000.00
GRAND TOTAL										250,000.00

