

COUNCIL FOR DEVELOPMENT & RECONSTRUCTION
BEIRUT - LEBANON

No. : 6649/1

Beirut, 29/10/2009

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

Dear Ms. Ruedas,


We refer to "*The Lebanese Expatriate Project, Live Lebanon, Phase I*" aiming at involving the Lebanese emigrants living abroad in support of local development in the most deprived areas of Lebanon and are pleased to attach the original signed copy of the Project Document.

Looking forward to working with you on this important project, we remain,

Sincerely yours,

Council for Development and Reconstruction



 Nabil A. El-Jisr
President



Enclosure

United Nations Development Programme

Country: Lebanon

Project Document

Project Title: The Lebanese Expatriate Project, *Live Lebanon*, Phase I

UNDAF Outcome(s): 4: Socio-economic development and regional disparities

Expected CP Outcome(s): The project is linked to the pillar on social development and regional disparities relating to UNDAF outcome 4, and the promotion of integrated regional development focusing on marginalized areas of the country. **Outcome 2:** Local governance structures in target underserved regions strengthened for better representation, participation, and basic local services delivery. **Output 2.1:** Capacities of institutions and community groups strengthened for effective formulation and implementation of regional and local development plans including women and youth.

Expected Output(s):

Output 1: A platform for the Lebanese diaspora to support local development and community projects in Lebanon created

Output 2: Contributions from a critical mass of the Lebanese diaspora in support of development in the North, Bekaa, Mount Lebanon & Beirut, and the South of Lebanon better directed towards local development projects

Executing Entity: UNDP

The aim of the **Live Lebanon** project is 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, and hereby to contribute to the elimination of poverty and regional disparities in Lebanon. This will be achieved through strengthening the connection between local communities in Lebanon and the Lebanese expatriate organizations and individuals worldwide.

An online platform, **Live Lebanon**, will be created for the purpose of engaging Lebanese expatriates and providing them with an opportunity to donate money online to support and follow local community and development projects in the following four regions of the country: North, Bekaa, Mount Lebanon & Beirut, and the South.

Existing UNDP sub offices in the regions together with the local Working Groups, consisting of municipalities, NGOs, community organizations etc., will function as local project committees and will ensure local ownership and empowerment of the local community. UNDP's experience in project management will guarantee the quality of the project implementation.

Programme Period:	2010 -2014
Key Result Area (Strategic Plan)	
Atlas Award ID:	00058413
Atlas Project ID:	00072567
Start date:	Oct, 2009
End Date	Dec, 2011
PAC Meeting Date	Oct 22, 2009
Management Arrangements	UNDP

Total resources required	740,050
Total allocated resources:	270,000
UNDP:	250,000
Other:	
Donor: British Government	20,000
Unfunded budget:	470,050

Agreed by the Council for Development and Reconstruction, Mr. Nabil Jisr

Signature: _____

Date: 29.10.09

Agreed by the Director-General for Emigrants, Mr. Haitham Jomaa:

Signature: _____

Date: 27-10-2009

Agreed by the UNDP Resident Representative, Ms. Marta Ruedas:

Signature: _____

Date: 27-X-2009



I. SITUATION ANALYSIS

Political situation, Poverty and Regional inequalities

As stated in the CPD and the UNDAF, Lebanon is marked by its volatile political situation. The Ta'ef agreement of 1989 signaled the end of a 15-year civil war. A flurry of infrastructure rehabilitation and accelerated economic activity took place, leading to significant growth in the gross domestic product. Since 2005, however, growth has slowed and government debt has risen to reach its present level of 180 per cent of gross domestic product. Politically, in the last ten years, Lebanon has experienced tremendous changes with regards to the roles of regional actors in its affairs. Israel withdrew its forces from southern Lebanon in 2000, and Syria formally withdrew in 2005 following the assassination of former Lebanese Prime Minister Rafik Hariri. Nonetheless, Lebanon remains in a volatile region and regularly experiences armed conflict. In June 2009, Lebanon successfully held parliamentary elections that reinstated the majority of its governing coalition with 71 seats versus 58 seats for the opposition.

Despite the challenges, poverty, education, and health indicators have improved marginally in most regions though the number of people living below the poverty line has increased over the past decade. According to the Lebanon 'MDG report 2008', the number of those living below the 'upper' poverty line, estimated at \$4 per capita per day, stands at 28 cent of the population. Of these, 8 per cent are extremely poor and live below the lower poverty line, estimated at \$2.4 per capita per day, and cannot meet their basic needs. Regional disparities in this middle-income country are high. Emphasis on reducing poverty and regional inequalities is highlighted in the UNDP CPD, UNDAF, and CCA (common country assessment, 2007) and is also one of the main objectives of the government reform programme.

In the UNDP CPD, it is argued that though progress on the Millennium Development Goals that relate to poverty (1), and the environment (7) remains elusive, Lebanon expects to achieve most of its targets. However, as is further stated in the CPD, peace and stability are essential since much will depend on whether the country can capitalize on its vibrant private sector and on significant remittances. In this regard, the Live Lebanon project is aiming at providing a method to channel remittances to common development projects in the most deprived regions of the country.

Migration and development

A new paradigm on migration and development is evolving emphasizing the potential benefits of international migration for the countries of origin. Migrants are being redefined as "heroes of development", and the key element in the new debate on migration is the growth of remittances (IOM 2008, p. 3)¹. A recent report of UNFPA attests that remittances, defined as transfers of private funds from expatriates residing abroad to their home country, are considerably larger than the value of Official Development Aid (ODA) and comprise the second-largest source of external funding for developing countries after Foreign Direct Investment (FDI) (UNFPA 2006). Although not conclusive, growing empirical evidence sustains that there is a positive relationship between remittances and poverty reduction.

Recent reports emphasize several potential benefits of migration besides remittances, especially the broader role of migrants in national development (IOM 2008, p. 3). The overall potential of the involvement of migrants is that they can have a significant impact on local development in the poorest areas of countries of origin in addition to their involvement in more common sectors such as business creation, trade links, investments, and exchange of experiences (IOM 2006, p. 52)².

Lebanese Diaspora

Lebanese expatriates, numbering over 10 million people, already have a great political and cultural influence in Lebanon; the country is worldwide one of the top recipients with regards to the share of remittances in the Gross Domestic Product (GDP). The World Bank estimated in 2007 that remittances from Lebanese expatriates amounted to USD 5, 5 billion which is equivalent to around 24 % of the country's GDP. In 2008, remittances were estimated to reach USD 6 billion, which is equivalent to over 20 % of GDP, (source: the Economist).

It is argued that the role of Lebanese migrants is growing as a result of 1) their growing relative wealth overseas 2) their increasing numbers 3) modern means of transportation and communication. Small-scale initiatives to support activities in Lebanon have been initiated by individual expatriates and organizations

¹ *Migration and Development – Perspectives for the South*, IOM 2008

² *Engaging Diasporas as Development Partners for Home and Destination Countries: Challenges for Policymakers*, IOM Migration Research Series 2006

abroad, but no general and income generating initiative has been launched in order to involve Lebanese migrants in the development of the less developed areas of the country.

Cooperation with the Lebanese Ministry of Foreign Affairs and Emigrants:

Part of the project will be to develop the capacity of the Directorate-General for Emigrants under the Lebanese Ministry of Foreign Affairs and Emigration. The department has great outreach to the Lebanese living abroad and has the ambition to create stronger links between expatriates and Lebanon in order to positively influence the political and socio-economic development of the country. The Directorate-General for Emigrants will therefore be the main national counterpart for the project, but will not provide any financial contributions to the implementation of the project.

II. STRATEGY

The focus on eliminating regional disparities that is supported by this project is also part of the national strategy. The Lebanese governmental programme that was presented at the Paris III meeting contained a welcome and unprecedented social component with three related objectives: 1. Reduce poverty and improve education and health indicators, 2. Increase the efficiency of public spending, and 3. Minimize regional disparities. With respect to UNDAF Outcome 4, it is highlighted in CP 19 that UNDP will promote integrated regional development by focusing on four marginalized regions of the country: the North, Bekaa, Mount Lebanon & Beirut and the South, as identified by UNDP in cooperation with the Lebanese government.

As mentioned in the CPD, focus will be shed on private sector engagement in the development agenda of UNDP. UNDP is laying the foundation to strengthen its cooperation with the business community at the local level and across the Lebanese diaspora. Live Lebanon is one of these initiatives that focus on mobilizing the diaspora in support of development objectives (CPD 14).

The contribution of the Live Lebanon project to the overall development of Lebanon and to the eradication of regional disparities is therefore based on the following threefold strategy:

1. Engage the private sector in development and strengthen the link between Lebanese abroad on one hand and the Lebanese government and local communities in the poorest areas on the other hand.
2. Set up a mechanism for channelling financial support from expatriates to local development and community projects and hereby support the elimination of regional disparities.
3. Strengthen the local capacities and decision-making structures through the engagement of local UNDP working groups in the project development and management.

A crucial part of the project will be to establish cooperation between local communities and organizations and individuals and associations of Lebanese expatriates worldwide. The General Directorate for Emigration under the Ministry of Foreign Affairs (<http://www.emigrants.gov.lb/>) will be the national focal point for the project, and the aim is to develop the capacities of the General Directorate to be able to manage the project in the long-term.

An online donation website will be the mechanism by which the project seeks to channel remittances from Lebanese emigrants, at an individual and associational level, towards quick impact development projects. In order to make a contribution, the donor will be able to choose which village/caza to support, what project, and the amount of the donation. Projects will also be divided into quantifiable items/shares, and donors can alternatively choose to donate a certain number of shares/items. Updates on the projects will be provided thoroughly on the website with pictures, stories, budget reports, and statistics. Offline events will be used to communicate the objectives of the project and engage expatriate individuals and associations.

The Live Lebanon website will provide a non-partisan and accountable opportunity for expatriates to donate money for development. It will constitute a trustful way of channelling remittances towards development since it will benefit from UNDP's global experience, known for its impartiality, accountability and transparency in project management. UNDP's comparative advantage is to secure the objectivity and neutrality of the project.

The Live Lebanon Project will make use of the existing local UNDP structures and experience with local development in Lebanon. In the first phase of Live Lebanon, the projects presented on the website will be under the UNDP ART GOLD Framework, and in later stages various UNDP projects will be presented on the website. UNDP ART GOLD has established, well functioning, and independent local Working Groups in each

of the four areas. The Working Groups consist of representatives from various sectors, and the engagement of these Working Groups will ensure impartiality, local ownership and empowerment of the civil society. Needs assessment and project selection procedures will be carried out in collaboration with the local committees and UNDP. Meetings have been conducted with around 80 major figures from the four areas and they warmly welcomed the initiative and offered to collaborate. For the first phase of the project, four - seven villages from each area will be selected, and hereafter more villages will be enrolled in the project.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

The project is linked to the pillar on social development and regional disparities relating to UNDAF outcome 4, and the promotion of integrated regional development focusing on marginalized areas of the country. In the Country Programme this is formulated in **Outcome 2**: Local governance structures in target underserved regions strengthened for better representation, participation, and basic local services delivery. **Output 2.1**: Capacities of institutions and community groups strengthened for effective formulation and implementation of regional and local development plans including women and youth

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

Indicator 2.1 By 2010, local governance structures in four under-served regions with capacity to formulate and implement local development strategic initiatives

Baseline: 2.1 Local development initiatives scattered and implemented with limited impact

Target 2.1 Four regional working groups established in south Lebanon, north Lebanon, Bekaa, and Beirut Southern suburbs capacity enhanced for formulation of regional development strategies based on territorial profiles

Applicable Key Result Area (from 2008-11 Strategic Plan):

Partnership Strategy

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: A compelling platform for Lebanese expatriates to support local development and community projects in Lebanon created</p> <p>Baseline: Currently, no nationwide, formal, objective, neutral and apolitical structure/channel exists through which Lebanese living abroad can be involved in supporting local communities in the most deprived areas of the country.</p> <p>Indicator 1: Number of Lebanese expatriate organizations and</p>	<p>Targets (2009):</p> <ul style="list-style-type: none"> - Desk review on the Lebanese diaspora and 10 target countries identified - Partnerships established with a minimum of 5 organizations in each of the 10 target countries - Live Lebanon mentioned in media worldwide (minimum 7 countries) <p>Targets (2010):</p> <ul style="list-style-type: none"> - Partnerships and a forum on Live Lebanon developed - One Live Lebanon launching event in each of the 	<p>1 Project Management and coordination</p> <ul style="list-style-type: none"> ▪ Technical, financial, and operational management established ▪ Good partnerships with relevant ongoing projects (UNDP, Art Gold) and national and local actors (WG, municipalities, MFA) established <p>2 Establishment of partnerships</p> <ul style="list-style-type: none"> ▪ Contact with Lebanese associations abroad ▪ External mobilization ▪ Workshops 	<p>UNDP</p> <p>UNDP/MFA</p>	<ul style="list-style-type: none"> - Communication/Field Officer hired (Monthly USD 3.500, including pension & insurance, Yearly: USD 42.000) - Promotion material (USD 15.000 yearly) - Expatriates mobilization locally and establishment of network (USD 10.000 yearly) - Workshops (USD 10.000 yearly)

<p>individuals signed up as 'friends of Live Lebanon'</p> <p>Indicator 2: Number of visits to the website</p> <p>Indicator 3: Number of workshops/events arranged worldwide under the name of Live Lebanon</p>	<p>target countries conducted</p> <ul style="list-style-type: none"> - One seminar/conference on the Migration and Development in Beirut <p>Targets (2011)</p> <ul style="list-style-type: none"> - One Live Lebanon charity event in each of the target countries conducted - One Live Lebanon Charity Event held in Beirut 	<p>3 Website Live Lebanon</p> <ul style="list-style-type: none"> ▪ The website Live Lebanon launched and functional ▪ Links and cooperation established with relevant websites 	<p>UNDP</p>	<ul style="list-style-type: none"> - Website development and maintenance, payment gateway service (USD 15.000) - Office premises, Equipment, IT & Furniture, Support from the Country Office (38.000 USD yearly)
<p>Output 2: Contributions from a critical mass of Lebanese expatriates in support of development in the North, Bekaa, Mount Lebanon and Beirut, and the South of Lebanon better directed towards local development projects</p> <p>Baseline: Currently remittances are mainly given as private donations to individuals, and no online system to channel remittances collectively for developmental purposes exists in Lebanon.</p>	<p>Targets (2009)</p> <ul style="list-style-type: none"> - 20 community and development projects are presented on the website, and donations are given to each of the projects - Implementation of a minimum of 5 projects has started by the end of 2009. <p>Targets (2010)</p> <ul style="list-style-type: none"> - Donations given to all projects presented on the website, and implementation initiated of all of them. - Completed implementation of at least half of the projects presented on the website by end of 2010. <p>Targets (2011)</p> <ul style="list-style-type: none"> - 40 community and development projects are presented on the website, and donations are given to each of the projects - Completed implementation of at 50% of the projects on the website by end of 2011. 	<p>1. Project identification and start-up in the four beneficiary areas</p> <ul style="list-style-type: none"> ▪ Needs assessments carried out ▪ Local Working Groups engaged ▪ Projects identified ▪ Implementing partners contracted <p>2. Financial system and reporting mechanisms set up</p> <ul style="list-style-type: none"> ▪ Financial management system developed and implemented ▪ Third Party Gateway Service Provider contracted ▪ Regular updating provided <p>3. Communication</p> <ul style="list-style-type: none"> ▪ Live Lebanon Communication Campaign carried out in Lebanon and 10 target countries ▪ Offline events planned and implemented ▪ Newsletter sent out each month ▪ Goodwill Live Lebanon Ambassadors appointed in the main countries of the Lebanese expatriates 	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p>	<p>Local Project Management in the four areas, coordination, and workshops (USD 80.000 yearly)</p> <p>Financial Management System, including third party gateway service provider (USD 25.000 yearly)</p> <ul style="list-style-type: none"> - National Communication Officer (Monthly USD 3.500, including pension & insurance, Yearly: USD 42.000) -Communication campaign, incl. events, TV- spots, radio spots, and newspaper advertisements in Lebanon and abroad (2009: 60.000 USD 2010: 65.000 USD 2011: 20.000 USD)

IV. ANNUAL WORK PLAN

Year: 2009

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount (USD)
Output 1: A compelling platform for Lebanese expatriates to support local development and community projects in Lebanon created Baseline: Currently, no official/public/systematic structure exists through which Lebanese living abroad can be involved with to support local communities in the most deprived areas of the country.	1. Project Management and coordination		x		x	UNDP	Communications/Field Officer	21.000
	2. Establishment of partnerships		x		x	UNDP	Country Support Office Equipment, IT & Furniture: Miscellaneous expenses:	15.050 3.000 1.000
Indicator 1: Number of Lebanese expatriate organizations and individuals signed up as 'friends of Live Lebanon' Indicator 2: Number of visits to the website Indicator 3: Number of workshops/events arranged worldwide under the name of Live Lebanon	3. Website Live Lebanon			x		UNDP	Promotion material: Launching abroad Workshops: Development website: Legal services: Hosting and domain:	15.000 10.000 10.000 11.000 2.000 2.000

<p>Output 2: Contributions from a critical mass of Lebanese expatriates in support of development in the North, Bekaa, Mount Lebanon & Beirut, and the South of Lebanon better directed towards local development projects</p> <p>Baseline: Currently remittances are mainly given as private donations to individuals and to local associations. No online system to channel remittances collectively for developmental purposes exists in Lebanon.</p>	<p>1. Project identification, start-up and implementation in the four beneficiary areas</p>							<p>Local Management in the four project areas, including contracting of partner implementing and monitoring</p>	<p>40.000</p>
<p>Currently remittances are mainly given as private donations to individuals and to local associations. No online system to channel remittances collectively for developmental purposes exists in Lebanon.</p>	<p>2. Financial system and reporting mechanisms set up</p>							<p>Contracting of third party gateway service provider:</p> <p>Financial management support and reporting:</p>	<p>15.000</p> <p>10.000</p>
<p>Indicator 1: Total amount donated.</p> <p>Indicator 2: Number of projects supported through the website</p> <p>Indicator 3: Amount channelled into implemented development activities/projects in the four areas</p>	<p>3. Communication</p>							<p>National Communication Officer</p> <p>Communication campaign and events in Lebanon and 10 target countries</p>	<p>21.000</p> <p>39.000</p>
<p>TOTAL</p>									<p>215.050</p>

Year 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
Output 1: A compelling platform for Lebanese expatriates to support local development and community projects in Lebanon created Baseline: Currently, no nationwide, formal, objective, neutral and apolitical structure/channel exists through which Lebanese living abroad can be involved with to support local communities in the most deprived areas of the country.	1. Project Management and coordination	X	X	X	X	UNDP		Project Manager	42.000
								Country Office Support	30.000
								Equipment, IT & Furniture:	3.000
								Miscellaneous expenses:	5.000
Indicator 1: Number of Lebanese expatriate organizations and individuals signed up as 'friends of Live Lebanon'	2. Establishment of partnerships	X	X	X	X	UNDP		Promotion material:	5.000
								Launching abroad:	10.000
								Workshops:	10.000
Indicator 2: Number of visits to the website Indicator 3: Number of workshops/events arranged worldwide under the name of Live Lebanon	3. Website Live Lebanon					UNDP		Maintenance of website:	5.000
								Development of new features and updates:	3.000
								Hosting and domain:	2.000

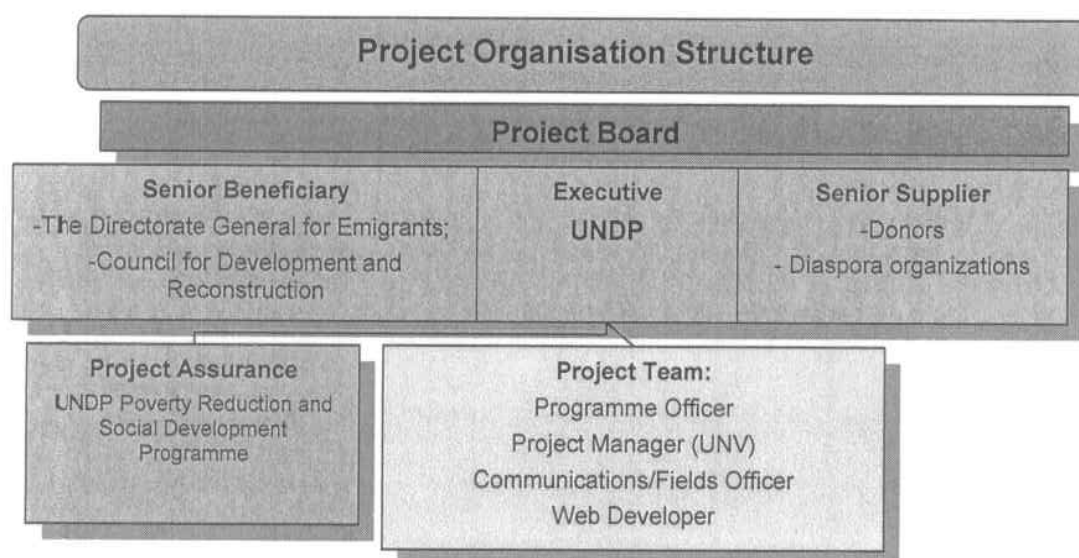
<p>Output 2: Contributions from a critical mass of Lebanese expatriates in support of development in the North, Bekaa, Mount Lebanon & Beirut, and the South of Lebanon better directed towards local development projects</p> <p>Baseline: Currently remittances are mainly given as private donations to individuals, and no online system to channel remittances collectively for developmental purposes exists in Lebanon.</p> <p>Indicator 1: Total amount donated.</p> <p>Indicator 2: Number of projects supported through the website</p> <p>Indicator 3: Amount channelled into implemented development activities/projects in the four areas</p>	<p>1. Project implementation and start-up in new beneficiary areas</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP</p>	<p>Local Project Management in the four project areas, including contracting of implementing partner and monitoring</p>	<p>80.000</p>
<p>2. Financial system and reporting mechanisms</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP</p>	<p>Contracting of third party gateway service provider: Financial management support: Financial reporting system: National Communication Officer</p>	<p>10.000 5.000 10.000 42.000</p>	
<p>3. Communication</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP</p>	<p>Communication campaign in Lebanon and 10 target countries</p>	<p>23.000</p>		
TOTAL										<p>285.000</p>	

Year 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p>Output 1: A compelling platform for Lebanese expatriates to support local development and community projects in Lebanon created</p> <p>Baseline: Currently, no nationwide, formal, objective, neutral and apolitical structure/channel exists through which Lebanese living abroad can be involved with to support local communities in the most deprived areas of the country.</p> <p>Indicator 1: Number of Lebanese expatriate organizations and individuals signed up as 'friends of Live Lebanon'</p> <p>Indicator 2: Number of visits to the website</p> <p>Indicator 3: Number of workshops/events arranged worldwide under the name of Live Lebanon</p>	<p>1. Project Management and coordination</p> <p>2. Establishment of partnerships</p> <p>3. Website Live Lebanon</p>								

<p>Output 2: Contributions from a critical mass of Lebanese expatriates in support of development in North, Bekaa, Mount Lebanon & Beirut, and the South of Lebanon better directed towards local development projects</p> <p>Baseline: Currently remittances are mainly given as private donations to individuals, and no online system to channel remittances collectively for developmental purposes exists in Lebanon.</p> <p>Indicator 1: Total amount donated.</p> <p>Indicator 2: Number of projects supported through the website</p> <p>Indicator 3: Amount channelled into implemented development activities/projects in the four areas</p>	<p>1. Project implementation and start-up in new beneficiary areas</p>	x	x	x	x	UNDP		Local Project Management in the four project areas, including contracting of implementing partner and monitoring	80.000
	<p>2. Financial system and reporting mechanisms set up</p>		x	x	UNDP		<p>Contracting of third party gateway service provider:</p> <p>Financial management support:</p> <p>Financial reporting system:</p>	<p>10.000</p> <p>5.000</p> <p>10.000</p>	
	<p>3. Communication</p>		x	x	UNDP		<p>Communication campaign in Lebanon and target 10 countries</p>	20.000	
TOTAL								240.000	

V. MANAGEMENT ARRANGEMENTS



The project is under the guidance of the Project Board which is responsible for the overall guidance and supervision of the project implementation. The Committee will also support and secure the commitment of the different stakeholders in the process. Chaired by the Resident Representative, the board will include representatives from the Ministry of Foreign Affairs, the Director General for Emigrants, donors, and representatives from the main Lebanese Diaspora Organizations.

The project will be implemented by a management structure, including a Programme Officer, a Project Manager, a Communications/Fields Officer, and a Web Developer. The project will employ the services of different national consultants and short term experts as required. All services shall be provided in accordance with UNDP procedures, rules, and regulations. Implementation of some activities will be through a sub-contracting modality.

The choice for the implementing agents for each of the targets of the project will be based on technical competencies for the particular areas of activity and the ability of the implementing agency to demonstrate sound technical and operational capacities. Active involvement of all stakeholders will be sought at all phases of the project.

Whenever an activity is planned in one of the regions of the country where the CO has an on-going development support programme, implementation of the activity will be undertaken through that programme, particularly the Art Gold Programme. The UNDP/Art Gold Project will be the main implementing partner in the first phase of the project, and the UNDP/Art Gold Area Managers in the four target areas will be the local focal point for the project implementation, securing local engagement of the stakeholders.

The Ministry of Foreign Affairs, the Department for Emigrants, will provide a direct link to the Lebanese Embassies abroad and the Lebanese expatriates. The main role of the Department for Emigrants is hence to facilitate communication of the project and its achievements to the Lebanese community abroad. The Directorate-General for Emigrants will therefore be the main national counterpart for the project, but will not provide any financial contributions to the implementation of the project.

The Live Lebanon name and logo are the exclusive property of UNDP Lebanon. Unauthorized use is prohibited. They may not be copied or reproduced in any way without the prior written permission of UNDP Lebanon.

Cost Recovery:

The UNDP Country Office will provide supervision in addition to financial and operational support services to the project. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the Project budget to be covered by governmental donors. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery by UNDP for two distinct cost categories

related to the provision of support services, namely GMS and ISS. UNDP General Management Support is recovered with a flat rate of 7% for donor cost sharing, and includes the following services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

UNDP Direct costs incurred for Implementation Support Services (ISS) is recovered through the Universal Price List, as long as they are unequivocally linked to the specific project, these costs are built into the project budget against a relevant budget line and, in the case of clearly identifiable transactional services, charged to the project according to standard service rates. ISS include the following services:

- Procurement of services and equipment
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation

For the online donations given by private donors only the GMS will be applied. In accordance with the decisions and directives of UNDP's Executive Board 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices will therefore be charged from each online donation.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- 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 submitted (see annex 1), 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.

Quality Management for Project Activity Results

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	Platform for Lebanese Expatriates to support local development created	Start Date: Oct 2009 End Date: Dec 2011
Purpose	Create a platform for Lebanese expatriates by which to be involved in and give support to the development of the most deprived areas of Lebanon.	
Description	<ul style="list-style-type: none"> - Establish partnerships with Lebanese individuals and associations abroad - Create an appealing and regularly updated website 	
Quality Criteria	Quality Method	Date of Assessment
Number of individuals and associations signed up as friends of Live Lebanon and as receivers of the Newsletter.	Statistics to be derived from the monitoring of the website.	The assessment will be done on a quarterly basis, first time January 2010.
Numbers of visitors (hits) on the website.	Statistics to be derived from the monitoring of the website.	The assessment will be done on a quarterly basis, first time January 2010.
Number of workshops/events arranged worldwide under the name of Live Lebanon.	The Live Lebanon Team will be notified prior to events held under the name of Live Lebanon, and the events will be posted on the website.	The assessment will be done on a quarterly basis, first time January 2010.

OUTPUT 2:		
Activity Result 1 (Atlas Activity ID)	Contributions received as online donations from Lebanese Expatriates	Start Date: Oct 2009 End Date: Dec 2011
Purpose	To create a system by which to channel contributions from the Lebanese expatriates to development projects of the most deprived areas of Lebanon	
Description	<ul style="list-style-type: none"> - Projects identified and presented on the website - Donations channelled into local development projects through UNDP structures 	
Quality Criteria	Quality Method	Date of Assessment
Total amount donated to each project	Financial tracking system	Quarterly financial reports, first report January 2010
Number of projects supported through the website	Financial tracking system	Quarterly financial reports, first report January 2010
Amount channelled into implemented development activities in the four areas	Financial tracking system	Quarterly financial reports, first report January 2010

Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

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

The executing agency shall:

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

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

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Risk Analysis

Terms of Reference: TORs for Project Manager and Web Developer



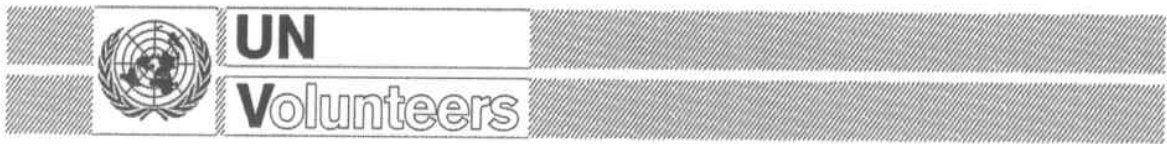
OFFLINE RISK LOG

Project Title: Live Lebanon **Award ID:**00058413 **Date:** October 22, 2009

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	<p>Sufficient Funding Since donations are tied to particular projects, projects may not receive sufficient funding to initiate implementation or make them viable.</p> <p>This will further have an implication on the reporting to donors on outcomes achieved by as a result of their donation.</p>	Prior to project start.	<p>Financial: Funding; use of financing mechanisms; Reserve Adequacy; Accounting/Financial; Budget Allocation and Management</p> <p>Operational: Project Management; Poor Monitoring and Evaluation; Delivery; Process efficiency; Procurement</p> <p>Organizational: Implementation arrangements; Accountability and Compensation;</p> <p>Strategic: Stakeholder relations; Reputation</p>	<p>If certain projects receive funding that remains insufficient to make them viable, donors will not be able to view the results of the progress of these projects and will not have the impression that their donations make a difference.</p> <p>These projects will be delayed until further funding is available.</p> <p>P = 3 I = 4</p>	<p>A large number of small donations has to be encouraged, this can be done by dividing large projects into small shares/items.</p> <p>In the first phase of the project, it may be wise to feature projects that are already operational, in order to capitalize on prior investments; this would also enable reporting progress.</p> <p>Number of projects proposed can be decreased, and the funding focused.</p> <p>Seek alternative funding sources.</p> <p>Keep UNDP funding reserve to top-up donations in order to initiate implementation of projects under Live Lebanon.</p> <p>Disclaimer to be part of Terms and Conditions.</p>	Project Manager			

2	Limited engagement of the expatriates	Prior to project start	<p>Strategic: Partnerships failing to deliver; Strategic vision, planning and communication; Leadership and Management; Competition: Stakeholder relations; Reputation</p> <p>Operational: Poor monitoring and evaluation; Delivery</p> <p>Political: Adverse public opinion/media intervention;</p> <p>Financial: Use of financing mechanisms</p> <p>Other: Global financial crisis</p>	<p>If the project fails to attract expatriates, or if expatriates do not find the project appealing, this will be reflected in a lack of engagement and donations. However, based on the research done regarding potential interest in the project, this is unlikely to be a major challenge.</p> <p>P = 1 I = 5</p>	<p>A crucial aspect of the project will be to reach out to expatriates and create partnerships with Lebanese embassies and Lebanese associations abroad prior to the launch of the website. A broad, effective and far-reaching communication strategy that takes various forms (media, events, PR outreach, embassy outreach...etc) will be a crucial aspect of the project start up.</p>	Project Manager Communications Officer		
3	Failure to attract and maintain sufficient site traffic		<p>Strategic: Planning and Communication; reputation.</p>	<p>Only a small fraction of the site's visitors will actually donate money, insufficient site traffic means that there is not enough interest in the project and the site will not attract a large sum of donations.</p> <p>P = 1 I = 4</p>	<p>A broad, effective and far-reaching communication strategy that takes various forms (media, events, PR outreach, embassy outreach...etc). Partnerships with embassies and associations already active in expatriate countries. The website should be attractive and user friendly and should be updated on a regular basis. Moreover, websites highly frequented by Lebanese expatriates should have links to the Live Lebanon website.</p>	Project Manager Communications Officer		

4	Competition from other organizations that raise money from expatriates for Lebanon		Strategic: Competition; reputation	Many other organizations that are well-rooted among expatriate population already raise money for development in Lebanon and have long-standing relations with donors. P= 2 I= 3	Emphasize UNDP's role as an efficient and transparent implementing partner. Stress on UNDP's "working group" approach that ensures that projects receiving donations are serving the most pressing needs in the most deprived areas of the country.	Project Manager Communications Officer		
5	Villages chosen for the first phase of the project may fail to attract donations from expatriates who are not from these villages		Strategic: Vision, Planning and Communication. Operational: Process Efficiency Environmental: Social and Cultural trends	Many expatriates may prefer to donate money to their own villages rather than villages that they have no relation to. This may decrease the total amount of donations the site raises. P= 2 I= 4	Emphasize that these villages were chosen based on poverty indicators, and that they only constitute the first phase of the project. Allow donations by "theme". Allow new villages and projects to be proposed on the website.	Project Manager		
6	Some potential donors may not like to make online donations.		Financial: use of financing mechanisms	If donors who do not want to make online donations are not accommodated, potential funding may be lost, particularly if these donors were interested in making large donations and did not feel comfortable with donating large sums via online tools. P= 1 I= 1	A solution will be provided for offline donations; donors must be given an option of contacting UNDP if they want to make an offline donation (via checks, bank transfers...etc)	Project Manager		
7	Political situation in Lebanon worsened		Political: Political Instability; Armed Conflict and Instability	P= 3 I= 3	Adjust project and communication to the new situation.	Project Manager		



UNV VOLUNTEER TERMS OF REFERENCE

Preamble:

The United Nations Volunteers is the UN organization that supports sustainable human development globally through the promotion of volunteerism, including the mobilization of volunteers. It serves the causes of peace and development through enhancing opportunities for participation by all peoples. It is universal, inclusive and embraces volunteer action in all its diversity.

This post is a UNV volunteer assignment based on the values of free will, commitment, engagement and solidarity, which are the foundations of volunteerism. Volunteering brings benefit to the individual volunteer as well as the society at large. It enhances social cohesion and enriches communities.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UNV volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UNV volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich your understanding of local and social realities, as well as create a bridge between yourself and the people in your host community. This will make the time you spend as UNV volunteer even more rewarding and productive.

1. UNV Post Title: Project Manager

2. Project Title: *Live Lebanon*, the UNDP Expatriate Project in Lebanon

3. Duration: Two Years (2009 – 2011)

4. Location, Country: Beirut, Lebanon

5. Expected starting date: September 2009

6. Brief Project Description:

The aim of the **Live Lebanon** project is to mobilize the more than 10 million Lebanese living abroad in support of local development in the most deprived areas of Lebanon, and hereby contribute to the elimination of poverty and regional disparities in Lebanon. The project aims to build on the long tradition of support from the Lebanese diaspora through strengthening the connection between local communities in Lebanon and the Lebanese expatriate organizations and individuals worldwide.

An online platform, **Live Lebanon**, will be created by which to engage and provide the Lebanese individuals and associations around the world with an online donation opportunity to support and follow local community and development projects in the deprived areas of Lebanon.

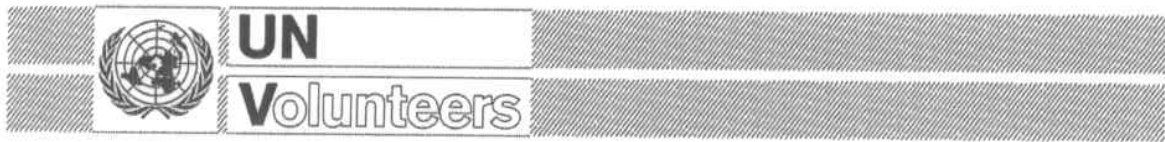
An important aspect of **Live Lebanon** is to facilitate innovative partnerships between civil society, local governance structures, the private sector and the Lebanese diaspora to help fund the development work in the long term. The project aims at discovering how technology can be used to engage new actors in development and promote new public-private partnerships.

Moreover, UNVs in the countries where the Lebanese are residing can be engaged in the project, and a network between these UNVs can be established through the **Live Lebanon** project.

7. Host Agency/Host Institute: UNDP Country Office, Beirut, Lebanon.

8. Description of Duties:

1. Project management, implementation and monitoring of the project **Live Lebanon**.
2. Advocacy and visibility of the project in Lebanon and abroad, including contact to donors and



media.

3. Establish partnerships with Lebanese associations worldwide.
4. Mobilize former UNVs working with the project in countries where Lebanese are residing and create an international network.
5. Undertake field visits to monitor the project, as well as conduct periodic project reviews with government counterparts and other partners. Identify necessary action for the current and follow-up activities. Provide technical support and assistance to government officials and other partners in the planning and management of the project and other project-related activities.
6. Organize events, training workshop, field visits, seminars, planning meetings, meetings with the government officials, etc. Based on the ground realities at the project sites, identify training needs for the purpose of capacity building and sustainability of the project.
8. Perform other duties, as required

Under the supervision of Programme Officer the UNV volunteer will be responsible for the duties and responsibilities mentioned above.

• ***Promotion of Volunteerism***

As a UNV volunteer, you are expected to promoting volunteerism and engaging in volunteering activities. As such you are encouraged to:

- A first step is to strengthen your knowledge and understanding of the concept of volunteerism by reading relevant UNV and other publications and taking active part in UNV activities and also to get acquainted with traditional and/or local forms of volunteerism in the host community.

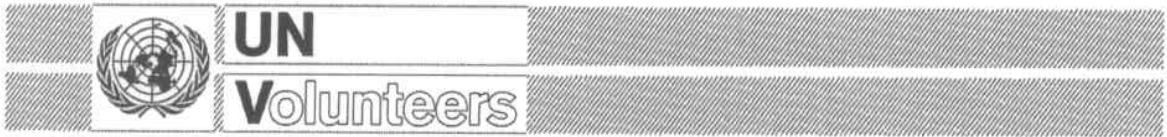
Specific ways to promote volunteerism include:

- Networking and building relationships with local organizations, groups or individuals and support and/or participate in local volunteering initiatives;
- Encouraging and mobilizing co-workers, fellow UNV volunteers and members of the local community to play an active part in the development of their community;
- Contributing articles/write-ups on field experiences and submit for UNV publications/websites, newsletters, press releases, etc.;
- Initiating and/or participate in local volunteer groups. Assist them in submitting stories, experiences to the World Volunteer Web site;
- Promoting or advising local groups in the use of OV (online volunteering), or encourage relevant local individuals and groups to use OV whenever technically possible.

9. **Results /Expected Output:**

- **Contribute to the development of a new mechanism by which to establish public-private partnerships in development cooperation.**
- **Contribute to the mobilization of Lebanese expatriates in support of elimination of regional disparities in Lebanon**
- **Contribute to increased capacity of local communities for local development**
- **Contribute to capacity development of national counterparts**

10. **Qualifications/Requirements:**



- Master degree in Social Sciences, International Relations, or Communication
- 3-5 years working experience in the field of project management and development.

11. Competencies:

- Computer skills: Microsoft Word, Excel, and PowerPoint.
- Language skills: High proficiency in English and French, knowledge of Arabic is an asset.

12. Conditions of living:

The incumbent will be based in UNDP Country Office in Beirut, as per UN rules and regulation applicable in Lebanon.

Date 29th May 2009



**TERMS OF REFERENCE
SPECIAL SERVICE AGREEMENT (SSA) "Annex III"**

I. General Information

Title of the contractor: **Web Developer**
Duty Station: **Beirut**
Section/Unit: Pro-Poor Portfolio
Reports to: Programme Officer, Live Lebanon
Reports: Monthly and Final report

Project reference: **Live Lebanon**
Budgeted Fees:
Source of Funding:
Duration of Employment: **3 Months**
Payment Method: monthly

II. Objective & Scope of Work

Project Background

Live Lebanon aims to develop an innovative partnership between civil society, local authorities, the private sector and Lebanese migrants in an effort to support the development of Lebanon's poorest regions. *Live Lebanon* will launch a website to establish a network across borders, providing an opportunity to make online donations and to observe the status of the UNDP projects as they are implemented. For the first phase of *Live Lebanon*, four areas have been selected: Akkar, Bekaa, Beirut Southern Suburbs, and the South of Lebanon. In these four regions, UNDP and local working groups have identified projects to be presented on the website for 20 villages under the themes of: Youth, Health, Environment, Education, and Income-generating activities.

Visitors of the website can become involved with these projects by learning about each project and making a donation accordingly. The donor will be able to select which region and project to support, as well as the amount of donation. The website will be regularly updated with the progress of projects through text, numbers, and pictures. Completed projects will be featured in posted stories with anecdotes and pictures from the field. UNDP's global experience in project management will ensure that donations are allocated efficiently and reported transparently.

In order to ensure *Live Lebanon* achieves its intended purpose the website www.livelebanon.net should be regularly updated and maintained. The UNDP seeks to project its initiative through an innovative webpage which demonstrates the use of the most recent IT systems. The proposed website should exhibit the projects developed under *Live Lebanon*, monitoring their progress and communicating their achievements to the visitors.

III. Tasks & Expected Output

Objective

The objective is to manage and maintain an inventive website for *Live Lebanon*. UNDP seeks to present its initiative in a manner which stimulates interest and encourages support for the underprivileged areas in Lebanon. The purpose is to develop a concept which reflects the mission of *Live Lebanon* using creative methods of communication. The website www.livelebanon.net must introduce potential donors to underdeveloped regions in Lebanon and motivate support for the *Live Lebanon* initiative. Given that *Live Lebanon* is a project aiming at mobilizing Lebanese expatriates in the development of Lebanon, UNDP seeks to particularly invest in its initiative's image illustrated through the website.

Deliverables

Within the framework of the *Live Lebanon* project, the selected candidate should perform the following services:

- (a) Update, develop new features to and maintain an innovative webpage which illustrates the mission of *Live Lebanon* and promotes its objectives through creative IT mechanisms;
- (b) Update project sheets under each area of intervention, donors information, relevant news, and other information as needed;
- (c) Maintain an up-to-date website reflecting the work conducted under *Live Lebanon* in the field;
- (d) Sustain a website which is accessible in the Arabic, French, English, and Spanish languages;
- (e) Collect relevant web statistics on number of visits, location of visitors, and pages visited.
- (f) Produce monthly reports outlining progress and a final report at the end of the assignment outlining recommendations for continuation

V. Competencies

Qualifications & Experience

Successful candidates should demonstrate the following credentials:

- (a) University degree in Computer Science, Graphic Design or related field;
- (b) A minimum of 2 – 3 years experience in web development and management of a professional website;
- (c) Proficiency with Visual Studio, Adobe Photoshop, ASP.NET, JavaScript, HTML, and Content Management;
- (d) Proficiency with relational database technologies, specifically SQL server.
- (e) Strong organizational skills & ability to handle multiple tasks under tight deadlines
- (f) Demonstrable proficiency on emerging Internet trends and tools

VI. Recruitment Qualifications

Education:	University degree in Computer Science, Graphic Design or related field.
Experience:	A minimum of 2 – 3 years experience in web development and management of a professional website.
Language Requirements:	English and Arabic, French is an asset.

VII. Approvals/Signatures

Responsible Unit (at project Level)	Name & Title: Anne Kahl, Special Assistant Signature: Date:
UNDP CO (Programme Manager / Operations Manager)	Name & Title: Raghed Assi, Programme Manager Signature: Date:
Deputy Country Director	Name: Nick Rene Hartmann, Deputy Country Director Signature: Date: