

**United Nations Development Programme
Country: Lebanon**

Lebanon Stabilization and Recovery Programme: Project Document

Project Title	Lebanon Stabilization and Recovery Programme
UNDAF Outcomes (s):	By 2014, the socio economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic services are improved within a coherent policy framework of reduction of regional disparities
UNDP Strategic Plan (2014-2017) Outcome 6:	Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster situations
Expected CP Outcome (s) (Those linked to the project and extracted from the CPAP)	Local governance structures in target undeserved regions strengthened for better representation, participation and basic local services delivery
Expected Output (s) (Those that will result from the project and extracted from the CPAP)	Programme Management and Implementation Support, Coordination, Advocacy and Partnerships
Implementing Partner	UNDP
Responsible Parties	UNDP

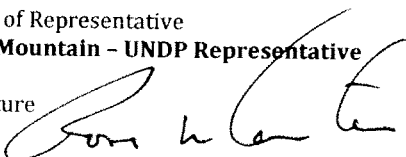
Brief Description

With the continuing deterioration of the conflict in Syria, Lebanon is witnessing a high and sustained influx of Syrian and Palestinian refugees, as well as Lebanese returnees, spreading across most localities in the country. The UN estimates that there will be at least 1.5 million refugees by the end of 2014, equalling 37% of the entire Lebanese population. Lebanon is now the largest per capita recipient of refugees anywhere in the world. Despite this, Lebanon has kept its borders open, and the Lebanese people have shown remarkable solidarity. But the burden on host communities is enormous, and is felt in Lebanon more than in any other country. Severe pressures on public services and livelihoods, coupled with rising security incidents, including a recent spate of car bombings, are driving increased tensions within and between communities, threatening already fragile social cohesion at local and national levels.

In response, UNDP has formulated the cross-portfolio Stabilization and Recovery Programme, leveraging a comprehensive array of existing programmatic platforms and experience, firmly anchored in Governmental and International instruments that have been developed for Lebanon to respond to the impact of the Syria crisis. The Programme aims at addressing the aforementioned complex challenges through three mutually reinforcing Goals: fostering the resilience of host communities, peace-building and conflict prevention and strengthening the capacity of national institutions for recovery coordination and crisis management. Based on its extensive experience of working in the refugee hosting areas in the past, close consultation with the national, regional and local stakeholders, a number of initiatives have been designed to: increase livelihood and socio-economic opportunities, strengthen local capacities to deliver services in a participatory and inclusive manner, and foster mechanisms for peaceful co-existence and conflict resolution.

Programme Duration: 12 months Programme Period: 2014-2015 Anticipated start/end dates: 25.06.2014 / 24.06.2015 ATLAS Award ID: 81622 ATLAS Project ID: 90807 Management Arrangement: DIM Managing or Administrative Agent: UNDP (if/as applicable)	Total estimated budget*: 1,000,000 USD Out of which: 1. Funded Budget: 1,000,000 USD 2. Unfunded budget: 0 USD * Total estimated budget includes both programme costs and indirect support costs
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Agreed to by the UNDP Representative

UN ORGANIZATION Name of Representative Ross Mountain - UNDP Representative Signature  UNDP Date & Seal <i>1/8/2014</i>	Sources of funded budget: <ul style="list-style-type: none"> • Government _____ • UNDP/BCPR 1,000,000 • UN Org... _____ • Donor ... ----- • Donor ... _____ • NGO... _____
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I. SITUATION ANALYSIS

The impact of the Syrian crisis on Lebanon is reaching a scale unprecedented in the history of complex, refugee-driven emergencies. While in April 2012, 32,800 refugees were registered or awaiting registration with UNHCR, by July 2014 that figure had jumped sharply to over 1,100,000. This number is expected to reach 1.5 million by the end of 2014, an increase equal to 36% of the entire Lebanese pre-crisis population. To contextualize the impact further, Lebanon was already one of the most densely populated countries in the world, with an average of over 400 people per square km of land. This sudden and large influx of refugees from Syria is now placing enormous pressure on the country and its people, especially those in the poorest areas, where refugee concentrations have been greatest.

The crisis is not only challenging the country's existing social and economic infrastructure, it is exacerbating significant development deficiencies such as unemployment, especially among women and youth, and profound disparities between the wealthy and the poor. In addition, the crisis brings to Lebanon a set of new tensions that threaten to undermine Lebanon's delicate social and political balance of power while amplifying pre-existing inter Lebanese divisions and provoking increasingly negative reactions against the Syrian refugee presence.

A number of reports and assessments, of which the joint Government of Lebanon/UN/World Bank Assessment on the Economic and Social Impact of the Syrian crisis on Lebanon (September 2013) is the most extensive, all stress the enormous needs that Lebanon is facing across all sectors as a consequence of the crisis in Syria. This document draws from those resources, and from assessments made directly by UNDP, to both set the context of the situation in Lebanon and elaborate the response strategy UNDP is employing to help stabilize the country. This will be achieved through linking immediate crisis needs with longer-term development priorities at local and the national levels. A summary of channels through which the Syria crisis is impacting Lebanon follows:

Impact on local authorities and municipal services

Increased refugee populations are putting enormous pressure on water, sanitation, waste management, education, and health care systems. Local authorities are faced with situations where the needs have grown exponentially. The current structures are not equipped and capacitated to provide those services.

Macro and micro-economic impact

The Syrian crisis has had a severe impact on the Lebanese economy at all levels, negatively affecting key sectors such as trade, tourism, real estate, energy and construction, attributed to plummeting investors' confidence due to uncertainty about the security situation, as well as the closure of strategic export routes for Lebanese products to Syria and the Gulf countries. Real GDP growth rates have plummeted, with an expected loss of nearly 3 percentage points for each year over the 2012-2014 period due to the crisis. The financial deficit resulting from decreased revenue and increased expenditure on public services has been projected at around USD 2.6 billion.

Environmental impact

The environmental impact of the increase in Lebanon's population is having severe consequences on environmental and water quality, solid waste management, urban sprawl and scarce energy resources. Notably, among basic services, solid waste management falls most directly within the mandate of municipal budgets, leaving many communities desperate for means to address the rapidly worsening situation.

Impact on employment and Livelihoods

By end-2014, as a result of the Syrian crisis, some 170,000 additional Lebanese will be pushed into poverty, an increase of nearly 20%. Furthermore, an additional 220,000-324,000 Lebanese are expected to lose their jobs, representing a doubling in unemployment levels, with the greatest impact falling on youth, women and the unskilled. Border communities who have depended on Syria for health, trade and education have been especially affected due to the simultaneous loss of access to these resources and the high burden of hosting refugees.

Impact on social cohesion

Tensions at the community level are on a sharp rise as Lebanese find themselves competing with Syrians for employment and increasingly scarce means of ensuring livelihoods, while security concerns are deepening the situation. The armed involvement of different Lebanese groups in Syria has deepened divisions throughout the country. A number of studies, including efforts from the American University of Beirut, Search for Common Ground and UNDP have underscored the potentially lethal combination of political conflict in the context of increasing number of refugees and a delicate confessional balance of power.

Impact on living conditions in Palestinian informal settlements

The situation for Palestinians and Lebanese living in the forty-two informal settlements, or gatherings, and areas adjacent to Palestinian camps is particularly severe. Falling outside of UNRWA's mandate to provide services within the formal camps, while neglected by surrounding municipalities, some 74,000 Palestinians live in conditions marked by severe shortages in water, sewage systems and electricity. The arrival of 6,500 Syrian and 32,000 Palestinian refugees from Syria to these areas has exacerbated the situation, increasing the risk of disease and environmental degradation – as well as of increasing tensions.

Despite these challenges, the Lebanese people have kept their borders; homes and communities open, showing remarkable generosity and solidarity. Extraordinary measures have been taken to care for families fleeing from the horrors of war. Despite growing incidents of tension and violence, the major political and sectarian groups have remained committed to a united Lebanon, struggling to resist returning to the civil war of the past. Yet the capacity of communities to remain resilient is under serious threat if the situation does not start improving.

International recognition to the urgent need to scale up support Lebanese host communities as part of the response to the Syrian crisis has reached new levels in recent months, from the UN Security Council Presidential Statement in July 2013 to the WB/UN Needs Assessment and the September 2013 formation of the International Support Group for Lebanon on the margins of the UN General Assembly. Also, a growing number of donors allocate funds to stabilization efforts. Furthermore for 2015 a crisis response

plan is being conceived co-led by UNDP and UNHCR which focuses equally on needs of refugees as well as on those of host communities and public institutions. The crisis response plan reframes the current response as responding to both a humanitarian and multi-dimensional crisis, which requires bridging humanitarian action with medium and long term support to stability and development.

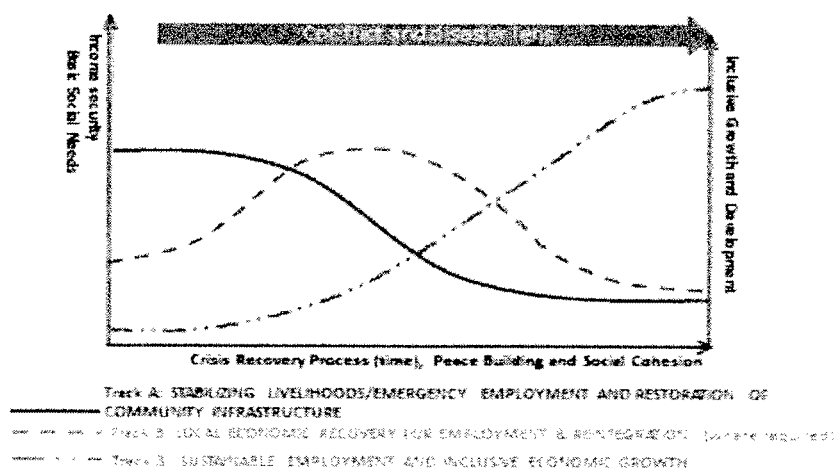
This UNDP Stabilization and Recovery Programme (SRP) leads the way in directly responding to that need, fully integrated within both the humanitarian Regional Response Plan and the Lebanon Roadmap of Priority Interventions for Stabilisation prepared by the Government and endorsed by the International Community following on the joint WB/UN Needs Assessment.

II. STRATEGY

Programme Approach: the impact of Syrian crisis on Lebanon can be classified into two broad categories in terms of its manifestation on different levels of society. The most obvious impacts are at the local/community level where the micro-economy, livelihoods, public services, environmental resources and the social fabric have been severely strained due to the presence of high number of refugees. At the same time, the overall national capacity of the government institutions to govern and manage new and growing challenges, including multi-stakeholder coordination, the promotion of social cohesion and responding to crises and disaster has come under significant strain.

In this context, the overall goal of the Program is to contribute to Lebanon’s stability through a multi-layer strategy comprising strategic components linking crisis response to local development both simultaneously in view of the nature of the crisis in Lebanon, as well as transitioning over time.

Three -track approach towards recovery and social cohesion



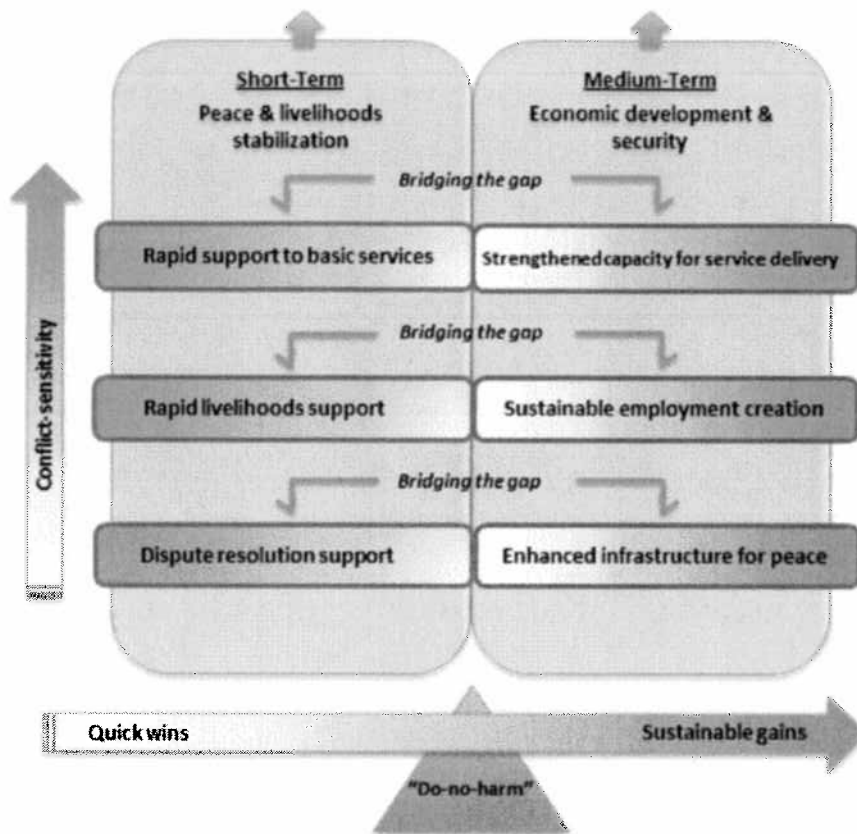
Strategic complementarity and ‘the gap’: For the activities at the local level, the programme will focus on three key, interlinked components of resilience for Lebanese communities hosting Palestinian and Syrian refugees from Syria: basic services,

livelihoods –including employment generation- and social cohesion. As articulated in the figure above, the humanitarian challenges would form the most significant part of the response, initially. With a relative degree of stability, recovery becomes more significant. This means medium term approaches, weaning-off “hand-outs” and involving the affected population. UNDP believes that crises also offer an opportunity to introduce new, sustainable approaches towards development and these, possibly experimental initially, can be scaled up with an improvement in working conditions. This approach seeks to bridge the gap between humanitarian, stabilization and development approaches by transforming quick-wins and rapid interventions into long-term gains and durable solutions for existing structures and strategies. For instance, the same local representatives serving in the Local and Regional Working Groups established under the UNDP ART initiative that build capacity and improve livelihoods will also be part of conflict prevention mechanisms. They will be involved in activities to ensure that programme design, implementation and their interactions with refugee populations are conflict-sensitive. The same logic will also apply to the engagement with the national task force and national coordination committee responsible for developing Lebanon’s national crisis and disaster response framework and plan.

Peace building will form not only a cross-cutting theme across all initiative of the Programme, but will also be promoted through specific, targeted initiatives. The Programme seeks to approach the problem at the grassroots level through working with the local community stakeholders, opinion leaders, youth and the students by providing them the skills for peaceful conflict management and prevention. These peace-building activities at the local level will be bolstered through a national initiative via the wide network of journalists previously engaged with UNDP in peace building activities, as well as the Journalists’ Pact for Strengthening Civil Peace in Lebanon. The initiative will leverage media institutions in order to reduce tensions exacerbated between Lebanese, as well as addressing rising tensions between Lebanese and Syrians. This will be achieved through supporting the implementation of the Pact as well as working on developing and disseminating positive messages to both Lebanese and Syrian communities via a national campaign.

This document describes the various Programme Components. Given that this project document governs the contribution of the Bureau for Crisis Prevention and Recovery (BCPR), only for Output 8 dedicated to the Management of the SRP an Annual Work Plan is included.

**Stabilize and Foster the Resilience of Lebanese Communities
Hosting Syrian and Palestinian Refugees from Syria**



PROGRAMME GOALS

The Programme comprises eight Outputs supporting results within three main Goals:

1. *Fostering the Resilience of Vulnerable Host Communities*
2. *Promoting Peace Building and Conflict Prevention*
3. *Strengthening the Capacity of Key National Institutions for Recovery Coordination and Crisis Management and Response*

GOAL 1: FOSTERING THE RESILIENCE OF VULNERABLE HOST COMMUNITIES

Output 1: Livelihood, employment and economic opportunities increased

Challenges: The targeted communities, including both hosts and refugees, are marked by a rapid loss of livelihoods. Through increased unemployment, especially among women and youth who are losing skills, knowledge, experience and capacities and face more and more difficulty to find jobs due to increased competition in the labour market. Limited job opportunities and weak private sector investment, the loss and/or depletion of livelihood assets and weak economic and productive infrastructure are key

challenges and drive potential conflict. The crisis is severely affecting the savings capacity of both the refugees and the host communities.

Programme response: Under this Output, the objective is to contribute to:

- Restoring livelihoods, especially for youth and women, through short term activities linked to longer term development outcomes.
- Create economic opportunities to revive local economic development through effective partnerships between public and private structures.

To achieve those objectives, UNDP will be integrating five groups of interventions:

1. Emergency job creation and other diversified livelihood opportunities for men and women

Unemployment and increased cost of living is contributing to increased tensions at the community level where perceptions fuel the idea that Syrians receive more support than Lebanese families. To boost the purchasing power and reduce vulnerability UNDP will implement labour intensive rapid employment schemes for hosting communities and Syrian refugees in close partnership with municipalities to provide extra income at the household level and to enhance mutual understanding at the community level.

Short- term emergency job creation is aimed to: i) provide women and men, including Syrian refugees, the opportunity to generate income to boost the purchasing power to cope with increased expenditures and improve their resiliency; ii) to lower the current tensions as a result of the increased competition on the job market between host communities and refugees through additional income generating opportunities; iii) to scale up the of capacity of local government in service delivery;

It is planned that the main local partner for this activity will be the municipalities. Those activities can be implemented immediately given the long-standing relationships between UNDP and the local authorities. Through the working groups that have been established under the ART Gold Programme, projects that are conducive for the labour intensive rapid employment schemes (LIREs) have already been established. The public infrastructure that will be rehabilitated or the trees that will be planted have an additional positive impact by contributing to improved delivery of basic social services and improving general living conditions which will impact positively the resilience at the community level.

Targets: In the first phase 3,900 individuals (at least 30% women and 20% Syrian refugees) will be targeted in communities with high presence of Syrian refugees. This activity can be easily scaled up in a wider number of communities.

2. Youth and women have access to opportunities to diversify their livelihoods through the implementation of innovative and catalytic projects that aim to improve social cohesion and means of living through a small grants competition

Households are increasingly struggling to adjust to the changing conditions in their communities. Despite efforts to stabilize livelihoods and put mechanisms in place to foster a peaceful co-existence at the local level, the needs surpass by far the available resources for projects and other interventions that are still predominantly humanitarian in nature. This output is based on the acknowledgement that communities possess significant resources such as networks, knowledge, and specific competencies (for example in areas such as art and culture). Too often, those capacities are overlooked or underutilized. The small grants competition aims to unlock those resources by

rewarding innovative and catalytic projects that contribute to stabilization of livelihoods and social cohesion. It is envisaged that the small grants will be issued to Lebanese youth and women organizations that include Syrian refugees in the implementation of the projects.

As part of the small grants competition, the following actions will be taken:

- Set transparent criteria for projects that qualify for the small grants programme (i.e. target communities; % of refugees involved in the project; beneficiaries; procurement of equipment only is not allowed etc.);
- Carry out quick mapping of vulnerability indicators and collect basic data (i.e. living costs, prices of basic items, unemployment rates etc.);
- Set up clear and transparent operational guidelines;
- Establish a representative and inclusive Jury

Targets: During the initial period of 24 months, this component will issue 150 grants of USD\$ 25,000 to youth and women organizations for which selected communities will be targeted. It is expected that through the grants about 7,500 persons will be reached directly (50 per grant) and could further impact thousands of additional community members depending on the nature of the activity that will be implemented.

3. Competitiveness of Lebanese SMEs increased through integrated value chain development to create sustainable employment, including for youth and women

Markets in especially rural areas are limited, resulting in high levels of unemployment, especially for women and youth. Cross-border trade with Syria has reduced significantly and the increased presence of Syrians who offer their services on the Lebanese labour market, often for a competitive rate, only makes the situation more challenging. At the same time, the destruction of manufacturing facilities in Syria such as the textile production in Aleppo present opportunities for Lebanon.

This Output aims to develop integrated value chains in market sectors that offer the prospect of sustainable growth and transition to higher valued added and better remunerated forms of employment. Sectors will be chosen by their ability to generate significant sustainable employment opportunities for the disadvantaged youth and women as self-employed producers or wage employees in the agriculture or non-agriculture sectors such as ICT, day-care or other services in areas like logistics. The resilience of those groups will be enhanced through diversifying and strengthening their livelihoods.

Existing studies and assessments will be used to immediately start activities in value chain development. Where it is felt necessary, studies will be updated with most recent data. On basis of recent assessments and the need to prioritize communities that are disproportionately affected by the impact of the Syrian crisis, the following chains are proposed to be targeted under this intervention:

- Dairy
- Honey
- Fisheries
- Fruits (i.e. Cherry)
- Olive
- Food processing
- Tourism
- Textile / cloths / carpets
- Shoe making
- ICT

Given the need to provide continued support to enterprises in the selected value chains, sector specific incubators will be established at the level of the LEDAs. Through this increased capacity, the LEDAs can play a central coordinating role. It allows them to be in close contact with enterprises and establish partnerships with local authorities where relevant.

Recognizing the transformative capacity of women as entrepreneurs and peace builders, this Activity Result is exclusive targeting women through business management training and making technical expertise available. This will help to increase the quality and productivity of their cooperatives and enterprises in order to create employment for other women. In addition, it is envisaged that under this Activity Result certain women cooperatives will be equipped with addition or more modern machines to upgrade their production and meet the demand of the market. Equipment will be provided to those cooperatives that are enrolled in the training programme.

The Youth Economic Empowerment Initiative aims to socially and economically empower disadvantaged Lebanese youth and women in market oriented technical, entrepreneurial and managerial skills, confidence building and empowering skills necessary to improve their access to productive resources and sustainable earning potential through the UNDP “3x6” approach. Training will be systematically linked and integrated with other complementary interventions such as access to markets, appropriate technology, entrepreneurship development and follow up technical assistance and advisory services. The Initiative adopts a comprehensive, market driven, gender responsive and community-based strategy. It involves strategic partnerships with local authorities, municipalities, community leaders, NGOs, private sector, and relevant institutions, and contributes to strengthening their capacity as responsible service providers, facilitators and advocacy actors.

The UNDP “3x6” approach has been adapted to the context of Lebanon and is organized around three principles, or phases, that include six (6) discrete sub-phases:

Phase I	Phase II	Phase III
Inclusiveness	Ownership	Towards Sustainability
1) Enrolment in training	3) Promotion of savings	5) Investing
2) Revenue through scholarship	4) Joint-venturing	6) Expanding markets

Targets: Before enrolling in the programme, participating youth are expected to commit to participate in all three phases:

Phase 1 Inclusiveness - Revenue generation by youth through mandatory participation in business management and vocational training for which they receive a scholarship. During this first phase (3 month), participants generate a capital of USD 500 per month of which 50% will be saved and deposited into saving accounts at (micro-) finance institutions. The business development training can be provided by ILO using their tested methodologies that target specifically youth.

Phase 2 Ownership – By the end of Phase 1, youth initiate a business plan for the implementation of a sustainable economic activity. Youth are encouraged to establish joint ventures. The underlying idea is that risks are shared and resources are pooled to achieve results. It is expected that each individual starts Phase 2 with a personal investment of USD 1,000 that is derived from their savings and other sources such as a loan or personal capital.

Phase 3 Sustainability - The individual or group’s start-up capital of USD 1,000 is tripled through a grant. A feasibility study will confirm that any proposed project ideas are

economically viable and access to a local market is ensured. UNDP thus provides micro/small enterprises with investment support and facilitates market expansion.

4. *Creation of economically and environmentally sustainable diversified livelihoods opportunities*

The past years Lebanon is facing increasing pressure on its natural resources which is resulting in a loss of forests, pollution and some indigenous plants are almost extinct. The presence of Syrian refugees is putting additional stress on land and water resources. An important factor is that the refugees don't live in camps but are housed in (unfinished) buildings and tents throughout communities in Bekaa, North, South and Mount Lebanon. Especially in light of the upcoming winter, it is expected that more trees will be cut as a source for fuel to cook and to heat their dwellings. In addition, competition over scarce natural resources can lead to tensions and frustrations. It is therefore felt that it is important to promote livelihood stabilization that takes environmental considerations into account.

The activities under this component aim to increase environmental resiliency through the introduction of innovative green technologies to create employment, reduction of dependence on scarce natural resources and exploitation of natural resources in a sustainable manner. A conflict sensitive approach will be applied in the implementation of this output to ensure that any possible existing disputes over access to natural resources will be addressed or to prevent any new ones from emerging.

The two planned areas of activity are:

- Income of small farmers increased (*'green jobs'*) in communities with high concentration of Syrian refugees through increased yield of crops using irrigation mechanisms based on rainwater catchment systems and solar power; and
- Employment opportunities created through production of briquettes for cooking and heating fuel through recycling of wood to improve living conditions in communities with a high concentration of Syrian refugees.

Targets: Under the proposed intervention 10 hill lakes will be created as a way to catch rainwater to be used in the irrigation of plots of small farmers. The proposed hill lakes will be approximately 10,000m³ and can serve approximately 50 famers each, depending on the area of land and type of crop. Secondly, a new user-friendly and affordable technology is introduced to produce organic briquettes to be used as cooking or heating fuel by Lebanese households or Syrian refugees. The briquettes are produced of old and rest wood from the forest or other sources such as construction sites. It is anticipated that through public-private partnerships between a small enterprise and the municipality the value chain for briquette production will be created. Members of the community will be recruited to collect under the supervision of the municipality the old wood and shrubs from the forest or other designated locations which will be used as the input for the briquettes. The enterprise will be responsible for the production and marketing of the briquettes.

5. *Strengthening of Local Economic Development processes through improved planning and implementation capacity of local stakeholders*

The capacities at the local level to conduct comprehensive and integrated local development processes are limited. In light of the crowding effects on the local labour markets and an increased competition over available scarce resources, planning of

effective and realistic local economic development strategies has become increasingly important. It is expected that unemployment under youth will rise further in 2014. Identification of viable economic opportunities that create employment in the short and long term is an important contributing factor to social cohesion and to address rising levels of frustration among young people.

Targets: the programme aims to improve institutional resilience by strengthening capacities of local governments and civil society organizations with support from LEDA in at least 20 municipalities. The capacity building interventions are based on an assessment of existing capacities in areas such as planning, data base management and M&E. It is envisaged that the ART working groups will play a critical role. In addition, UNDP will collaborate closely with the Ministry of Interior to establish Social Economic Municipal Offices in at least 10 municipalities.

Targets: At least 40,000 people (approx. 80% Lebanese and 20% refugees) in the most vulnerable communities, at least 60% of whom are youth and women, will be directly targeted.

Output 2: Local capacity strengthened to deliver basic services through participatory and inclusive approaches

Challenges: Prior to the crisis, host communities suffered from a substantial lack of health, public education and other basic services. Confidence in the ability of public institutions to deliver these services was very low. Knowledge about the kind of services available, how these are delivered and how they can be accessed was also limited. This lack of awareness has contributed to increasing tensions in Lebanese host communities and will continue to do so as the number of refugees increase.

Programme response: UNDP will develop the capacity of local actors to deliver basic services and support livelihoods for vulnerable populations through interventions designed to enhance services, ensure participatory access and strengthen social cohesion.

UNDP, in partnership with UNICEF, other UN agencies, the Ministry of Social Affairs, Ministry of Education and Higher Education, Ministry of Public Health, and regional and local authorities will support a comprehensive local service delivery system. This will enhance the delivery and availability of basic services to vulnerable populations, improve the quality of services provided and increase public confidence in the capacity of institutions to deliver. To quickly address urgent needs among the most vulnerable populations, systems will be established to enhance health and education, utilizing existing structures, such as the Social Development Centres of the Ministry of Social Affairs, Public Schools and Primary Health Care Centres.

In partnership with municipalities and the Unions of Municipalities, service related infrastructure will be improved using labour intensive methods. Finally, coordination will be strengthened between local authorities and other service providers to ensure sustainability. Innovations tested through the “Decentralised Co-operation” component of ART project, wherein Lebanese municipalities are linked with municipalities in European countries to promote technical assistance and mutual knowledge exchange, will be used to enrich the programme design.

Targets: More than 800,000 Lebanese and refugees in the most vulnerable communities will benefit from better access to primary health, education, water & solid waste management services.

Output 3: Living conditions in Palestinian gatherings improved

Challenges: Falling outside the geographic mandate of UNRWA in terms of basic urban services provision and left unattended to by local authorities, the 42 Palestinian refugees' informal settlements or "gatherings", in Lebanon are considered to be among the most vulnerable. The on-going influx of Palestinian and Syrian refugees coming from Syria to these gatherings has put more pressure on an already weak infrastructure and has contributed to increased tensions between Palestinian gatherings host communities and neighbouring Lebanese communities.

Programme response: Building on the existing collaboration between the UNDP and UN-HABITAT and the support programmes implemented by Lebanese Palestinian Dialogue Committee (LPDC) and UNRWA, the programme will seek to strengthen the resilience of the host communities in Palestinian gatherings by enhancing access to sufficient basic urban service and improving shelter condition. The programme interventions will include:

- Enhancing environmental conditions of shelter units housing Palestinian and refugees from Syria in the gatherings, including winterization and water proofing, protection, sanitation, and hygiene conditions through labour intensive methods;
- Implementing infrastructure and service projects covering sewage, water, solid waste management and electricity provision.

To reduce tensions and ensure sustainability, these interventions will be implemented using a participatory approach that includes local actors, the surrounding municipalities, and NGOs.

Targets: At least 30,000 original dwellers and 20,000 refugees from Syria will have access to improved basic urban services and some 1,000 displaced families in the 20 most vulnerable gatherings will have housing conditions enhanced.

Output 4: Mitigating the environmental impact of the crisis

Challenges: Lebanon already suffers from major environmental issues ranging from the mismanagement of solid waste (open and uncontrolled waste dumpsites), urban sprawl, water resource pollution, water mismanagement and illegal groundwater extraction, coastal pollution and uncontrolled extraction of resources (quarrying, deforestation, etc.). The impact of the additional Syrian population is expected to further deteriorate the environmental situation, particularly in already vulnerable and underserved communities in the North and Bekaa.

Programme response: Medium to long-term programme aimed at rehabilitating the additional damage to the environment caused by the Syrian crisis will be implemented.

This would include dumpsite rehabilitation, depollution of heavily contaminated surface water resources and improved management of coastal areas. Water and wastewater management solutions at the regional level need will be worked on and natural resource management of forested areas and areas of high or sensitive biodiversity. Furthermore, the options of meeting the electricity demand gap through renewable energy technologies such as photovoltaic street lighting, wind energy for community based electricity supply and others will be explored as a means to improve living conditions without harming the environment. All interventions will be in line with national policies and plans and will be coordinated with both the central and local authorities, depending on mandates. Interventions would serve to improve living conditions of both Syrians and Lebanese host-communities.

Targets: At least 1,000,000 people including 20% refugees, in the most vulnerable regions will be directly targeted by the programme.

GOAL 2: PROMOTING PEACE BUILDING AND CONFLICT PREVENTION

Output 5: Local mechanisms for peaceful co-existence and conflict resolution strengthened

Challenges: Local social fabric is especially vulnerable to external shocks as communities often lack the skills, mechanisms and institutions to prevent conflicts from escalating. Now into the third year of the crisis, the immense pressure felt at the local level in the face of a relentless stream of refugees has greatly exacerbated existing vulnerabilities and institutional weaknesses.

Programme response: To ensure that interventions are effective, represent the interests of all community stakeholders and “do no harm”, conflict sensitive analysis is critical. For this reason, conflict analysis and the mapping of grievance mechanisms will inform programme design and implementation. Local and Regional Working groups managing the delivery of livelihood and capacity building programmes will also be part of initiatives designed to build capacity for conflict prevention. The programme includes:

- Capacity building activities for **local authorities and community leaders**, including municipal council members, “mukhtars” and mayors, the civil society, the private sector and youth leaders, and Popular Committees in case of Palestinian Gatherings on effective and participatory local governance, coordination, crisis management and conflict prevention
- Mainstreaming peace building into school environments through training teachers and school personnel as well as parent’s councils on peace-building and conflict prevention skills from **public schools**. The training will be based on methodology developed and enhanced in Lebanon since 2008, including the Peace Building Toolbox developed by UNDP with the Ministry of Education and Higher Education and will focus on creating non-violent schools. Capacity building programs will also target history teachers who have a key role in shaping the minds of students through the narration of Lebanon’s turbulent past and present;

- Promoting balanced and **conflict sensitive media coverage** locally and nationally. The programme will continue to work with journalists, senior editors and media outlets to enhance their own capacities for conflict sensitive coverage, and through their participation in the joint news supplements that will cover issues related to the impact of the Syrian crisis on Lebanon as well as to implement the “Pact for Strengthening Civil Peace in Lebanon” by developing positive media and communication platforms (TV, print, social media and radio) through corporate social responsibility partnerships.
- Supporting the Peace Building NGOs platform in its effort to organize and launch the “ Truth and Reconciliation campaign” through which dealing with the root causes of conflict (that are linked also to the perceptions of Lebanese vis-a-vis Syrian population and thus refugees) will be the main target in addition to tackling current issues threatening civil peace in Lebanon. Support will also be given to the group of ex-fighters who are advocating today for peace in opposition to having been advocates for war.

Targets: The programme will reach 800 teachers in 400 schools and 200 local officials across 110 municipalities. A communication platform will be developed and employed, raising awareness on support to host communities and reducing tensions, with a core group of media professionals trained and sensitized.

GOAL 3: STRENGTHENING THE CAPACITY OF KEY NATIONAL INSTITUTIONS FOR RECOVERY COORDINATION AND CRISIS MANAGEMENT AND RESPONSE

Output 6: Increased government capacity for crisis management and response

Challenges: political instability in neighbouring Syria brings direct implications for Lebanon with various Lebanese factions being directly or indirectly, overtly or covertly supporting one or the other factions in Syrian conflict. It is feared that this will manifest in the form of violent incidents on Lebanese soil, a phenomenon on the rise in recent months. Man-made disasters, including bombings and clashes that have resulted in injuries, casualties as well as material damages to homes, business and infrastructure have worsened the security, political and socio-economic situation. Such increases in man-made disasters have heightened the pressure on Government institutions in terms of their ability to prepare and respond adequately in case of such incidents. Moreover, whole sectors have been impacted by the situation including trade, tourism, and construction, fuelling further tensions between the Lebanese population and Syrian refugees. Without a clear end to the situation in Syria in sight, it is expected that Lebanon will continue to face increased threats from natural and man-made crisis. In response to these challenges, Lebanon urgently needs to enhance its response mechanisms and capacity to implement its National Response Plan at the national, sectoral, and local levels in a comprehensive, coordinated and effective manner with the objective of reducing, mitigating and managing the impacts of natural and man-made crises.

Programme Response: UNDP has been working with the relevant government authorities in Lebanon to enhance their capacity to respond to crises. In the face of the exacerbation of crisis risks due to the volatile situation in the neighbourhood, UNDP will support the Lebanese and government through the following initiatives:

- Supporting the functions of the National Coordination Committee (NCC), through the establishment of a National Operations Room (NOR) as proposed within the general framework of the national response plan. The NOR will act as the nerve centre for all responses to violent and destructive incidents and will be mobilized during major civilian operations to protect and safeguard civilian lives and property. A similar Operations Room will be established for Tripoli to cater for the North region.
- Supporting key sectors to mitigate the impacts of natural and man-made crises on essential services for Lebanese society. This will be implemented in coordination among sectors within the overall response plan framework and by building key sectors' capacities and strengthening their preparedness and response.
- Building the capacities of local authorities' management to design and implement adequate rapid disaster assessment and response plans in line with the National Response Plan resulting in increased capacities in the management of crises.
- Increasing the awareness among mass population including Syrian refugees on response and safety measures (awareness, drills, emergency kits).
- Distribution of emergency kits to major critical areas, local authorities, sectors, institutions, women, and people with disabilities will be carried out to promote crisis preparedness at the grassroots level.

Targets: The establishment of the Operation Rooms and capacity of the government will have an impact on the whole population of Lebanon. The training and drill activities will benefit at least 10,000 individuals.

Output 7: Enhanced stability and conflict prevention through support to the “Civil-Military Coordination Programme” (CIMIC) of the Lebanese Armed Forces

Challenges: Following the signing of the Ta'if Agreement that put an end to the civil war, the Lebanese Armed Forces (LAF) have been entrusted with the role of maintaining law and order and defusing internal tensions. These responsibilities have, at times, come at the cost of the Army's relationship with the different local communities, including the Palestinian camps and their surroundings. Today, the Lebanese Army is under enormous pressure as a result of the Syrian crisis and plays a critical role, perceived as the last buffer against communal violence and retains its legitimacy in the eyes of the general public as the trusted entity to prevent conflict and intervene to stop violence.

Programme response: In partnership with UNIFIL, UNSCOL and OHCHR, UNDP will scale up its existing collaboration with the LAF CIMIC programme, to support the implementation of the CIMIC National Strategy and transform the CIMIC Section into a fully operational Centre. CIMIC will be able to guide the cooperation between the military command, civilian authorities and the general population within its area of operations, creating and sustaining a conducive environment for LAF deployment. The Programme includes:

- Training personnel in essential CIMIC skills (liaison and assistance to civil environment - communication, conflict management, human rights, International Humanitarian Law as well as humanitarian principles)
- Supporting establishment and operations of CIMIC structure and offices in the 5 regions (HQ, North, South, Bekaa and Mount Lebanon)
- Support the further development of the LAF CIMIC doctrine
- Support the development and implementation of the Communications strategy
- Pilot projects to supporting application of CIMIC Strategy (assistance to civil environment, projects and other confidence building as well as community outreach initiatives with civil society and local authorities)

Targets: The initiative will benefit around 90,000 community members and will invest in the capacities of 180 members of the armed forces

Output 8: Programme Management and Implementation Support, Advocacy and Partnerships

Challenges: The recovery/development needs of the host communities and refugees are immense and growing larger daily. Sharp political conflicts are affecting the capacity of government to develop a strategic approach and medium-term plans to address the problem. International aid is primarily humanitarian and focused largely on the Syrian refugees, exacerbating tensions. The UN, Government and development partners have agreed on the importance of shifting towards a coherent nationwide approach towards stabilization and resilience based on the experiences & lessons-learned of the programme and different host-community initiatives needs to be advocated and coordinated. In order to respond to the emerging needs for providing leadership to coordinate and steer the stabilization and recovery process, the Government of Lebanon will require high quality technical assistance. In addition, a growing number of national and international partners have launched programmes and projects in the area of social cohesion and livelihoods which require an effective and efficient coordination to make an impact on Lebanese host communities and refugees.

Programme response: An integrated approach is key to positioning the UN, the international partners and to support government in stabilizing Lebanon and developing resilience in the face of the refugee crisis. The strategy is premised on the need for development approaches that are based on a clear analysis of the impacts of the Syrian crisis on development indicators, a framework that places Lebanese communities at the centre of development efforts, a policy menu that is built on the successes of on-going host-community approaches financial mechanisms that enable development partners to scale up these development efforts quickly and strategically.

Discussions have been held among the World Bank, the Prime Minister's Office and UNDP to maintain focus on both short-term community needs and medium to longer term development priorities as part of the national joint needs assessment review. This will assist the government in prioritizing international support while exploring different funding mechanisms. The proposed initiative will recruit highly skilled international and national specialists in the areas of recovery and stabilization, conflict-prevention, public services delivery, livelihoods and economic development, communication and

other relevant fields to assist Lebanon in formulating and implementing a strategy for mobilizing and optimally utilizing the resources required.

The cross-portfolio nature and large scale of the Stabilization Programme requires significant dedicated management support. The Deputy Country Director/Senior Programme Coordinator provides overall leadership, supervising two support teams – programme implementation and external coordination – under which project implementation teams deliver results on the ground.

In the framework of the Regional Response Plan 6 (RRP6), UNDP Lebanon has been appointed as the lead UN agency for the Livelihoods and Social Cohesion sector. Working groups have been established for Livelihoods and Social Cohesion at the national level and it is envisaged that decentralized coordination mechanisms will be set-up to improve the overall coordination in the sector.

This sector is not only important in the implementation of humanitarian interventions, it is also a critically strategic sector to prepare the Government and the International Community for the phase when humanitarian resources will dwindle and humanitarian actors will have to make space for more development oriented organizations. This sector is targeting refugees but also Lebanese host communities. It puts the building blocks in place for a resilient based development approach.

In its role as lead coordinator and recognizing that Lebanon is a country with limited and fragmented data, UNDP will carry out assessments about the link between social cohesion and other sectors such as WASH and education. Also, livelihoods assessments will be conducted to promote employment creation.

Targets: The programme envisions achieving the following:

- Establishment of a combined management and implementation structure, led by the government and the UN for leveraging the contributions of different projects and value-addition by the UN agencies.
- Development and promotion of policies that build on best practice in Lebanon and elsewhere in the region.
- Development and implementation of a communication strategy that places stabilization and resilience of host communities in the centre of development discourse
- Financial mechanisms that will ensure speedy and predictable flow of resources for stabilization and resilience efforts.
- Establishment of active decentralized coordination structures and mainstreaming mechanism for the Social Cohesion and Livelihoods sector.

UNDP Comparative Advantage

As a basis for the overall strategic and programmatic response, UNDP will leverage the following important comparative advantages and experience to effectively address development priorities in the context of crisis:

Knowledge and Applied Experience

- Global knowledge applicable for Lebanon derived from practical experience in implementing stabilisation programmes with particular focus on supporting host

communities & refugees in complex environments such as Afghanistan, Kenya, Kosovo, Sudan, Tanzania & Thailand.

- History of successful recovery programmes supporting the Government of Lebanon in the aftermath of previous crises, including the 2006 War & the 2007 Nahr-el-Bared conflict.
- Contextualized knowledge on municipal support generated through the Lebanon Host-Community Support Programme between UNDP and the Government of Lebanon (Ministry of Social Affairs, assigned by the Government to coordinate all activities related to the Syrian Crisis).
- The ART Initiative, a UNDP local area-based development programme operating since 2007 in the North, South, Bekaa and Beirut/Mt. Lebanon brings established tools for local economic development, including leveraging Local Economic Development Agencies (LEDAs).

Access to Existing Networks

- Long-standing partnership with the Lebanese government and relevant line ministries.
- Direct access to established networks of partners for decentralized cooperation at the local level, including municipalities, through the UNDP field presence in areas most affected.
- Long experience in supporting different populations/groups (at grassroots and national levels) in addressing the root causes of conflict in Lebanon, working towards peace building and promoting social cohesion.
- Existing joint programmes with the Lebanese Presidency of the Council of Ministers supporting national Crisis and Disaster Risk Management and Response capacity.
- UNDP on-going partnership with the Lebanese Armed Forces on enhancing stability in urban hotspots through the mainstreaming of civil-military coordination (CIMIC)

Convening Role

- UNDP and UNHCR co-chair both the broader Task Force on Support to Host Communities and the Social Cohesion and Livelihoods Sector of the Regional Response Plan (RRP)
- Through existing structures at the local level, UNDP is well positioned to convene local actors to facilitate local development.

Based on these qualifications, the Lebanese Government has asked UNDP, in close partnership with UN agencies and civil society, to lead a comprehensive programme of support for Lebanese communities hosting Syrian and Palestinian Refugees, bridging humanitarian and development approaches. Further, UNDP was requested by the Government to co-lead UN participation in the joint Government/World Bank/UN Impact and Stabilization Needs Assessment, and is now doing the same for the elaboration of the resulting Roadmap for Stabilization, both of which have validated the strategic content of this Programme.

Focusing on the most vulnerable: geographic targeting and scalability

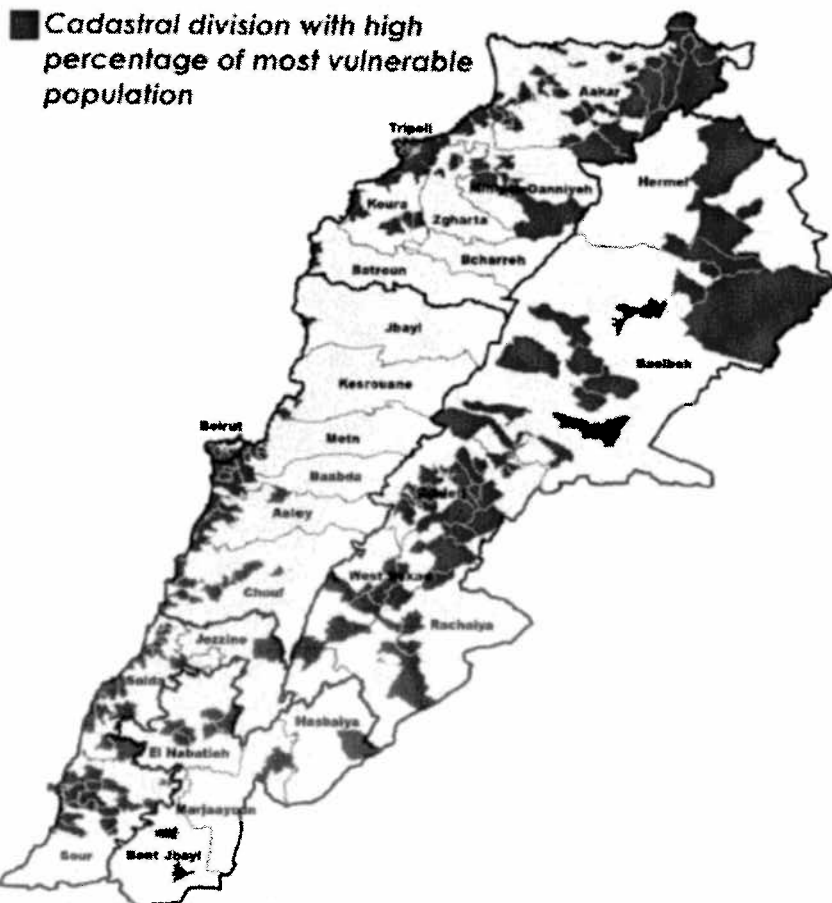
The programme will target the resiliency of the most vulnerable host-communities, especially youth and women, with the highest refugee populations. To support targeting, an indexing methodology using pre-existing poverty profiles from the 2008 UNDP-

supported national poverty study, combined with current UNHCR data on refugee per capita concentrations, was elaborated by the Prime Minister's Office, UNICEF and UNHCR to derive a list of municipalities and populations facing heightened vulnerability at the community (cadastral) level.

This targeting exercise produced a mapping at two levels of vulnerability - an overall target of 1.2 million vulnerable Lebanese and a subset of some 600,000 Lebanese living in over 220 host communities facing particularly acute vulnerability (shaded in the PMO/UNICEF/UNHCR map below). Notably, the most affected quintile of cadastres identified by this method for maximum targeting captures nearly 75% of registered refugees and 67% of poor Lebanese.

Due to the area-based nature of interventions in Outputs 1 through 4, these components can be rapidly scaled up through addressing additional vulnerable communities affected by the crisis according to this geographic targeting methodology.

Lebanese Vulnerable Population Map



Based on this vulnerability mapping, the programme will primarily target communities with a relatively high degree of vulnerability and refugee concentration in all regions of Lebanon. Due to the mobility of refugee populations, flexibility is important and the programme must be able to adjust to shifts in refugee concentration.

Palestinian Gatherings. In addition, the programme will also address the needs of Syrian and Palestinian refugees in the Palestinian Gatherings. The map below indicates the Palestinian Gatherings (including camps' Adjacent Areas) within Lebanon from which the programme will prioritize target communities



III. Results and Resources Framework

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: CP Outcome 2: Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery</p> <p>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; CP Outcome 10: National capacities towards building sustainable peace strengthened</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Outcome 2: Indicators: % increase of local actors' participation in local development planning (including women and youth); Number of public-private partnerships formed for poverty reduction; Number of strategic plans developed and implemented;</p> <p>Baseline: Local services delivered without inclusive participation and comprehensive development plans; No public-private bodies exist; No strategic plans exist for the different regions</p> <p>Targets: Increase of women and youth participation in the development of local plans in their regions by at least 20%; 4 Local Development Agencies including public-private representation formed in the 4 deprived areas of Lebanon; 4 strategic plans formulated and implemented</p> <p>Outcome 10: Indicators: % of key national development issues that have benefited from new national and local mechanisms; % of policies adopted through application of new consensual approaches; Baseline: No systematic mapping on existing dialogue and civil peace issues and mechanisms and capacities; Targets: National strategy for civil peace developed and dialogue mechanisms established at national and local levels.</p> <p>Applicable Key Result Area: Youth mobilization activities strengthened and inclusive participation in community development enhanced ; Enhancing conflict and disaster risk management capabilities (Crisis Prevention and Recovery)</p> <p>Partnership Strategy: As a result of the prior projects, a number of partnerships with NGO's, conflict transformation & peace building practitioners, training institutions and Government ministries, media outlets, journalists and municipalities were established. These partnerships will be deepened and new partnerships will be established to bring additional subject matter expertise into the project.</p>
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Outputs, Indicators and Targets	Indicative Activities	Responsible Parties	Indicative Inputs
<p>OUTPUT 8: Programme Management and Implementation Support, Coordination, Advocacy and Partnerships</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> National government, UN and development partners committed to a shift from humanitarian to development activities emphasizing host-communities Funding to host community projects disproportionately low, relative to humanitarian programmes No Social Cohesion/Livelihoods sector specific local coordinators Two local working groups on Social Cohesion/Livelihoods led by UNHCR <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Management and Implementation structure established Funding for development increased Decentralized coordination structures established and reinforced <p><u>Targets:</u></p> <ul style="list-style-type: none"> Establishment of a combined management and implementation structure, led by the government and the UN. 	<ul style="list-style-type: none"> Convening of Steering Committee (approval of TOR, Work Plan, Progress Reports) Recruitment of international and national experts and support staff to support recovery coordination (including assessments; training; production of guidelines) UNDP and UN partners positioned substantively to contribute in areas of their respective expertise Implementation of resource mobilization and advocacy strategy on the messages and recommendations emerging from the needs assessment 	<p>UN Agencies Office of the Prime Minister and MOSA</p> <p>Participating UN Agencies</p> <p>Development Partners</p>	<p>Personnel Consultants Facilitated dialogue, workshops Publications, Assessments Equipment, Stationery, Office Costs</p> <p>Output 8 USD 1 million</p>

TOTAL BUDGET FOR OUTPUT 8: USD 925,925
 GMS: USD 74,075
 GRAND TOTAL: USD 1 000 000
 Secured Funding from BCPR: USD 1 000 000

IV. Work Plan (One Year)

Output and Indicators	Activities	Q1	Q2	Q3	Q4	Resp. Party	Budget (USD)
OUTPUT 8: Programme Management and Implementation Support, Coordination, Advocacy and Partnerships Baseline: • National government, UN and development partners committed to a shift from humanitarian to development activities emphasizing host-communities • Funding to host community projects disproportionately low, relative to humanitarian programmes Indicators: • Management and Implementation structure established • Funding for development increased Targets: • No Social Cohesion/Livelihoods sector specific local coordinators • Two local working groups on Social Cohesion/Livelihoods co-led by UNHCR	Recruitment and deployment of international and national experts and support staff to support recovery coordination and implementation (including DCD/Senior Programme Coordinator, (Local) Coordination and Communication staff, Local Development CTA and selected LHSP field staff)	X	X	X	X	UNDP	150 000
	Implement the role of Lead Coordination agency for the Social Cohesion and Livelihoods sector at the central and decentralized level (including assessments; training; production of guidelines)	X	X	X	X	UNDP	
	F&A						74,075
	Sub Total						1 000 000

V. Management Arrangement

The cross-portfolio nature and large scale of the Stabilization Programme requires significant dedicated management support. The Deputy Country Director/Senior Programme Coordinator provides overall leadership, supervising two support teams – programme implementation and external coordination – under which project implementation teams deliver results on the ground.

Moreover: the project foresees developing and instituting a Project Communication strategy that will give full acknowledgement and visibility of the donor, design targeted messages to manage expectations, support monitoring and ensure transparency and accountability. Additionally, due support to publications, press releases, and development of inter-active database/project management information system.

A Programme Steering Committee/ Board will govern and provide strategic leadership across constituent interventions. The Committee will include UNDP and key partnering agencies, including Ministry of Social Affairs, CDR, as well as representation from key donors. The implementation and management structure will be rationalized to consolidate the activities presently being undertaken under different projects. The Board will play an important role to identify and manage opportunities and risks as the project progresses, and will meet at least twice a year to undertake the following responsibilities:

- i. Approve the Annual Work Plan and budget.
- ii. Monitor progress against plans and assess performance.
- iii. Provide advice when substantive changes are needed in the project's planned outputs, budget, strategies or implementation arrangements;
- iv. Assist in problem solving.
- v. Identify and manage risks and issues.
- vi. Agree on any re-prioritization of work or reallocation of resources to ensure that milestones are achieved and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the project management.
- vii. Oversee progress, participate in field visits to project sites, consult with beneficiaries.

The project will be implemented through the Direct Implementation (DIM) modality of UNDP, wherein UNDP will act as the principal executing agency, forming partnerships with the governmental, non-governmental and corporate sector entities for the delivery of the stipulated goods and services. The Ministry of Social Affairs will serve as the main governmental counterpart. Many of the proposed projects expand on the existing development initiatives already operating in the refugee hosting areas while some would form part of the recently initiated Lebanon Host Community Support Programme. The UNDP Country Office will oversee the implementation of the initiatives through its central office in Beirut as well as its regional offices and will be responsible for reporting on the progress.

UNDP as the Responsible Party will provide the following services:

- General Management Support:

- i. Project identification, formulation, and appraisal
- ii. Determination of execution modality and local capacity assessment
- iii. Briefing and de-briefing of project staff and consultants
- iv. General oversight and monitoring, including participation in project reviews
- v. Receipt, allocation and reporting to the donor of financial resources

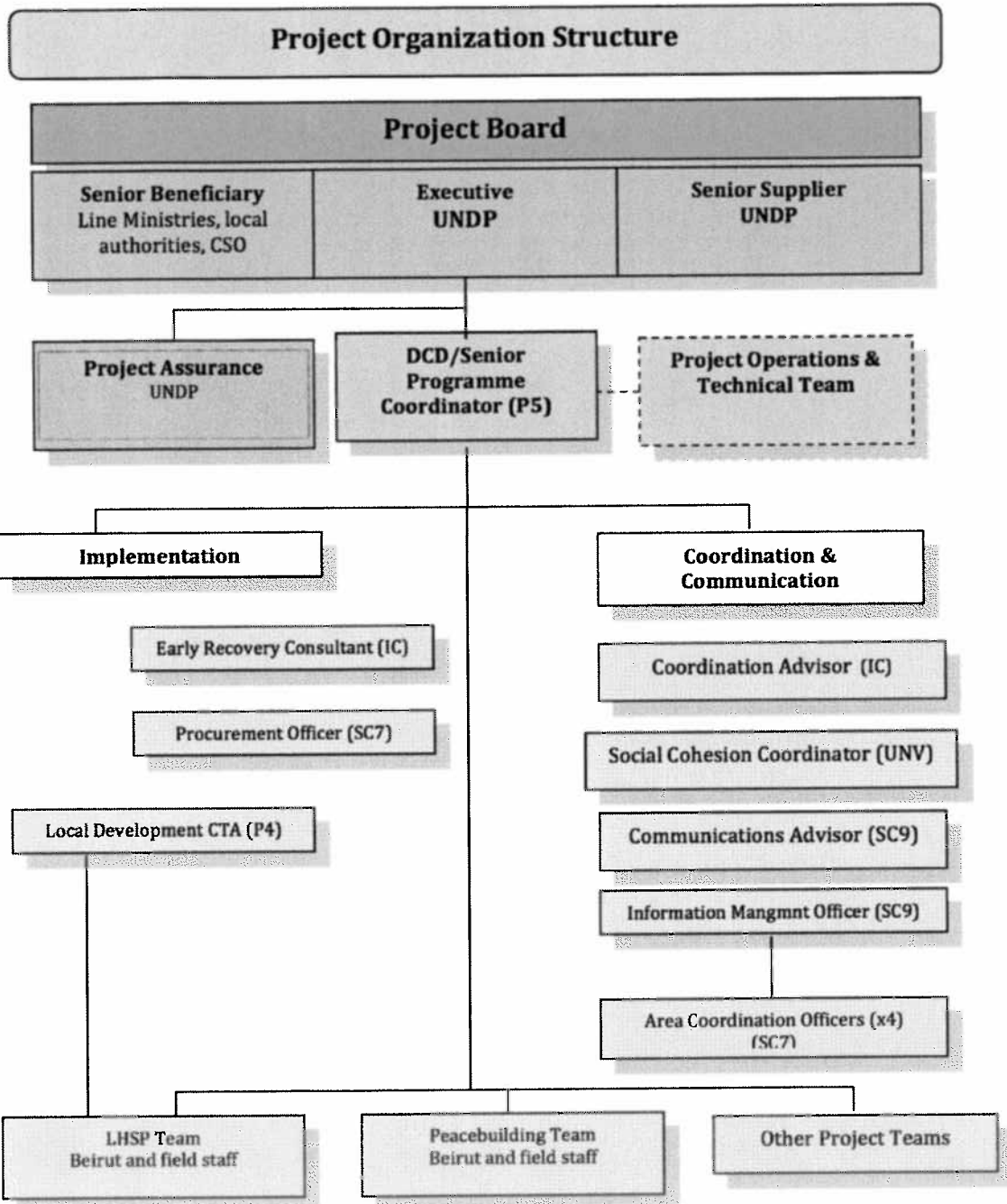
- Implementation Support Services

- i. Payments, disbursements and other financial transactions
- ii. Recruitment of staff, project personnel, and consultants
- iii. Procurement of services and equipment, including disposal
- iv. Organization of training activities, conferences, and workshops, including fellowships
- v. Travel authorization, visa requests, ticketing, and travel arrangements

All services shall be provided in accordance with UNDP procedures, rules and regulations. Project management responsibilities will be distributed according to the following division of work:

As mentioned earlier, the proposed initiatives will form an extension to the existing projects and the various Project/Area Managers will, under the overall leadership of the Deputy Country Director/Senior ERA. Implementation of the LHSP component is led by the Chief Technical Advisor and with the support of national and international technical staff hired exclusively for these initiatives, run the project on a day-to-day basis and decision-making for the project and 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.

The Project assurance role shall be carried out by the UNDP Country Office, and will focus on the following elements: following up on management actions, keeping track of progress benchmarks, visiting project sites, interpreting progress and technical reports, assessing substantive progress, processing budget revisions, and making arrangements for evaluation and audit.



The Project Support for administration, management and technical support in order to ensure successful implementation of the project, will be provided by the existing or additionally hired administrative and programme staff.

All services shall be provided in accordance with UNDP procedures, rules and regulations. Implementation of some activities will be undertaken through a sub-contracting modality (recruitment of international and local experts or institutions).

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, as well as bilateral and multilateral agreements, donor contributions shall be subject to cost recovery by UNDP:

- Cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services.
- UNDP direct costs incurred for Implementation Support Services (ISS)
- Partnership and Reporting Cost for exclusive support to Japanese funded initiatives

VI. Monitoring Framework and Evaluation

To achieve both effectiveness and accountability, monitoring and evaluation responsibilities will be distributed among staff at the Country Office, and will be undertaken through the following mechanisms:

a. Project Reports:

i. Field visits and quarterly reports. The project team, under the supervision of the Project Manager, should prepare quarterly reports for the Project Board, accompanied by the quarterly financial reports. The quarterly progress report may consist of a brief summary of progress, in relation to the work plan and an update on the financial situation. This summary can also be used for feedback to the Project Board for making decisions and introducing corrective actions.

ii. Annual Project Report. The project manager ensures the preparation of the Annual Project Report (APR) in consultation with the stakeholders. This report will cover lessons from experience to help in assessing this implementation modality, including its implications in terms of capacity building and ownership.

b. Audit:

The audit of DIM projects is undertaken through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review). Resident Representatives may request OAPR to exceptionally undertake audits of DIM projects.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Project will be monitored through the following tools and methodologies.

Within the annual cycle:

- An Issue Log shall be prepared and updated by the Country Office to facilitate tracking and resolution of potential problems or requests for change.

- Based on the initial risk analysis submitted, a risk log shall be regularly updated by reviewing the external environment that may affect the project implementation.
- A Project Progress Reports (PPR) shall be submitted by the Country Office to the Steering Committee/ Board.
- A project Lesson-learned log shall be prepared 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 prepared, and updated to track key management actions/events

Annually:

- An Annual Review Report shall be prepared by the Country Office and shared with the Steering Committee/ Board. As a minimum requirement, the Annual Review Report shall consist of implementing progress, challenges, lessons learned, as well as a summary of results achieved against pre-defined annual targets at the output level.
- 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. Communication Plan

The peace-building and social cohesion component of the programme is directly related to working with the formal print media and communication to the masses –both hosts and refugees- is at its core. The activities related to livelihood development, support to municipalities and improvement of Palestinian gatherings seek to influence the public opinion as well as the policy environment in Lebanon, in addition to affecting concrete results at the grassroots level. For this purpose, the following media of communication will be employed:

- Highlighting of project activities and results on UNDP website
- Prominent mention in the corporate publications of UNDP
- Press releases and interaction with the news channels
- Presentations in learning events, conferences, seminars etc.,

The support of the donors in this endeavour will be fully acknowledged in the form of prominent display of logo on all communication products of the programme.

VIII. 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 26 February 1981. 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.

IX. Risk Log

Description	Type	Impact and Probability (1= low; 5= very high)	Mitigation measure
Willingness to collaborate by other stakeholders	Strategic	I: 4 P: 1	Strengthening of existing partnerships and coordination forums such Working Groups
Low capacity of implementing partners	Organisational	I: 5 P: 1	Early identification of partners; hand holding
Interest in youth and women in learning new skills	Organisational	I: 5 P: 1	Baseline studies and secondary data indicates high levels of willingness
Peaceful working conditions in the target areas	Political	I: 5 P: 2	Broad footprint planned to shift to other locations in case of acute problems