

**United Nations Development Programme Country: LEBANON
Project Document**

Project Title: Socio-Economic programme for the reintegration of the Displaced in Mount Lebanon

UNDAF Outcome(s): Outcome 4. The socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic social services are improved within a coherent policy framework of reduction of regional disparities

Expected CP Outcome(s): Outcome 4. Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery

Expected CP Output(s): Output 4.1. Capacities of institutions and community groups strengthened for effective formulation and implementation of regional and local development plans including women and youth

Responsible Party: UNDP

Implementing Partner: Ministry of Displaced

Brief Description			
<p>The issue of displacement and reintegration remains a concern in Lebanon. The socio-economic prerequisites for reintegration are insufficient in the light of the devastation the country, and particularly Mount Lebanon, experienced. Participatory local and regional development plans involving stakeholders and responding to local socio-economic needs are currently limited.</p> <p>This project seeks to improve the institutional and socio-economic framework and conditions in Mount Lebanon to allow for the reintegration of the displaced. It focuses on capacity development for local actors (institutions, youth and sectoral professionals), allows for fora from which participatory processes can allow for formulating and implementing local and regional development plans. It also addresses the importance of fostering income-generating activities and social service delivery while integrating environmental concerns for the sustainability of Mount Lebanon's development.</p>			
Programme Period:	2010 - 2013	Total resources required	1,650,000 USD
Atlas Award ID:	00060173	Total allocated resources:	1,650,000 USD
Atlas Project ID:	00075665	Total MoD Net	1,428,571 USD
Start date:	Nov 2010	UNDP GMS	71,429 USD
End Date	Nov 2013	UNDP (TRAC)	150,000 USD
PAC Meeting Date			
Management Arrangements	NIM		

Agreed by Ministry of Displaced

Agreed by UNDP

Agreed by CDR



15 NOV 2010

I. SITUATION ANALYSIS

It has been estimated that over 500,000 Lebanese have been displaced or became refugees following the seventeen year civil war which left the country in ruins. Approximately 950 villages and towns were affected. Today the displaced are among the poorest as they have lost their houses and income. Lebanon has also experienced more recent conflicts adding additional pressure on the return and reintegration issue.

Since 1992, the Ministry of Displaced has been working towards achieving its objectives of i) managing the return programme and ii) addressing the needs of the returnees.

UNDP has provided support to the Ministry of Displaced since 1994 in a socio-economic programming unit for the Ministry, also supporting the Statistics and Planning Division, the Technical Division and the Credit Unit. UNDP also assisted the Ministry of Displaced in coordinating with line Ministries, NGOs and donors.

Between 1998 and 2007, a more comprehensive UNDP initiative, the 'Re-integration and Socio-economic Rehabilitation of the Displaced' (UNRSRD) project, has been able to reach an estimated 11,600 families in collaboration with the Ministry through three main components:

- Reconciliation among returnees and the local population, youth and children through community participation in programme implementation, training/workshops in civic education and conflict resolution, sports and activities
- Social development in the equipment and supply for existing dispensaries, training for health personnel, basic equipment for primary schools, training for teachers, basic services and income-generating activities for vulnerable groups
- Economic development in agricultural and livestock production, small-scale family businesses, credit and marketing systems, employment and income generation

There are great needs to be satisfied in order to provide the seeds for a dignified and fulfilling life to populations which have endured displacement. Displaced populations cannot reintegrate successfully if the conditions for their sustainable return has not been met.

One of the most affected areas of the country has been the Mount Lebanon's region in which the three *Cazas* (districts) of Aley, Baabda and Shouf record 80% of displaced families. The region has been severely depopulated and devastated which has resulted in a significant degradation of socio-economic assets and conditions for livelihood re-ignition and prosperity in the areas. These various socio-economic and environmental needs have been under-addressed, thus creating a more pressing impediment for accrued attention and action.

While the UNDP UNRSRD has been successful in supporting the displaced families' return to their villages of origin in Mount Lebanon, attention should therefore be directed towards reintegration measures.

In this context and upon the formation of the new government in 2009, the Ministry of Displaced (MoD) developed a four-pillar development strategy centred on:

1. *An institutional pillar* which strengthens municipalities, cooperatives, and NGOs, improves their technical capacities and involves them in several local development projects,
2. *An economic pillar*, which incorporates the improvement of the agriculture sector in addition to the improvement of existing infrastructure, encouraging local industries, the promotion of eco-tourism, and the creation of new job opportunities,
3. *A social pillar*, which includes the enhancement of the education, health, and youth sectors,
4. *And an environmental pillar*, which promotes the sustainable use of natural resources, protection and conservation of the environment and the use of renewable energy

The Ministry of Displaced has identified that around 50 municipalities and three unions of municipalities located in the *cazas* of Aley, Baabda, and Shouf needed such measures and support.

The project will be targeting 6 clusters with the Ministry of Displaced intervention areas (*see annex*):

1. Dfoun, Remhala and Mejdlaya (*Aley*)
2. Kfarmatta, Obey, Bennay, Ain Drafil (*Aley*)
3. Brih (*Shouf*)
4. Jurd villages (*Aley*)
5. Kfarselwan, Jwar El Hawz (*Baabda*)
6. Werdaniyeh, Sibline, Rmayleh (*Shouf*)

The selection of the 6 above mentioned clusters was based on different criteria:

- Reconciliation is in process but not yet completed such as in cluster 3 (Brih) and cluster 5 (Kfarselwan, Jwar El Hawz).
- Reconciliation is accomplished, however, the displaced have not returned yet to their villages due to financial and development obstacles. This is the case for cluster 1 (Dfoun, Remhala and Mejdlaya) and cluster 2 (Kfarmatta, Obey, Bennay, Ain Drafil) and cluster 4 (Jurd villages).
- Finally, in cluster 6 (Werdaniyeh, Sibline, Rmayleh) the urgent need for development projects to maintain people in their communities has been identified.

The challenges and obstacles essential for the sustainable reintegration of the war displaced families in Mount Lebanon can be regrouped within the following main categories:

- Institutions and stakeholder engagement: Capacities of local institutions to play an effective role for sustainable reintegration of the displaced people remain restricted due to lack of technical and financial resources. There is also a lack of coordination and platform between the different

development actors in the region allowing for an inclusive regional and local development approach.

- Local economic development: There has been a drastic decline in agricultural production overtime, mainly due to the lack of infrastructure and land degradation in the region which was war-devastated. This requires special and urgent support programmes as agriculture remains the prime livelihood component for the region. Currently few additional economic and employment opportunities exist. Limited off-farm employment opportunities potentially continue to deter dynamic and productive populations – mainly youth – from returning to and remaining in the region.
- Social services: Access to quality education and primary health care services in the villages and towns in Mount Lebanon remains limited due to poor infrastructure, equipment and professional training. Promoting the modernisation of social services will serve the objectives of improving social conditions for the population and more specifically vulnerable groups.
- Environment: Currently in the region, there are insufficient initiatives related to conservation and management of natural resources. Low good environment practices and awareness have a negative impact on the scope and durability of socio-economic improvements particularly in an ecosystem as rich as Mount Lebanon. Promoting green local development projects and integrating environmentally-sound practices is also paramount for the sustainability of the region and in promoting new employment opportunities.

II. STRATEGY

This project will be implemented through 5 activities to reach the overall output of enhancing the capacities and sustainable income-generating opportunities of institutions and community groups formulating and implementing effective regional and local development plans, including women and youth.

These 5 activities will be delivered through high-level and sub-level activities responding to the identified obstacles and challenges in the situation analysis above and with close collaboration with the local stakeholders. The project will put a particular emphasis on the affected villages of Aley, Baabda and Shouf identified by the Ministry.

Activity 1 – Capacity development of local stakeholders for the formulation and implementation of regional and local development plans

The project will involve different stakeholders, government institutions as well as community groups for an effective participatory approach. The project will assist in four different stages of the cycle, respectively in (i) setting up the framework and platform for engagement, (ii) the organisation of training activities for institutional capacity development, (iii) developing a strategy to engage youth into local development planning, and (iv) supporting municipalities' local development plans and projects.

The first aspect of capacity development for institutions and community groups will involve assisting in the creation of a framework for engagement and action at the local level. As a common community-based forum for participation and development planning does not currently exist, the project will assist in conducting a stakeholder mapping exercise aiming at ensuring representation and inclusiveness of local actors. The project will explore and build on existing experiences on stakeholder engagement to optimize its collaborative stakeholder focus. The main results from the consultation process will be an identification of stakeholders maintained in a database and a stakeholder engagement plan. Building on successful UNDP initiatives in the country such as the ART GOLD programme, the project will support the establishment of regional working groups. These working groups will bring together the main local development stakeholders, representatives of public administrations, civil society, business sector, to work collaboratively to achieve the project objectives and mobilize additional resources for further interventions. It will also ensure the effective representation of women within the working group composition and participation. The project will also assist in developing a socio-economic contextual document of the targeted areas to allow for an updated assessment and which will enable setting potential aspirations and priority themes for work. It will also scope current capacities at the local level from different stakeholders as a basis for developing their engagement.

Secondly, the project will support institutional capacity development activities aimed at municipalities and NGOs/CSOs to enhance their skills on technical aspects of project proposal writing, resource mobilisation strategies, local production marketing and project management for instance.

Thirdly, the project will ensure inclusiveness of youth with particular activities aimed at their participation and civic engagement. As reintegration processes are complex and tension-prone, civic and future-oriented activities to include the next generation in building a prosperous and an all-encompassing society where they can play an active role are paramount. These will focus on capacity development in supporting youth groups as local actors of development, civic engagement trainings and the support of annual summer camps.

Finally, with the support of the Project team, local development plans and projects will be developed with inputs from the working groups following a participatory approach. Technical assistance and facilitation services from the Project team will be made available when necessary. The project will also aim to support selected small-scale projects in consultation with municipalities and other stakeholders.

Activity 2 – Capacities of sectoral actors are developed

The project will undertake extensive efforts towards providing technical trainings to cooperatives and other professionals in all three sectors identified as current or potential income-generators, respectively agriculture, eco-tourism and SMEs.

More specifically, it will support sectoral trainings in specialised techniques to improve quality and quantity of production, learning from best practices, developing marketing plans, and encouraging credit access with a strong gender-specific focus.

Activity 3 – Enhance income-generating activities for new employment opportunities

The income-generating activities will be disaggregated between agriculture, eco-tourism and small and medium enterprises (SMEs).

It will promote concrete activities in the agricultural sector as it remains by far the first income source and livelihood component for most populations in the region. This will be mainly through the introduction and improvement of new infrastructures and concrete agricultural initiatives such as restoration of abandoned agricultural lands and supporting the creation of nurseries with local cooperatives, particularly seeking the engagement of women-based cooperatives.

As the region suffers from a lack of economic diversification, investing in sectors of growth is essential to provide for new employment opportunities. Eco-tourism represents a development opportunity for such an attractive region. The Project team, in close consultation with local stakeholders will support activities in this sector to boost Mount Lebanon's comparative advantage. The establishment of a comprehensive database of existing natural sites with significant eco-tourism potential as well as the promotion of an eco-tourism centre are measures that the project will initiate.

Lastly, the project will provide support to the private sector and local entrepreneurs which, in addition to the sectoral training component in Activity 2, will also benefit from targeted assistance in developing and implementing women empowerment projects, a regional 'help desk' office aimed at

providing credit access advice, and exhibitions for marketed local products to gain exposure and recognition.

This activity will also include vocational training to expand youth economic opportunities and for the region's benefit to retain their skills.

Activity 4 – Improve access to quality education and primary health

As social services form the basis for improved social conditions and social cohesion, the project will put a particular emphasis on infrastructure and introduction of new technology as well as training for school and primary health centre staff. Thus, sub-activities will be divided between these two areas of intervention.

The project will seek to modernise infrastructure of basic social services such as schools and primary health centres. The rationale for school and primary health care intervention has been thought in order to maximise impact on the poorest share of the population to lift them out of low human capital and to create positive incentives for returnees and their dependents.

The project will also participate in training activities for sector professionals to improve the efficiency and impact of new technologies introduced. Moreover, it will endeavour to attract external resources for the sustainability of social service delivery.

Activity 5 – Promote good environmental practices with positive impact on livelihoods

The project has put a deliberate emphasis on the sustainable component of its approach as Lebanon, and particularly the Mount Lebanon area, is facing important environmental challenges.

First, the project will support small-scale activities linked with environmental conservation and good practices. In particular, initiatives aiming at conserving and protecting natural resources will be encouraged with close collaboration with local actors.

Second, it will make a significant effort in raising local and stakeholder awareness on environmental issues. This will include engaging youth groups and other actors to support good environmental practices and have this dynamic included and mainstreamed into local development plans and formulated projects.

III. RESULTS AND RESOURCE FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery</p>
<p>Output indicators as stated in the Country Programme Results and Resources Framework: Indicator 2.1 By 2014, local governance structures in four under-served regions with capacity to formulate and implement local development strategic initiatives</p>
<p>Project Title and ID (ATLAS ID): Socio-economic programme for the reintegration of the displaced in Mount Lebanon (AWARD ID: 00060173)</p>

PROJECT OUTPUTS	OUTPUT TARGETS	INDICATIVE/HIGH LEVEL ACTIVITIES	RESPONSIBLE PARTIES	INPUT IN USD
<p>Output 1: Capacities and sustainable income generating opportunities of institutions and community groups enhanced for effective formulation and implementation of regional local development plans including women and youth</p>	<p>Target 2010:</p> <ul style="list-style-type: none"> - A stakeholder mapping developed - 3 regional working groups created <p>Target 2011:</p> <ul style="list-style-type: none"> - A socio-economic assessment produced - A capacity assessment produced - 2 capacity development workshops on good local governance for municipalities conducted - 3 capacity development 	<p>Activity 1: Capacities of institutions and community groups are strengthened for effective formulation and implementation of regional local development plans aiming at solid reintegration</p> <p>1.1. <u>Stakeholder mapping</u></p> <p>1.1.1. Recruitment of consultant, Meetings and consultations are facilitated at the community level to identify key stakeholders</p> <p>1.1.2. Establish and maintain a stakeholder database</p> <p>1.1.3. A stakeholder engagement plan is endorsed</p> <p>1.2. <u>Establishment of working groups</u></p>	<p>UNDP MOD MUNICIPALITIES CSOS/NGOS</p>	<p>TOTAL A1: \$ 296,100</p>

	<p>workshops to NGO conducted</p> <ul style="list-style-type: none"> - At least 2 youth initiatives conducted in the region <p>Target 2012:</p> <ul style="list-style-type: none"> - Local and regional development plans developed responding to needs identified by the working groups - 2 small-scale projects supported from regional and local development plans <p>Target 2013:</p> <ul style="list-style-type: none"> - 4 small-scale projects supported from regional and local development plans <p>Baseline:</p> <ul style="list-style-type: none"> - Absence of local forum for the effective engagement of local actors in community development - Lack of local development plans - No updated socio-economic and capacity assessments <p>Indicators:</p> <ul style="list-style-type: none"> - Stakeholder mapping produced 	<p>1.2.1. Provide support and best practices for the establishment of regional working groups</p> <p>1.3. <u>Conduct a regional socio-economic assessment and a capacity assessment of municipalities and CSOs</u></p> <p>1.3.1. Recruitment of consultant</p> <p>1.3.2. Provide support/technical assistance for the development of a socio-economic assessment document</p> <p>1.4. <u>Capacity development for municipalities and NGOs</u></p> <p>1.4.1. Organise capacity development workshops to targeted municipalities in local development planning, drafting projects proposals, and other areas as needed</p> <p>1.4.2. Organise capacity development workshops to NGOs/CSOs on issues related to proposal writing, project development and management, and fundraising/resource mobilisation</p> <p>1.5. <u>Strengthening youth participation</u></p> <p>1.5.1. Provide support to the establishment of youth groups</p>	
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	<ul style="list-style-type: none"> - Socio-economic assessment conducted - Capacity assessment conducted - # of local working groups formed - # of capacity development workshops to municipalities - # of capacity development workshops to NGOs - # of youth initiatives supported - # of regional and local development plans elaborated - # of local and regional projects supported 	<p>1.5.2. Organise annual youth summer camps</p> <p>1.5.3. Organise training courses for youth on civic engagement</p> <p>1.6. <u>Formulation and implementation of regional and local development plans</u></p> <p>1.6.1. Develop a strategic regional development plan</p> <p>1.6.2. Provide technical assistance and advisory services to targeted municipalities</p> <p>1.6.3. Support municipalities in their preparation of Municipal Development Plans in consultation with the working groups</p> <p>1.6.4. Support the implementation of selected small-scale projects, part of the local development plans</p>		
<p>Target 2010:</p> <ul style="list-style-type: none"> - Participants to sectoral trainings selected <p>Target 2011:</p> <ul style="list-style-type: none"> - At least 6 sectoral trainings conducted <p>Target 2012:</p> <ul style="list-style-type: none"> - At least 3 sectoral trainings 	<p>Activity 2: Capacities of sectoral actors are developed</p> <p>2.1. Support establishment and development of unions of cooperatives</p> <p>2.2. Organise training workshops to cooperatives on management, production and marketing as identified through the capacity assessment</p>	<p>UNDP</p> <p>MOD</p>	<p>TOTAL A2:</p> <p>63,000</p>	

	<p>conducted</p> <p>Target 2013:</p> <ul style="list-style-type: none"> - At least 2 sectoral trainings conducted <p>Baseline:</p> <p>Low capacity of local sectoral actors in implementing regional and local development plans for income generation</p> <p>Indicators:</p> <ul style="list-style-type: none"> - # of sectoral professionals benefiting from training - # of cooperatives supported 	<p>2.3. Organise training workshops on agricultural techniques and best practices</p> <p>2.4. Organise training workshops on agro-food processing</p> <p>2.5. Organise capacity development workshops for SMEs to enhance access to credit schemes for local entrepreneurs and management</p> <p>2.6. Support vocational training initiatives for youth as identified in socio-economic assessment</p>		
	<p>Target 2011:</p> <ul style="list-style-type: none"> - Income-generating activities prioritised according to the socio-economic assessment - 11 pilot areas identified by local stakeholders following a participatory approach to support agricultural initiatives <p>Target 2012:</p> <ul style="list-style-type: none"> - A regional eco-tourism plan developed - A marketing plan for local products finalised <p>Target 2013:</p> <ul style="list-style-type: none"> - SMEs supported to access 	<p>Activity 3. Enhance income-generating activities for new employment opportunities</p> <p>3.1. <u>Support to agricultural activities</u></p> <p>3.1.1. Conduct pilot restoration activities of abandoned agricultural lands with the involvement of agricultural cooperatives</p> <p>3.1.2. Establish agricultural nurseries with the involvement of agricultural cooperatives</p> <p>3.2. <u>Support to eco-tourism activities</u></p> <p>3.2.1. Support the creation of eco-tourism database for existing sites of potential value</p>	<p>UNDP MOD</p>	<p>TOTAL A3: 588,300</p>

	<p>credit</p> <p>Baseline: economic opportunities exist in the region</p> <p>Indicators:</p> <ul style="list-style-type: none"> - # of pilot areas benefiting from support - # of SMEs and cooperatives benefiting from improved income-generating activities - An eco-tourism plan is adopted - A marketing plan for local products exists - An SME regional information centre established 	<p>3.2.2. Provide support to an eco-tourism centre</p> <p>3.2.3. Provide support to a marketing plan for eco-tourism</p> <p>3.3. <u>Support to SMEs</u></p> <p>3.3.1. Support women empowerment projects</p> <p>3.3.2. Establish a regional information centre for SMEs to assist entrepreneurs</p> <p>3.3.3. Provide support to a marketing plan for local products with cooperatives</p> <p>3.3.4. Organise exhibitions of local products</p>		
	<p>Target 2010:</p> <ul style="list-style-type: none"> - Pilot schools and primary health centres identified <p>Target 2011:</p> <ul style="list-style-type: none"> - 4 schools provided with equipment <p>Target 2012:</p> <ul style="list-style-type: none"> - 4 schools and 2 primary health centres provided with equipment 	<p>Activity 4. Improve access to quality education and primary health</p> <p>4.1. <u>Support to education</u></p> <p>4.1.1 Equip public schools in pilot areas with necessary IT equipment</p> <p>4.1.2. Organise workshops for teachers on computer use and benefits</p> <p>4.2. <u>Support to primary health</u></p> <p>4.2.1. Provide equipment and supplies to pilot primary health centres in collaboration with the Ministry of Health</p>	<p>UNDP MOD MOESHE MOPH</p>	<p>TOTAL A4: \$199,500</p>

	<p>Target 2013:</p> <ul style="list-style-type: none"> - 4 schools and 1 primary health care centre provided with equipment - 200 teachers have benefited from training - 50 primary health workers have benefited from training <p>Baseline: Limited services offered by schools and primary health care facilities</p> <p>Indicators:</p> <ul style="list-style-type: none"> - # of schools with improved services - # of primary health care centres with improved services 	<p>4.2.2. Organise training sessions per year on primary health care to healthcare centres workers</p> <p>4.2.3. Support fundraising meetings with aid agencies and potential donors</p>		
	<p>Target 2011-2012:</p> <ul style="list-style-type: none"> - Natural resources management and renewable energy pilot projects identified - 6 natural resources management projects are implemented <p>Target 2013:</p> <ul style="list-style-type: none"> - Environmental concerns are 	<p>Activity 5. Good environmental practices with positive impact on livelihood are promoted</p> <p>5.1. <u>Support to natural resources management</u></p> <p>5.1.1. Develop pilot agro-forestry projects in close collaboration with local NGOs and cooperatives</p> <p>5.1.2. Implement pilot activities related to forest landscape restoration (to</p>	<p>UNDP MOD MOE MUNICIPALITIES</p>	<p>TOTAL A5: \$120,750</p>

	<p>incorporated into local and regional development plans</p> <p>Baseline: Environment degradation and lack of good environmental practices</p> <p>Indicators:</p> <ul style="list-style-type: none"> - # of natural resources management projects supported - # awareness activities supported 	<p>increase socio-economic and environmental benefits of forest landscapes introducing native plant species)</p> <p>5.2. <u>Raise awareness about energy saving practices and sustainable use of natural resources</u></p> <p>5.3.1. Raise awareness about energy saving practices with the involvement of youth groups and other stakeholders</p>	
Project Management		PROJECT STAFF SALARIES OPERATIONAL COSTS	TOTAL PROJECT MANAGEMENT: \$382,350
			TOTAL: \$1,650,000

IV. ANNUAL WORK PLANS

Year: 2010

Expected Outputs	Planned Activity	2010				PLANNED BUDGET					Amount (USD) 2010
		Q1	Q2	Q3	Q4	Fund	Donor	B/A	Budget Description		
Output 1: Capacities and income generating opportunities of institutions and community groups enhanced for effective formulation and implementation of regional local development plans including women and youth	Activity 1: Capacity Development of local stakeholders for the formulation and implementation of Regional and Local Development Plans					30071	10148	71300	Local consultant	0.00	
						30071	10148	72100	Contractual Services- Companies	0.00	
						30071	10148	74200	Audio Visual & Print Cost	0.00	
						30071	10148	72600	Grants	0.00	
					x	30071	10148	74500	Miscellaneous Expense	500.00	
					x	30071	10148	75100	Facilities & Administration (5%)	25.00	
									Total MoD Contribution	525.00	
									Total Act 1	525.00	
						30071	10148	72100	Contractual Services - Companies	0.00	
						30071	10148	71300	Local consultant	0.00	
Activity 2: Capacity Development for Sectoral Actors						30071	10148	75100	Facilities & Administration (5%)	0.00	
									Total MoD Contribution	0.00	
									Total Act 2	0.00	
						30071	10148	72600	Grants	0.00	
Activity 3: Enhance Income Generating Activities for New Employment Opportunities						30071	10148	71300	Local consultant	0.00	
						30071	10148	72200	Equipment and Furniture	0.00	
						30071	10148	72500	Supplies	0.00	
						30071	10148	72800	Information and Technology Equipment	0.00	
						30071	10148	74200	Audio Visual & Print Cost	0.00	
						30071	10148	74500	Miscellaneous Expense	0.00	
						30071	10148	75100	Facilities & Administration (5%)	0.00	
									Total MoD Contribution	0.00	
									Total Act 3	0.00	

Activity 4: Improve Access to Quality Education and Primary Health						30071	10148	72600	Grants	0.00
						30071	10148	71300	Local consultant	0.00
						30071	10148	72300	Materials and Goods	0.00
						30071	10148	72500	Supplies	0.00
						30071	10148	72800	Information and Technology Equipment	0.00
						30071	10148	74500	Miscellaneous Expense	0.00
						30071	10148	75100	Facilities & Administration (5%)	0.00
									Total MoD Contribution	0.00
									Total Act 4	0.00
	Activity 5: Good Environmental Practices with Positive Impact on Livelihood are Promoted						30071	10148	72600	Grants
						30071	10148	71300	Local consultant	0.00
						30071	10148	74500	Miscellaneous Expense	0.00
						30071	10148	75100	Facilities & Administration (5%)	0.00
									Total MoD Contribution	0.00
									Total Act 5	0.00
						04000	00012	71400	Contractual Services Individuals	16,000.00
			x			04000	00012	71600	Travel	800.00
			x			04000	00012	72200	Equipment and Furniture	24,900.00
			x			04000	00012	72400	Communication & Audio Visual Equipment	800.00
Activity 6: Project Management						04000	00012	72500	Supplies	1,000.00
						04000	00012	72800	Information and Technology Equipment	10,000.00
			x			04000	00012	74500	Miscellaneous Expense	500.00
									Total TRAC Contribution	54,000.00
						30071	10148	71400	Contractual Services Individuals	0.00
						30071	10148	71600	Travel	0.00
						30071	10148	72400	Communication & Audio Visual Equipment	0.00
						30071	10148	72500	Supplies	0.00
						30071	10148	74500	Miscellaneous Expense	0.00
						30071	10148	75100	Facilities & Administration (5%)	0.00

		Total MoD Contribution	0.00
		Total Act 6	54,000.00
		Total Project Budget (2010)	54,525.00

Expected Outputs	Planned Activity	PLANNED BUDGET										
		2011				Fund	Donor	B/A	Budget Description	Amount (USD) 2011		
		Q1	Q2	Q3	Q4							
Output 1: Capacities and income generating opportunities of institutions and community groups enhanced for effective formulation and implementation of regional local development plans including women and youth	Activity 1: Capacity Development of local stakeholders for the formulation and implementation of Regional and Local Development Plans	x	x	x	x	30071	10148	71300	Local consultant	49,000.00		
		x	x	x		30071	10148	72100	Contractual Services- Companies	30,000.00		
						30071	10148	74200	Audio Visual & Print Cost	5,000.00		
						30071	10148	72600	Grants	0.00		
		x	x	x	x	30071	10148	74500	Miscellaneous Expense	26,500.00		
		x	x	x	x	30071	10148	75100	Facilities & Administration (5%)	5,525.00		
				Total MoD Contribution							116,025.00	
				Total Act 1							116,025.00	
		Output 2: Capacities Development for Sectoral Actors	Activity 2: Capacity Development for Sectoral Actors	x	x	x	x	30071	10148	72100	Contractual Services - Companies	30,000.00
								30071	10148	71300	Local consultant	0.00
						30071	10148	75100	Facilities & Administration (5%)	1,500.00		
				Total MoD Contribution							31,500.00	
				Total Act 2							31,500.00	
x	x			x	x	30071	10148	72600	Grants	200,000.00		
x	x			x	x	30071	10148	71300	Local consultant	5,000.00		
						30071	10148	72200	Equipment and Furniture	0.00		
						30071	10148	72500	Supplies	0.00		
						30071	10148	72800	Information and Technology Equipment	0.00		
Output 3: Enhance Income Generating Activities for New Employment Opportunities	Activity 3: Enhance Income Generating Activities for New Employment Opportunities					30071	10148	74200	Audio Visual & Print Cost			
						30071	10148	74500	Miscellaneous Expense	0.00		
		x	x	x	x	30071	10148	75100	Facilities & Administration (5%)	10,250.00		
				Total MoD Contribution							215,250.00	
				Total Act 3							215,250.00	

Activity 4: Improve Access to Quality Education and Primary Health					30071	10148	72600	Grants	0.00	
	X	X	X	X	30071	10148	71300	Local consultant	5,000.00	
					30071	10148	72300	Materials and Goods	0.00	
					30071	10148	72500	Supplies	0.00	
	X	X	X	X	30071	10148	72800	Information and Technology Equipment	80,000.00	
					30071	10148	74500	Miscellaneous Expense	0.00	
	X	X	X	X	30071	10148	75100	Facilities & Administration (5%)	4,250.00	
	Total MoD Contribution									89,250.00
	Total Act 4									89,250.00
	Activity 5: Good Environmental Practices with Positive Impact on Livelihood are Promoted					30071	10148	72600	Grants	0.00
					30071	10148	71300	Local consultant	0.00	
					30071	10148	74500	Miscellaneous Expense	0.00	
					30071	10148	75100	Facilities & Administration (5%)	0.00	
Total MoD Contribution									0.00	
Total Act 5									0.00	
Activity 6: Project Management						04000	00012	71400	Contractual Services Individuals	96,000.00
						04000	00012	71600	Travel	0.00
						04000	00012	72200	Equipment and Furniture	0.00
						04000	00012	72400	Communication & Audio Visual Equipment	0.00
					04000	00012	72500	Supplies	0.00	
					04000	00012	72800	Information and Technology Equipment	0.00	
					04000	00012	74500	Miscellaneous Expense	0.00	
	Total TRAC Contribution									96,000.00
	X	X	X	X	30071	10148	71400	Contractual Services Individuals	0.00	
	X	X	X	X	30071	10148	71600	Travel	5,000.00	
X	X	X	X	30071	10148	72400	Communication & Audio Visual Equipment	5,000.00		
X	X	X	X	30071	10148	72500	Supplies	300.00		

	X	X	X	X	30071	10148	74500	Miscellaneous Expense	500.00
	X	X	X	X	30071	10148	75100	Facilities & Administration (5%)	540.00
						Total MoD Contribution			11,340.00
						Total Act 6			107,340.00
						Total Project Budget (2011)			559,365.00

Expected Outputs	Planned Activity	PLANNED BUDGET									
		2012				Fund	Donor	B/A	Budget Description	Amount (USD) 2012	
		Q1	Q2	Q3	Q4						
Output 1: Capacities and income generating opportunities of institutions and community groups enhanced for effective formulation and implementation of regional local development plans including women and youth	Activity 1: Capacity Development of local stakeholders for the formulation and implementation of Regional and Local Development Plans					30071	10148	71300	Local consultant	0.00	
						30071	10148	72100	Contractual Services- Companies	20,000.00	
		x	x	x	x	30071	10148	74200	Audio Visual & Print Cost	0.00	
						30071	10148	72600	Grants	80,000.00	
		x	x	x	x	30071	10148	74500	Miscellaneous Expense	500.00	
		x	x	x	x	30071	10148	75100	Facilities & Administration (5%)	5,025.00	
									Total MoD Contribution	105,525.00	
									Total Act 1	105,525.00	
						30071	10148	72100	Contractual Services - Companies	0.00	
				x	x	30071	10148	71300	Local consultant	10,000.00	
				30071	10148	75100	Facilities & Administration (5%)	500.00			
							Total MoD Contribution	10,500.00			
							Total Act 2	10,500.00			
		x	x	x	30071	10148	72600	Grants	170,000.00		
		x	x	x	30071	10148	71300	Local consultant	25,000.00		
		x	x	x	30071	10148	72200	Equipment and Furniture	18,000.00		
		x	x	x	30071	10148	72500	Supplies	6,286.00		
		x	x	x	30071	10148	72800	Information and Technology Equipment	10,000.00		
		x	x	x	30071	10148	74200	Audio Visual & Print Cost	3,000.00		
		x	x	x	30071	10148	74500	Miscellaneous Expense	10,000.00		
		x	x	x	30071	10148	75100	Facilities & Administration (5%)	12,114.30		
							Total MoD Contribution	254,400.30			
							Total Act 3	254,400.30			
					30071	10148	72600	Grants	0.00		
	Activity 4: Improve										

Access to Quality Education and Primary Health	X	X	X	X	X	30071	10148	71300	Local consultant	15,000.00
	X	X	X	X	X	30071	10148	72300	Materials and Goods	75,000.00
	X	X	X	X	X	30071	10148	72500	Supplies	0.00
						30071	10148	72800	Information and Technology Equipment	0.00
	X	X	X	X	X	30071	10148	74500	Miscellaneous Expense	5,000.00
	X	X	X	X	X	30071	10148	75100	Facilities & Administration (5%)	4,750.00
									Total MoD Contribution	99,750.00
									Total Act 4	99,750.00
		X	X	X	X	30071	10148	72600	Grants	50,000.00
		X	X	X	X	30071	10148	71300	Local consultant	10,000.00
Activity 5: Good Environmental Practices with Positive Impact on Livelihood are Promoted	X	X	X	X	X	30071	10148	74500	Miscellaneous Expense	0.00
	X	X	X	X	X	30071	10148	75100	Facilities & Administration (5%)	3,000.00
									Total MoD Contribution	63,000.00
									Total Act 5	63,000.00
						04000	00012	71400	Contractual Services Individuals	0.00
Activity 6: Project Management						04000	00012	71600	Travel	0.00
						04000	00012	72200	Equipment and Furniture	0.00
						04000	00012	72400	Communication & Audio Visual Equipment	0.00
						04000	00012	72500	Supplies	0.00
						04000	00012	72800	Information and Technology Equipment	0.00
						04000	00012	74500	Miscellaneous Expense	0.00
									Total TRAC Contribution	0.00
	X	X	X	X	X	30071	10148	71400	Contractual Services Individuals	100,000.00
	X	X	X	X	X	30071	10148	71600	Travel	5,000.00
	X	X	X	X	X	30071	10148	72400	Communication & Audio Visual Equipment	5,000.00
X	X	X	X	X	30071	10148	72500	Supplies	300.00	
X	X	X	X	X	30071	10148	74500	Miscellaneous Expense	500.00	
X	X	X	X	X	30071	10148	75100	Facilities & Administration (5%)	5,540.00	

		Total MoD Contribution	116,340.00
		Total Act 6	116,340.00
		Total Project Budget (2012)	649,515.00

Expected Outputs	Planned Activity	2013					PLANNED BUDGET					Amount (USD) 2013
		Q1	Q2	Q3	Q4	Fund	Donor	B/A	Budget Description			
Output 1: Capacities and income generating opportunities of institutions and community groups enhanced for effective formulation and implementation of regional local development plans including women and youth	Activity 1: Capacity Development of local stakeholders for the formulation and implementation of Regional and Local Development Plans					30071	10148	71300	Local consultant			0.00
						30071	10148	72100	Contractual Services- Companies			0.00
						30071	10148	74200	Audio Visual & Print Cost			0.00
			X	X	X	30071	10148	72600	Grants			70,000.00
			X	X	X	30071	10148	74500	Miscellaneous Expense			500.00
			X	X	X	30071	10148	75100	Facilities & Administration (5%)			3,525.00
									Total MoD Contribution			74,025.00
									Total Act 1			74,025.00
						30071	10148	72100	Contractual Services - Companies			0.00
			X	X	X	30071	10148	71300	Local consultant			20,000.00
						30071	10148	75100	Facilities & Administration (5%)			1,000.00
									Total MoD Contribution			21,000.00
									Total Act 2			21,000.00
		Activity 3: Enhance Income Generating Activities for New Employment Opportunities	Activity 2: Capacity Development for Sectoral Actors	X	X	X	X	30071	10148	72600	Grants	
						30071	10148	71300	Local consultant			0.00
						30071	10148	72200	Equipment and Furniture			0.00
						30071	10148	72500	Supplies			0.00
						30071	10148	72800	Information and Technology Equipment			0.00
X	X			X	X	30071	10148	74200	Audio Visual & Print Cost			3,000.00
X	X			X	X	30071	10148	74500	Miscellaneous Expense			10,000.00
X	X			X	X	30071	10148	75100	Facilities & Administration (5%)			5,650.00
									Total MoD Contribution			118,650.00
									Total Act 3			118,650.00
Activity 4:						30071	10148	72600	Grants			0.00

Improve Access to Quality Education and Primary Health	X	X	X	X	30071	10148	71300	Local consultant	10,000.00
					30071	10148	72300	Materials and Goods	0.00
					30071	10148	72500	Supplies	0.00
					30071	10148	72800	Information and Technology Equipment	0.00
					30071	10148	74500	Miscellaneous Expense	0.00
	X	X	X	X	30071	10148	75100	Facilities & Administration (5%)	500.00
								Total MoD Contribution	10,500.00
								Total Act 4	10,500.00
		X	X	X	30071	10148	72600	Grants	50,000.00
		X	X	X	30071	10148	71300	Local consultant	0.00
Activity 5: Good Environmental Practices with Positive Impact on Livelihood are Promoted	X	X	X	X	30071	10148	74500	Miscellaneous Expense	5,000.00
	X	X	X	X	30071	10148	75100	Facilities & Administration (5%)	2,750.00
								Total MoD Contribution	57,750.00
								Total Act 5	57,750.00
					04000	00012	71400	Contractual Services Individuals	0.00
					04000	00012	71600	Travel	0.00
					04000	00012	72200	Equipment and Furniture	0.00
					04000	00012	72400	Communication & Audio Visual Equipment	0.00
					04000	00012	72500	Supplies	0.00
					04000	00012	72800	Information and Technology Equipment	0.00
Activity 6: Project Management					04000	00012	74500	Miscellaneous Expense	0.00
								Total TRAC Contribution	0.00
	X	X	X	X	30071	10148	71400	Contractual Services Individuals	90,000.00
	X	X	X	X	30071	10148	71600	Travel	4,500.00
	X	X	X	X	30071	10148	72400	Communication & Audio Visual Equipment	4,500.00
	X	X	X	X	30071	10148	72500	Supplies	186.00
	X	X	X	X	30071	10148	74500	Miscellaneous Expense	500.00
	X	X	X	X	30071	10148	75100	Facilities & Administration (5%)	4,984.30
								Total MoD Contribution	104,670.30
								Total Act 6	104,670.30

	Total Project Budget (2013)	386,595.00
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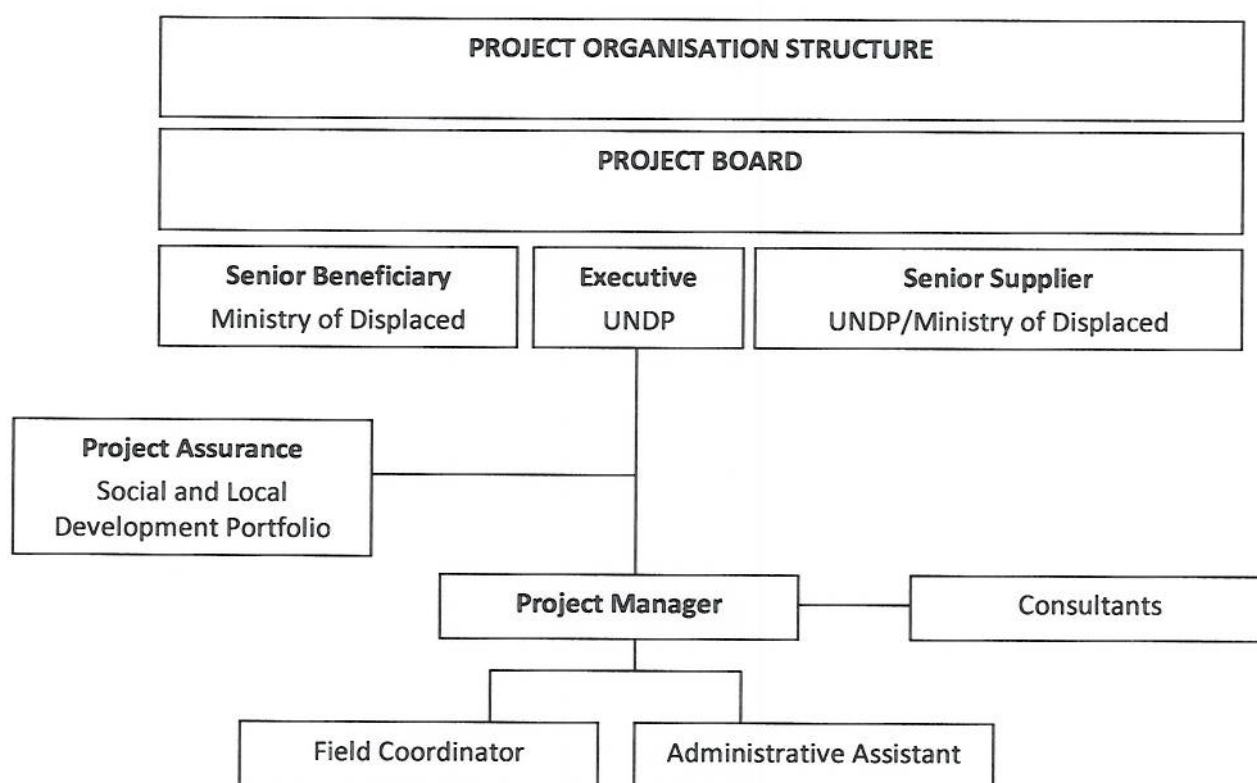
Expected Outputs	Planned Activity	PLANNED BUDGET					Total (USD)
		Fund	Donor	B/A	Budget Description		
Output 1: Capacities and income generating opportunities of institutions and community groups enhanced for effective formulation and implementation of regional local development plans including women and youth Activity 1: Capacity Development of local stakeholders for the formulation and implementation of Regional and Local Development Plans Activity 2: Capacity Development for Sectoral Actors Activity 3: Enhance Income Generating Activities for New Employment Opportunities Activity 4: Improve Access to Quality	Activity 1: Capacity Development of local stakeholders for the formulation and implementation of Regional and Local Development Plans	30071	10148	71300	Local consultant	49,000.00	
		30071	10148	72100	Contractual Services- Companies	50,000.00	
		30071	10148	74200	Audio Visual & Print Cost	5,000.00	
		30071	10148	72600	Grants	150,000.00	
		30071	10148	74500	Miscellaneous Expense	28,000.00	
		30071	10148	75100	Facilities & Administration (5%)	14,100.00	
	Total MoD Contribution					296,100.00	
	Total Act 1					296,100.00	
	Activity 2: Capacity Development for Sectoral Actors	30071	10148	72100	Contractual Services - Companies	30,000.00	
		30071	10148	71300	Local consultant	30,000.00	
		30071	10148	75100	Facilities & Administration (5%)	3,000.00	
		Total MoD Contribution					63,000.00
		Total Act 2					63,000.00
		Activity 3: Enhance Income Generating Activities for New Employment Opportunities	30071	10148	72600	Grants	470,000.00
	30071		10148	71300	Local consultant	30,000.00	
30071	10148		72200	Equipment and Furniture	18,000.00		
30071	10148		72500	Supplies	6,286.00		
30071	10148		72800	Information and Technology Equipment	10,000.00		
30071	10148		74200	Audio Visual & Print Cost	6,000.00		
Activity 4: Improve Access to Quality	30071	10148	74500	Miscellaneous Expense	20,000.00		
	30071	10148	75100	Facilities & Administration (5%)	28,014.30		
	Total MoD Contribution					588,300.30	
Total Act 3					588,300.30		
Grants					0.00		

Education and Primary Health	30071	10148	71300	Local consultant	30,000.00
	30071	10148	72300	Materials and Goods	75,000.00
	30071	10148	72500	Supplies	0.00
	30071	10148	72800	Information and Technology Equipment	80,000.00
	30071	10148	74500	Miscellaneous Expense	5,000.00
	30071	10148	75100	Facilities & Administration (5%)	9,500.00
	Total MoD Contribution				199,500.00
	Total Act 4				199,500.00
	30071	10148	72600	Grants	100,000.00
	30071	10148	71300	Local consultant	10,000.00
Activity 5: Good Environmental Practices with Positive Impact on Livelihood are Promoted	30071	10148	74500	Miscellaneous Expense	5,000.00
	30071	10148	75100	Facilities & Administration (5%)	5,750.00
	Total MoD Contribution				120,750.00
	Total Act 5				120,750.00
	04000	00012	71400	Contractual Services Individuals	112,000.00
Activity 6: Project Management	04000	00012	71600	Travel	800.00
	04000	00012	72200	Equipment and Furniture	24,900.00
	04000	00012	72400	Communication & Audio Visual Equipment	800.00
	04000	00012	72500	Supplies	1,000.00
	04000	00012	72800	Information and Technology Equipment	10,000.00
	04000	00012	74500	Miscellaneous Expense	500.00
	Total TRAC Contribution				150,000.00
	30071	10148	71400	Contractual Services Individuals	190,000.00
	30071	10148	71600	Travel	14,500.00
	30071	10148	72400	Communication & Audio Visual Equipment	14,500.00
30071	10148	72500	Supplies	786.00	
30071	10148	74500	Miscellaneous Expense	1,500.00	

	30071	10148	75100	Facilities & Administration (5%)	11,064.30
				Total MoD Contribution	232,350.30
				Total Act 6	382,350.30
				Total Project Budget (2010 – 2013)	1,650,001.00

V. MANAGEMENT ARRANGEMENTS

1. The Project will be implemented under the UNDP Support National Implementation Modality (NIM), whereby the Ministry of Displaced will be the implementing partner and UNDP will act as Responsible Party.
2. UNDP will continue ensure high-quality technical and financial implementation of the project and will be responsible for monitoring and ensuring proper use of all funds to assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations for each of their respective components. The project structure is elaborated below. All services for the procurement of goods and services, and the recruitment of personnel shall be provided in accordance with UNDP procedures, rules and regulations.
3. **The Project Board** will be responsible for making by consensus, management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.
4. **Project Manager:** The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost.



VI. MONITORING FRAMEWORK AND EVALUATION

Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager who will inform the UNDP and the Ministry of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by UNDP and the Ministry of any delays or difficulties faced during implementation so that the appropriate support through regular meetings with the project team, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Details of the monitoring requirements are as follows:

i. Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- A project lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons Learned Report at the end of the project.
- 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 Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

ii. Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager.
- **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.

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as “Project Documents or other instruments” in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 10 February 1960. The host-country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.

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

- Revisions in, or addition of, any of the annexes of the project document;
- 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 cost increases due to inflation; and
- Mandatory annual revisions, which re-phase the delivery of, agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.

VIII. QUALITY MANAGEMENT FOR PROJECT OUTPUT RESULTS

OUTPUT 1. Capacities and income generating opportunities of institutions and community groups enhanced for effective formulation and implementation of regional local development plans including women and youth		
Activity 1 Results:	Capacity Development of local stakeholders for the formulation and implementation of Regional and Local Development Plans	Start Date: November 2010 End Date: November 2013
Purpose	<i>To identify and develop the capacities of institutional local stakeholders involved in the formulation and implementation of regional and local development plans (municipalities, NGOs/CSOs, youth)</i>	
Description	<ul style="list-style-type: none"> - Stakeholder mapping - Establishment of working groups - Conduct a regional socio-economic assessment and a capacity assessment of municipalities and CSOs - Capacity development for municipalities and NGOs - Strengthening youth participation - Formulation and implementation of regional and local development plans 	
Quality Criteria <i>How/With what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> - Stakeholder mapping produced - Socio-economic assessment conducted - Capacity assessment conducted - # of local working groups formed - # of capacity development workshops to municipalities - # of capacity development workshops to NGOs - # of youth initiatives supported 	<ul style="list-style-type: none"> - Minutes of community level meetings and consultations - Review of progress report - Physical availability of both the stakeholder database and the engagement plan - Physical availability of the socio-economic assessment - Physical availability of the capacity assessment - List of workshop participants - List of youth participants to summer camps - Workshop evaluation forms - Physical availability of regional and local development plans - Project proposals and progress reviews of regional and local projects supported - Field visits 	Throughout the project

<ul style="list-style-type: none"> - # of regional and local development plans elaborated - # of local and regional projects supported 		
Activity 2 Results:	Capacity of Sectoral Actors are developed	Start Date: January 2011 End Date: November 2013
Purpose	<i>To develop the capacities of local and regional sectoral actors in increasing the formulation and implementation of income-generating activities</i>	
Description	<ul style="list-style-type: none"> - Support establishment and development of unions of cooperatives - Organise training workshops to cooperatives on management, production and marketing as identified through the capacity assessment - Organise training workshops on agricultural techniques and best practices - Organise training workshops on agro-food processing - Organise capacity development workshops for SMEs to enhance access to credit schemes for local entrepreneurs and management - Support vocational training initiatives for youth as identified in socio-economic assessment 	
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>
<ul style="list-style-type: none"> - # of sectoral professionals benefiting from training - # of cooperatives supported 	<ul style="list-style-type: none"> - Minutes of cooperative meetings - List of workshop participants - Workshop evaluation forms and feedback - Field visits 	Throughout the project
Activity 3 Results:	Enhance Income Generating Activities for New Employment Opportunities	Start Date: January 2011 End Date: November 2013
Purpose	<i>To support existing and emerging economic sectors in creating additional income-generating activities for new employment opportunities</i>	
Description	<ul style="list-style-type: none"> - Support to agricultural activities - Support to eco-tourism activities - Support to SMEs 	
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>
<ul style="list-style-type: none"> - # of pilot areas benefiting from 	<ul style="list-style-type: none"> - List of participants to workshops - Project proposals review for the agricultural 	Throughout the project

<ul style="list-style-type: none"> support - # of SMEs and cooperatives benefiting from improved income-generating activities - An eco-tourism plan is adopted - A marketing plan for local products exists - An SME regional information centre established 	<p>projects</p> <ul style="list-style-type: none"> - List of sites included in eco-tourism database - Physical availability of database and eco-tourism marketing plan - Project proposal review for the eco-tourism centre - Review women empowerment project proposals - Review of regional service/office proposal - Feedback from beneficiaries - Availability of a local product marketing plan - Number of local product stands at exhibition - List of visitors to the exhibitions 	
Activity 4 Results:	Improve Access to Quality Education and Primary Health	Start Date: January 2011 End Date: November 2013
Purpose	<i>To provide technical and operational support to selected schools and primary health care centres in the region</i>	
Description	<ul style="list-style-type: none"> - Support to education - Support to primary health 	
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>
<ul style="list-style-type: none"> - # of schools with improved services - # of primary health care centres with improved services 	<ul style="list-style-type: none"> - List of pilot schools receiving IT equipment - List of participants to IT workshop - List of pilot primary health centres receiving material and supplies - List of participants to primary health training sessions - Evaluation forms from training sessions - Feedback from beneficiaries - Field visits 	Throughout the project
Activity 5 Results:	Good Environmental Practices with Positive Impact on Livelihood are Promoted	Start Date: January 2012 End Date: November 2013
Purpose	<i>To support adequate natural resources management for the community while raising awareness on the importance of promoting good environmental practices</i>	
Description	<ul style="list-style-type: none"> - Support to natural resources management - Raise awareness about energy saving practices and sustainable use of natural resources 	

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>
<ul style="list-style-type: none"> - # of natural resources management projects supported - # of awareness activities conducted 	<ul style="list-style-type: none"> - Project proposals review - Project progress reports - List of pilot sites receiving support - List of pilot municipalities - List of awareness events supported - Availability of awareness products/materials generated - Feedback from beneficiaries - Field visits 	<p>Throughout the project</p>

IX. RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Political instability at national and local levels	Throughout the project	Political	National or local political changes or tension can delay implementing several activities P=3 I=5	Close collaboration between the MOD, stakeholders and UNDP				
2	Low willingness to cooperate amongst stakeholders	Project initiation date	Operational	This can delay the implementation of some activities P=3 I=4	Clear mechanism of engagement and collaboration, close support from the project team				
3	Difficulty to see short term benefits of project activities	End of the project	Technical	This may affect the perceived impact of the project in the community P=2 I=3	Continued engagement with the local stakeholders and ensure sustainability and long term commitment				

X. ANNEXES

TERMS OF REFERENCES – PROJECT MANAGER, FIELD COORDINATOR AND ADMINISTRATIVE ASSISTANT

AREA MAPS – ALEY, BAABDA, CHOUF



TERMS OF REFERENCE SERVICE CONTRACT “Annex A”

I. Position Information

Job Title: Project Manager “Support to the return and reintegration of the displaced in Mount Lebanon”
Duty Station: MoD, Beirut
Section/Unit: Poverty and Social Development Portfolio
Reports to: Portfolio Manager and National Coordinator (MoD)

Project reference: 00075665
Budgeted level: SC -9
Source of Funding:
Duration of Employment: 1 year (renewable)

II. SCOPE/OBJECTIVE

UNDP and the Ministry of Displaced (MoD) are launching a 3-year project to support the return and reintegration of displaced populations in Mount Lebanon. The project will focus on enhancing socio-economic conditions for the effective return and reintegration of the displaced, as well as improving capacities of local stakeholders in local development.

Under the overall supervision of the Poverty and Social Development Portfolio Manager, the incumbent will be responsible for ensuring the implementation of all project activities in Mount Lebanon as per the agreed outputs, activities, and timeframe.

III. FUNCTIONS / KEY RESULTS EXPECTED

1 General project management responsibilities:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Evaluate the performance of project staff in the area,
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and

integrity of the project;

- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;
- Undertake other duties that may be required by UNDP Portfolio Manager.

2 During the project implementation phase:

- Oversee all activities relating to the Project, including responsibility for day-to-day planning, implementation, monitoring and evaluation of project activities;
- Plan the activities of the project and monitor progress against the initial quality criteria;
- Establish the functional organization of the project, distributing and delegating responsibilities to the project personnel in the area in order to guaranty a smooth operation of the project;
- Supervise the work of the project team and national/international consultants to ensure that their work contributes to the achievement of the stipulated objectives.
- Build solid relationships with local stakeholders and ensure their active participation in the identification of projects to be incorporated in the Annual Work Plans;
- Support the setting-up of Regional Working Groups (WG), building on UNDP ARTGOLD Lebanon Working Groups Terms of Reference; Advise on the involvement of different stakeholders in the WGs; Prepare WG agendas for development issues, briefing material, ensuring that the decisions are translated into actions;
- Facilitate the preparation of Regional Work Plan according to the Regional Strategic Plans and agreed upon priorities; ensure the active participation of all stakeholders in the development processes;
- Coordinate all project related activities with the Government and other concerned partners in cooperation with UNDP;
- Liaise with UN agencies and other international or bilateral organizations and NGOs present in the area for effective and focused coordination, particularly to disseminate the needs identified by the working groups;
- Mobilize goods and services to initiative activities, including drafting TORs and work-related specifications;
- Ensure that local and international procurement are effected following rules and procedures of UNDP and that the purchased equipment is securely under custody;
- Arrange joint monitoring and evaluating missions to the project sites whenever needed;
- Ensure the incorporation of evaluation outcomes and observations raised by various stakeholders in the future project strategies for improvement of results;
- Prepare schedules, informative community briefs and projects data sheets for field visit missions; Accompany missions as required;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Share findings and lessons learned, and ensure that an adequate flow of information is disseminated in order to facilitate exchange of experience, ideas, procedures and strategies;
- Prepare and review all project documentation, including project implementation reports and technical reports;
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures);
- Prepare the Annual review Report and other progress reports as needed;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required;
- Ensure proper follow up, coordination and liaison with other operating UNDP projects in the region;
- Participate in the development and mobilization of resources to the project including liaison with donors and other stakeholders; develop and implement all activities pertaining to the communication strategy of the project.

3 At project closure:

- Prepare Final Project Review Reports;
- Identify follow-on actions
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

IV. COMPETENCIES

- Good organizational and managerial skills
- Ability to adapt quickly to different working environments, to establish and maintain good working relations with individuals of different backgrounds, and to work under pressure
- Excellent knowledge and understanding of the socio-economic development in Mount Lebanon.
- Basic knowledge in areas related to community development and mobilization
- Good knowledge of budgeting and programming, monitoring of development projects
- Self-motivated and able to recommend options for resolution of issues; excellent inter-personal skills and ability to negotiate and built partnerships;
- Excellent communication (spoken and written) skills, including the ability to draft/edit a variety of written reports, both in Arabic and English.
- Previous work with development agencies; previous work with the UN System an asset
- Previous experience in post-conflict dynamics a strong asset

V. Recruitment Qualifications

Education:

Bachelor degree in social or related fields (international development, economics, public administration, business administration or any other social science related to development) or graduate degree with 4 years of relative experience.

Experience:

- At least -6 years of experience (or 4 years with MBA) of increasingly responsible professional experience in the field of social and/or economic development; including 3 years of experience in managing development projects in Lebanon is required.
- Knowledgeable about the socio-economic situation in Mount Lebanon.

Language Requirements:

Excellent proficiency in written and spoken Arabic and English
Computer literacy required



**TERMS OF REFERENCE
SERVICE CONTRACT "Annex B"**

I. Position Information

Job Title: Field Coordinator for the project "Support to the return and reintegration of the displaced in Mount Lebanon"
Duty Station: MoD, Aley (Mount Lebanon)
Section/Unit: Poverty and Social Development Portfolio
Reports to: Project Manager

Project reference: 00075665
Pay Level: SC 7
Source of Funding:
Duration of Employment: 1 year (renewable)

II. SCOPE/OBJECTIVE

UNDP and the Ministry of Displaced (MoD) are launching a 3-year project to support the return and reintegration of displaced populations in Mount Lebanon. The project will focus on enhancing socio-economic conditions for the effective return and reintegration of the displaced, as well as improving capacities of local stakeholders in local development.

Under the direct supervision of the Project Manager, the Field Coordinator is responsible for ensuring proper coordination with the local stakeholders and the implementation of the local projects and related activities for the support to return and reintegration of the displaced populations in Mount Lebanon, as stipulated in the Project document, and as assigned to him/her by the Project Manager.

III. FUNCTIONS / KEY RESULTS EXPECTED

- Upon the request of the Project Manager, represent the Project in meetings related to the implementation of projects at the local level;
- Assist in the preparation and finalization of project work-plans and progress and technical reports, including annual progress reports and related documents;
- Participate in the process of selection of sub-projects/activities at the local level and recommend action in a way that responds best to the needs of the region and the objectives of the Project;

- Assist the Project Manager in the formulation of activities;
- Secure the participation of local government bodies and local communities in the selection, formulation, and implementation of priority projects;
- Recommend arrangements and modalities for the implementation of the priority activities;
- Supervise the implementation of selected local projects (approval, contracting, monitoring, evaluation, etc.);
- Liaise with local government agencies, UN agencies working in the region, and non-governmental organizations for effective implementation of local projects;
- Assist the Project Management in specific tasks as required.
- Actively participate in liaising with local government agencies, non-governmental organizations, community groups, cooperatives and other civil society organizations;
- Analyze the situation of these groups, and assist in the formulation of local projects in line with the objectives of the Project;
- Recommend direct actions to strengthen civil society sector, including formation of new bodies, strengthening of existing ones, and mobilizing of communities as per Project Document;
- Assist in the prioritization of local projects than can best target the beneficiary groups in line with outlined objectives;
- Mobilize local structures to elaborate effective and inclusive local action plans for sustainable socio-economic development in the region;
- Actively initiate discussions with local stakeholders to ensure their participation in the selection, formulation, and implementation of local projects;
- Monitor and report on the implementation and progress of selected local projects;
- Organize the logistics of workshops and training seminars as required;
- Carry out other tasks as deemed necessary by the Project Manager

IV. COMPETENCIES

- Excellent knowledge of socio-economic challenges and context in Mount Lebanon
- Excellent communication skills
- Ability to build strong relationships with partners and clients, using inter-personal skills to network effectively
- Ability to work under pressure, meet deadlines and handle multiple tasks simultaneously and accurately
- Produces quality outputs in a timely manner when assigned a given task

V. Recruitment Qualifications

Education:	University degree in development studies, social studies or related fields or advanced degree with 2 years of relevant experience.
Experience:	At least 4 years or 2 years + MA, of professional experience in Lebanon as team member/leader in community based local development projects and participatory community actions, at the management and operational level. Previous experience in the UN system and in post-conflict settings is an asset.
Language Requirements:	High proficiency in both written and spoken Arabic and English mandatory. Computer literacy required.



**TERMS OF REFERENCE
SERVICE CONTRACT "Annex C"**

I. Position Information

Job Title: Administrative & Finance Assistant
Duty Station: MoD, Beirut
Section/Unit: Poverty and Social Development Portfolio
Reports to: Project Manager

Project reference: 00075665
SC Level: SC 5
Duration of Employment: One year

II. SCOPE/OBJECTIVE

UNDP and the Ministry of Displaced (MoD) are launching a 3-year project to support the return and reintegration of displaced populations in Mount Lebanon. The project will focus on enhancing socio-economic conditions for the effective return and reintegration of the displaced, as well as improving capacities of local stakeholders in local development.

III. FUNCTIONS / KEY RESULTS EXPECTED

Under the direct supervision of the Project Manager, the incumbent will perform the following functions:

Finance and Budgeting:

- Assist in budget preparation, revision and control;
- Initiate all requests for payments, ensuring that all UNDP financial rules and regulations are adhered to and full supporting documentation is available;
- Monitor Project expenditures, prepare and maintain necessary financial control reports; Alert Project Manager in advance on any anticipated budget shortfall;
- Ensure that all expenditures are charged to appropriate budget lines; Maintain and update Project budget (assist in the preparation of budget revisions)
- Support in processing payments in ATLAS (including vouchers and POs); Prepare and follow-up on payments

and other expenses

- Handle day-to-day petty cash (opening, administration and closing); Reconcile petty cash ensuring that all disbursement are made in accordance with set rules and procedures;
- Assist in preparing quarterly and annual work plans;
- Maintain updated and easily accessed/user friendly financial files
- Organize the financial aspect of the annual workplan, and prepare financial reports and cash status balances.
- Revise the monthly expenditure report for accurate monitoring of the transactions especially the COA. And certify various expenditures in conformity with the work plan and operational activities.

Personnel Administration:

- Maintain accurate personnel records and filing system.
- Monitor and keep record of leave and attendance of project staff. Prepare and certify attendance sheets and leave requests.
- Process entitlements (daily subsistence allowance, remuneration, certificate of payments) and follow-up on contracts of staff and national consultants (extensions, renewals...), and maintain various personnel records and files
- Prepare travel authorizations for project staff, certify DSA claims and process travel settlements.
- Liaise with CO and staff re-implementation of adequate administrative and financial UNDP rules and regulations.

Procurement & Inventory:

- Prepare procurement plan according to the project work plan. Initiate in accordance with procurement plan and UNDP rules and regulations. Assist with the preparation of bidding documentation and process including RFP/RFQ. Perform the tasks of office supplies requisition including the preparation of equipment specifications, collection of bids and preparation of purchase orders.
- Prepare proper documentation for purchase of goods in adherence with UNDP rules and regulations for processing purchase orders and contracts.
- Responsible for procurement of small office supplies ensuring that sufficient stock is available for smooth office operations. Maintain accurate record of their disbursement and use;
- Maintain accurate and up to date inventory reports with information on the status and location of all inventory items. Ensure that all items are properly catalogued and labeled. Ensure that hand-over reports accurately reflect the location and status.
- Maintain appropriate inventory records of office material and equipment and prepare the corresponding reports
- Identify potential suppliers within the Lebanese market for procurement of vehicles, equipment and prepare call for quotation and call for competitive bidding, collecting offers and scanning it for proper selection. Contacting shipping agencies for importing vehicles and/or equipment necessary for projects implementation and follow up on clearing procedures and delivery to final destinations

General office administration:

- Ensure that the office premises meet the needs of the project and are appropriately equipped, all equipment is maintained in good order and office premises are clean and in good order;
- Negotiate contracts for utilities, prepare lease agreements in accordance with UNDP formats;
- Maintain a repair and maintenance system for the project equipment and furniture; Supervise daily vehicle care and maintenance of project vehicles and generators. Certify work done, carry out quality checks and control all relevant documentation;
- Provide general supervision of drivers and cleaner as applicable;
- Manage the movements of the equipment and furniture into and within the country by facilitating custom

procedures and arranging transportation;

- Support other technical aspects of project implementation such as provide logistic services for missions and study tours, assistance in organizing workshops, training events and meetings;
- Maintain office filing system in accordance with UNDP CO filing policy.
- Arrange appointments and maintains the project manager’s calendar;
- Receive, place and screen telephone calls and answers queries in the most friendly, effective and discreet manner;
- Arrange meetings both internal and external;
- Review, screen, log, attach necessary background information, routes correspondence within the office and to other parties;
- Maintain a follow-up system for the correspondence;
- Perform translation of official correspondence and documents from English to Arabic and vice versa, and act as interpreter when required;
- Make travel arrangements for local and international staff in and out the country;
- Maintain the list of addresses and contact information of all project counterparts;
- Perform any basic office procedure such as filing, photocopying, typing etc.;
- Follow up with implementing partner’s re-delivery of procured goods.

IV. COMPETENCIES

Personal Competencies:

- Embraces additional responsibility within teams.
- Builds strong relationships with partners and clients, using inter-personal skills to network effectively
- Excellent analytical, negotiating, organizational and communication skills
- Ability to work under pressure, meet deadlines and handle multiple tasks simultaneously and accurately
- Produces quality outputs in a timely manner when assigned a given task
- Listen actively, acknowledging and responding constructively to other points of view
- Provides support to others in UNDP who request advice or help

Functional Competencies

- Knowledge of Operational functional services, regulations, rules, procedures and processes to deliver accurate, timely and effective client services.
- Applies policies, standards, procedures and guidelines to deliver accurate, timely and effective client services.
- Maintains service effective relationships with clients, providing information, being accessible, understanding need and giving them due priority.

V. Recruitment Qualifications

Education:	University Degree in the field of Finance / Business Administration or other relevant degree
Experience:	At least 2 years of relevant work experience, good performance record in supporting Administrative and Financial Management activities is essential.
Language Requirements:	Written and oral English and Arabic communication skills, French is an asset.
Skills:	Advanced computer skills, including word processing (Word), spreadsheet (Excel) and data management programmes, and ability to quickly learn new applications.

