



**Submission Form  
To  
The Lebanon Recovery Fund Steering Committee**

To be completed by the Recovery and Reconstruction Cell (RRC)	
Meeting No:	Date of Meeting:
Item No:	Programme/project

*(To be completed by the Participating UN Organisation  
and endorsed by Working Group Chair)*

To: Lebanon Recovery Trust Fund Steering Committee	Date of Submission:
From: UN Development Programme (UNDP)	Contact: Marta Ruedas UN Resident Coordinator UNDP Resident Representative
Through: Working Group	Contact: Telephone number, email
<input checked="" type="checkbox"/> Endorsement <input type="checkbox"/> Comments	Telephone: 01-985932 marta.ruedas@undp.org
Proposed submission, if approved would result in:  <input checked="" type="checkbox"/> Continuation of existing programme/project <input type="checkbox"/> New programme/project <input type="checkbox"/> Other (explain)	Proposed submission resulted from:  <input type="checkbox"/> National Authorities initiative within national priorities <input checked="" type="checkbox"/> UN Agency initiative within national priorities <input type="checkbox"/> Other (explain)
Programme/project title: <b>Recovery Coordination Support in Lebanon</b>	
Amount of funds requested for proposed programme/project: <b>USD 747,122</b>	
Estimated number of beneficiaries: direct _____ indirect _____	
Request against specific earmarking or unearmarked: <b>earmarked</b>	
Amount of indirect costs requested: <b>7% (USD 48,878)</b>	

## 1. Background

*Provide brief and concise information on the background of the programme/project. Indicate how it originated, refer to the Sector programme, request endorsement or approval by relevant Lebanese authorities etc. If extension of existing programme/project; provide information on original programme/project, such as number, programme amount, date of approval.*

Since the end of the July-August 2006 war, the UN Resident Coordinator Office took on from OCHA responsibility for the coordination of activities for residual humanitarian needs and the planning and management of the transition. As the UN humanitarian operations phased down and recovery activities ramped up, the demands on the Office of the UN Resident Coordinator have increased considerably, particularly since the Nahr El-Bared (NBC) crisis broke out in May 2007.

In a continuous effort to strengthen the on-going coordination of the recovery plan, the Resident Coordinator Office (RCO) in Beirut was able to mobilize funds from the European Commission Humanitarian Aid Office (ECHO). With the ECHO proposal, the coordination structure of UN RC Sub-offices, established after the July 2006 war, 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.

A review of the existing coordination structure carried out in 2008 has highlighted that the UNRCO offices have proved to be a valuable asset for the most relevant recovery partners (e.g. national and international NGOs, donors, local authorities) as they provide coordination support services in areas where a number of recovery and development actors are present. At the same time, and after more than a year of operations, the added value of keeping the existing coordination structure varies from office to office, and there is therefore room to streamline the number and composition of each of the offices. Therefore, and for the year 2008, the UNRCO intends to focus its activities mainly in the north and south of the country.

## 2. Purpose of Proposed Programme/Project

*Detail key objectives, outputs and activities from programme/project cover sheet and attach detailed programme/project document in standard format.*

The UN Resident Coordinator needs to maintain the identified core coordination functions within the RC sub-offices to handle the on-going demands of the recovery efforts in the North and South of the country. Taking into account the live-span of recovery efforts, the requirements for 2008 are as follows:

- i ***Enhance coordination at the field level through the RC sub-offices:*** the primary function of the sub-offices is to facilitate and promote coordination of recovery efforts at the field level to avoid duplications and promote synergy and complementarities, strengthen community outreach in the regions, and act as interlocutors with different partners and stakeholders (decentralized units of line ministries and government agencies, NGOs, civil society organizations etc.).
- ii ***Support to Data Management and GIS functions:*** one of the key coordination functions that can help make a difference in the recovery effort is to provide information on recovery and reconstruction to the national government, local and international partners, donors and media. The ability to collect, analyse and distribute

information on the work of development partners on the ground to support the recovery and reconstruction efforts, is a cornerstone to a successful recovery response.

**The ultimate goal of the coordination support structure** is two folded. On the one hand, establish a coordination mechanism and information management system that would allow the UN Resident Coordinator to ensure a smooth and coordinated implementation of recovery efforts and provide information to national and international actors involved in the recovery effort. On the other hand make sure that the coordination support structure builds national capacity and ownership, so that national authorities can better coordinate and plan their own reconstruction and development.

### 3. Evaluation of Proposals by the Working Group

#### Implementability

	2007	2008	2009
Estimated commitments (\$mill)	_____	_____	_____
Estimated disbursements (\$mill)	_____	_____	_____

Does the project correspond to national priorities? Yes ☒ No ☐

The GoL prioritized the implementation of a vast recovery programme at the 2006 Stockholm conference. Since then, the NBC crisis that broke out in May 2007 has created a new area of operations for recovery actors. The GoL, with the support of the donor community, intends to organize a donor conference by this year's summer to mobilize resources for the reconstruction of Nahr El-Bared Camp (NBC).

☐ Project approved by Line Ministry \_\_\_\_\_ on \_\_\_\_\_ (date)

### 4. Review by Recovery and Reconstruction Cell (RRC)

#### Check on Programme/Project Proposal Format Contents

<input type="checkbox"/> Cover sheet (first page)	Yes x	No <input type="checkbox"/>
<input type="checkbox"/> Logical Framework	Yes x	No <input type="checkbox"/>
<input type="checkbox"/> Programme/Project Justification	Yes x	No <input type="checkbox"/>
<input type="checkbox"/> Programme/Project Management Arrangements	Yes x	No <input type="checkbox"/>
<input type="checkbox"/> Risks and Assumptions	Yes x	No <input type="checkbox"/>
<input type="checkbox"/> Budget	Yes x	No <input type="checkbox"/>
<input type="checkbox"/> Support Cost	Yes x	No <input type="checkbox"/>

Overall review of programme submission  
Recommendations

Elaborate

### 5. Decision of the LRF Steering Committee

☐ Approved for a total budget of \$.....

- ☐ Approved with modification/condition  
☐ Deferred

**Reason/Comments**

Elaborate

Oct. 24, 2008  
.....  
Date

**6. Follow-up action taken by the Administrative Agent**

- ☐ Project consistent with provisions of the Letter of Agreement with donors (if applicable)

.....  
Signature

.....  
Date



**LEBANON RECOVERY FUND  
PROJECT DOCUMENT COVER SHEET**

<b>Participating UN Organisation:</b> United Nations Development Programme (UNDP)	<b>Sector:</b> Coordination of recovery efforts
<b>Programme/Project Manager</b> Name: Fernando Hiraldo Address: Beirut Telephone: 03/486929 E-mail: <a href="mailto:fernando.hiraldo@undp.org">fernando.hiraldo@undp.org</a>	<b>Working Group Chair</b> Name: UNCT Address: Telephone: E-mail:
<b>Programme/Project Title:</b> Recovery Coordination Support in Lebanon  <b>Programme/Project Number:</b>	<b>Programme/Project Location:</b> Beirut, Tyre (South Lebanon) and Tripoli (North Lebanon)
<b>Programme/Project Description:</b> Sentence identifying issue/problem tackled and people affected  The project aims at strengthening the coordination capacity of the RC sub-offices in the north and south of Lebanon to ensure a more effective and efficient delivery of recovery interventions in the most affected areas.	<b>Total Programme/Project Cost:</b> USD 747,122 <b>LRF:</b> USD 747,122 <b>Government Input:</b> <b>Other:</b> <b>Total:</b> USD 747,122 <b>Programme/Project Duration:</b> One Year
<b>Development Goal and Key Immediate Objectives:</b>  <b>Development Goal:</b> Effective and efficient implementation of recovery programmes in the north and south of Lebanon  <b>Immediate Objectives:</b> <ol style="list-style-type: none"> <li>1) Coordination at the field level through the strengthening of existing coordination sub-offices enhanced</li> <li>2) Comprehensive information collection system at the field level established and shared with stakeholders and public at large</li> </ol>	
<b>Outputs and Key Activities:</b> Paragraph outlining essential details of the programme/project The project will establish a coordination mechanism and information management system that would allow the UN Resident Coordinator to provide information to national and international, governmental and non-governmental, actors involved in the recovery effort.	
Working Group Review Date: _____ RRC Review Date: _____  Steering Committee/Project Approval Group Approval Date: _____	

On behalf of:

Signature

Date

Name/Title



UN Resident Coordi-  
nator / UNDP Resident  
Representative  
Minister of Economy & Trade

## 2. Logical Framework

A logical framework (LFA) is required for programmes/projects greater than \$500,000. See Appendix B for the LFA format. For smaller programmes/projects, if a log frame is not used, a narrative statement including clearly stated objectives, outputs, activities, indicators and risks should be provided.

Principal Objective	Objectives	Measurable Indicators	Means of Verification	Important Assumptions
Specific Objectives	Enhance coordination of recovery activities at the field level Improve information sharing between actors and raise awareness on recovery activities	No overlapping or duplication in recovery activities registered Awareness on recovery activities increases and spreads	Recovery budget auditing General coordination meetings Cluster/Inter-Cluster meetings	Political crisis does not deteriorate.
Immediate Objective # 1	<b>Output: Coordination at the field level through the strengthening of existing coordination sub-offices enhanced<sup>1</sup></b>	<u>Tyre</u> <ul style="list-style-type: none"> <li>24 general coordination meetings</li> <li>50 sectorial meetings</li> </ul> <u>Tripoli</u> <ul style="list-style-type: none"> <li>12 inter-cluster meetings</li> <li>144 cluster meetings</li> <li>Number of joint assessments and joint programmes identified</li> <li>Number of sector reports produced</li> <li>Number of analysis produced and posted on the web-page</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of general coordination meetings posted on the web-page (Tyre).</li> <li>Minutes sector working group posted on the web-page (Tyre)</li> <li>Minutes of Inter-cluster meetings (Tripoli).</li> <li>Minutes of cluster meetings (Tripoli)</li> <li>Assessments posted on the web-page.</li> <li>Joint programmes identified.</li> <li>Sector analysis posted on the web-page</li> </ul>	
Activities		<b>Inputs/Mean</b>	<b>Costs (€)</b>	
1.1	Liaise with local authorities at the central and local level to ensure overall coherence of recovery interventions in line with Government priorities	<u>Tyre</u> Head of Office, Beirut Coordination Officer Driver	60,000 17,440 6,960	

<sup>1</sup> The coordination sub-offices are located in the South (Tyre) and in the North (Tripoli) of Lebanon

Objectives	Measurable Indicators	Means of Verification	Important Assumptions
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 recovery / reconstruction partners	IT Specialist Security (10) Other support staff () <i>Beirut southern suburb</i> Coordination Officer	8,880 2,900 12,960 17,440	
1.3 Set up / strengthen, as required, coordination mechanisms through the establishment of general and/or sector coordination platforms	<i>Bekaa</i> Coordination Officer <i>Tripoli</i> Head of Office Coordination Officer	17,440 30,400 17,440 9,680	
1.4 Promote the implementation of joint assessments and joint programmes	Coordination Assistant		
1.5 Support the analysis of assistance being provided through the implementation of sector studies in order to fill-in possible gaps, in close collaboration with partners on the ground			
Immediate Objective # 2 <b>Output: Comprehensive information collection system at the field level established and shared with stakeholders and public at large</b>	<ul style="list-style-type: none"> <li>5 analysis posted and number of hits on the website</li> <li>9 3Ws maps produced and posted on the webpage</li> <li>3 sector intervention maps produced and posted on the webpage</li> <li>14 assessment 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>A comprehensive database is maintained and results available to partners and stakeholders through the recovery section of the RC webpage</li> <li>3Ws maps per area produced and posted on the web-page</li> <li>Sector intervention maps produced for each of the sector working groups</li> <li>Assessment maps produced for each of the sector working groups</li> </ul>	



Objectives		Measurable Indicators	Means of Verification	Important Assumptions
Activities		Means	Costs (€)	
2.1	Develop, produce and post on the webpage a comprehensive database covering the most affected areas in the 2 sub-offices with information at the municipal level	Data Management Officer Website Services (hosting and implementing the new layout ) Trips to the 2 sub offices (Tyre and Tripoli):	13,040 1,050	
2.2	Develop, produce and disseminate maps and related documents to support the recovery work, both in terms of assessment and sector interventions	GIS officer Plotter, Printers and photocopier Toners / Paper Printer A3	21,680	
2.3	Develop strong links with other GIS staff in affected areas to promote coordination and information-sharing between organizations and government departments working on GIS activities in particular	GIS software (arcgis) Internet connection Setting meetings between the GIS officers		
2.4	Produce maps that support sectoral working groups to strengthen collaboration and coherence	GIS officer Plotter and Printers Toner, paper , and photocopier		

### 3. Programme/Project Justification

Recovery efforts at the field level are characterized by the following features: i) important financial resource influx in a small geographical area; ii) multitude of actors, both traditional and non-traditional donors, involved in recovery efforts; iii) short-term implementation calendar; iv) weak local government capacity to ensure coordination at the field level; v) considerable number of projects being identified or implemented; and vi) complex political environment.

The national context, with recovery interventions still being implemented in the south of the country and the immense challenges related to the recovery and reconstruction of NBC, raises a number of critical issues that this proposal will try to address. First of all, the need to set up / strengthen a structured process where recovery actors and stakeholders get together to coordinate recovery efforts. Though these kinds of activities have been going in the south since the July 2006 war, these processes are only beginning to take real form in the North. Secondly, the need to ensure an open and transparent communication flow on recovery efforts. In this regard, it is critical to set up a system that provides regular updated information on recovery efforts to partners and stakeholders through different tools and mechanisms to ensure informed planning decision making, promote transparency and raise awareness. The added value of coordination will need to be translated into joint initiatives, whether programmes, assessments or monitoring and evaluation activities. Coordination interactions will also minimize the risk of duplications, promote synergies and ensure better use of resources amongst the different partners. The Office of the UN Resident Coordinator, together with national authorities and partners on the ground, plays a critical role in ensuring that added value.

In Lebanon, and since the end of the July-August 2006 war, the UN Resident Coordinator Office took on from OCHA responsibility for the coordination of activities for residual humanitarian needs and the planning and management of the recovery activities. With support from donors, the coordination structure of UN RC 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.

Though coordination of recovery efforts and actors is still important, as indicated previously, the evolution of the situation at the field level calls for a leaner, simpler coordination structure that focuses the UN coordination support in the areas where is needed most. The recommendation is to keep the UN presence in the 4 field offices, but for the reasons explained hereunder focus the resources in the Tripoli and Tyre offices.

- **UN RC sub-office in Tyre:** this office has been the busiest RC sub-office for a long time, and the one that hosts the largest number of UN agencies<sup>2</sup> and other recovery partners, as it inherited the coordination structure that was set up by OCHA during the July 2006 war. Since then, the UN RC sub-office has shifted its focus to recovery. Coordination is 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. UNIFIL attends

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<sup>2</sup> UNICEF, UNDP, FAO and ILO.

the general coordination meetings too, as the information gathered is relevant for the implementation of UNIFIL Quick Impact Projects (QIPs). Critical de-mining activities are also coordinated through UNMACC at the local level.

A number of reasons justify keeping this office open for at least another year at its current capacity level. UNIFIL's presence, and more importantly, the implementation of recovery projects, is expected to last at least till the end of 2008. Though the presence of recovery actors in the ground will naturally continue to decrease as the situation evolves positively, there is still need to provide a good coordination platform to avoid duplication of efforts and foster synergies and complementarities.

- **UN RC Office in Tripoli:** on 20 May 2007 fierce clashes between the radical group Fatah al Islam (FAI) and the Lebanese Armed Forces (LAF) erupted in Tripoli (northern Lebanon) and quickly spread to the nearby Nahr el-Bared camp (NBC). The NBC crisis lasted for 105 days, and inflicted severe losses, both human and infrastructural. Addressing the needs of the NBC and adjacent areas displaced population has been the major challenge faced by UNRWA, UN agencies, the Lebanese Government, Palestinian groups, local and international NGOs. The scope of the destruction and the length of the conflict have generated huge challenges, and it is expected that a more prolonged kind of assistance be required to respond to the needs to the Lebanese and Palestinian population most affected.

Since the beginning of the crisis, and on a regular basis, the UN RC convened Heads of Agencies (UNICEF, WHO, UNFPA, WFP<sup>3</sup>, UNHCR, OHCHR, ILO, UNDP and UNDSS) coordination meetings in support of UNRWA's leadership. At the same time, the UN RC has established a positive and constructive relationship with the Lebanese Palestinian Dialogue Committee (LPDC), focusing mainly on ensuring proper coordination with Government counterparts and donors on all issues related to NBC. At the local level, coordination with the six Municipalities surrounding NBC has also increased considerably, as the target population benefiting from the assistance is both Lebanese and Palestinian. Finally, coordination with NGOs and CSOs is also intense, and structured within the work of the clusters that have been set up.

At the field level, the RC 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 sectoral "Clusters<sup>4</sup>"), and in planning for the transitional post-crisis rehabilitation, recovery and return phase;
- Coordination support through the RC sub-office in Tripoli.

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<sup>3</sup> Based on identified needs and discussions with UNRWA, the UN Resident Coordinator agreed to liaise with WFP, a non-resident UN agency in Lebanon, to strengthen UNRWA's capacity in the following areas: i) logistics; ii) communications; and iii) cluster coordination.

<sup>4</sup> The UN response to the NBC crisis, led by UNRWA, is structured around the work implemented by the following clusters: Health, Shelter, Water & Sanitation, Protection, Livelihoods, Education and Relief.

It is expected that important financial resources be allocated to the reconstruction of the camp and that an important number of actors (e.g. Local authorities, UN agencies, NGOs, WB, Engineering contractors) be associated to these efforts, hence the need for enhanced coordination. The important coordination work carried out in 2007 leading to the launch of the Emergency Appeal was already an indication of the intense work ahead.

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

Though the RC sub-offices are part of the UN RC coordination structure, the UN RC Office is not a UN agency in 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 RC Office in Beirut will supervise the work being implemented in the RC sub-offices in the North and South of the country, reporting back directly to the UN Resident Coordinator.

For the day-to-day management of the project, the Heads of the RC sub-offices in Tripoli and Tyre will manage their respective offices in terms of work plan and staff. The Head of the RC sub-office in Tripoli will continue to be part of the overall managerial structure UNRWA has put in place in support of the NBC response operation.

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 main risk that the project will face is the weak capacity at the municipal level, which is critical to ensure not only the sustainability of the results achieved, but also the hand-over of the coordination activities in the long run. In order to minimize this risk, this project counts on the capacity building activities that other existing UN projects are implementing in the north and south of the country. The beneficiaries of these capacity building activities are the same municipalities that constitute the theatre of operations of this project.

A deterioration of the political and security situation at the national level may also have a negative impact on the project, making it more difficult to achieve the expected results as issues of access to the project sites may arise

## 6. Programme/Project Budget

### THE PROGRAMME/PROJECT BUDGET

CATEGORY	ITEM	UNIT COST	NUMBER OF UNITS	TOTAL COST
<b>1. Personnel</b> Incl. staff and consultants				USD 368,040.00
<b>2. Contracts</b> Incl. companies, professional services, grants				USD 50,004.00
<b>3. Training</b>				-
<b>4. Transport</b>				USD 54,800.00
<b>5. Supplies and commodities</b>				USD 81,200.00
<b>6. Equipment</b>				USD 63,800.00
<b>7. Travel</b>				-
<b>8. Miscellaneous</b>				USD 80,400.00
<b>9. Agency Management Support</b>				USD 48,878.00