

**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: 5 May 2008
From: National Authority and Head of UN Participating Organisation United Nations Development Programme	Contact: Telephone number, email Ms. Marta Ruedas Tel: Fax: Email: marta.ruedas@undp.org
Through: Working Group <input type="checkbox"/> Endorsement <input type="checkbox"/> Comments	Contact: Telephone number, email
Proposed submission, if approved would result in: <input type="checkbox"/> Continuation of existing programme/project <input checked="" 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): Non Governmental Organization
Programme/project title: ART GOLD Lebanon	
Amount of funds requested for proposed programme/project: USD 2.391.450	
Estimated number of beneficiaries: 200.000 direct and 1.000.000 indirect	
Request against specific earmarking or un-earmarked: Earmarked	
Amount of indirect costs requested: (%): 7% USD 156.450	

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

1. Background

Through ART GOLD's participatory methodology and instruments, the Program will tackle issues of socio-economic local development for balanced regional development. This includes strengthening local participatory planning processes, local government strengthening, local economic development, and decentralized cooperation. The program builds on potentialities and capacities in target regions, hence contributing to recovery and socio-economic rehabilitation in Lebanon.

The program responds to national priorities of poverty reduction and the reduction of regional disparities through targeted interventions in four underserved regions of the country, including North Lebanon, South Lebanon, West Bekaa, and the Beirut Southern Suburbs.

2. Purpose of Proposed Programme/Project

The Specific Objective is to improve the local population's living conditions through increased access to employment, income, education, health, social integration and the environment, with a special focus on the most vulnerable population. This is done through improving the functioning of local public administration, enhancing basic social services, and promoting a wide participation of local communities in development processes.

Outputs are carried out at the local, national and international levels.

At the local level:

- **Governance:**
 - Improved skills and capacities of local authorities and administrations to plan, manage and promote local human development.
 - Improved partnerships between the local authorities and local actors such as civil society stakeholders.
 - Lebanese institutions capacitated to take advantage of international partnerships such as Decentralized Cooperation networks.
 - Members of public institutions and civil associations better prepared to operate jointly in local development processes.
- **Local Economic Development:**
 - LEDAs established in the four regions of intervention.
 - Local Economic Development promoted in a balanced and integrated way, hence reducing poverty and increasing access of the deprived sectors of the population to jobs and businesses.
 - Endogenous resources and regional competitiveness maximized.
 - Number of small productive enterprises increased
 - Increased income for the disadvantaged sectors of the population.
 - Productive activities use local resources in a more sustainable way.
- **Social Wellbeing:**
 - Improved coverage of public services and utilities in AGL's priority sectors of education, health, culture and the environment.
 - Improved functioning of public services in the aforementioned social sectors.
 - Access for excluded and marginalized areas and persons to basic social services increased.
 - Innovations aimed at improving the quality and efficiency of services introduced.
 - Social cohesion and dialogue promoted through ART GOLD's participatory approaches and methodologies.
 - Increased initiatives promoting social cohesion, such as the Community Maps of Risks and Resources.

3. Evaluation of Proposals by the Working Group

Provide concise summary evaluation of proposal against:

General principles and selection criteria		
(a)	Must be explicitly based on Lebanon's national priorities and needs, as noted in the public domain.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Must fall with the UN's mandate, and must address the Millennium Development Goals, directly or indirectly through a human rights-based approach.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Must promote and ensure national ownership.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Must be at an acceptable level of risk, within UN parameters.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(e)	Must fall within the areas of UN's comparative advantage.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f)	The UN must be an appropriate system to deliver the intervention.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(g)	The UN response must be properly designed for and within the Sector setting, must be effective, coherent, context-sensitive, and cost-efficient and the outcomes, sustainable.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(h)	Must avoid duplication of and significant overlap with the activities of other actors.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(i)	Must build on existing capacities, strengths and experience.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(j)	Must promote consultation, participation and partnerships.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
If one or more of the above criteria is not met, please explain:		

Implementability

	2007	2008	2009
Estimated commitments (\$mill)	---	---	USD 2.391.450
Estimated disbursements (\$mill)	---	---	---

Does the project correspond to national priorities? Yes No

Please elaborate:

The project targets the most vulnerable regions in the country, and will build on existing potentialities and previous experiences of both ARTGOLD and the National Government. The reduction of regional disparities is a national priority for the government, as reflected in its policies and actions, especially the Social Action Plan in the Reform Package.

Project approved by Line Ministry

4. Review by Recovery and Reconstruction Cell (RRC)

Check on Programme/Project Proposal Format Contents

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

Overall review of programme submission
Recommendations

Elaborate

5. Decision of the LRF Steering Committee

- Approved for a total budget of \$...2,391,450
- Approved with modification/condition
- Deferred

Reason/Comments

Elaborate

[Redacted box]

26/02/2009
Date

J

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 Programme/Project Proposal Format and Guidelines

Contents:

1. Cover sheet and description of programme/project document (Appendix A)
2. Logical Framework (Appendix B)
3. Programme/Project Budget (Appendix C)
4. Progress Report (Appendix D)



**LEBANON RECOVERY FUND
PROJECT DOCUMENT COVER SHEET**

Participating UN Organisation: UNDP	Sector: Socio-Economic Rehabilitation
Programme/Project Manager: <i>UNDP</i> Name: Ms. Marta Ruedas Address: Riad Solh Square Telephone: E-mail:	Working Group Chair Name: Address: Telephone: E-mail:
Programme/Project Title: Socio-Economic Rehabilitation Program in the framework of ART GOLD Lebanon Programme/Project Number:	Programme/Project Location: North Lebanon (Minnieh, Dinnieh, Akkar and Tripoli) Beirut Southern Suburbs West Bekaa and Rashaya South Lebanon (Tyre, Bint Jbeil, Marjeyoun, Hasbaya, Nabatiye).
Programme/Project Description: Through ART GOLD's participatory methodology and instruments, the Program will tackle issues of socio-economic local development for balanced regional development. This includes strengthening local participatory planning processes, local government strengthening, local economic development, and decentralized cooperation. The program builds on potentialities and capacities in target regions, hence contributing to recovery and socio-economic rehabilitation in Lebanon.	Total Programme/Project Cost: USD 2.391.450 LRF: USD 2.391.450 Government Input: Other: Spanish DC, to be determined Total: USD 2.391.450
	Programme/Project Duration: 12 months
Development Goal and Key Immediate Objectives: The long-term goal of the programme is to enhance local development and reduce regional disparities through strengthening economic recovery and social rehabilitation, as well as strengthening local governance structures. The key specific / immediate objective is to improve the local population's access to better living conditions in relation to income, education, health, social integration and the environment, with a special focus on the most vulnerable population.	

The program targets the following outputs:

A) at the Local Level:

1. **Initiatives in Institutional Development (Governance):** to strengthen the management capacity of local authorities through strategic planning, capacity building, and human resources development.
2. **Initiatives in Local Economic Development:** with a special focus on the Local Economic Development Agencies (LEDAs) that are being established in each of the four regions of intervention, through socioeconomic development, support to the productive sectors (especially agricultural development and its value chains: designation of origin, quality certification, markets), training and employment generation.
3. **Initiatives in social and sustainable Development (Wellbeing):** health, education, social integration and public services, with a particular emphasis on the importance of protected areas, solid waste management, and the integral management of water.

B) At the National Level:

The national component foresees putting in place a **capacity building** program. The **training courses** will focus on local development and international cooperation, and will be addressed to local institutions, in collaboration with the Lebanese University and the decentralized cooperation partners.

C) At the International Level:

Interest was shown in carrying out **technical exchange** visits between Lebanese and Spanish local institutions. The above will contribute to **project definition** and facilitate **knowhow transfer** on local management and other local planning and development issues, while at the same time activating the Spanish Decentralized Cooperation.

Working Group Review Date: _____

RRC Review Date _____

Steering Committee/Project Approval Goup Approval Date: _____

On behalf of:

UN Participating Organization

National Counterpart

Chair, LRF SC



Name/Title

Mr. Seifeldin Abbato,
UNDP Country Director

Mr. Nabil El-Jisr,
President of CDR

Ms. Marta Ruedas,
UN Resident Coordinator

Minister of Economy
and Trade

Annex B- Logical Framework

Objectives	Measurable indicators	Means of verification	Important assumptions
<p>Development Objective Contribute to stimulate economic recovery, social rehabilitation, and balanced development on the mid and long-term.</p>	<p>Change in poverty levels in target areas</p>	<p>Socioeconomic surveys and reports. Government's Reports UNDP NHDR</p>	<p>Political situation does not deteriorate to the point of open conflict or warfare.</p>
<p>Immediate Objective Improve the local population's access to income and employment opportunities, social services, and environmental sustainability, with a special focus on the most vulnerable population</p>	<p>Number of new SMEs created Number of employment opportunities generated Number of social infrastructures created, improved or reinforced (health, education). Number of persons benefitting from improved access to education and health services in the target areas. Number of vulnerable persons benefitting from improved income. Decrease in number of vulnerable population (risk population). Number of vulnerable or disadvantaged persons or groups (elderly, women, youth, people with different abilities) enjoying better social integration and increased economic and social opportunities.</p>	<p>Unemployment surveys Ministries' of Education and Health surveys and reports Poverty surveys</p>	<p>(Immediate Objective to Development Objective) The Political and security situation remains stable even if no President is elected. The current government remains in place, able to continue offering basic services and willing to improve them with the support of ARTGOLD and international cooperation actors.</p>

Objectives	Measurable indicators	Means of verification	Important assumptions (Outputs to immediate objective)
<p>OUTPUTS AT THE LOCAL LEVEL:</p> <p>Local Governance:</p> <ul style="list-style-type: none"> * Improved skills and capacities of local authorities and administrations. * Improved partnership relations between local authorities and actors * Improved capacity to use international partnerships 	<p>Number of partnerships between local authorities and local actors such as grass-root and civil society actors.</p> <p>Number of training sessions involving local authorities and administrations held, attendance sheets, training sessions' reports and outcomes.</p> <p>Number of new international partnerships and their durability.</p>	<p>AGL's progress and annual reports</p> <p>AGL Operational Plan</p>	<p>The main sectors of development identified as priorities continue constituting a pertinent priority field of action.</p> <p>The National Committee continues to show interest in the program, effectively participating in the program.</p> <p>The four target areas are still among the National Government, UNDP and Spanish Cooperation regional priorities.</p> <p>ARTGOLD continues to enjoy Governmental support and International interest and financial support (including Governments, regional governments, and DC).</p> <p>Local Governance structures continue to be mobilized</p>
<p>Local Economic Development:</p> <ul style="list-style-type: none"> * Local Economic Development Agencies established in the four regions, * Improved access to jobs and businesses of the most deprived sectors of the population * Endogenous resources and regional competitiveness maximized * Number of small productive enterprises increased * Increased outcome of disadvantaged sectors of the population. * Productive activities use local resources in a more sustainable way. 	<p>Number of local development strategies produced (e.g. territorial marketing documents).</p> <p>Number of LEDAs effectively established and operational in the regions.</p> <p>Number of new SMEs created</p> <p>Number of SMEs that request technical assistance or financial assistance, and that are provided with such support.</p> <p>Number of people with access to employment in small businesses.</p> <p>Number of products increasingly marketed in the international market</p>	<p>Territorial Documents</p> <p>LEDA's work and progress reports.</p> <p>Ministry of Economy reports.</p> <p>Economic surveys conducted in the target regions.</p>	

Objectives	Measurable indicators	Means of verification	Important assumptions
<p>Social Wellbeing:</p> <ul style="list-style-type: none"> * Improved coverage of public services and utilities in AGL's priority sectors. * Improved functioning of public services in the aforementioned social sectors. * Innovations aimed at improving the quality and efficiency of services introduced. * Increased access to basic social services to the excluded and marginalized areas and persons * Social cohesion and dialogue promoted. * Initiatives promoting social cohesion, such as the Community Risk and Resources 	<p>Number of Regional Working Groups established and operational.</p> <p>Measures adopted to stimulate and improve social dialogue.</p> <p>Number of economic activities or social initiatives integrating more than one confessional group.</p> <p>Number of "Community Risk and Resources Maps" produced.</p>	<p>Working groups Meetings and reports.</p> <p>Area Managers' reports</p> <p>Ministry of Health annual reports</p> <p>Ministry of Education annual reports</p> <p>Social reports and statistics</p> <p>Risks and Resources Maps (in addition to participation sheets, meetings Minutes of Meetings and outcomes' reports.)</p>	
<p>OUTPUTS AT THE NATIONAL LEVEL</p> <ul style="list-style-type: none"> * Coordinated approach of the central (governmental) structures towards local development actions. * Improved capacities of coordinating and channelling international (governmental and decentralized) cooperation actions. * Reinforced and improved capacities of local authorities. * A more favourable setting for local development strategies is created. * Link between local, national and international activities of the Programme ensured by the National Working Group. 	<p>Increase in frequency and quality of contacts between National Government (or NCC) and local development actors.</p> <p>Level of synergy and complementarity between National Government's strategies and local development initiatives.</p> <p>Number of civil servants and / or technical experts benefitting from training courses in local development, international cooperation, planning and management.</p> <p>Effective involvement of the NCC in producing UNDP's Human Development Index Report.</p>	<p>National Government Annual Development Plans and Strategies</p> <p>Attendance sheets and mission reports by civil servants and experts attending training sessions (both national and international).</p>	

Objectives	Measurable indicators	Means of verification	Important assumptions
<p>OUTPUTS AT THE INTERNATIONAL LEVEL</p> <ul style="list-style-type: none"> * Activation of the Spanish DC. * Improved local management of development and planning capacities. * Improved development opportunities thanks to international networking (governmental and decentralized). * Internationalization of development processes in Lebanon. <p>ACTIVITIES:</p> <p>At the Local level: <u>Governance</u> Training, capacity-building, networking with international and DC partners, know-how and expertise exchange. <u>Local Economic Development:</u> Creation and establishment of the LEDAs, adoption of participatory and concerted economic development instruments and their dissemination throughout the target communities, offering LEDAs' leadership and advice on overall management of the economic development plans, drafting of Territorial Marketing Documents, services to SMEs (technical and financial), promotion of social local enterprises. <u>Social Wellbeing:</u> Establishing new innovative organizational models, accompany the social action of the municipalities and youth centres in the target</p>	<p>Number of international partners actively involved in contributing to development processes in Lebanon, in partnership with the National Government and Local Actors.</p> <p>Number of expertise exchanges between the Lebanese and international partners.</p> <p>Number of experiences between schools and universities supported by international networks.</p> <p>INPUTS:</p> <ul style="list-style-type: none"> * Technical Assistance (TA) and running costs: USD 210.000. These would cover part of the costs of the national and international personnel, training, internal travel, ISLED technical assistance, documentation, website and publications, and the running costs of the four regional offices. Remaining costs or shortfall will be covered through contributions from Belgium, Canada and Italy. <p>* <u>Projects:</u> North Lebanon: USD 377.500 for projects, and USD 200.000 for LEDAs. Beirut Southern Suburbs: USD</p>	<p>International partners (governmental, regional, local, etc.) mission reports</p> <p>International (governmental and regional) pledges and commitments to AGL.</p>	<p>(Activity to output)</p> <p>Conditions in the country allow carrying out all the activities in the four areas of intervention.</p> <p>Socioeconomic conditions are favourable to the establishment of the LEDAs.</p> <p>Local institutions and authorities continue showing interest in the program, actively and proactively participating in local initiatives, working groups, etc.</p>

<p>areas, fostering dialogue and social cohesion through the LWG, holding sessions for Risk and Resources Mapping.</p> <p>At the National level: Organization of training courses for local authorities on local development and international cooperation, regular meetings between the NCC and UNDP to follow up and monitor the Programme's progress, correct courses of action if necessary, prepare Work Plans.</p> <p>At the International level: Organization of exchange visits of Lebanese and Spanish authorities, organization of an international seminar to assess the Program's outputs and identify and formulate future actions, ART's support of the NCC in establishing effective and durable relationships with other National Coordination Committees, IDEASS component activities. A final evaluation and monitoring mission will also be organized.</p>	<p>377.500 for projects, and USD 200.000 for LEDAs. South Lebanon: 200.000 for projects, and USD 150.000 for LEDAs. Bekaa: USD 160.00 for projects and USD 50.000 for LEDAs.</p>	
<p>* <u>National and International activities:</u> USD 210.000. These will cover national workshops and seminars to support local pilot projects and the LEDAs, exchange visits to and from Spain, IDEASS component and international activities managed through HIP.</p>		

ANNEX 3- Programme/Project Justification

BACKGROUND

The Programme will be carried out in the framework of UNDP/Government of Lebanon ART-GOLD Initiative, in collaboration with the Spanish Network for Decentralized Cooperation. RT GOLD is a UNDP initiative operating in 18 countries worldwide. Its coordination is based in the Hub Innovative partnerships at UNDP's Geneva Office. The overall objective of the program is to contribute to economic recovery, development and social rehabilitation, paving the way to long-term sustainable human development.

While ultimately aiming at the MDGs, ART GOLD pursues its goal through innovative instruments, which constitute its backbone methodology and rely on the following principles:

1. Participatory approaches, ensured through the active involvement of the Local Working Groups (LWG) and Regional Working Groups (RWG) in decision making processes, needs' identification and prioritization, strategic planning, etc. While ART GOLD's participatory approach is not an end in itself, it is nevertheless its core means to achieve long-term and sustainable human development.
2. Linkage between local actions and planning and the national initiatives and policies, in issues of local development.
3. Multilateralism, which enables several donors and partners to support and actively participate in projects and processes, in line with the general framework adopted by the Program.
4. Implementation of actions and projects in the framework of local and regional development objectives and strategies shared by the local actors, hence avoiding financial dispersion and scattering of projects and initiatives.
5. Decentralized cooperation, the main partnership modality advocated and adopted by ART-GOLD, as it involves social and economic actors from both North and South, in an equalitarian relationship.
6. Local economic development support, through valorising typical products, their qualitative improvement for territorial marketing, and the establishment of a comprehensive territorial system for supporting long term socioeconomic development, such as the Local Economic Development Agencies (LEDAs).

More specifically, ART GOLD's strategy aims at linking emergency responses to rehabilitation and long term development, achieving both tangible and structural results. The program implements initiatives responding to critical local needs; considered "preliminary" projects to development, laying the ground for longer term processes. These quick impact projects eventually lead to structural results related to the improvement of national and local capacities, which in turn will permanently and effectively contribute to sustainable long term socioeconomic development. The mechanisms employed by the program reinforce and improve the functioning of local public institutions and services in health, education, environment, and social protection; improve the organization of the local actors through permanent local partnerships; valorise local products and services for a better positioning in national and international markets; increase job opportunities; enable access of the weakest producers and individuals to the mainstream economy; establish new self sustainable instruments such as the Local Economic Development Agencies (LEDA) to permanently support socio-economic development.; and facilitate and sponsor international relationships and networks.

ART GOLD Lebanon was established in response to the aftermath of the July – August 2006 war. Initially funded through an Italian contribution, AGL is currently financed by several Donor Governments, and several European Decentralized Cooperation (DC) actors have shown their interest in participating in the program

At the National level, in line with its core approach and operational mechanisms, AGL has been working with National and Local Coordination structures created to this effect. AGL has established close partnership relationships with the National Government, local institutions, grass-root organizations and civil society stakeholders, hence ensuring full coherence with National development strategies.

In the first phase of the program, and in response to the prevailing situation at the time, particular emphasis was given to projects aimed at providing a rapid response to priority recovery needs. These "preliminary" actions to development focussed on the direct link between the National Government's strategies and plans on the one hand, and local actions on the other, ensuring their complementariness through continuous interactive feedback between the National Coordination Committee (NCC) and the local working groups.

At the present stage, however, AGL capitalizes on the participatory processes and mechanisms set in motion, to implement longer-term rehabilitation / development oriented processes, as a precondition to achieve economic recovery, social rehabilitation, and long-term, sustainable human development.

AGL operates on a global, integrated and complementary multilevel approach, favouring the simultaneous implementation of activities at the local, national and international levels in the main sectors of Human Development.

THE SPANISH CONTRIBUTION TO AGL

The current program intervention, to be funded through the earmarked contribution of the Spanish Government in the LRF, a Spanish delegation visited Lebanon in April 2008. The mission held several meetings with partners, donors, and AGL team. The Spanish contribution was formally announced during the formulation workshop held on 9 April at the UN House in presence of H.E. the Ambassador of Spain to Lebanon, and received wide media coverage.

The Spanish contribution to AGL, which comes at a time of great political complexity and uncertainty in Lebanon, is both pertinent and timely. It is pertinent, because Lebanon is in the midst of one of its worst political crises since the end of the war in 1991, and initiatives such as those promulgated by AGL have a mitigating impact on political tensions and social fragmentation, by cementing social dialogue and cohesion. It is timely as it builds on the participatory structures and mechanisms put in place by AGL and that are necessary for the efficient and appropriate use of such contributions.

Furthermore, the Spanish contribution will set off and promote the participation of the Spanish Decentralized Cooperation in both governance and local development strategies in Lebanon. Social and economic actors of the regional and autonomic territories could mobilize, not only funds, but also expertise in administrative and technical management. The Spanish contribution will be an instrument to favour the mobilization and articulation of the Spanish D.C with the reconstruction process' national strategy, in coordination with the CDR, and with the support of UNDP.

PROBLEMS ADDRESSED

The program addresses several problems, including:

- Regional disparities which constitute one of the main sources of social (and hence political) instability in the country; this has led the National Government to recognize the reduction of disparities as an important issue in its national development plan. Improving the living conditions of disadvantaged groups in marginalized areas is one of the Government's main goals.
- Public services in deprived areas are scarce, particularly in relation to education, health, access to basic services, access to employment and small businesses.
- Public institutions are weak and often characterized by structural limitations or malfunctioning, coupled to inexistent or weak relations with citizens. A related and aggravating hurdle is the organizational weakness of local social actors, in part due to the absence of a political culture of associationism, leading to weak citizen participation in local development processes.
- In the target areas, there is scant or inexistent social and relational capital¹; the Program seeks to develop and strengthen these capacities to reinforce outputs and ensure their sustainability.

SECTORS OF INTERVENTION

The Spanish contribution, through the LRF, will support the following sectors:

A. At the Local Level:

- Initiatives in Institutional Local Development to strengthen the management capacity of local authorities through strategic planning, capacity building, and human resources development.
- Initiatives in Local Economic Development, with a special focus on the Local Economic Development Agencies (LEDAs) that are being established in each of the four regions of intervention, through socioeconomic development, support to the productive sectors (especially agricultural development and its value chains: designation of origin, quality certification, markets), training and employment generation.
- Initiatives in social and sustainable Development (Wellbeing): health, education, social integration and public services, with a particular emphasis on the importance of protected areas, solid waste management, and the integral management of water.

B. At the National Level:

The national component foresees putting in place a capacity building program. The training courses will focus on local development and international cooperation, and will be addressed to local institutions, in collaboration with the Lebanese University and the decentralized cooperation partners.

C. At the International Level:

¹ **Relational Capital** refers to the number and quality of **consolidated formal and informal networks** of a certain community, and their relation with networks of other external communities. The higher the relational capital, the more the community is able to manage development issues, because a high relational capital increases social capital and opportunities. Social Capital, on the other hand, refers to the **norms and networks that enable collective action**. It includes institutions, relationships, and customs that shape the quality and frequency of a society's social interactions. Social capital, when enhanced, can improve socio-economic sustainability by building the community's capacity to work together to address common needs, hence fostering greater inclusion and cohesion, and increasing transparency and accountability. The concept of Social Capital is broken down to five sub-categories for operational purposes. The **five dimensions of social capital** include: Groups and networks; Trust and Solidarity; Collective Action and Cooperation; Social Cohesion and Inclusion; and Information and Communication.

Interest was shown in carrying out technical exchange visits between Lebanese and Spanish local institutions. The above will contribute to project definition and facilitate knowhow transfer on local management and other local planning and development issues, while at the same time activating the Spanish Decentralized Cooperation.

OBJECTIVE, OUTPUTS and ACTIVITIES

The General Objective of the programme is to contribute to stimulate economic recovery, social rehabilitation, and balanced development on the mid and long-term, through implementing local human development strategies in the areas of intervention.

The Specific Objective is to improve the local population's access to better living conditions in relation to income, education, health, social integration and the environment, with a special focus on the most vulnerable population, through improving the functioning of local public administration, enhancing basic social services, and promoting a wide participation of local communities in development processes.

Outputs will vary according to the level and sector of intervention, yet are all interrelated and complementary

At the local level:

- **Governance:**
 - Improved skills and capacities of local authorities and administrations to plan, manage and promote local human development.
 - Improved partnerships between the local authorities and local actors such as civil society stakeholders.
 - Lebanese institutions capacitated to take advantage of international partnerships such as Decentralized Cooperation networks.
 - Members of public institutions and civil associations better prepared to operate jointly in local development processes.
- **Local Economic Development:**
 - LEDAs established in the four regions of intervention.
 - Local Economic Development promoted in a balanced and integrated way, hence reducing poverty and increasing access of the deprived sectors of the population to jobs and businesses.
 - Endogenous resources and regional competitiveness maximized.
 - Number of small productive enterprises increased
 - Increased income for the disadvantaged sectors of the population.
 - Productive activities use local resources in a more sustainable way.
- **Social Wellbeing:**
 - Improved coverage of public services and utilities in AGL's priority sectors of education, health, culture and the environment.
 - Improved functioning of public services in the aforementioned social sectors.
 - Access for excluded and marginalized areas and persons to basic social services increased.
 - Innovations aimed at improving the quality and efficiency of services introduced.
 - Social cohesion and dialogue promoted through ART GOLD's participatory approaches and methodologies.
 - Increased initiatives promoting social cohesion, such as the Community Maps of Risks and Resources.

At the national level:

- Coordinated approach of the central (governmental) structures towards local development actions.
- Improved capacities of coordinating and channelling international (governmental and decentralized) cooperation actions.
- Reinforced and improved capacities of local authorities.

At the international level:

- Activation of the Spanish Decentralized Cooperation.
- Improved local management of development and planning capacities.
- Improved development opportunities thanks to international networking (governmental and decentralized).

Key activities:

At the local level:

- **Governance:**
 - Training, capacity-building, networking with international and DC partners, know-how and expertise sharing and exchange, reinforcement of the basic local infrastructures.
- **Local and Economic Development:**
 - Creating and establishing the LEDAs, adopting participatory and concerted economic development instruments and their dissemination throughout the target communities, LEDAs' leadership and advice on overall management of the economic development plans, drafting of Territorial Marketing Documents, services to SMEs (technical and financial), reinforcing the basic local economic infrastructures, promoting social local enterprises.
- **Social Wellbeing:**
 - Establishing new innovative organizational models, accompanying the social action of the municipalities and youth centres in the target areas, fostering dialogue and social cohesion through the Regional Working Groups, reinforcing the basic local social services' infrastructures.

At the national level:

- Organizing training courses for local authorities in topics such as local development and international cooperation, in collaboration between the Lebanese and Spanish Universities.
- Involving the NCC in producing UNDP's Human Development Index Report
- Organizing regular meetings between the NCC and UNDP to follow up and monitor the Programme's progress, correct courses of action if necessary, and prepare Work Plans.

At the international level:

- Organizing exchange visits of Lebanese and Spanish authorities (Decentralised Cooperation)
- Organizing an international seminar to assess the Program's outputs and identify and formulate actions.
- Organizing activities related to the IDEASS component.
- Various ART activities in support of the NCC, to establish effective and

lasting relationships with other National Coordination Committees.

GEOGRAPHIC TARGET AREAS

AGL operates in the marginalized areas of North Lebanon, South Lebanon, Beirut Southern Suburbs (BSS), and West Bekaa, in line with the Government national priorities and interest expressed by partners and donors, as well as implementation capacity. As a next step, AGL is considering expanding its activities to North Bekaa.

Projects funded under the Spanish contribution will be target the four regions covered by AGL, priority being given to the North and Beirut Southern Suburbs, as per the indications of the Spanish Decentralized Cooperation Network and UNDP.

STRATEGY

How do the proposed outputs and activities help solve these problems? How does the programme/project fit in with the national priorities? What would happen without the programme/project?

The Program strategy is geared towards achieving structural results on the national development processes, beyond and in addition to tangible outputs in terms of concrete benefits to the communities.

The program will adopt three instruments which have a proven record in contributing to the aforementioned objectives: Regional Working Groups (RWG), Local Economic Development Agencies (LEDAs) and Decentralized Cooperation (DC). These instruments, which are adaptable to different and changing conditions, are suitable to a context such as Lebanon's:

- Regional working groups are participative and consultative structures, which are used to build or reinforce the relational and social capital in the target territories.
- LEDAs will improve sustainable socioeconomic development, reinforce local competitive systems, and integrate the disadvantaged in the business market.
- DC will allow the establishment of long-term partnerships between North and South partners, and will allow access to technical assistance and financial resources from a wide-range of international partners.

AGL will capitalize on the working groups (national and local) to contribute to strengthen, on the mid-term, the social and relational capital of the targeted areas, enabling different groups to work together to achieve common goals.

What are the essential features of the programme/project's operating environment including the problems and opportunities provided by evolving social, political, institutional and economic context in Lebanon?

As described above, this Program meets the priorities set by the government in economic recovery, social rehabilitation, and sustainable development.

Being part of UNDP's programmes in Lebanon, AGL will also benefit from the Agency's extensive experience in promoting local development in Lebanon and the lessons learned from programmes that have been and are being implemented.

What are the expected benefits?

The expected benefits will be measurable improvements of governance systems and management of local development in selected areas.

The participatory approach that characterizes the program not only ensures the activities' sustainability and durability, but also will contribute to trigger and encourage better organization and cohesion among various local communities in Lebanon, and will be a powerful incentive for communities to work together, and with local institutions.

Furthermore, the Programme will support the strengthening or creation (if absent), of national thematic networks on issues such as innovative and good practices in local public administration, economic local development, welfare, education, culture and environment. The strengthening of such networks will bolster their links with other similar international networks.

Activating and fostering Decentralized Cooperation, which in itself is one of the most efficient instruments of co-development, will also enable the establishment of long-term relationships between the northern and southern local communities. This will lead to a higher-level technical assistance at a lower cost (therefore more sustainable). In addition, Decentralized Cooperation can have a multiplier effect, activating and attracting the participation of other DCs in AGL.

On a broader aspect, AGL will play a catalyst synergetic role, with UN sister agencies as well as vis-à-vis international donors (governmental and decentralized cooperation).

Who are the main beneficiaries, and how will they benefit? Are there other stakeholders who may gain or lose as a result of the programme/project? How will stakeholder participation be handled?

The beneficiaries of the programme are the citizens, social actors and public institutions and structures of the target pilot areas, with particular attention to the most disadvantaged groups of the population, public authorities, youth and SMEs.

All the citizens of the targeted areas can be considered indirect beneficiaries, due to the integrated nature of the programme, and the priority given to Governance.

Indirect beneficiaries could amount to more than a million persons, while direct beneficiaries will be around 200.000. The most vulnerable of these will be the most benefitted from the programme.

Are the needs of particularly vulnerable or marginalised groups addressed? How?

The program, as described, puts a special emphasis on the most vulnerable and marginalized groups (the unemployed, youth, women, the elderly, and persons with different abilities) since the programme specifically seeks to improve their access to better living conditions.

Will the beneficiaries of the programme/project participate in its development and delivery? How?

Beneficiaries will be involved in the identification and prioritization of needs and actions to be taken, as ART GOLD rests on an intrinsically participatory approach which prioritizes participation at the local level. This will be ensured through the existing Regional Working Groups.

As well, a number of actions will be directly implemented by the prioritized Municipalities, Lebanese NGOs, and Universities.

Will men and women benefit from the programme/project? How will any gender inequalities be handled?

Both men and women are part of the Local Working Groups and hence both have been involved in decision making processes. Within the Agencies for Local Economic Development a desk dedicated to the job opportunities for women will be created.

Have environmental concerns been addressed including environmental impact/risk assessment where relevant?

The proposed activities should not have any environmental negative effects. A quick assessment on the environmental impact, according to UNDP CO recommendations, will be conducted.

Are there specific issues in relation to the security situation? How will they be handled?

All UN security procedures and instructions will be followed.

MANAGEMENT ARRANGEMENTS

Give a brief description of programme/project implementation and monitoring arrangements to ensure the cost-effective and efficient attainment of the outputs identified in the logical framework, including:

Project activities will be coordinated by the Chief Technical Advisor under the supervision of UNDP, in close coordination with the Head of the ART programme cluster (UNDP's Platform for Innovative Partnerships - Geneva) and in collaboration with the Spanish Decentralized Cooperation Network. The National coordinating authority for the program is CDR, which chairs the National Committee, and has a designated National Coordinator.

Additionally, Monthly Monitoring Meetings are scheduled, by utilizing an ARTGOLD Lebanon form. The Monitoring Meeting are conducted on the field, with the participation of the concerned beneficiaries and Regional Working Groups representatives. An external audit is scheduled to be conducted by end 2009.

5. Analysis of risks and assumptions

Key assumptions with regard to external factors that are outside programme/project control but nevertheless necessary to the achievement of programme/project outputs and purpose should be stated in the log frame.

Main assumptions (see log frame for more detailed assumptions):

- Political situation does not deteriorate to the point of open conflict or warfare.
- ARTGOLD continues to enjoy the National Government's support and international governments' / Decentralized Cooperation interest and financial support.
- Local communities, authorities and public institutions are still favorable to ART GOLD's approach and methodology, and are active and proactive actors within the Programme.

Main risks

- Political instability both at international and local level
- Economic stability, no inflation crisis

ANNEX 4- Project Budget and Work plan

CATEGORY	ITEM	UNIT COST	NUMBER OF UNITS	TOTAL COSTS (US\$)
1. Technical Assistance and Running costs	National Personnel			40.000
	International Personnel			60.000
	Training			20.000
	In country travel			10.000
	ILSED T.A.			20.000
	Website and publications			20.000
	Running costs 4 regional offices			40.000
	SUBTOTAL			
2. National and international activities	Workshops and seminars at national level in support of local pilot projects and LEDAs			30.000
	Exchange visits to and from Spain			60.000
	IDEASS component			40.000
	International activities managed through HIP			80.000
	SUBTOTAL			
3. North Lebanon Projects	Projects to be determined within the Regional Working groups and formulated in collaboration with the Spanish DC:			
	<i>Risk and Resources Maps Akkar Protected Area project</i>			30.000
	<i>Other projects</i>			100.000
	North Lebanon's LEDA			247.500
	SUBTOTAL			
4. Beirut Southern Suburbs	Projects to be determined within the Regional Working groups and formulated in collaboration with the Spanish DC, in the social sector (education, youth and primary HC).			
	<i>Risk and Resources Maps Beirut Southern Suburbs' LEDA</i>			347.500
				30.000
				200.000
	SUBTOTAL			
5. South Lebanon Projects	Projects to be determined within the Regional Working groups and formulated in collaboration with the Spanish DC:			
	<i>Risk and Resources Maps South Lebanon's LEDA</i>			110.000
				20.000
			200.000	

		SUBTOTAL	330.000
6. Bekaa Projects	Projects to be determined within the Regional Working groups and formulated in collaboration with the Spanish DC <i>Risk and Resources Maps</i> Bekaa LEDA		140.000
			20.000
			140.000
		SUBTOTAL	300.000
Monitoring and Evaluation			30.000
		Direct Costs	2.235.000
		Indirect Costs (7%)	156.450
		TOTAL	2.391.450

WORK PLAN
SOCIOECONOMIC RECOVERY PROGRAM

ACTIVITIES	MONTHS											
	1	2	3	4	5	6	7	8	9	10	11	12
Training sessions for national authorities												
Networking with DC partners												
Know-how and technical exchange visits												
Establishing and / or reinforcement of LEDAs												
Working meetings within the LEDAs for the adoption of participatory and concerted economic development instruments												
Disseminating socioeconomic development planning instruments in target regions												
Drafting and finalizing Territorial Marketing Documents												
Service provision to SMEs (financial, technical, etc.)												
Reinforcing and accompanying youth centres and other civil society associations in the areas												
Promoting social dialogue and cohesion within the Regional working groups through the discussions and meetings held												
Organizing Risk and Resource Maps meetings and discussions												
Training courses for local authorities on local development and international cooperation.												
Involvement of National Coordination Committee in producing UNDPs Human Development Report												
Organizing regular follow-up meetings between the NCC and UNDP												
Organizing exchange meetings of Lebanese and Spanish authorities												
Organizing an international seminar to assess Program's outputs and define future courses of action												
IDEASS component various activities												
Monitoring and evaluation												