

COUNCIL FOR DEVELOPMENT & RECONSTRUCTION  
BEIRUT- LEBANON

No.: 2155/1

Beirut, 28 April 2011

Mr. Robert Watkins  
Resident Representative  
United Nations Development Programme  
Beirut, Lebanon



Dear Mr. Watkins,

We refer to your letter RA/NS0056944/154/2011 registered at CDR under the number 4874/P.O. on 28 April 2011, pertaining to the new project "Post-War Socio-Economic Rehabilitation Programme in Beirut Southern Suburbs" to be implemented over a period of three years.

Kindly find attached one signed original copy of the subject project document and note that we have retained one copy for our records.

Sincerely yours,

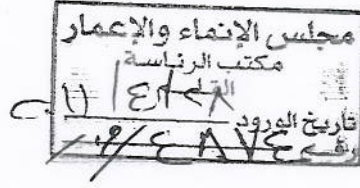
Council for Development & Reconstruction

  
  
Nabil A. El-Jisr  
President





RA/NS/00056944/154/2011



April 28, 2011

Dear Mr. Jisr,

**Subject: Signature of the "Post-War Socio-Economic Rehabilitation Programme in Beirut Southern Suburbs" Project Document**

I am pleased to enclose herewith, for your approval and signature, two copies of the project document for the "Post-War Socio-Economic Rehabilitation Programme in Beirut Southern Suburbs".

The programme will strengthen the dialogue between local communities and reduce poverty by expanding economic opportunities, employment and income generating activities. Moreover, the programme will complement the ongoing ART GOLD initiative and respond to immediate and medium term development needs paving the way for a longer development purposes in the region. It focuses through local governance on capacity development for local actors, vulnerable groups, and grassroots associations for better livelihoods opportunities.

The programme duration is three years starting from May 2011 till May 2013 with a total budget of USD 800,000 contributed by three donors. The Bureau for Crisis Prevention and Recovery (BCPR) allocated a total amount of USD 200,000. In addition, UNDP Lebanon managed to mobilize additional in-kind resources for the project from UNDP ART GOLD BSS through the Principaute de Monaco with a total contribution of USD 530,000, and through the Italian Government with a total contribution of USD 70,000.

Looking forward to our continued fruitful cooperation.

Sincerely yours,

Robert Watkins

Resident Representative

Mr. Nabil El Jisr  
President  
Council for Development and Reconstruction  
Beirut, Lebanon

Cc.  
Ms. Wafa Charafeddin, UN/CDR Coordinator, CDR  
Ms. Amal Karaki, UN/CDR Coordinator, CDR

**United Nations Development Programme  
Project Document**

**Country: Lebanon**

**Project Title:** **Post-War Socio-Economic Rehabilitation Programme in Beirut Southern Suburbs**

**UNDAF Outcome(s):** Outcome 4.1: Improved access to sustainable livelihoods and employment opportunities in underserved areas, with special focus on vulnerable groups  
CP Outcome 2: Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery

**Expected CP Outcome(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

**Expected Output(s):**

1. Youth at risk in BSS mobilized for reduced inter-communal tensions and empowered for peace and development initiatives
2. Livelihoods of vulnerable population in BSS improved and socio-economic opportunities increased for peace and development
3. Local Governance Structures strengthened for inclusive socio-economic development and enhanced inter-cultural dialogue

**Executing Agency:** UNDP

**Narrative**

The Beirut Southern Suburbs (BSS) is an area characterized by significant deprivation and absence of services. It is heavily populated and prone to tensions caused by high income poverty and youth unemployment, exacerbated by historic isolation and sectarian schisms. It suffered a significant blow to its infrastructure, livelihoods, and identity during the July 2006 War with Israel. It is still recovering, and this impoverished area stands in stark contrast to the rest of an increasingly modernising and advancing Beirut.

Residents are particularly prone to conflict and violence triggered by the political impasses that continue between traditional political factions. While the successful national elections that took place June 2009 are a testament to the desire by Lebanese for peace and stability, the status quo has been maintained politically. This is the same status quo that has failed to deliver the needs and aspirations of the inhabitants of the BSS. Their frustrations were clearly observed during the successive demonstrations during the May 7, 2008 conflict (The May Clashes).

Youth in this conflict-prone area constitute a potential source of tensions, and for their political affiliations have been shunned by most traditional donors and development actors. However, UNDP has managed to attain important results as an independent and credible partner in this area, and is seen by the residents, the government, and donors alike as being uniquely positioned to advocate for international development outcomes in a sensitive and difficult area.

Vulnerable groups in the BSS are thus the focus of this project, linking grassroots institutions to local government and national structures, and strengthening the relationship between the residents and their relevant local authorities. Youth, the unemployed, the poor socio-economic conditions leading to various social problems including school drop outs, theft, and drug addiction are some of the many important issues identified by the local residents as being the most pressing with regards to controlling potential sources of conflict and youth violence.

The BSS is thus being prioritized for conflict and crisis prevention through a community development approach. This includes capacity development initiatives to support the stability of communities, provision of socio-economic development projects aiming at restoring the lives and livelihoods of the vulnerable population, with special focus on women, youth and war-injured disabled persons.

Programme Period: 3 years Project Award ID: 00061687 Project ID: 00078301 Project Start Date: May 2011 Project End Date: May 2013 Management Arrangements: DIM	<b>Total resources required</b> <span style="float: right;"><b>USD 800,000</b></span> <ul style="list-style-type: none"> <li>• BCPR <span style="float: right;">USD 200,000</span></li> </ul> <b>Total in-kind resources:</b> <ul style="list-style-type: none"> <li>• Principaute de Monaco (UNDP ART GOLD BSS) <span style="float: right;">USD 530,000</span></li> <li>• Italian Government (UNDP ART GOLD BSS) <span style="float: right;">USD 70,000</span></li> </ul>
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Approved by CDR: \_\_\_\_\_


Approved by UNDP: \_\_\_\_\_

## I. SITUATION ANALYSIS

### 1. An Overview on Beirut Southern Suburbs: socio-economic status

Lebanon is no stranger to conflicts and has witnessed various types of conflicts, internal and external. The 1975-91 Civil War, the 1978 and 1982 Israeli invasions, and their occupation of a southern 'security zone' until 2000, and the July 2006 war meant that Lebanese communities have become accustomed to living under severe and uncertain circumstances. On the hand, the assassination of the Prime Minister Hariri, the following sequence of assassinations of major political figures in Lebanon, the NBC crisis in 2007 and the internal clashes in 2008 in Beirut have also left the political situation in the country stagnating, with its economy performing far under its potential.

Unfortunately, the accelerated events taking place in the country impeded the immediate needed full-scale action for recovery, rehabilitation and development in one of the most neglected area of Lebanon largely impacted by July war, namely the Beirut Southern Suburbs (BSS).

BSS is a densely populated area with an estimated resident population of 1 million. The population, predominantly Shia, originate mainly from the Bekaa and South Lebanon from which they were forced to migrate due to the Israeli occupation of the South (1978-2000) and the economic neglect of these regions. Also, the inadequate urban planning and the rapid expansion of the BSS left the resident population of BSS in dire socio-economic conditions and inadequate access to basic services.

Moreover, the July 2006 war has further worsened the living conditions of the population mainly in terms of unemployment and students drop out rates, eruption of social problems like drug addiction, observed violence among the youths – particularly between the two conflicting political fronts – vandalism and robberies, and increasing spontaneous clashes.

Impact of July war extended to physical and human losses. Severe damages in BSS affected the transportation networks, schools, hospitals, housing, and small and medium enterprises and some large businesses. 5,000 families in BSS were found homeless; 262 building were completely destroyed in the main four war affected communities in BSS (Haret Hreik (232) Chiah (16) Ghobeiry (2) and Borj Barajneh (12)).

A total of 2,500 SMEs were totally damaged; the majority of which did not have access to immediate recovery assistance and have not yet received any sort of compensation from the Government.

In close partnership with CAS (Central Administration for Statistics) and ILO (International Labour Organisation), UNDP conducted a post-war living conditions assessment that showed the following findings in BSS:

Percentage	BSS	Other areas
<b>Families living in 1 Room only</b>	<b>29.6%</b>	14.7% Lebanon as a whole
<b>Those seeking immigration</b>	<b>22%</b>	14% in BSS in 2004.
Beneficiaries of health insurance	45.1%	64.1% in Beirut
Dependence on artesian wells as primary water source	27%	3.2% in the South (the least affected areas)
Enrolment of Youth (age range: 15-19) in schools	67.6%	82.2% in Mt. Lebanon
<b>Unemployment</b>	<b>18%</b>	11.6% in Mt. Lebanon
Working power (age 15+)	11.0% Female: 7.7% Male: 12.1%)	32.7% (female: 42.4% and male: 29.5%) in Mt. Lebanon
Working in Public sector	7%	26.9% in Mt. Lebanon
<b>Children in the family</b>	<b>Two thirds of total number of children of Lebanon</b>	

BSS is one of the largest areas suffering from deprivation of the government attention and the public spending. The resulting vacuum left by the absence of the state in such a conflict and poverty stricken area has encouraged non-state actors such as political parties to step in and fill the gaps.

Moreover, BSS is largely unfunded by the international community mainly due to political considerations.

As a result, alienation and discrimination is perceived by the locals towards both the national government and the international community. Despite these challenges, UNDP was able to initiate its emergency programme in BSS immediately after the war and later extend it to the recovery of lives and livelihoods programme.

While closely liaising with the local communities at both grassroots and local authorities' level, UNDP has built a strong and trusty relationship with all concerned entities, an important achievement for better understanding of their social, economic, cultural and political aspects and thus better planning and serving the community. UNDP is keen to maintain its ongoing constructive interventions in BSS particularly that it is now perceived as a neutral arbiter with the ability to positively affect livelihoods and opportunities of vulnerable groups and strengthen the inter-communal relationships between the local residents themselves, and with their local authorities.

## **2. UNDP's Support to BSS post July 2006 war**

Four days after the cessation of hostilities endorsement, UNDP immediately responded to the humanitarian crisis in BSS and developed an emergency programme to address the emerging needs of the community.

Liaison was maintained with the municipalities and the major stakeholders in the four most affected areas in BSS. With the valuable and timely contribution of BCPR, UNDP was able to launch its rubble removal and rehabilitation of infrastructure activities as a primary emergency intervention identified and prioritized by the communities. Through this contribution, BCPR enabled UNDP to be present in BSS for the first time during its programme cycle in Lebanon and ensured a strategy compatible with the areas and their urgent needs.

Thus, UNDP established its field presence within the affected community while setting up an office in the municipality of Haret Hreik and later in the municipality of Chiah. UNDP's team in BSS conducted damage and needs assessment through data collection, information analysis, site visits, and in-depth meetings with local municipalities, the Social Development Centres affiliated to the MoSA, Grassroots associations, NGOs and other stakeholders. Therefore, UNDP followed up the evolving situation in BSS in terms of the direct and indirect impact of conflict on livelihoods and economic recovery especially at the grassroots level. The needs assessment was periodically updated to identify and adequately respond to the changing needs and context.

As mentioned above, UNDP has first initiated the "Rubble Removal" activities where small grants were provided to municipalities for the procurement of heavy machinery to open the blocked roads and remove the rubble at lower costs. This initiative enabled the municipalities to cut the cost for renting rubble removal machineries and employ local labours for the public works.

At further stages, UNDP's interventions varied from early recovery activities to recovery of lives and livelihoods. The former entailed specific infrastructure rehabilitation, clearance of rubble and debris (an amount of 130,240 m<sup>3</sup> of rubble removed), roads repair (about 12 roads were repaired), repair of public buildings (three municipalities), restoration of street lamp/poles in seven streets, repair of sewage systems and storm water conduits in ten streets, procurement of tools & 20 machineries for municipal service delivery. (For details, please refer to table 1 in annexes). As for the recovery of lives and livelihoods, initiatives entailed support programmes at both local and institutional level. Interventions varied from vocational training to unemployed youths, support to SME's, to restoration of economic activities of fishermen in addition to other infrastructure restoration for better service delivery in the community and socio-economic activities (for details, please refer to table 2 in Annexes).

In March 2007, UNDP also initiated ART GOLD program, a longer term development initiative, in seven municipalities in BSS. ART GOLD benefited from the already set relationship with the municipalities and activated its working groups (thematic and regional ones) based on a participatory approach for producing longer term development plans for the area. Participation of various public and private actors from the community in the working groups ensured a representation of the locals and their engagement in the development plans of their communities. Identified by the working groups in BSS, UNDP ART GOLD project is focusing on three main strategic objectives, to be reached at the longer term:

- 1- Increase access to public health care services
- 2- Enhance the social integration of vulnerable youth
- 3- Increase income generation and job opportunities for small scale enterprises

The last two strategic interventions need more attention in terms of immediate action for the support of the income generation of social integration aspects. While ART GOLD will be working on developing the capacities of the concerned entities to better plan such interventions, the proposed post war rehabilitation programme focuses on immediate extending the needed services keeping into account the institutional building perspective as to complement the efforts made by all other interventions. As such, the proposed programme will remain to be the backbone structure of a larger comprehensive intervention in BSS; always taking into consideration the complexity and sensitivity of both the target area and the target population.

In preparation of the proposed programme in BSS, UNDP conducted a detailed assessment with municipalities and local NGOs in BSS to better identify the characteristics of the programme target areas of the BSS. The findings came as follows:

### **Hey El Solloum**

Hey El Solloum is the poorest and the most disadvantaged area in Beirut Southern Suburbs. With a total area of 2.7 km<sup>2</sup>, the population is estimated at 120,000. Hey El Solloum administratively falls under the Municipality of Choueifat. However, given that the extreme majority of the Hey El Solloum inhabitants do not come originally from Choueifat, residents are not represented in the Choueifat municipal council. Only 300 out of 120,000 people have the right to vote during the municipal elections of Choueifat.

The area has been affected by unorganized construction, lack of basic public services (including social, educational and health), pollution, inadequate living conditions translated in shortage in electricity and water provision. In particular, the local community of Hay El Solloum suffers from the pollution of the "Ghadir" river which has a high concentration level of heavy metals and toxic organic compounds including dioxins and nitrate. During winter, the river level rises resulting in flooding, causing serious health implication as water mixes with sewage.

Furthermore, there are underlying complexities to the situation as the population of Hey el Solloum is overwhelmingly Shi'a while the Choueifat area and the local Council of Choueifat municipality are mostly Druze. Tensions are often exacerbated as the population feels there is deliberate lack of political will of the Choueifat municipality to provide services to the population of Hey El Solloum. This is further aggravated by public disagreements between the leaders and political parties of the respective confessional groups which was clearly observed during May 2007 clashes. Frictions between the residents of Choueifat (the mother community) and Hey El Solloum led to acts of violence particularly among the youths easily mobilized by conflicting political fronts.

The latest assessments highlight the following issues/needs:

- Increase in unemployment figures, drop-out cases and vulnerable women (mainly due in the increase of the number of widowed women and war-injured persons (males) in the household, having detrimental impact on income and livelihood opportunities of the families)
- Problems related to infrastructure (water, sewage, sanitation) and environment
- Lack of extra-curricular projects for children and youths
- Increased violence led activities and vandalism
- Lack of women oriented productive activities

### **Haret Hreik**

Haret Hreik lies in the heart of BSS with an area of 181 hectares accommodating a population of 100,000 with mixed backgrounds and confessions. It was one of the hardest hit areas during the 2006 war, containing more than 75% of the overall destruction of the Beirut Southern Suburbs. Out of the 262 buildings that were completely destroyed in BSS, 232 were located in Haret Hreik. The war disrupted livelihoods and left many residents without a source of income. Nevertheless, and with limited resources, the municipality of Haret Hreik has been very active in responding to the emerging needs of the residents relying on constant needs assessment and aid prioritization schemes. Furthermore, the municipality acknowledges its need to develop its management and delivery capacities to better serve the community.

The latest assessments highlight the following issues/needs:

- Similar to Hey El Solloum, the number of unemployed, drop out students, vulnerable women and drug addicts have increased; this implies the necessity of developing new initiatives and creating new opportunities for improving the socio-economic conditions and engendering new growth prospects
- There is a demand for accelerated vocational training courses; more specifically upgrading skills on new ventures in mechanics, electronics...
- There is a need to create income generating activities for female headed households

### **Borj El Barajneh**

The municipality of Borj el Barajneh is one of the biggest municipalities of the coast of South Metn in terms of population and surface area with the overall area extending to 462 hectares. It has an estimated population of 275,000 people of whom 90% are Lebanese and a majority of Palestinians (10%) living in the Borj el Barajneh Camp. The population density has had a severe impact on Borj Al Barajneh's socio-

economic development over the years resulting in a compacted area with new and old buildings, food shops distributed along its streets, and factories built near homes and schools. There are limited agricultural activities in the area, irrigated through artesian wells. Similar to other areas in the BSS, Borj Al Barajneh was also targeted and affected by the July war with increased poverty rates and deteriorating living conditions still prevalent today. The municipality has been eager to respond to arising needs but acknowledges its limited resources and capacities.

The latest assessment highlights the following issues/needs:

- A need for basic community infrastructure repairs particularly in the poorest neighborhoods and the surrounding of the Palestinian camp.
- A need to create cooperatives particularly for skilled women A need to find solutions to the increasing problem of drop-out rates and unemployment.
- A need for large scale economic investment in Al Roumoul and Ouzai areas based on a detailed needs and opportunity assessment.
- A need to procure machinery to support income generation and revenue collection by the municipality. (This is likely to free the municipality from the excessive rent cost incurred for renting equipment to execute civil work)

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## II. PROPOSED PROJECT

Due to the lack of a state sponsored equitable development plan in the country, various internal and external actors have taken on a significant role in the recovery, rehabilitation and reconstruction efforts in Lebanon. These have included international organizations, INGOs, multi-lateral and bi-lateral support from various government agencies and multilateral agencies. However, in the larger context and with the exception of UNDP and its donors' efforts, BSS has been marginalized and lacked targeted public and donors' funding even after the July 2006 war and May 2007 clashes which has worsen the economic conditions, encouraging the local residents mainly the youths to engage in violent and breaking actions within BSS and its surroundings.

At present, the population suffers from both insecurity and threats to livelihoods, with the current situation further aggravating previous vulnerabilities. Based on the current situation and the field assessments, UNDP finds it necessary to make the transition from recovery efforts in the BSS into peace and development interventions.

The main objectives of the proposed strategy in BSS is to deepen peace processes by strengthening the inter-communal dialogue and decreasing tension between various groups in the community, and reduce poverty by expanding economic opportunities, employment and income generating activities.

The proposed programme in BSS will complement the ongoing ART GOLD initiative and respond to the immediate and medium term development needs paving the way for a longer development purposes in the region. When looking at all indicative activities of the proposed programme, it is clearly observed that it actually offers the laying grounds for the future ART GOLD activities: where ART GOLD will be looking into developing the Youth Strategy in BSS, the proposed programme will mobilize youth for community development, inclusive participation and democratic representation in the civil life. On another hand, where ART GOLD will facilitate access to credits for SMEs and cooperatives, the proposed programme will empower the aforementioned groups and build their capacities to manage and run such development projects.

In a nutshell, UNDP's interventions in BSS are coherently planned and adhere to the emerging priorities in the region aiming at a timely and effective response from the planning to the implementation of adequate development initiatives. As such, UNDP will continue its resource mobilization efforts for BSS development approaching its conventional and unconventional donors. To date, European donors have been the main source of funding for the projects implemented in BSS; however, Gulf countries, mainly Kuwait through its Technical Cooperation Fund, showed interest in investing in the region. Further meetings are planned and will take place in the premise of cooperation and technical assistance between both UNDP and the potential donors. UNDP will also engage the Lebanese expatriate communities encouraging them to reinstate their ties with their country and to support local development. UNDP Live Lebanon project aims to mobilize a critical mass of the more than 10 million Lebanese living abroad in support of local development in the most deprived areas of Lebanon, including BSS. An online platform was created for providing expatriates opportunity to donate money online to support local development projects. The project, since it's launching in November 2009, has implemented two initiatives in BSS supporting youth.

The proposed post conflict development programme reinforces peace building and addresses causes of potential conflict or engagement in conflict in the area and responds to the current situation by integrating the capacity development aspect into a larger human development perspective in BSS.

This initiative will empower vulnerable groups such as women and youth (particularly at risk) as well as build the capacities of the local governance structures (LGS) and grassroots association for better livelihoods opportunities. The initiative would be based on the below expected outputs while taking into consideration that UNDP will build partnerships with specialized institutions, local NGOs and local working groups set by ART GOLD (another UNDP project) for the implementation of the proposed activities:

- **Youth at risk in BSS mobilized for reduced inter-communal tensions and empowered for peace and development initiatives**

Amid a context of vulnerability, low-level of education, unemployment and poverty, the 'war generation' in BSS - particularly the Youth - has become a 'detached generation' having a sense of alienation and marginalization. This constitutes a challenge for their own participation and integration in the economic and social life, a requirement that is essential to building and sustaining peace.

The UN High-Level Panel on Threat, Challenges and Change refers to youth as potential threat to security and asserts that a "surging youth population"- combined with unemployment, urbanization and other factors



– can lead to violence.<sup>1</sup> As such, it is crucial to target the youths particularly the poor ones who lack knowledge, skills, training, work experience, access to information & communication technology, and strengthen their capacities as a preventive measure of engaging in perpetuating violence in their communities. Youth inclusive participation in the peace and development processes increases their social responsibility and belonging to their communities which would ultimately facilitates their integration and acceptance of the “Other”. This should also foster an open communication between youths coming from different social and political backgrounds, engendering a series of collective actions leading to improving the dialogue and reconciliation efforts from one hand, and enhancing the socio-economic conditions of youths on another hand.

In order to better understand the root causes of youth problems in BSS, a youth mapping and a detailed needs assessment will be the first step towards developing an integrated youth programme. It will be designed to address the problems and fill the gaps mainly in terms of support to job opportunities in face of unemployment and development of extra-curricular and inter-communal activities in face of social problems like participation in violent acts, vandalism and drug addiction.

This initiative requires adopting a Youth-oriented approach using summer camps, workshops and sports among other activities. The approach involves mobilizing vulnerable Lebanese Youth from all over BSS as well as Palestinian youth mainly from Bourj Barajneh and Sabra and Shatila camps and establish youth groups; providing them with a place/platform to meet, addressing their problems and discusses issues of their concerns. Part of the capacity development of the youths would focus, among other topics, on various topics including conflict resolution, non-violence education, and communication and leadership skills. Organizing the youths into inter-linked community groups should also nurture an open dialogue between themselves and with their respective local authorities. Building a strong relationship with the state’s representatives at the local level will play major role in fostering democratic governance processes and further develop a sense of “responsibility” for the youths to be involved in the peace and development of their communities. Capacity development and inter-communal activities for youths through special targeted interventions will constitute the stamina for promoting behavioral change for the youths at risk of engaging in violent actions.

The income generation perspective is also equally important for stimulating a “social change” in the community particularly if promoting peace is one of the programme objectives. Engaging youths in socio-economic activities while giving them the opportunity to have ‘ownership’ of productive project and activities will decrease the tension created by the vacuum and increase the employability of the youths. Conducting vocational training sessions for the youths as per the market demand in BSS followed by provision of tools and equipments to start new businesses will help them embark on their career employment and be more involved in the business development in the region and benefit from the arising economic opportunities.

- **Livelihoods of vulnerable population with special focus on women, fishermen, war-injured persons and former detainees improved and socio-economic opportunities increased for peace and development**

As previously mentioned, BSS was one of the hard hit area during the July 2006 war leading to the destruction of many SMEs and family businesses leaving the majority of the residents without a steady source of income. Notwithstanding, BSS has been economically and socially vulnerable characterized by lack of job opportunities in a context of a highly populated area with limited access to basic services.

Vulnerable groups in BSS do not have the same access to opportunities and services as the rest of the population, making them even more vulnerable to changing events in the country. For instance, lack of access made many people frustrated and alienated, hence exposing them to become susceptible for mobilization for violent acts and social behavioral disorders. Ensuring a source of income is likely to reduce the scope and dimension of conflict and violence.

Therefore, the programme will first develop a labor market survey to assess the existing potential in the area and then look into the available work force and its classified categories. This will help better plan the future interventions for skills development to meet the market needs and potentialities. Moreover, assessing the needs of the vulnerable groups and their capacities to be engaged in the economic activities in BSS will facilitate tailoring the socio-economic development initiatives. From one hand, skills development and capacity building activities for identified groups, such as women, fishermen, unemployed adults and war affected people (entrepreneurs who lost their jobs, female headed households, war-injured

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<sup>1</sup> UNDP Youth and Violent Conflict – BCPR 2006

persons and former detainees), will focus on providing necessary skills to participate in rehabilitation and peace processes. Also, trained beneficiaries will receive tools and equipment to assist them to revive their businesses and/or start up new ones. On another hand, targeted interventions will focus on socio-economic and livelihoods activities through existing or newly established cooperatives, municipalities and SMEs. The identification of these interventions will be defined and finalized based on the survey results and the needs assessment in the targeted regions.

It should be noted that liaison will be maintained with other UNDP initiatives to complement the ongoing efforts mainly in terms of access to micro-credits that will be provided by ART GOLD project through the Local Economic Development Agency in BSS.

In order to support the income generation cycle in BSS, an inter-municipal centre for job search assistance will be established in one of the municipalities to serve BSS as a whole, more specifically the beneficiaries of the programme (youth, trainees...). The centre shall be managed by the Union of municipalities in BSS while employing the beneficiaries for the data entry, data collection, and other functions.

Moreover, and in addition to the support provided to the employment and income generation activities, a special attention will be given to former detainees and war injured population residing in BSS in order to bring life to its normalcy. In particular, the target group will be provided with specialized services in terms of physiotherapy, extension of disability aids and psycho-social activities which will precede (or go in parallel) their inclusion in the proposed programme.

Through the proposed programme, UNDP creates an enabling environment for vulnerable groups' empowerment in the economic and social spheres. This shall be reached through the provision of necessary resources such as skills development, tools, job search assistance and micro-credit finance (the latter to be covered by UNDP ART GOLD).

Gender perspective shall be taken into consideration in all programme activities, mainly for the socio-economic and income generating initiatives. Women will constitute 40% of the total number of the beneficiaries.

- **Local Governance structures strengthened for inclusive socio-economic development and enhanced inter-communal dialogue.**

For the past three years, despite the lack of support from the central government particularly in terms of release of public municipal budget, the local government structures in BSS proved to be effective in responding to the emerging and changing needs of their communities. Municipalities showed readiness and adaptability to UNDP's rules and regulations regarding the planning, design and implementation of emergency and recovery projects. Monitoring and evaluation were also included in the regular follow up schemes agreed upon between municipalities and UNDP. In sum, and as result of their effective delivery, the bond between the municipalities and the local communities started becoming more solid.

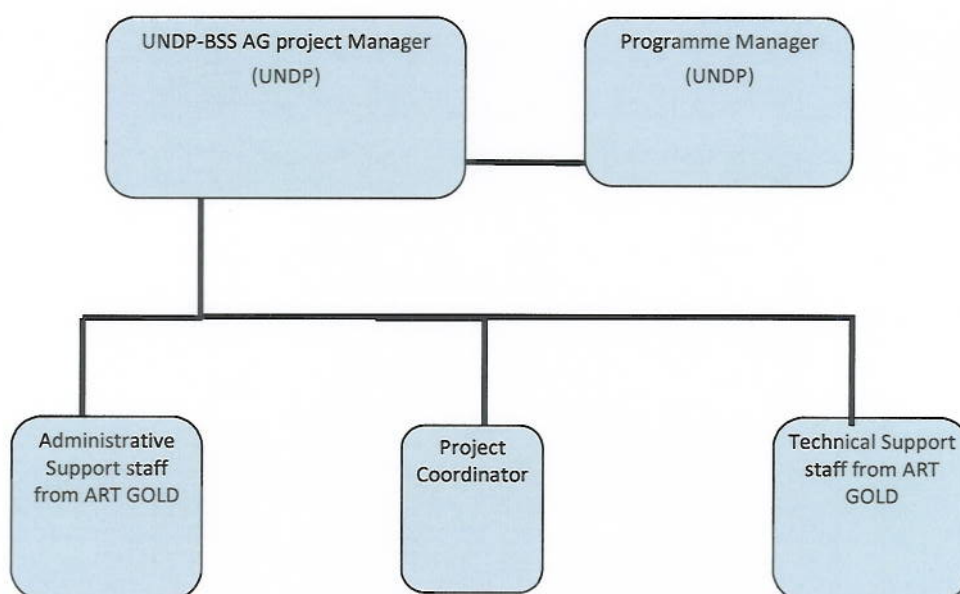
Improving municipalities' role in local planning for human development in their communities and enhancing their capacities for service delivery remains an objective for UNDP in BSS. Given the limited financial and human resources available for the local authorities, development of professional technical skills is needed to enable the municipalities to better serve the community.

Through the proposed interventions, the capacities of municipal authorities, mainly the newly elected ones in 2010, will be enhanced in identifying community problems and gaps in services, so as to better plan for adequate service delivery and hence the improvement of the trusty relationship between them and their communities. Once capable of developing appropriate strategic interventions, municipalities will be able to better manage community development projects contributing to the socio-economic development of their communities and ultimately maintaining a sustainable source of income. This should also contribute to creating job opportunities for the local community members in BSS.

A first step towards reaching this objective materialized in UNDP's support to Haret Hreik municipality in BSS for the establishment of the first municipal permanent marketplace and vocational training centre. The management of these two centers is carried out by Haret Hreik municipal officials where design and implementation of pertinent projects will be tailored as per the needs of the residents and market demand.

Thus, for the proposed interventions, UNDP will continue to develop community projects with the municipalities and support their implementation with the aim of reviving the local economic development and emphasizing the identified value chains in these communities. Ultimately this is likely to lead to a more constructive relationship between the local authorities and their respective communities. Four local government structures will be supported for better service delivery and management of municipal assets increasing the economic opportunities within their communities. Inter-communal development projects will be the key of success in alleviating the sense of frustration in BSS. On another hand, a coordination mechanism will be set in BSS to better liaise activities between all local and international actors for local development. A data base will be established at the Union of municipalities' level to accommodate for the information gathered from the field on socio-economic needs and problems.

**Below is an organ gram outlining the project team structure:**



### III. RESULTS AND RESOURCES 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>Applicable Key Result Area (from 2008-11 Strategic Plan):          Promoting inclusive growth, gender equality and MDG achievement          Strengthened capacities of local governments and other stakeholders to foster participatory local development and support achieving the MDGs</p> <p>Partnership Strategy          The project will be executed by UNDP through its project in BSS, and will implement its activities in partnership with municipalities and local grassroots associations and specialized entities</p>			
<p>Project title and ID (ATLAS Award ID): Post-war socio-economic rehabilitation programme for Beirut Southern Suburbs (ATLAS Award ID: 00061687)</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	HIGH LEVEL INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p><b>Output:</b>          Post-war socio-economic conditions in Beirut Southern Suburbs are rehabilitated and improved through supporting youth mobilization, increasing livelihood opportunities, strengthening local governance structures for the effective formulation and implementation of local development plans.</p>	<p>Target Year 2011</p> <ul style="list-style-type: none"> <li>- 30 youths engaged in civil and community development activities</li> <li>- 50 youths participating in UNDP activities and implementing relevant development initiatives</li> <li>- At least 2 CSOs operational in BSS engaged in joint initiatives</li> </ul> <p>Target Year 2012</p> <ul style="list-style-type: none"> <li>- 30 youths engaged in civil activities and community development</li> <li>- 50 youths participating in UNDP activities and implementing relevant development initiatives</li> <li>- At least 20 youth acquiring new skills and benefiting from the Vocational training</li> </ul>	<p><b>Activity 1: Youth at risk in BSS mobilized for reduced inter-communal tensions and empowered for peace and development initiatives</b></p> <p>1.1. <u>Conduct needs assessment about youth issues in BSS tackling education, employment, social problems, and other determined factors.</u></p> <p>1.1.1 Recruit a consultant</p> <p>1.1.2 Produce final report</p> <p>1.1.3 Conduct workshops for results dissemination</p> <p>1.1.4 Select most vulnerable 100 youths at risk from the various affected areas in BSS for the whole duration of the programme.</p> <p>1.2. <u>Establishment of 3 focus youth groups to operate in the various target areas</u></p> <p>1.2.1. Conduct workshops with the youth groups on project management, community development, citizenship, conflict resolution, communication and leadership.</p>	<p>UNDP          Municipalities          Youth Groups          Political Parties          Local grassroots associations          Private sector in BSS          Specialized training institutions</p> <p><b>Total: \$ 70,000 BCPR          S 200,000 Principaute de Monaco</b></p>

	<p>component</p> <ul style="list-style-type: none"> <li>- At least 10 youths with access to credits facilitated by the ART GOLD LEDA</li> <li>- At least 2 CSOs operational in BSS engaged in joint initiatives</li> </ul> <p>Target Year 2013<sup>2</sup></p> <ul style="list-style-type: none"> <li>- 30 youths engaged in civil activities and community development</li> <li>- At least 30 youth acquiring new skills and benefiting from the Vocational training component</li> <li>- At least 10 youths with access to credits facilitated by the ART GOLD LEDO</li> <li>- At least 2 CSOs operational in BSS engaged in joint initiatives</li> </ul> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> <li>- Large number of unemployed youths leading to risky conducts (drugs, violence among others);</li> <li>- Limited number of neutral and a-political youth activities in BSS.</li> <li>- No coordination forum is available for the work of CSOs and NGOs in BSS</li> </ul> <p><u>Indicator:</u></p> <ul style="list-style-type: none"> <li>- Number of youths engaged in civil activities and community development</li> <li>- Number of youths participating</li> </ul>	<p>1.2.2. Carry out summer camps.</p> <p>1.3. <u>Implement 6 Community based youth led projects in partnership with Grassroots associations and municipalities through the social municipal offices</u></p> <p>1.3.1. Identify the projects</p> <p>1.3.2. Develop projects work plans</p> <p>1.3.3. Implement projects with the concerned partners</p> <p>1.3.4. Monitor the implementation process and provide sustainability for the projects.</p> <p>1.4. <u>Monitoring &amp; Evaluation for the programme implementation</u></p>		
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<sup>2</sup> The programme should be implemented in 3 years. Operations will start once the funding is made available

INTENDED OUTPUTS	in UNDP activities and implementing relevant development initiatives	HIGH LEVEL INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS in USD
<p><b>OUTPUT TARGETS FOR (YEARS)</b></p> <p>Target Year 2011</p> <ul style="list-style-type: none"> <li>- Needs assessment report about labor force, market demand and vulnerable groups developed.</li> <li>- At least 20 vulnerable persons (women, unemployed, former detainees, war-injured persons, fishermen) from various affected areas in BSS are empowered</li> </ul> <p>Target Year 2012</p> <ul style="list-style-type: none"> <li>- At least 30 vulnerable persons (women, unemployed, former detainees, war-injured persons, fishermen) from various affected areas in BSS are empowered</li> <li>- 2 development projects implemented in BSS</li> <li>- 1 regional inter-municipal centre for job search assistance established.</li> </ul>	<p><b>Activity 2: Livelihoods of vulnerable population (with special focus on women, fishermen, war-injured persons and former detainees) improved and socio-economic opportunities increased for peace and development</b></p> <p>2.1 <u>Develop needs assessment: Labor force, Market Demand and vulnerable groups' with special focus on women, unemployed, fishermen, former detainees &amp; war-injured persons.</u></p> <p>2.1.1 Produce the report</p> <p>2.1.2 Develop target interventions for 100 war affected persons (women, unemployed, former detainees, and war injured persons) from the various affected areas in BSS.</p> <p>2.2. <u>Develop the Accelerated Vocational Training and Capacity Development Programme according to the identified needs</u></p> <p>1.2.1 Conduct the trainings</p> <p>1.2.2 Provide support to the beneficiaries to practice the earned knowledge.</p> <p>2.3. <u>Establish one regional inter-municipal centre for job search assistance (data base, public announcements...)</u></p> <p>2.4. <u>Develop and implement capacity building programme for women and war-injured persons to emphasize their role in: Social Integration and social responsibility in</u></p>	<p>UNDP Municipalities and local grassroots associations</p>	<p><b>Total: \$ 80,000 BCPR 150,000 Principaute de Monaco 70,000 Italian Government</b></p>	

	<p>community development, citizenship, human rights, conflict resolution, communication and leadership</p> <p>2.4.1. Conduct trainings and workshops</p> <p>2.5. Implement rehabilitation programme for former detainees and war injured population in BSS</p> <p>2.5.1. Provide medical aids and physiotherapy services to increase access of jobs and capacity to work.</p> <p>2.5.2. Implement physiotherapy activities with concerned groups.</p> <p>2.6. <u>Monitoring &amp; Evaluation for the programme implementation</u></p>		
<p>Target Year 2013</p> <ul style="list-style-type: none"> <li>- 2 development projects implemented in BSS</li> <li>- 1 regional inter-municipal centre for job search assistance operational.</li> </ul> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> <li>- Vulnerable groups do not have the same access to opportunities and services as the rest of the population (Low education and financial dependency constricts the vulnerable groups which constitute a challenge for being key actors in rebuilding civil society);</li> <li>- Limited access of war-injured persons (resulting in disabilities) to the labour market (Gap between people with disabilities' education and qualifications and labour demand).</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>- Number of businesses revived for vulnerable groups</li> <li>- Number of beneficiaries in the vocational training</li> </ul> <p>Number of projects implemented following the trainings and the business development plans</p>		<p>HIGH LEVEL INDICATIVE ACTIVITIES</p> <p><b>Activity 3: Local Governance structures strengthened for</b></p>	<p>RESPONSIBLE PARTIES</p> <p>UNDP</p> <p>INPUTS in USD</p> <p><b>Total: \$ 50,000 BCPR</b></p>
<p><b>INTENDED OUTPUTS</b></p>	<p><b>OUTPUT TARGETS FOR (YEARS)</b></p> <p>Target Year 2011</p>		

<ul style="list-style-type: none"> <li>- Needs survey about existing local governance structure attained.</li> <li>- Capacity assessment for 4 municipalities developed.</li> <li>- Regional working group active and operational</li> </ul> <p>Target Year 2012</p> <ul style="list-style-type: none"> <li>- 4 BSS municipalities and 6 local grassroots associations trained and capable of engaging the community in development plans, able to prepare development plans as well as to manage and sustain socio-economic development projects.</li> <li>- Regional working group active and operational</li> </ul> <p>Target Year 2013</p> <ul style="list-style-type: none"> <li>- Regional working group active and operational</li> <li>- Territorial strategic plan developed by the municipalities</li> </ul> <p>Baseline: Lack of know how in strategic planning, local governance and participatory methodology</p> <p><u>Indicators:</u> Number of municipal officials (current municipal council as well as the successive municipal council expected to be elected in year 2010) and other public and Grassroots associations officers trained on local governance and management</p>	<p><b>inclusive socio-economic development and enhanced inter-cultural dialogue</b></p> <p>3.1. <u>Conduct needs survey of existing local governance structures and capacity assessment for 4 municipalities and existing Grassroots associations (at least two Grassroots associations in Hey Selloum given the absence of municipality in the region).</u></p> <p>3.1.1. Produce report</p> <p>3.2. <u>Implement training workshop targeting at least 4 municipalities and 6 local grassroots associations on different themes such as: participatory approach, strategic planning, proposal writing and development, resource mobilization and awareness on the rights of war-injured persons.</u></p> <p>3.2.1. Organize the training sessions.</p> <p>3.2.2. Establish database for development projects, implemented and needed, to be managed by the LEDA in BSS</p> <p>3.2.3. Collect data</p> <p>3.2.4. Update the socio economic needs assessment in the target municipalities.</p> <p>3.2.5. Produce relevant reports</p> <p>3.5. <u>Establish coordination forum at the regional level of BSS.</u></p> <p>3.5.1. Set up a coordination mechanism between the municipalities, local Grassroots associations and NGOs operating in BSS.</p> <p>3.5.2. Conduct yearly workshops for results dissemination and projects appraisal</p> <p>3.6. <u>Monitoring and Evaluation</u></p>	<p>Municipalities Public entities in BSS Local grassroots association</p>	<p><b>\$ 180,000 Principaute de Monaco</b></p>
<b>GRAND TOTAL</b>			<b>\$ 800,000</b>



**Annual Work Plan: Year 2011, 2012 & 2013**

Year: 2011

Expected Outputs	Planned Activity	PLANNED BUDGET										
		2011				Fund	Donor	B/A	Budget Description	Amount (USD)2011		
		Q1	Q2	Q3	Q4							
<p><b>Output 1:</b> Post-war socio-economic conditions in Beirut Southern Suburbs are rehabilitated and improved through supporting youth mobilization, increasing livelihood opportunities, strengthening local governance structures for the effective formulation and implementation of local development plans.</p>	<p><b>Activity 1:</b> Youth at risk in BSS mobilized for reduced inter-communal tensions and empowered for peace and development initiatives</p>		x	x	x	26921	00012	71300	Local consultant	\$ 10,000.00		
			x	x	x	26921	00012	71400	Contractual Services-Individuals	\$ 12,000.00		
			x	x	x	26921	00012	72500	Supplies	\$ 8,000.00		
			x	x	x	26921	00012	74500	Miscellaneous Expense	\$ 3,000.00		
			x	x	x	26921	00012	73500	ISS (8%)	\$ 2,640.00		
									<b>Total Act 1</b>	<b>\$ 35,640.00</b>		
				x	x	x	26921	00012	71300	Local Consultant	\$ 10,000.00	
				x	x	x	26921	00012	71400	Contractual Services - Individuals	\$ 12,000.00	
				x	x	x	26921	00012	72200	Equipments	\$ 15,593.00	
				x	x	x	26921	00012	73500	ISS (8%)	\$ 3,007.44	
								<b>Total Act 2</b>	<b>\$ 40,600.44</b>			
	<p><b>Activity 3:</b> Local Governance structures</p>		x	x	x	26921	00012	72600	Grants	\$ 20,000.00		
		x	x	x	26921	00012	74500	Miscellaneous Expense	\$ 2,000.00			

strengthened for inclusive socio-economic development and enhanced inter-cultural dialogue	x	x	x	26921	00012	73500	ISS (8%)	\$ 1,760.00
	<b>Total Act 3</b>							<b>\$ 23,760.00</b>
<b>Total Project Budget (2011)</b>							<b>\$100,000</b>	

**Year: 2012**

Expected Outputs	Planned Activity	PLANNED BUDGET										Amount (USD) 2012	
		2012				Fund	Donor	B/A	Budget Description				
Q1	Q2	Q3	Q4										
<b>Output 1:</b> Post-war socio-economic conditions in Beirut Southern Suburbs are rehabilitated and improved through supporting youth mobilization, increasing livelihood opportunities, strengthening local governance structures for the effective formulation and implementation of local development plans.	<b>Activity 1:</b> Youth at risk in BSS mobilized for reduced inter-communal tensions and empowered for peace and development initiatives	x	x	x	x	30000	00250	71300	Local consultant			\$ 25,000.00	
		x	x	x	x	30000	00250	72100	Contractual Services-Companies			\$ 60,748.00	
		x	x	x	x	30000	00250	74200	Audio Visual & Print Cost			\$ 10,000.00	
		x	x	x	x	30000	00250	72600	Grants			\$ 40,000.00	
		x	x	x	x	30000	00250	74500	Miscellaneous Expense			\$ 5,000.00	
		x	x	x	x	30000	00250	75100	Facilities & Administration (7%)			\$ 9,852.36	
						In-kind contribution							\$150,600.36
		x	x	x	x	26921	00012	71400	Contractual services - Individuals				\$ 30,000.00
		x	x	x	x	26921	00012	73500	ISS (8%)				\$ 2,400.00
						Total BCPR							\$ 32,400.00
				<b>Total Act 1</b>							<b>\$183,000.36</b>		
<b>Activity 2:</b> Livelihoods of		x	x	x	x	30000	00250	72100	Contractual Services-Companies			\$ 30,000.00	

vulnerable population improved and socio-economic opportunities increased for peace and development	X	X	X	X	X	30000	00250	72600	Grants	\$ 90,000.00	
	X	X	X	X	X	30000	00250	72200	Equipments	\$ 6,542	
	X	X	X	X	X	30000	00250	71400	Contractual services - Individuals	\$ 30,000.00	
	X	X	X	X	X	30000	00250	71300	Local consultant	\$ 15,000.00	
	X	X	X	X	X	30000	00250	75100	Facilities & Administration (7%)	\$ 12,007.94	
							In-kind contribution				\$283,550.00
	X	X	X	X	X	26921	00012	72600	Grants	\$ 37,593.00	
	X	X	X	X	X	26921	00012	73500	ISS (8%)	\$ 3,007.44	
							Total BCPR				\$ 40,600.44
										<b>Total Act 2</b>	<b>\$324,150.44</b>
Activity 3: Local Governance structures strengthened for inclusive socio-economic development and enhanced inter-cultural dialogue	X	X	X	X	X	30000	00250	71300	Local consultant	\$ 20,000.00	
	X	X	X	X	X	30000	00250	72500	Supplies	\$ 30,000.00	
	X	X	X	X	X	30000	00250	74500	Miscellaneous Expense	\$ 5,000.00	
	X	X	X	X	X	30000	00250	72600	Grants	\$100,000.00	
	X	X	X	X	X	30000	00250	75100	Facilities & Administration (7%)	\$ 10,850.00	
							In-kind contribution				\$165,850.00
	X	X	X	X	X	26921	00012	71400	Contractual services - Individuals	\$ 25,000.00	
	X	X	X	X	X	26921	00012	73500	ISS (8%)	\$ 2,000.00	
							Total BCPR				\$ 27,000.00
										<b>Total Act 3</b>	<b>\$192,850.00</b>
									<b>Total Project Budget (2012)</b>	<b>\$600,000</b>	

Year: 2013

Expected Outputs	Planned Activity	2013				PLANNED BUDGET				Budget Description	Amount (USD) 2013	
		Q1	Q2	Q3	Q4	Fund	Donor	B/A				
<b>Output 1:</b> Post-war socio-economic conditions in Beirut Southern Suburbs are rehabilitated and improved through supporting youth mobilization, increasing livelihood opportunities, strengthening local governance structures for the effective formulation and implementation of local development plans.	Activity 1: Youth at risk in BSS mobilized for reduced inter-communal tensions and empowered for peace and development initiatives											
	Activity 2: Livelihoods of vulnerable population improved and socio-economic opportunities increased for peace and development	x	x	x	x	30000	00250	72200	Equipments	\$93,458.00		
	Activity 3: Local Governance structures strengthened for inclusive socio-economic development and enhanced inter-cultural dialogue	x				30000	00250	75100	Facilities & Administration (7%)	\$ 6,542.00		
						In-kind contribution				\$100,000.00		
									<b>Total Act 2</b>	<b>\$100,000.00</b>		
									<b>Total Act 3</b>	<b>\$0</b>		
									<b>Total Act 1</b>	<b>0</b>		
									<b>Total Project Budget (2013)</b>	<b>\$100,000</b>		

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#### IV. MANAGEMENT ARRANGEMENTS

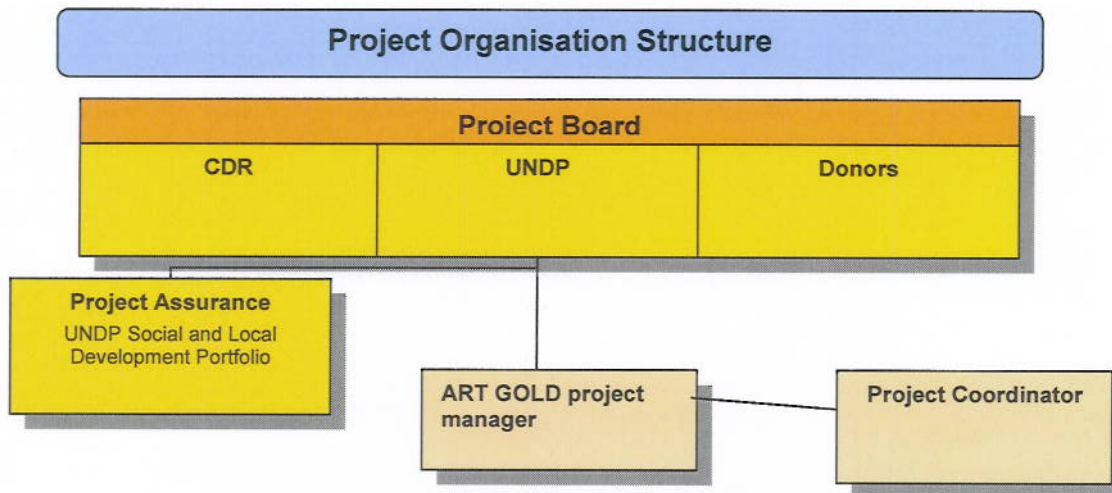
The project will be implemented by UNDP-BSS office through direct partnership with the municipalities in BSS OR local NGOs, cooperatives and women associations. Identified as implementing partners, BSS municipalities will have the national ownership of the projects while UNDP will have the responsibility to manage and monitor the project ensuring its sustainability. Partners will submit at the end of each stage a technical & financial report.

UNDP in collaboration with the local authorities & national institutions in BSS will make sure to promote better socio-economic environment. Both will seek to ensure a coherent and effective cooperation with the relevant cooperatives, NGOs and institutions to meet the objectives of the project.

In order to achieve the proposed project, contracts agreement will be established between UNDP and the BSS municipalities OR local NGOs in order to implement the project. UNDP will resort to the services of local NGOs, specialized teams or other professionals if needed in order to better ensure implementation of the project.

UNDP-BSS office will also seek to establish partnership with various national institutions, UN agencies, INGOs to better implement projects and avoid any duplication of works in the area while encouraging the local community and beneficiaries to participate in trainings and capacity buildings programmes.

The project will be monitored through regular meetings and monitoring visits to ensure proper implementation of the projects. Progress, technical & financial reports will be presented to the BSS office for review and the outcomes will be used to improve the quality of implementation. Reports on all activities will be also submitted to assess and monitor the performance and deliverables. Testimonials, stories from the fields will be undertaken to identify the beneficiaries' feedbacks and to assess the project's outcomes & expected results.



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## V. 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.

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## VI. 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.

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**VII. ANNEXES**

- Risk Analysis
- Table 1: Recovery Projects in BSS
- Table 2: Socio-Economic Rehabilitation projects in BSS

**ANNEXES:**

**Risk Analysis**

#	Description	Date Identified	Type	Impact & probability	Countermeasures/ Management responses	Owner	Submitted, updated by	Last update	Status
1	Political instability /elections in May 2009	Project initiation date	Political	Can delay the implementation process, increase tensions in the region and cease access to sites	Postpone and delay activities - Fast track activities will be less affected by the political situation due to quick delivery of outputs				
2	Challenges in collecting data/survey questionnaire	Project initiation date	Political	Can delay the implementation of the project. (Due to previous experiences and observations, the local community tends to be suspicious when it comes to filling out questionnaires)	Can overcome the challenge with more frequent meetings with main stakeholders and regular clarification on the purpose of the study.				
3	Economic / financial crisis	Project initiation date	Financial	Affecting living conditions of communities due to inflation, fluctuations in material prices (specifically gasoline prices)	The projects aims at helping vulnerable groups improve their living conditions, and overcome the financial crisis through capacity building and equipment provision- Fast track activities will be less affected by the fluctuations in prices due to quick delivery of outputs				



**Table 1: Recovery Projects in BSS**

Village Name	Project Name	Donor	Description	Allocated Budget	Beneficiaries
Borj Barajneh	Rubble Removal, Roads Repairs, Restoration of public buildings, Restoration of street lamps.	ECHO	Basic Community Infrastructure Repairs & Rubble Removal.	\$63,000	250,000 inhabitants
	Rehabilitation of Infrastructure	SIDA	The rehabilitating included the following activities: the sidewalks restorations, drinking water restorations, sewage repairs, lighting repairs, and asphalt as well as the rehabilitation of the municipality's health clinic.	\$100,000	
<b>Total project costs</b>				<b>\$163,000</b>	
Chiah	Rubble Removal	SIDA	The project helped municipalities of Chiah with debris lifting, roads openings and rubble removal.	\$15,000	60,000 residents
	Rubble Removal, Roads Repairs, Restoration of public buildings, Restoration of street lamps.	ECHO	Basic Community Infrastructure Repairs & Rubble Removal: Roads Repair Restoration of street lamps and poles and repair of Sewage Systems.	\$44,000	
	Rehabilitation of Souk Mouawad		The project included repairs to the markets with the aim of contributing to economic livelihood restoration, targeting 120 SMEs on Moawad Street. The project included Interlock pavement and widening of sidewalks; Planting sidewalks with trees; Placing benches on sidewalks; Providing garbage bins on sidewalks; Installing a sign with street name; Installing a sign with all shop names; and Building speed bumps, with "cat eye" reflectors moulded into them (for high visibility at night).	\$100,000	300 SMEs
<b>Total Projects Cost</b>				<b>\$159,000</b>	
Ghobeiry	Rubble Removal, Roads Repairs, Restoration of public buildings, Restoration of street lamps.	ECHO	Removal of debris, roads opening, and rehabilitation of infrastructure (Repair of Municipal Building).	\$25,000	200,000 inhabitants
<b>Total Projects Cost</b>				<b>\$25,000</b>	
Haret Hreik	Rubble Removal	SIDA	Procurement of heavy machinery for debris lifting and roads opening.	\$185,000	100,000 Residents
	Rubble Removal, Roads Repairs, Restoration of public buildings, Restoration of street lamps.	ECHO	Removal, Rehabilitation of infrastructure included Roads Repair: Radio Al Nour, Odeimi & Church Strs., Cleanup and repair of sewage systems: Al Nour Radio Str., Repair of Municipal Building & Procurement of machineries. The project helped municipality of Haret Hreik with debris lifting, roads openings and rubble removal.	\$209,000	
	Rehabilitation of damaged Roads, Mechanical Maintenance and purchase of office material	Australia	The rehabilitation includes restoration of Al Hussein Street, Hachem Makki Street and others. The activities include asphalt cutting, pipelines restoration, and sidewalks restoration, procurement of computers, scanners, photocopiers and office materials to HH municipality. The work also includes sewage installation and restoration and the procurement of pesticides and rehabilitation of Nissan truck.	\$165,000	
<b>Total Projects Costs</b>				<b>\$559,000</b>	
<b>Grand Total</b>				<b>\$906,000</b>	

**Table 2: Socio-Economic Rehabilitation projects**

Village Name	Project Name	Donor	Description	Allocated Budget	Beneficiaries
<b>Borj Barajneh</b>	Procurement of Machineries	ECHO	Procurement of machineries to support income generation and revenue collection by Borj El Barajneh municipality. Generator 10KVA, 2 Compressor Makita, Water Tank 1000Lt., 2 Water Pumps, 1 Dump Truck with Water Tanker and 1 Pick Up Truck).This freed municipalities from the excessive rent cost that they were incurring for renting equipment for municipal works & infrastructure repairs	\$50,986	250,000 inhabitants
	Provision of New Sewage System at Ouzai Port	SIDA	The overall objective of the project is to rehabilitate the sewage networks at the port. The status-quo of the networks at the port has impact on the socio-economic conditions of the fishermen. The sewage networks of Ouzai area discharge at the port, polluting the fishing wealth and water, which in return affecting the health of fishermen and the quantity and quality of fishing. This rehabilitation will include the provision of new sewage system with adequate waterway source and release.: Procurement of three manufacturer pumps, one generator and electrical panel board.	\$51,295	800 Fishermen
<b>Total project costs</b>				<b>\$102,281</b>	
<b>Chiah</b>	Procurement of Machineries	ECHO	Procurement of machineries (1 Water Tanker 4000Lt, 1 Generator 130KVA and 1 Bobcat) to support income generation and revenue collection by Chiah municipalitiy. This freed municipalities from the excessive rent cost that they were incurring for renting equipment for municipal works infrastructure repairs	\$49,050,00	60,000 residents
	<b>Total Projects Cost</b>				<b>\$49,050</b>
<b>Haret Hreik</b>	Procurement of Machineries	ECHO	Procurement of machineries (1Generator 60KVA, 1 Generator 100KVA & automatic Tableau, 1 Water Truck and 1 Water Tank). The generators to provide electricity to clinics and the municipality; the water tank truck used to irrigate the gardens and trees on the streets and to provide water tinkering services to home. This project helped supporting income generation and revenue collection by Haret Hreik municipality. This freed municipalities from the excessive rent cost that they were incurring for renting equipment for municipal work.	\$ 57,537	200,000 Residents
	Establishment of Vocational Training and Permanent Market for Women.		This initiative is in the form of constructing a vocational training skills center in the form of hangar (shaded structure) that would focus mainly on areas such as F& B and catering, Electricity, Beauty, Designing clothes, and Cooling and Heating, as well as a local market for women to promote their hand made goods and products.	\$ 225,500	The VT will benefit 150 persons per term. The market will benefit 50 women per term.
	Equipping the Market Place and vocational training centre	SIDA	Procurement of tools, machineries and equipments (stalls, chairs, and so forth) for both the Vocational Training Center and Market.	\$105,000	
	Assisting SMEs in Haret Hreik	Austria	1. Procuring of machines for those lost during the war (i.e. express machine for coffee, baking machine, etc...) to Supporting and promoting the livelihoods of 80 war-affected persons and her families in Beirut Southern Suburbs (BSS), whose income generation capacity is very low 3. Create job opportunities to the unemployed in the area 4. Alleviate the life of war-affected community and will	\$90,000	Around 64 war affected residents

			stimulate economic recovery through income generation and improve the socio-economic conditions of SMEs, (stabilizing and improving their living conditions).		
			<b>Total Projects Costs</b>	<b>\$478,037</b>	
<b>Hay El Soulloum</b>	Rehabilitation of Vegetable Market	ECHO	The project rehabilitated the alternative fruit & vegetable market in Hey El Solloum to allow some vegetable and fruit sellers to relocate from the crowded streets to a place where they could exhibit and sell their locally produced goods. It's a rehabilitation project that could restore livelihoods in the area. First, the market will be environmentally and healthy friendly. Second, the market will provide sellers with the opportunity to display their products at a lower space rental, giving the chance of a wider range of poor residents to sell their goods. Third, the market will be a more organized, safe and secure place to sellers to promote their local products and to visitors (especially women), in which accidents of harassment and stealing could be avoided. The market can also be of a direct support for those who lost their jobs after the war, or currently unemployed. It will stimulate economic recovery.	\$100,000	110 sellers and their families
	Procurement of machineries		Procurement of Vacuum Pump Machine	\$50,000	120,000 residents
				<b>Total Projects Costs</b>	<b>\$150,000</b>
<b>Ouzaei</b>	Procurement of Radars (sonar) for fishermen		Support to fishermen of Ouzai and Jnah ports that were affected by the July war. Intervention is through the provision of radars for better locating the fish underneath the water.	\$85,140	150 fishermen
<b>Grand Total</b>				<b>\$864,508</b>	