



**LEBANON RECOVERY FUND  
PROJECT DOCUMENT COVER SHEET**

<b>Participating UN Organisation:</b> <b>UNDP</b>	<b>Sector:</b> <b>UN Coordination (UNRCO)</b>
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<b>Programme/Project Title:</b> Recovery Coordination Support in Lebanon <b>Programme/Project Number:</b> LRF-18	<b>Programme/Project Location:</b> All Lebanese areas targeted by the projects of the Lebanon Recovery Fund
<b>Programme/Project Description:</b>	<b>Total Programme/Project Cost: USD</b> <b>LRF: USD 1,128,012</b> <b>Government Input: 0</b> <b>Other: -</b> <b>Total: USD 1,128,012</b>
	<b>Programme/Project Duration:</b> <b>36 months</b>

**Development Goal:** Effective and efficient implementation of development programmes in Lebanon.

**Key Immediate Objectives:**

- Coordination at the field and national level through the strengthening of existing RC Office Sub-Offices enhanced.
- Comprehensive Information Management Unit established and products shared with stakeholders and public at large.
- Support the coordination mechanism and visibility strategy of the Lebanon Recovery Fund (LRF).

**Outputs and Key Activities:**

- The project will support Coordination Mechanisms in the field and Information Management Unit that would allow the Resident Coordinator to provide information to national and international, governmental and non-governmental; donors and actors involved in the development efforts.

Working Group Review Date: \_\_\_\_\_

RRC Review Date: \_\_\_\_\_

Steering Committee/Project Approval Group Approval Date: \_\_\_\_\_

On behalf of:

Signature

Date

Name/Title

UN Participating Organisation

Chair, LRF SC

Marta Ruedas  
Resident Coordinator

Mohammed Safadi  
Minister of Economy and Trade

## 1. Logical Framework

	<b>Objective</b>	<b>Measurable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumptions</b>
<b>Development Objective</b>	Enhance coordination of recovery and development activities in the field towards strengthening national capacity and ownership	<ul style="list-style-type: none"> <li>No overlapping or duplication in development activities registered</li> <li>Awareness on development activities increases and disseminates</li> </ul>	<ul style="list-style-type: none"> <li>Development budget auditing</li> <li>General Coordination Meetings</li> <li>Cluster/Inter-cluster Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Political, socio-economic and security situation does not deteriorate</li> <li>Local authorities, UN agencies, NGOs and INGOs are committed to coordination efforts</li> </ul>
<b>Immediate Objective</b>	Output 1: Coordination at the field and national level through the strengthening of existing RC Office's in Lebanon.	<ul style="list-style-type: none"> <li>General Coordination Meetings</li> <li>Sectorial Meetings</li> <li>Cluster Meetings</li> <li>UN Interagency Meetings</li> <li>Number of joint field visits</li> <li>Number of sectors reports produced</li> <li>Number of analysis/assessments produced and posted on the web-page</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of General Coordination Meetings</li> <li>Minutes of Sectorial Meetings posted on the web-page</li> <li>Minutes of Cluster Meetings</li> <li>Minutes of UN Inter-agency Meetings</li> </ul>	
<b>Activities</b>		<b>Inputs/Mean</b>	<b>Costs (See Work Plan attached)</b>	
	1.1 Liaise with authorities at the central and local level to ensure overall coherence of development interventions in line with Government priorities.	<ul style="list-style-type: none"> <li>2 Heads of Sub-Office</li> <li>1 Coordination Officer</li> <li>1 Coordination Assistant</li> <li>1 Admin and Finance Clerk</li> <li>Matrixes of donors, partners and NGOs</li> </ul>		
	1.2 Liaise with civil society, national and international NGOs, donors, and other multi-lateral partners to avoid duplications and promote synergies among the different development partners.	<ul style="list-style-type: none"> <li>2 Heads of Sub-Office</li> <li>1 Coordination Officer</li> <li>1 Coordination Assistant</li> <li>1 Admin and Finance Clerk</li> </ul>		



	1.3 Set up/ Strengthen as required, coordination mechanisms through the establishment of inter-agency, general and/or sector coordination platforms.	<ul style="list-style-type: none"> <li>• 2 Heads of Sub-Office</li> <li>• 1 Coordination Officer</li> <li>• Coordination Assistant</li> <li>• Admin and Finance Clerk</li> </ul>		
	1.4 Support the implementation of joint assessments and joint programmes.	<ul style="list-style-type: none"> <li>• 2 Heads of Sub-Office</li> <li>• 1 Coordination Officer</li> <li>• Coordination Assistant</li> <li>• Admin and Finance Clerk</li> </ul>		
	1.5 Support the analysis of coordination and development projects through the implementation of sector studies in order to fill-in possible gaps in close collaboration with partners on the ground.	<ul style="list-style-type: none"> <li>• 2 Heads of Sub-Office</li> <li>• 1 Coordination Officer</li> <li>• Coordination Assistant</li> <li>• Admin and Finance Clerk</li> </ul>		
	1.6 Support the implementation of a Contingency Planning/Response Plan at the regional level.			
<b>Immediate Objective</b>	Output 2: Comprehensive Information Management Unit established	<ul style="list-style-type: none"> <li>• Assessments/reports related to development issues posted and number of hits on the website</li> <li>• 3W's maps produced and posted on the webpage</li> <li>• Sector intervention maps produced and posted on the webpage</li> <li>• Number of registered new users; poll participation rate; and number of hits on the website</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive database is maintained and results available to partners and stakeholders through the recovery section of the RC webpage</li> <li>• 3W's maps per area produced and posted on the web-page</li> <li>• Sector intervention maps produced for each of the sector working groups</li> </ul>	
<b>Activities</b>		<b>Inputs/Mean</b>	<b>Costs (See Work Plan attached)</b>	
	2.1 Develop, produce and post on the webpage a comprehensive database covering all areas of Lebanon with information at the national and municipal level.	<ul style="list-style-type: none"> <li>• IT and Database Specialist</li> <li>• Website services</li> </ul>		
	2.2 Develop, produce and disseminate maps and related documents to support the recovery and development work, both in terms of assessment and sector interventions.	<ul style="list-style-type: none"> <li>• Field trips</li> <li>• Meeting with local authorities</li> <li>• Meetings with civil society organizations</li> <li>• Meeting with research centers and academia</li> <li>• Meetings with UN agencies</li> </ul>		

		Field officers/Project Coordinators	
	2.3. Develop strong links with other GIS staff in Lebanon to promote coordination and information-sharing between organizations and government departments working on GIS activities in particular.	<ul style="list-style-type: none"> <li>• IT and Database Specialist</li> <li>• Equipment</li> <li>• GIS software</li> <li>• Meetings with GIS Officers and Communications Officers</li> </ul>	
	2.4 Act as an information desk including the distribution of a daily media and situation review.	<ul style="list-style-type: none"> <li>• Head of Office</li> <li>• 1 Coordination Officer</li> <li>• Coordination Assistant</li> </ul>	
	2.5 Visibility, outreach and communication activities related.	<ul style="list-style-type: none"> <li>• GIS/IT support</li> </ul>	
<b>Immediate Objective</b>	Output 3: Support the coordination mechanism and visibility strategy of the Lebanon Recovery Fund (LRF)	<ul style="list-style-type: none"> <li>• No overlapping or duplication in activities of LRF projects</li> <li>• Awareness on LRF activities increased and disseminated</li> </ul>	
<b>Activities</b>		<b>Inputs/Mean</b>	<b>Costs (See Work Plan attached)</b>
	3.1 Support the coordination of the UN agencies with regard to the implementation of the Lebanon Recovery Fund.	<ul style="list-style-type: none"> <li>• Heads of Sub-Office</li> <li>• Field visits</li> <li>• Coordination Meetings</li> </ul>	
	3.2 Produce a quarterly newsletter of the Lebanon Recovery Fund activities.	<ul style="list-style-type: none"> <li>• IT and Database Specialist</li> </ul>	
	3.3 Produce a brochure and other hard copy visibility material for the Lebanon Recovery Fund	<ul style="list-style-type: none"> <li>• IT and Database Specialist</li> </ul>	
	3.4 Produce posters of the Lebanon Recovery Fund	<ul style="list-style-type: none"> <li>• IT and Database Specialist</li> </ul>	
	3.5 Lebanon Recovery Fund documentation (quarterly reports, minutes of SC and PAG, Annual Reports) available in both UN System in Lebanon and MDTF websites.	<ul style="list-style-type: none"> <li>• Up-to-date information available on LRF projects</li> </ul>	
	3.6 Develop and produce necessary tools serving the LRF communication strategy	<ul style="list-style-type: none"> <li>• IT and Database Specialist</li> <li>• Editing services</li> </ul>	



## **2. Programme/Project Justification**

### Background

In Lebanon, since the end of the July-August 2006 war, the UN Resident Coordinator's Office (RCO) took over from OCHA responsibility for the coordination of activities for residual humanitarian needs and the planning and management of recovery activities. With support from donors, the coordination structure of the UN RCO Sub-Offices was maintained in 2007 in the following geographical areas: i) Tyre, for South Lebanon; ii) Chtaura for the Bekaa; iii) Tripoli for North Lebanon; and iv) Dahiyeh for Mt. Lebanon.

The evolution of the situation at the field level called for a leaner, simpler coordination structure that focused on UN Coordination support in the areas where needed most. Hence, a restructuring process took place in 2008. The RCO closed two of the four offices and kept two offices ongoing one in Tyre and one in Tripoli. The RCO Sub-Offices have efficiently supported all coordination mechanisms in north and south promoting synergies and complementarities. They have also strengthened community outreach in the regions and acted as interlocutors with different partners and stakeholders.

### RCO Sub-Office in Tyre

This Office was the busiest RCO Sub-Office in the period following the 2006 War, hosting a larger number of UN agencies and coordinating many national and international NGOs. Since then the RCO Sub-Office has shifted its focus to the transitional phase between recovery and longer time development. Coordination continues to be articulated through the general and sector coordination meetings (Livelihoods, Health, Protection, Shelter, WESH, Education, Demining and Psychosocial), which are attended by NGOs and local authorities. Along with the resident UN Agencies (ILO+UNDP) UNRWA and UNIFIL attend inter-agency and General Coordination meeting from their Beirut base, as the information gathered is relevant for the implementation of UNIFIL Quick Impact Projects (QIPs) and UNRWA activities. Critical de-mining activities are also coordinated through UNMACC at the local level.

As the transition between recovery and longer term development is expected to last until approximately 2012 there are a number of reasons justify keeping this Sub-Office open at its current capacity level for the foreseeable future, noting that the earlier restricting of the Sub-Office has significantly redefined staff ToRs. These include the need to provide: assistance to the newly elected municipalities with networking and capacity building; linkages between UNDAF, Integrated Working Groups and the field; strengthening coordination with and among NGOs at their request; ensuring strong communication and coordination with UNIFIL in particular CIMIC and Civil Affairs units. Though the presence of recovery actors on the ground will naturally continue to decrease, assuming the situation will continue to evolve positively, there is still a need to provide a good coordination platform to avoid duplication of efforts and foster synergies and complementarities in the south which presents a particularly unstable and often volatile environment.

As well, the geographical area of intervention of the Sub-Office has expanded to cover the whole of the south as part of a policy to ensure a cohesive approach to coordination efforts throughout Lebanon. To ensure adequate information management the Sub-Office has been restructure internally to set up a dedicated Information Management Unit covering the whole country. Its scope will include the collection and collation of all information available which would benefit the work of development agencies including those working with minority groups amongst others not covered previously. Keeping in mind the volatile security situation in the south the Sub-Office has built in capacity to rapidly realign and expand its operations should there be a need to in a crisis.



### RC Sub-Office in the North

On 20 May 2007 fierce clashes between the radical group Fatah al Islam (FAI) and the Lebanese Armed Forces (LAF) erupted in Tripoli and quickly spread to nearby Nahr el- Bared camp (NBC). The NBC crisis lasted for 105 days inflicting severe losses, both human and material. Addressing the needs of NBC and the Adjacent Area's displaced population has been the major challenge faced by the Lebanese Government, UN agencies including UNRWA, Palestinian Groups, local and international NGOs. The scope of the destruction and duration of the conflict have generated huge challenges. It is expected that a more prolonged kind of assistance is required to respond to the needs of the Lebanese and Palestinian population most affected.

At the field level, the RCO Sub-Office in Tripoli, established in 2007, has been actively involved in the whole NBC response operation, focusing on:

Provision of technical assistance regarding security, telecommunications and logistics;  
Organization and implementation of the emergency relief effort (through Clusters), and in planning for the transitional post-crisis rehabilitation, recovery and return phase, and  
Coordination support: Important financial resources have been allocated to the reconstruction of the camp and a significant number of actors have been associated to this effort, hence the need to enhance coordination.

During the last two years north Lebanon has evolved from the Humanitarian and Early Recovery Phases to the transition to longer term development. The Clusters have undergone changes as various actors have either phased out or shifted their operations outside NBC to address the needs of the wider community. Cluster participation is predominantly composed of local NGOs, civil society organizations and Popular Committee Representatives.

At the same time, UN intervention in the area has increased with the start of two joint-programmes complementing existing activities such as UNDP Akkar & ART GOLD, ILO's Child Labor Project and UNICEF's Child-Friendly Initiative. Also, donor funding shifted to the north leading many implementing agencies to substantially increase their activities in the area. These organizations are implementing activities without any coordination mechanism or structure of their own and rely heavily on the RCO Sub-Office for information and advice. The RCO Sub-Office is working to limit reliance of these groups on bilateral efforts as these leave a high probability of potential duplication and gaps in their activities. Strategic and operational work is still required in the area with some of the lowest development indicators and a myriad of organizations and activities. RCO Sub-Office is undertaking modifications to the current Clusters to move towards a more formal Sector approach which more accurately reflects activities in the North. As in the South, the North Sub-Office will provide assistance to the newly elected municipalities with networking and capacity building strengthening coordination with and among NGOs at their request

### **3. Programme/Project Approach**

The specific objectives mentioned above are related to three specific components: the reinforcement and strengthening of a coordination mechanism, the set up of an Information Management Unit to support development and emergency responses and the support to the coordination and visibility of the Lebanon Recovery Fund.

#### Coordination Mechanism

As stated earlier, the goal of the coordination system is to ensure a more effective and efficient delivery by avoiding duplications and fostering synergies and complementarities of the different actors. The RCO Sub-Office has been covering coordination in the North and more specifically in the NBC Adjacent Area



(from the NBC crisis) for approximately three years. Throughout this period the Sub-Office has amended the coordination system according to the needs on the ground and has established a wide network of actors working in the area. In this regard the Sub-Office currently convenes and plans to initiate the following meetings:

#### *General Coordination*

General coordination meetings usually convened on a monthly basis and cover several areas such as cross-cutting issues, presentations of studies/assessments or the introduction of new agency interventions in the North. With the support of UN agencies the Sub-Office is planning to expand its geographical coverage to Akkar.

#### *Cluster/Sectors*

Cluster meetings are held on a monthly basis. Addressing the changes on the ground and with the agreement of UN agencies, local authorities and non-governmental organizations working in the area, the RCO Sub-Office has suspended some Clusters and merged others. At present the Shelter/Watsan, Health/Mental Health Psycho-Social and the Education Clusters are meeting and the Protection Cluster may again reconvene due to a request from organizations active in both the NBC and Beddawi camps. The RCO Sub-Office is also planning to convene Sectoral meetings covering Tourism, Livelihoods (Agriculture & SMEs) and Environment.

#### *UN Inter-Agency*

With UN agencies active in the North and South there is a need to maintain a bi-monthly UN Inter-Agency meeting at the field level. In addition to information-sharing, the Project Managers have the opportunity to ensure coordination, cooperation and collaboration on interventions thereby ensuring efficient and effective targeting of limited resources.

#### *Bi-weekly coordination Millennium Development Goals Achievement Fund (MDG-F)*

The MDG-F Joint-Programme “Conflict Prevention and Peace Building in North Lebanon” convenes bi-weekly technical coordination meetings at the field level to monitor progress and ensure that the UN agencies are on track with implementation. Support to this programme is also provided by the RCO Sub-Office.

#### *General Coordination and bilateral Meetings with NGOs, Civil Society and Local Authorities*

The RCO Sub-Offices continue to convene meetings with actors and stakeholders working in the area. These meetings are critical for general coordination, to gauge organizations’ current involvement and future plans as well as to build a network and enhance the visibility of UN agencies.

#### Information Management Unit

The Information Management Unit (IMU) was established in order to set-up a holistic approach to collection, collation, collation, analysis and distribution of information, assessments and data to support coordination within the activities of the UNCT during recovery and transitional phases to longer term development. This was undertaken with the aim of better managing assets including staff and resources. The IMU supports analysis and decision making by the UN Resident Coordinator (RC), the UN Country Team and other actors such as CSOs, national and international NGOs both resident inside and outside of Lebanon.

The IMU has the capacity to support Clusters/Sectors Joint and Inter-Agency programming with:

Mapping exercises of various kinds including:

- Quarterly maps of 3Ws (Who Does What, Where);
- Quarterly maps of priority gaps in each sector and for each district;
- Quarterly maps of basic services available;
- Capacity to provide other reasonable “ad hoc” mapping services to Clusters, and
- Mapping of all organizations working in north and south.

Also, general information will be store in an accessible manner:

- Minutes of meetings and relevant documentation of joint programme activities;
- Dissemination of events and activities related to recovery and development activities at the national and local level;
- Host a website where key documents, policies, best practices, assessments, cluster data, contact lists, news, impact monitoring, maps and other relevant documents and information can be shared with wider community, and
- Summary of local media reviews.

The IMU aims to ensure that information management activities do support national information systems and standards, build local capacities and maintain appropriate links with relevant Government and local authorities.

#### Support to the Lebanon Recovery Fund

Taking into account the possible expansion of the Lebanon Recovery Fund and the new initiatives that will be joining this MDTF (e.g Oil Spills, Peacebuilding Fund), it is necessary to enhance the coordination of UN Participating Organizations in order to avoid duplication and promote joint activities that can achieve greater results. As well, it is important to highlight that the three main components mentioned above are in line with the Ministerial Declaration and specifically with the support to all initiatives that will contribute to the list of sectors prioritized by the government.

#### **4. Management Arrangements**

Although the RCO (and its Sub-Offices) is part of the UNCT coordination structure, the RCO is not a UN agency itself, and is administratively managed by UNDP. The project will therefore be executed under the UNDP Direct Execution Modality (DEX), whereby UNDP will act as both implementing and executing agency. The UN RCO in Beirut will supervise the work being implemented in the RCO Sub-Offices in the North and South Lebanon including the IMU. Day-to-day management of the project is undertaken by the Head of the RCO Sub-Offices in Tripoli and Tyre, each managing their respective offices in terms of work plans and staff. The Head of the RCO Sub-Office in Tripoli will continue to be part of the overall managerial structure UNRWA has put in place. Each of the Heads of the RCO Sub-Offices is directly responsible to the Head of the RCO for the efficient and effective coordination mechanisms in their respective areas.

On a day-to-day basis, the UN RC Sub-Offices will continue to liaise with government authorities at the local level, UN agencies, CSOs, and national and international NGOs, which remain their main partners for the successful implementation of the proposed activities.

#### **5. Analysis of risks and assumptions**

The bulk of the poverty across Lebanon is in four strata with the highest percentages being in Akkar/Minieh Dannieh and Tripoli City respectively. If the political and economic state of affairs in the North deteriorates, relations between various communities can easily become strained. One example is the Tebbaneh and Jabal Mohsen, in Tripoli City where the situation is currently peaceful but fragile with random instances of shooting and general violence. Another example is the instances of road closures (lasting several days) that occur throughout the North to protest the current electric cuts. The Palestinian Camps (Beddawi and NBC) can also pose political and security challenges. Both the Lebanese Army and the Internal Security Forces



have tight security controls in and around the NBC and its Adjacent Area (where most of the Camp's displaced population lives). This, along with the general dissatisfaction towards UNRWA's relief and recovery services, leave Camp residents feeling tense. As a result, sporadic instances of protests lead occasionally to the closure of UNRWA installations disrupting daily life. As well, the situation in the South is volatile and could deteriorate rapidly with little warning, in addition to the tensions in the PC and threats from Al-Qaeda related groups to UNIFIL and UN personnel in general. Also, natural disasters such as earthquakes or pandemic diseases could not be ruled out with the need to ensure that there are sufficient robust coordination measures are in place with regard to the Contingency and Response planning preparedness..

Finally, a deterioration of political and security situation at the national level will also have a negative impact on the project, making it more difficult to achieve the expected results as issues of access to the projects sites and the security and safety of project staff may be issues which arise.

### Programme/Project Budget

The budget would utilize the Standard Format agreed by UNDG Financial Policies Working Group.

CATEGORY	ITEM	UNIT COST in USD	NUMBER of UNITS per year	TOTAL COSTS Per ONE YEARS
1. Personnel (Incl. staff and consultants)	*Head of Tripoli RCO Sub-Offices	*62,280	1	
	*Head of Tyre RCO Sub-Offices	*47,856	1	
	*IT & Data Base Specialist	*33,648	1	
	*Coordination Officer (North)	*33,648	1	
	*Coordination Officer (South)	*33,648	1	
	*Coordination Assistant	*24,912	1	
	*Admin/Finance Clerk	*22,200	1	\$258,192.00
2. Contracts (Incl. companies, professional services)	*Tripoli Rent Cost-Sharing			
	*South Rent Cost-Sharing	*15,000	2	\$30,000.00
3. Training	*Tripoli: Training & Workshops			
	*South: Training & Workshops	*14,250	1	\$14,250.00
4. Transport	*Fuel - Car	*4500	2	
	*Maintenance - Car	*1500	2	
	*Car Insurance	*700	2	\$13,400.00
5. Supplies and commodities	*Landline Fees + internet charges	*9,600		
	*Mobile Fees	*2,400		
	*Furniture	*1,800		
	*Stationary + Toner for Photocopier	*2,400		
	*Printing Services	*180		
	*Visibility	*11,000	1	
	*Translation Fees for Conferences	*2,000		
	*Website Services	*2,000		
	*Rental Fees of Audio System for Conferences	*1,000		
				\$32,380.00
6. Equipment	*Maintenance of Photocopy Machines	*250	2	\$500.00
7. Travel	*Local travel	*750	1	\$750.00
8. Miscellaneous	*Sundry	*3,250	1	\$6,500.00
9. Agency Management Support	*Indirect Costs (7%)			\$24,918.04
10. Total				\$380,890.04



## Appendix D

Progress Report (see Annex 1 LRF-18 Quarterly Report April- June 2010)