



LEBANON RECOVERY FUND
MPTF OFFICE GENERIC ANNUAL PROGRAMME1 NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2015

Table with 2 columns: Programme Title & Project Number, Country, Locality(s), Priority Area(s) / Strategic Results2, Participating Organization(s), Implementing Partners, Programme/Project Cost (US\$), Programme Duration.

1 The term "programme" is used for programmes, joint programmes and projects.
2 Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;
3 The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page the MPTF Office GATEWAY
4 The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page the MPTF Office GATEWAY
5 The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the MPTF Office GATEWAY
6 The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the MPTF Office GATEWAY
7 As per approval of the original project document by the relevant decision-making body/Steering Committee.

Other Contributions (donors) <i>(if applicable)</i>
TOTAL:
Programme Assessment/Review/Mid-Term Eval.
Assessment/Review - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i>
Mid-Term Evaluation Report – <i>if applicable please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i>

Current End date ⁸ (<i>dd.mm.yyyy</i>)
Report Submitted By
<input type="checkbox"/> Name: <input type="checkbox"/> Title: <input type="checkbox"/> Participating Organization (Lead): <input type="checkbox"/> Email address:

⁸ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities.

List of Acronyms

DRM	Disaster Risk Management
PMO	Prime Minister Office
NCC	National Coordination Committee
COM	Council of Ministers
UNDP	United Nations Development Programme
DRR	Disaster Risk Reduction
NRP	National Response Plan
HFA	Hyogo Framework of Action
UNHCR	United Nations High Commissioner for Refugees
NOR	National Operations Room
MOR	Mobile Operation Room
CBRN	Chemical – Biological – Radioactive - Nuclear
BRHIA	Beirut Rafik Hariri International Airport
UN ISDR	United Nations Office for Disaster Reduction
INSARAG	International Search and Rescue Advisory Group
CDR	Council for Development and Reconstruction
NGO	None Governmental Organizations
LAF	Lebanese Armed Forces
ISF	Internal Security Forces
CDR	Council for Development and Reconstruction
CNRS	National Council for Scientific Research
LRC	Lebanese Red Cross
NCLW	National Commission for Lebanese Women
GARD	Getting Airport Ready for Disasters
WHO	World Health Organization
SOP	Standard Operating Procedures
QPR	Quarterly Progress Report
APR	Annual Progress Report
M&E	Monitoring and Evaluation
ACTED	Agence d'Aide a la Cooperation Technique et au Developpement
DRC	Danish Refugee Council
ITB	Invitation to Bid
PCPM	Polish Center for International Aid
PV	Photovoltaic
REACH	Society for Rehabilitation, Education and Community Health
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNDP:	United Nations Development Programme
UNHCR:	United Nations High Commissioner for Refugees
RRP:	Regional Response Plan
DIM:	Direct Implementation Modality
NGOs:	Non-Governmental Organizations
GA:	Grant Agreement
PHCC:	Primary Health Care Center
MoPH:	Ministry of Public Health
UoM:	Union of Municipalities
ACTED	Agence d'Aide a la Cooperation Technique et au Developpement
CEDRO	Community energy efficiency and renewable energy demonstration project for the recovery of Lebanon
DRC	Danish Refugee Council

ITB	Invitation to Bid
PCPM	Polish Center for International Aid
PV	Photovoltaic
REACH	Society for Rehabilitation, Education and Community Health
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees

NARRATIVE REPORT FORMAT

EXECUTIVE SUMMARY

In order to effectively mitigate the impact of the Syrian crisis on the Lebanese host communities and the displaced Syrians, UNDP adopted a comprehensive, multi-level and multi-sectorial approach. Through the creation of job opportunities, the provision of social and basic services, the rehabilitation of community infrastructure and the promotion of conflict resolution mechanisms, UNDP contributed to improving livelihood and economic opportunities, improving the living conditions, strengthening public social services and mitigating tensions in the most vulnerable communities across the country. UNDP also contributed to strengthening the capacities of local and national institutions to be able to cope with the crisis and recover from it.

During 2015, UNDP contributed to increasing livelihood and economic opportunities through upgrading, repairing and improving the production infrastructure and creating short and medium term employment opportunities in the most vulnerable host communities. In North Bekaa, UNDP improved farmer's livelihoods through the rehabilitation of irrigation canals. In Akkar, UNDP supported the existing cooperatives through the provision of equipment and specific trainings in different business development fields. Through the extension of the wastewater network in Ain Kfarzabad and the installation of a treatment unit in Qab Elias, the project contributed to reducing the contamination of the irrigated crops and agricultural lands.

Furthermore, UNDP contributed to strengthening the capacities of local and national actors in the delivery of social and municipal services through a participatory approach. UNDP also promoted dialogue among all the involved stakeholders at territorial level i.e. representatives of the line ministries and of local authorities, directors of primary health care centers and public schools and other actors to discuss and set up (with the support of technical experts) the territorial health plan. Furthermore, the project contributed to increased access to quality public primary health care services, increased awareness on health and improved sanitation conditions in the selected public schools. Moreover, in order to support local authorities in the provision of basic services, the project provided municipal infrastructure maintenance equipment and wastewater management equipment to five Union of Municipalities in the South. In addition, in coordination with the Water Establishment of the South, the water maintenance centre of Kalaa was upgraded through the provision of equipment.

Energy is also a major problem in Lebanon both before the Syrian refugees crisis and now augmented with this crisis, where at least 9-12 hours of blackouts per day exist, and the delivery of hot water is not guaranteed; the need to deliver urgent and basic energy for lighting at the household level and the need to provide cooking and heating, especially for the cold season is critical.

These utilities are needed by both the host-communities as well as the Syrian refugees to ensure safety, well-being and security. Using solar energy seems to be the only way to provide these rural communities with an additional cost-effective and independent source of electricity. Furthermore, for household heating and cooking, sustainable briquette stoves can be used instead of highly polluting diesel fuel or worse, wood collected unsustainably and often illegally from forests. UNDP aims at installing in the Akkar and Bekaa region approximately 500 solar lighting kits for various host community beneficiary houses to deliver basic lighting, and 500 briquette stoves for heating and cooking.

During 2015, UNDP also achieved progress towards an effective, well equipped and comprehensive response to natural and manmade disasters at the national and sector/ministry and local levels. The National Operation Room was inaugurated, the Mobile Operations Vehicle procurement process was launched, response plans and related operation rooms including communication systems at sector and governorate levels were developed at the national and governorate levels. In addition, the "Flood risk assessment and mapping for Lebanon" was completed in cooperation with CNRS.

Finally, a Conflict Map was developed by UNDP in cooperation with the national Lebanon NGO Lebanon Support which is to date, updated on a daily basis. It provides different partners and the general public with

accurate data on conflicts and incidents trends, which are divided into categories and over different regions. In parallel to the mapping exercise, four conflict analysis reports were produced focusing each one on a specific geographic area: one on Bekaa focusing on Aarsal, one on Saida, another on Mount Lebanon, the fourth and final one on Beirut.

Also, a Mechanism for Social Stability (MSS) was established in West Bekaa (Gaza, Marj, Mansoura, Hawch Harimeh, Jeb Jennine, Machghara, Qaraoun, targeting a number of villages hosting Syrian refugees. The Mechanism was developed based on an in-depth locally lead conflict analysis, conducted by a group of identified local authorities and local actors who were trained throughout the programme time span on conflict management, peace building, communication skills, negotiation and mediation skills, and who decided to develop mechanisms that would directly respond to the main causes and sources of tensions at their local level. As a result of these mechanisms, local dialogue committees gathering Lebanese and Syrians were formed, improving the dialogue channels between the two communities and contributing to social cohesion; as well as between Lebanese who were able to tackle root causes of conflict and work on local reconciliation initiatives. Another main result of the process was the establishment of West Bekaa Peace Initiative which gathers participants from different villages and work on locally lead peace building activities.

I. Purpose

Expected Outcome⁹: Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery.

Expected Output: Capacities of institutions and community groups strengthened for effective formulation and implementation of regional and local development plans including women and youth.

The impact of the Syrian crisis on Lebanon is reaching a scale unprecedented in the history of complex, refugee-driven emergencies. While in April 2012, 32,800 refugees were registered or awaiting registration with UNHCR, by December 2014 that figure has jumped sharply to over 1,100,000 an increase equal to over 25% of the entire Lebanese pre-crisis population. To contextualize the impact further, Lebanon was already one of the most densely populated countries in the world, with an average of over 400 people per square km of land. This sudden and large influx of refugees from Syria is now placing enormous pressure on the country and its people, especially those in the poorest areas, where refugee concentrations have been greatest.

The majority of refugees are being hosted in communities that are among the poorest in the country. Given the significant periods of power cuts in Lebanon, where some regions have at least 9-12 hours of power cuts per day, the need to deliver urgent and basic energy for lighting at the household level and the need to provide cooking and heating, especially for the cold season is critical.

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

A robust response to the complex crisis requires a mix of both urgent and developmental responses. The project therefore includes rapid interventions, and seeks to contribute to stabilization and recovery in refugee hosting areas in Lebanon through the accomplishment of two main outcomes:

- **Outcome 1:** Livelihood and economic opportunities increased in selected refugee hosting areas through upgrading, repairing and improving the production infrastructure and creating short and medium term employment opportunities.

⁹ as stated in the Country Programme Results and Resource Framework

- **Outcome 2:** Delivery of basic social services expanded and improved in target communities through equipping, rehabilitating and upgrading the infrastructure and improving the skills of service providers.

The activities are integrated within the UNHCR-led Regional Response Plan (RRP) Social Cohesion and Livelihoods and Water and Sanitation Sectors and are further coordinated with the international community via the Task Force on Support to Host Communities.

A listing of the main international and national implementing partners involved and their roles:

- **UNDP:** will be responsible for implementing the activities under this project through the adoption of the Direct Implementation Modality (DIM). It will also act as the main executing agency, forming partnerships with the governmental, non-governmental and corporate sector entities for the delivery of the stipulated goods and services. The UNDP Country Office will oversee the implementation of the initiatives through its central office in Beirut as well as its regional office network in Akkar, Bekaa, Mount Lebanon and South, and will be responsible for reporting on the progress.
- **The Ministry of Social Affairs:** will serve as the main governmental counterpart. It is represented in the Project Steering Committee/ Board and participates in the approval of the work plans and progress reports.
- **Local Authorities:** will participate in the implementation of initiatives at the local level, providing day to day follow up in addition to collecting offers whenever needed. Local authorities will collaborate directly with UNDP to achieve the goals of the project.
- **The Ministry of Education and Higher Education, the Ministry of Public Health, Ministry of Social Affairs and Ministry of Interior and Municipalities:** will serve as the main governmental counterpart for initiatives related to health and education sectors. All initiatives will be carried out based on clear recommendations and standards set by the aforementioned line ministries for standardization of quality of services at the national level.

Livelihood initiatives are implemented in Akkar area targeting local cooperatives, through the procurement of the necessary equipment for upgrading production, the purchase of vehicles for transportation and the conduction of trainings for the cooperatives members. In addition, local farmers conditions are improved in the Bekaa region through the rehabilitation of irrigation canals and the implementation of WASH related projects aiming at reducing water contamination. Basic social services initiatives target Public Schools and PHCC countrywide as well as municipalities in the South and Bekaa, on sewage and water related problems.

In addition, the use of renewable energy systems, such as the ones proposed, saves on household spending while ensuring that the basic needs of local host-communities are met. The proposed equipment to be purchased and installed are: solar lighting kits capable of lighting 3 to 4 rooms with energy efficient light bulbs and briquette stoves (small heating unit sufficient to warm a 100 m2 room on average): The unit is fed with sustainably-produced briquettes (manufactured from the agricultural waste and/or from sustainably managed forests) that are burnt in the system and emit heat. Some local manufacturing of briquettes has started in Lebanon and through the introduction of these systems, not only would heating be provided to Lebanese beneficiaries, but also potential new job opportunities for the manufacturing of sustainable briquettes from agricultural waste and forest residues.

These systems will be provided to households according to two main criteria: humanitarian and technical. Humanitarian criteria includes households hosting Syrian refugees, households that are defined as being 'extreme poor' by the Ministry of Social Affairs, and those in need as identified by municipalities. Technical criteria includes among other items the household infrastructure, ability to cover costs of monthly

fees to community-based electricity generator or the availability of a privately-owned generator (refer to Annex 1 for comprehensive selection criteria)

These units will be purchased as pilot technologies that are environmentally-friendly and will complement the Winterization Programme of the UNHCR under implementation within the Regional Response Plan. The target villages will be the poorest host-communities in Akkar and the Bekaa region which have the infrastructure needed to introduce the equipment at the household level. The selection of the houses will be coordinated closely in the field with UNHCR and other agencies working in these areas.

Under output 2.5, below are the expected achievements:

- The establishment of a National Operations Room (NOR)
- Support to four national ministries in crisis preparedness and planning
- Support to 25 local authorities in North and Bekaa to adopt resilient city charter
- Support the establishment of regional crisis response plans and operation rooms
- Awareness raising on crisis preparedness
- Distribution of emergency response kits
- Awareness raising through mobile app and leaflet distribution

With regards to output 3.2 and as per the project document and Annual Workplan, the main objective of the programme is the Stabilization and recovery in the refugee hosting areas through quick impact and community support projects. And the outcome of this specific component (reported against here) is “Social cohesion in target areas improved through improved skill base for peaceful dispute resolution”. This outcome is related to the Output number 3: Local level dispute resolution strengthened and community security improved, under which one main activity is mentioned: Develop local level peace building strategies to mitigate tensions in selected conflict prone areas of Lebanon hosting Syrian refugees”.

II. Results

i) Narrative reporting on results:

OUTPUT 1: Livelihood and economic opportunities increased in selected refugee hosting areas through upgrading, repairing and improving the production infrastructure and creating short and medium term employment opportunities

1.1. Support value added production of fruits and vegetables in Akkar through postharvest processing

An agricultural cooperative for food processing exists in Fnaydeq (Jord Akkar), which possesses several food processing machines and has been assisting the community of Jord Akkar. The project is aiming at increasing the cooperative's manufacturing capacity by equipping the cooperative with fruit-drying-equipment that work on solar energy. The project team is working closely with the cooperative to:

- Alleviate the effects of improper marketing of the agricultural products.
- Increase the cooperative's manufacturing capacity by equipping the cooperative with fruit-drying-equipment that work on solar energy.
- Provide cooperative members with a training in accounting and marketing.
- Supply the cooperative with a vehicle to transport the products to different markets.

Achievements in 2015

The cooperative's manufacturing capacity is increased through the purchase of a fruit-drying-equipment that work on solar energy. The machine was procured and delivered and the workers were trained by the contractor on the use of the machine. In addition, a van was procured and delivered to transport the products to different markets. The introduction of a new production line (dry fruits) improves the market share of the cooperative and the diversification of the product line and allows the cooperative to enter new niche markets. Furthermore, the implementation of the capacity-building component started on two levels; the elaboration of a marketing strategy and the delivery of technical support for the cooperative to improve the quality of the dried food production line.

With regard to the elaboration of a marketing strategy, a team of experts was recruited. This team held an inception meeting for clarification of the scope of work and finalization of the methodology. Then, an introductory meeting took place with the cooperative management board to present the team of experts, the methodology and the scope of work to the cooperative.

Accordingly, the team initiated data collection and review and started elaborating the management and marketing history analysis. Another field visit took place to explore the current production process, cycle and steps.

As for the delivery of technical support for the cooperative to improve the quality of the dried food production line, an industrial engineer was recruited. The engineer held an inception meeting, for a clarification of the scope of work and the finalization of the methodology. Then, the industrial engineer met the cooperative management board and presented the methodology and the scope of work to the cooperative. In addition, during his visit, the engineer explored the newly supplied machine in order to elaborate guidelines for the efficient use of the production line.

After completing the rehabilitation of the production room and discussing the findings of the experts, a workshop took place during the last week of August 2015 to present the findings of those studies and to train the members of the cooperative on how to use the machines. During this workshop the cooperative members learned about quality and hygiene standards to be applied during the production process. They were trained on how to use the production line step by step starting by the washer to grader, the slicer, and finally the dryer. The members of the cooperative were also informed about the findings of the marketing study (prepared by the experts) that shows the potential and the increasing need of dried fruits in the local market.



Challenges, lessons learned and recommendations

At the end of the project and in the hopes of moving forward, the below recommendations were raised to the cooperative:

- The need for restructuring the operations team and divide the tasks.
- The need to restructure the electricity network of the cooperative.
- The need to link the cooperative with farmers from different areas in Akkar and Dannieh and purchase their products directly at lower cost.
- The need for the Management Board to select one of the suggested logos and package designs.

Activity 1.2. Enhance fruit marketing in Akkar

Activity 1.2 “Enhance fruit marketing in Akkar” was amended and officially approved on the 14 January 2015.

Joumeih area is considered one of the most prosperous areas in apple cultivation due to the availability of water, the quality of the soil, and the appropriate elevation for apples cultivation.

The United Cooperative in Joumeih region of Akkar is a union of 3 agricultural cooperatives, which are active in fruit production in the villages of Rahbeh, Bazbina, Akkar El-Atiqua and their surrounding areas. The United Cooperative has established (since 1999) and serves as a refrigerated storage facility for the farmers in the region.

In addition, it provides agricultural guidance to its members to improve the quality and quantity of fruits while working on the reduction of chemicals used by the farmers.

Nevertheless, given its recent establishment and the considerable increase in food production in the area, the cooperative is facing various problems, from the lack of management skills of its members to the structural problems related to the segmentation of work. In addition, the absence of a proper fruit sorting and packing unit, essential for a proper preservation of the fruits, makes the access of the United Cooperative to the market difficult and risky.

Like the farming communities elsewhere in Akkar, the cooperative is suffering economic stress due to the closure of the transit route through Syria. The project aims at enhancing the capacity of the cooperative through:

- Providing a washing, grading and packaging machine.
- Providing a vehicle to the cooperative for the transportation of the products to the market.
- Improving the efficiency through the establishment of a hangar in front of the facility; this will allow the easy access for trucks to deliver the apples to the facility and the transportation of the processed apples from the production line end to the freezers.
- Enhancing the capacity of the cooperative storage by providing 3000 boxes.

Achievements in 2015

During 2015, in order to strengthen the United Cooperative storage centre and establish a new production line, North LEDA provided the cooperative members with specific trainings in different business development fields such as management, business and financial planning. The training covered the following topics:

- Day one: a training on entrepreneurship was delivered.
- Day two and three: a training on business models for the Union of Cooperatives was conducted. It consisted in a real life training based on the actual situation analysis and future outlook of the whole concept, the already existing services and the newly developed ones.
- Day four: the early hours were dedicated for a brief on the final outcome of the newly prepared business model and for agreeing on fast actions as the season was due to start soon.
- Day five: marketing principles and management models were presented, a marketing and communication strategy was elaborated, and data from business models were reused in presenting marketing campaign scenarios.

In addition, the inauguration of the two projects supporting the capacities of the cooperatives in agricultural production in Akkar was held on October 7, 2015 at the United Cooperative in Joumeh, Akkar. Amongst those present were the United Nations Resident and Humanitarian Coordinator and Resident Representative of the United Nations Development Programme (UNDP) in Lebanon Mr. Philippe Lazzarini, UNDP Country Director Mr. Luca Renda, H.E. the governor of Akkar, Mr. Imad Labaki, representatives from the Ministry of Social Affairs, Ministry of Economy and Trade, the German Embassy in Lebanon and the Lebanon Recovery Fund, members of the Cooperative Association for Agriculture and Food Processing in Fnaydek and the Cooperative Association in Akkar.

These projects helped improve the social and economic conditions of the farmers in Akkar, and promote economic activities in the area. Three hundred farmers directly benefitted from the project implemented at the United Cooperative in Joumeh, and 37 other members and staff at the Cooperative Association in Fnaydeq.



Challenges, lessons learned and recommendations

Challenges:

- One of the common features among Joumeh United cooperatives is the fact that the number of registered members is very large yet the active beneficiaries are very few and this affects the election, governance and overall stability of subsequent managements and long-term visions.
- Cooperative work is still considered voluntary.
- Weak management requires a longer timeframe for building the capacities of the members of the cooperative.

Lessons learned and recommendations:

- Management skills for the cooperative board require longer term intervention, additional support and close follow-up, in order to tackle the existing managerial gaps and increase their financial income.

1.3. Implement WASH projects in Bekaa

Activity 1.3 “Implement a cash for work reforestation activity in Bekaa” was amended and officially approved on January 14th, 2015. Accordingly, the below are three new activities within the project/activity scope:

Construction of a wastewater network for better hygiene and health conditions in Ain Kfarzabad

The municipality of Ain Kfarzabad is responsible for managing the wastewater network in the village. Given then restricted budget available, the municipality is engaging in difficult efforts to make sure to deliver proper services. The impact of the Syrian crisis and the dramatic increase in the population residing in the village intensified the pressure on the already weak public services. On one hand, more efforts are needed to process the wastewater produced. On the other hand, Ain Kfarzabad Municipality is overwhelmed and unable to fulfil its responsibility in providing good services. Hence, the local population and displaced Syrians face a critical hygiene and health situation, with a dramatic increase in the spread of diseases.

Achievements in 2015

The project, implemented closely with the municipality, consisted in the extension of the sewage network in Ain Kfarzabad, to cover an additional 927 meters. The works were complemented and the intervention had a direct impact on livelihood conditions, reducing the pollution of the agricultural lands and contributing to a better quality of agricultural products and improved health conditions for the inhabitants.

Enhancing the capacity of Chwaghir municipality in improving farmers livelihoods through the rehabilitation of the irrigation canals

Chwaghir municipality is a rural area and agriculture constitutes the main economic activity for its inhabitants. Most of the farmlands are irrigated through traditional irrigation canals that are in bad condition resulting in water leakage. Given the limited financial resources and the massive work that needs to be done, the municipality and local farmers identified the scarcity of water and the lower farms productivity as the main problems of the sector. Limited access to irrigation water is also increasing the already high cost of production.

Achievements in 2015

The project, implemented closely with the municipality, improved the conditions of the farmers in Chwaghir through the rehabilitation of the irrigation system (400 linear meters). The rehabilitation was completed and directly benefitted 200 Lebanese and 100 displaced Syrians. The irrigation canals improved the livelihood of the farmers in Chwaghir since they increased the amount of water being saved, decreased the leakage of water that results from vaporization and inefficient distribution and utilization of water resources, resulting in improved quality of agricultural products and increased number of irrigated and cultivated lands.

Integrated water resources management to improve environment and health conditions in the host communities of Qab Elias

In the village of Qab Elias, some households are connected to a local sanitation sub-network that is discharging to a collective cesspit to drain the sewage. The location of the cesspit is right on the top of the main river feeding irrigation water into the agricultural plain of Qab Elias and passing through a touristic site with restaurants. As a result, the river is directly polluted with untreated domestic wastewater, posing health risks for users who use the river water at home and in the field to irrigate their crops. This is leading to increased waterborne diseases at home or from agricultural products. As such, the project is working closely with Qab Elias municipality to improve the sanitation network.

Achievements in 2015

The project consists in the provision of a sewage treatment system with a capacity of serving a community of 100 inhabitants. The system is non-electric only based on air. The treatment unit was installed and is operational. The treatment unit in Qab Elias will lead to the following reduction of contamination: suspended solids (SS) reduction: 80%, organic matter reduction (BOD5): 85%



1.4. Increase irrigated agricultural areas in North Bekaa

This activity aims at increasing irrigated agriculture areas in the refugee hosting Bekaa region through constructing irrigation canals in four villages in Northern Bekaa in the municipalities of Flawi, Bouday, Shaat (Zrazir) and Hermel. The agricultural lands in Flawi, Bouday and Shaat (Zrazir) depend on water collected from the Alyamuna stream through an infiltration gallery. The main water channel spreads into minor branches, many of which are earthen, causing massive water loss due to leakages, evaporation and perforation. Similar issues are faced by the communities in Hermel area which rely on earthen water channels. The water loss from earthen channels is a major constraint as it hinders the expansion of irrigated lands, the intensification of cropping patterns resulting in loss of economic opportunities.



Achievements in 2015

The project, implemented closely with the municipalities of Flawi, Bouday, Shaat (Zrazir) and Hermel, improved the irrigation system through upgrading the soil canal into concrete canals. Similar to the case of Chwaghir, in North Bekaa, the irrigation canals constructed in Bouday, Flawi, Hermel and Chaat helped decrease the leakage of water and resulted in a more efficient distribution of water to the already cultivated lands in the area.

During implementation, the main challenge faced was finding a contractor willing to work in the area and the difficulty of UNDP staff to access the area due to the security situation.

OUTPUT 2: Capacity of national and local actors (government and civil society) strengthened in the delivery of health, education and basic municipal services in a participatory manner and coordination of service delivery by all stakeholders.

2.1. Increase access to quality public primary health care services and health awareness in public schools

The influx of displaced Syrians has put additional burden on the already stretched capacities of the health and educational system in the areas hosting displaced Syrians of Lebanon. The already dilapidated water and sanitation facilities, as well as the lack of awareness about primary health care in the public schools are feared to become major sources of diseases among the population. The delivery system of curative health is under major stress for taking care of the existing increased caseload and is unlikely to be able to respond to any outbreaks.

The project is working on a local referral system in collaboration with the Ministry of Public Health, the Ministry of Education and Higher Education, the Ministry of Interior and Municipalities, the CDR and the local authorities. The project's ultimate aim is to:

- Increase access to quality public primary health care services by the community.
- Increase awareness on health in public schools.
- Promote dialogue among all the involved stakeholders at territorial level i.e. representatives of the line ministries and of local authorities, directors of primary health care centers and public schools and other actors to discuss and set up (with the support of technical experts) the territorial health plan.
- Support the primary health care centers (PHCC) and public schools in the most vulnerable areas affected by the influx of displaced Syrians through comprehensive interventions.
- Improve the capacities of selected primary health care centers in the most under-served communities.
- Improve the capacities of teachers on health education in selected public schools in the most vulnerable communities, and
- Improve sanitation conditions of the selected public schools.

On the 15th of September 2014, the United Nations Development Programme (UNDP), the Ministry of Public Health, the Ministry of Social Affairs, the Ministry of Education and Higher Education and the Ministry of Interior and Municipalities signed the agreement titled "Support to Integrated Service Provision at the local Level".

The aim of the agreement is to develop integrated territorial welfare plans and services (health, social affairs and education) at the local level. The agreement foresees the support at territorial level in 25 municipalities, particularly 72 schools, 15 SDCs, 15 PHCCs within the selected municipalities.

Achievements in 2015

Within the scope of increasing access to quality public primary health care services and supporting the primary health care centers (PHCC) and public schools in the most vulnerable areas affected by the influx of displaced Syrians, the following interventions were carried out:

The rehabilitation of the Primary Health Care Centre of the municipality of Haret Hreik was completed. The inauguration of the Primary Health Care Center of Haret Hreik was on the 14th may 2015 under the patronage of the deputy of the Block for Fidelity to the Revolution, Mr. Mohammad Raad and with the presence of the representative of the Ministry of Public Health, Mrs. Randa Hamadeh, the Director of the

Department of Primary Health Care at MoPH, UNDP Country Director, Mr. Luca Renda, the Lebanese Recovery Fund, Mr. Rony Gedeon, mayors and civil society.

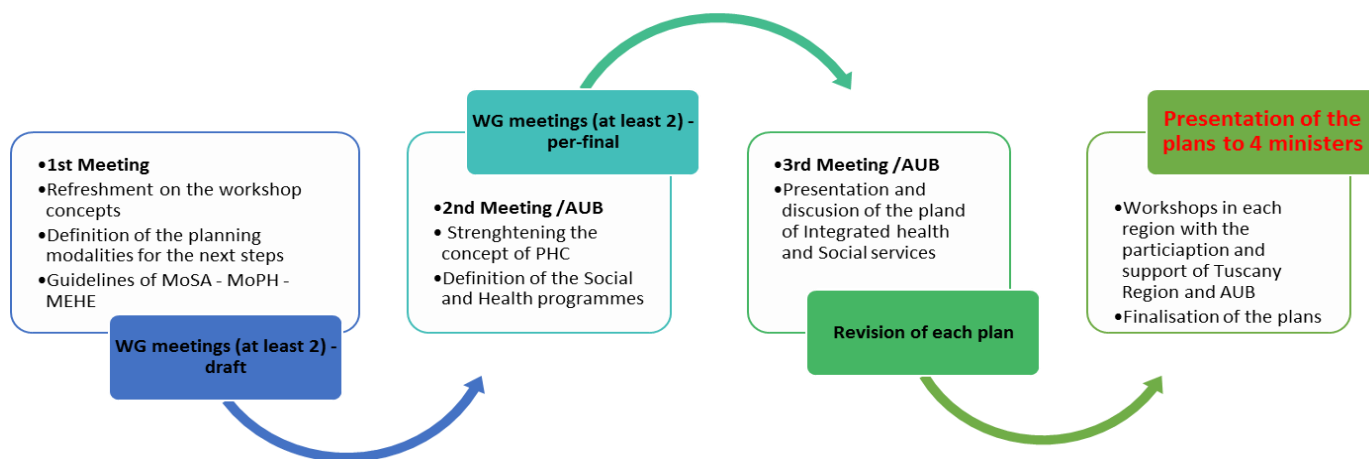
The procurement process for the rehabilitation of the Primary Health Care Center of Al Mreyjeh municipality was completed and the contractor was selected (60% of the needed funds are covered by LRF and 40% by the Monaco Government). The site handover was done to the contractor in presence of the municipality representatives and UNDP on the 22nd of June 2015. The contractor is preparing the shop drawings and working on material submittal. The rehabilitation works started in mid–August 2015 and will be finalized during the first months of 2016.

The rehabilitation of the medical rooms of the public schools of Jbeil Kindergarten, Jbeil First, Jbeil Second, Jbeil Fourth in Jbeil; Abou Chabaket in Zouk Mikael; Kfarzena, Mazyara, Racheen, Ardeh in Zgharta was completed. An air conditioning system was installed in each medical room at the end November 2015. The Medical Rooms handover to MEHE was completed.

The expert developer of the web application of the Health Information System of the Ministry of Public Health finalized the application and prepared a final report.

The cycle of workshops started on the 25th of July 2015 and ended on the 21st of November 2015. Six experts from AUB facilitated the workshops. The municipalities or cluster of municipalities involved are the following: (i) Bourj Hammoud, Haret Hreik, Chiah, Baakline, Jbeil in Mount Lebanon; Chebaa and Binj Jbeil in Nabatiyeh; Baalbeck/Labweh in Baalbeck-Hermel, Terboul/ Bar Elias, Taalbaya/Zahleh in Bekaa; the 8 municipalities of Wadi Khaled and Halba in Akkar, the 6 municipalities of Zgharta in the North. The working groups were set up in the above mentioned municipalities or cluster of municipalities. Meanwhile, the working groups were organizing meetings in order to support the process. The members of the working groups are representatives of SDCs, PHCCs, public schools and municipalities. The total number of participants is 400. The working groups will produce the integrated health plans of each municipality. The below table is a summary of the planning cycle.

The drawings and BOQs of the rehabilitation of Halba kindergarten were finalized in mid-November 2015 and the project is currently under procurement.



2.2. Provide four Septic Pumper Trucks and a Sweeper to five Union of Municipalities in the South

Activity 2.2 “Provide Septic Pumper Trucks to five Union of Municipalities in the South” was amended and officially approved on the 14 January 2015.

Most of the 658,000 residents of the Chqif, Jabal Amel, Tyre, Bint Jbeil, and Iqlim Tefah regions in South Lebanon suffer from the absence of sewage networks in their villages. Thus, the majority of the houses use cesspits with high cost of cleaning leading to leakages and health problems. Presently, the households pay private dump-truck owners to periodically remove the sewage from the cesspits and dispose them into the

sewage drainage canals or treatment units in the nearest available facility. On average, each household has to pay around US\$ 700 per year – a hefty sum for the poor. The situation has become even more precarious with the large influx of displaced Syrians, which has introduced significant additional stress on the environment.

Achievements in 2015

Given that the Union of Municipalities (UoM) of Chqif had already received a septic truck from another organization, the municipality expressed the need of a sweeper to clean the streets and particularly the highway. Through the cleaning of the surfaces and the removal of dirt and rubbish from the roads and village streets, the Union of Municipalities of Chqif will ensure a healthy and safe environment to its inhabitants. In addition, since UN-Habitat provided a septic truck to the UoM of Jabal Rihan during the project review period, as an alternative, the UoM of Iqlim Tefah was identified to be targeted since it is in need of a septic truck due to the absence of a sewage network. Furthermore, given that DFID is supporting the UoM of Arqoub by enlarging the wastewater treatment unit of Habbarieh, there is no more need for septic truck. However, Bint Jbeil has been identified to be targeted since it has no sewage network and is in need of a septic truck.

Therefore, the project resulted in the procurement of four septic trucks respectively for Jabal Amel, Tyre, Bint Jbeil, Iqlim Tefah and a sweeper for the UoM of Chqif. All the equipment has been procured and delivered.

2.3. Improve the water infrastructure in the Union of Municipalities of Kalaa

Many villages in South Lebanon suffer from shortage of household water, and the situation has worsened following the Syrian crisis and influx of displaced Syrians. One of the main reasons for this is the old water conveyance network that often develops ruptures and leakages, causing the wastage of this precious and essential resource. Currently, the 80,000 inhabitants of the 10 villages within the Federation of Municipalities of Kalaa (Tibnin, Haris, Kafra, Aita El-Jabal, Safad Al-batikh, Jmaijmeh, Deir Antar, Kfar Donin, Qalaway and Yater) receive drinking water only two days a week provided there is no leakage in the water system. The South Water Establishment, which covers the whole South region is unable to respond to all maintenance activities of the water network especially the ones within the villages due to the lack of proper tools for detecting and repairing the ruptured pipelines.

Achievements in 2015

The project, implemented closely with the Federation of Municipalities of Kalaa provided the water maintenance center with all the equipment and machinery necessary for repairing any possible problem occurring in the water network in the most efficient way. In addition, a training on water management and maintenance for the 5 technicians already employed by the municipalities was held on pipe network maintenance and management. The Union of Municipalities and the Water Authority are working together to establish a common Unit for Water Management and Maintenance. An MOU between the Union of Municipalities of Kalaa and the Water Authority of the South was signed for the implementation of the training, strengthening cooperation and improving coordination on water management. The project is benefitting not only the Union of Municipalities of Kalaa but also other neighboring villages and showed its effectiveness when the main pipe which irrigates Kafra, Haris and Bint Jbeil areas was repaired within 36 hours.



2.4. Provide sustainable lighting and heating to host communities

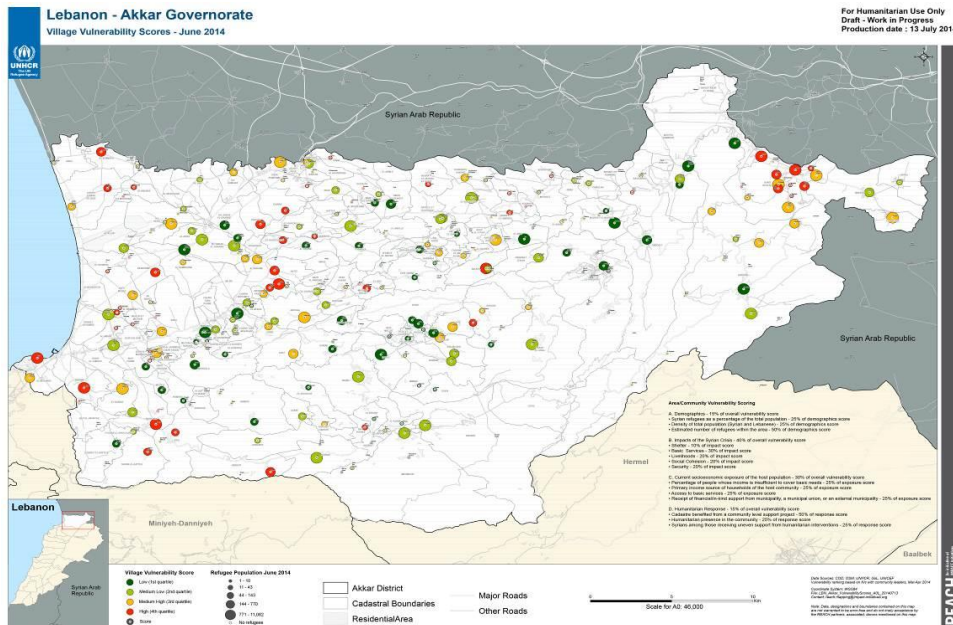
The provision of sustainable heating and cooking through stoves and briquettes and solar lighting kits involves several steps from (1) beneficiary identification, (2) site/beneficiary confirmation, (3) technical specifications of systems and procurement, (4) implementation, (5) monitoring of implementation, (6) operation and maintenance training, and (7) awareness-raising and donor visibility. These items are described below, along with respective progress.

1.1. Beneficiary identification

Beneficiary identification is one of the more challenging parts of this project in terms of defining those most in need, i.e., the vulnerable population. To ensure that we deliver the systems and respective products to those most in need, the UNDP-CEDRO team has undertaken consultations with the Ministry of Social Affairs, the National Poverty Targeting Project (NPTP) of the World Bank coordinated by the Office of the Prime Minister, the UNHCR Office in the Bekaa and the North, the UNDP offices in these respective regions, and the various municipalities in the villages selected.

For proper implementation of the project, and for reasons of lowering the risk of any disputes, it was decided that the systems will be delivered, to the extent possible, to clusters of communities in areas and villages within areas. On the one hand, the implementation of this project in this clustered approach would facilitate the follow-up and monitoring required as opposed to spreading the systems out to 500 beneficiaries (at most) spread over two large areas (Akkar and Bekaa).

For Akkar, these areas were decided upon after intensive discussions with the Host Community Support Unit in Akkar consisting of the UNHCR, ACTED, DRC, PCPM, and REACH, among others. Work has been well advanced in Akkar, and a ‘vulnerability’ map has been produced, as shown below in Map 1.



Map 1. Vulnerability mapping of REACH – UNHCR based on several criteria.

From Map 1, work was decided to focus on the ‘red colored’ relatively higher vulnerable areas and/or villages, and these are mainly in Wadi Khaled, and some other villages like Bebnine in Akkar. To select beneficiaries within these villages, the lists from the Ministry of Social Affairs and the NPTP were officially requested for these particular areas, identifying those that are in ‘extreme poverty’ by names, contact information and addresses. These are the targets currently being focused on.

Similarly in the Bekaa, lists were also received from UNHCR Bekaa Office, that included actual names and numbers of beneficiaries that the UNHCR regarded as ‘vulnerable’. The list focused on Marej, Zahleh, Baalbeck, Majdal Anjar, and Aarsel. Aarsel was later dropped out due to the security situation. The UNHCR list was augmented by a list from the Ministry of Social Affairs of those considered ‘extremely poor’, similarly with updated names and addresses and these beneficiaries are the focus of selection.

For both regions, coordination and communication with local municipalities was ensured before and during the installation of the equipment in the households. Most municipalities facilitated the work of the site engineers on the ground and supported in the coordination of the installation works.

1.2 Site/beneficiary confirmation

After the short-listing of households was completed based on the lists, the project site engineer undertook the detailed technical assessment based on the survey questionnaire (*technical survey shown in Annex 1*). From the information collected, a further identification of the households that could technically support the installation of these systems and that are in need for additional electricity or heating systems (i.e. those not already connected to a private generator or that do not already have stoves or central heating systems for example) was undertaken. This exercise was supported by the CEDRO team in Beirut as well.



Zahle, Bekaa (house) – Example from site visits

1.3 Technical specifications and procurement

The UNDP-CEDRO hired two international consultants to support in the development of the technical specifications for (1) the biomass stove and briquettes, and (2) the solar lighting kits. The design of these systems had to be catered for the specific needs of Lebanon while at the same time, to select the latest products that are available in the market.

For the biomass stoves and briquettes, the terms of references were posted on the UNDP website on August 15th and the deadline for submission was originally 11 September 2014, yet extended for 1 week after multiple requests from bidders (only 1 week was given in order to ensure winter is met). Evaluation of five bidders was undertaken by CEDRO team and the contract was awarded to the winning contractor.

For the solar lighting kits, the terms of reference was posted on August 14th 2014 and the deadline was originally for September 8th 2014, however it was postponed for two weeks after multiple requests. Evaluation of eleven bidders was undertaken by CEDRO team, where a rebid had to occur given that no one of the contractors met the full required criteria set in the bidding document. Therefore, the procurement process was re-launched on the UNDP website. Six offers were received in the second process, and the contract was awarded to the most technically/financially compliant contractor.

For the briquetting plant in Aandket, the terms of reference, prepared by an international consultancy were posted on the UNDP website on January 08th, 2015 and the deadline for submission was February 16th, 2015. Evaluation of three bidders was undertaken by CEDRO team and the contract was awarded to the most technically/financially compliant contractor (being Solarnet).

1.4 Implementation

Stoves and briquettes: given that the bidding process resulted in some financial savings as a result of competitive pricing, additional number of stove and briquettes were procured. The overall quantity distributed was 594 units for both Akkar and the Bekaa. The stoves along with an initial supply of approximately 1,280kg of briquettes per household were delivered. A second batch of briquettes of 350kg per household was delivered in some regions.

The list of locations and distributed items is as follows:

Item	Region	Selected Beneficiaries	Stoves delivered	Briquettes (1st delivery: 1,280 kg/beneficiary)	Briquettes (2nd delivery: 320 kg/ beneficiary)
1	Al Marej	27	27	27	27
2	Brital	7	7	7	7
3	Baalbek	103	103	103	103
4	Doures	2	2	2	2
5	Ein Kafar Zabad	27	27	27	27
6	El Khodor	10	10	10	10

7	Heleniye	2	2	2	2
8	Kousaya	22	22	22	22
9	Majdal Anjar	25	25	25	25
10	Nahle	23	23	23	23
11	Nabe Youchaa	1	1	1	1
12	Tal Abyad	5	5	5	5
13	Younine	20	20	20	20
14	Zahle	14	14	14	14
15	Ansar	3	3	3	3
	TOTAL (BEKAA)	291	291	291	291

Table1. List of the villages: supply and installation of the biomass briquettes and stoves in Bekaa region

Item	Region	Selected Beneficiaries	Stoves delivered	Briquettes (1st delivery: 1,280 kg/beneficiary)	Briquettes (2nd delivery: 320 kg/ beneficiary)
1	Amayer - Rajm Issa	30	30	30	30
2	Bebnin	30	30	30	30
3	Fnaydek	42	42	42	42
4	Kfartoun	30	30	30	30
5	Hichi	25	25	25	25
6	Majdel	19	19	19	19
7	Rama - Germaya	36	36	36	36
8	Saed	7	7	7	7
9	Rajem Hussein	22	22	22	22
10	Knaysse	19	19	19	19
11	Rajem Khalaf	18	18	18	18
12	Karha	10	10	10	10
13	Hnayder	15	15	15	15
	TOTAL (AKKAR)	303	303	303	303

Table2. List of the villages: supply and installation of the biomass briquettes and stoves in Akkar region





Solar lighting kits: 550 PV lighting kits were distributed in both Bekka and Akkar areas. (Original contract for 500 kits with additional 50 kits in amended contract). In addition, the project finalized a simple operation and maintenance manual in Arabic for the lighting kits that was distributed with the equipment to the beneficiaries. The provision of these kits have given the beneficiaries a feel of security and warmth in their households.

The list of locations and distributed items is as follows:

Akkar region

Solar lighting kits delivered		
Akkar	Bebnine	30
	Qarha	15
	Hnayder	16
	Hichi	15
	Kfartoun	30
	Majdel	24
	Saed	5
	Knayseh	33
	Amayer	15
	Fnaydek	19
	Rajm Houssein	29
	Rajm Khalaf	16
	Sir Donniyeh	3
Total Selected	250	

Bekaa region

Solar lighting kits delivered		
Bekaa	Zahleh	15
	Nahleh	25
	Baalback	60
	Younin	18
	Majd Anjar	16
	Al Marej	24
	Britel	6
	Ansar	2
	Ain Kfarzabad	21
	Kouseya	11
	Al Khodor	10
	Siriin El Tahta	26
	Hadath Baalback	26
	El Qaa	26
	Lebanese Army	6
	Hermel	1
	Ansar	2
	Tal Abiad	3
	Doures	1
	Nabi Rched	1
Total Selected	300	

The briquetting plant in Aandket implementation was completed in September 2015. It is currently operated by the municipality and contractor to insure adequate capacity building is transferred.

1.5 Monitoring of implementation

The UNDP-CEDRO team monitored the installations of the winning contractors to ensure that the requisites identified in the terms of reference were implemented to the standards required. Nearly daily monitoring and verification was undertaken by the site engineers so that the quality and satisfaction of the beneficiaries was met.

1.6 Operation and maintenance training

All the systems come with a performance guarantee for two years (with the exception of the briquettes that will be burned). However the proper operation of the systems (stoves and solar lighting kits) are critical for ensuring their longevity. To this end, the UNDP-CEDRO project finalized a simple operation and maintenance manual in Arabic for the stoves; it was distributed with the equipment. In addition, an operation and maintenance manual for the lighting kits was distributed to the beneficiaries. Also a training for the beneficiaries on the systems took place upon installation of each piece of equipment.

1.7 Awareness raising and donor visibility

The operation and maintenance (O&M) manual mentioned above includes awareness-raising information on the benefits of using biomass stoves, briquettes and solar lighting kits. The O&M manual also included the donors' logos of the systems. In parallel, all work was indicated in CEDRO's newsletters, website, and promotional material, inclusive of Donor recognition and/or logos.

Most of the work is also photographed and shared on CEDRO's website, Facebook and Instagram pages. Furthermore, two documentaries were undertaken by the UNDP and the project; the first documentary captured the distribution and installation of the stoves, and the second documentary captured the installation of the PV lighting kits and can be found on the UNDP's website and Facebook, as well as on CEDRO's website;

<https://www.facebook.com/video.php?v=910369802317027&set=vb.734820073205335&type=2&theater>

Delays in implementation, challenges, and lessons learned & best practices:

The project was completed; however the following issues had to be noted:

- ✓ -Delays in implementation in Akkar and Bekaa had been significant, in terms of visiting potential beneficiaries and filling the technical surveys. This delay was mostly due to security issues in both regions and road closures;
- ✓ -Request for extension of procurement deadlines had been likewise experienced where many contractors requested the extension of the deadline date for bid submission. This is mainly because the systems being procured are not standard and have not been purchased before in Lebanon;
- ✓ -As for the PV lighting kits procurement process, a delay had occurred where a rebid had to occur given that no one of the contractors met the full required criteria set in the bidding document;
- ✓ -Delays occurred due to the mandatory use of an armored vehicle for Wadi Khaled to comply with UNDP security rules and regulations. UNDP purchased an armored vehicle for the site however many teams share this vehicle which sometimes results in delays.

Qualitative assessment

The reception from all the beneficiaries, as well as the concerned municipalities, was very positive with impacts highlighted in the short documentaries; i.e.:

<https://www.facebook.com/video.php?v=910369802317027&set=vb.734820073205335&type=2&theater>

Activity 2.5. Improve government response to crisis and major civilian operations

2.5.1 Establishment of a National Operations Room (NOR)

Within the general framework of the national response plan, the National Operations Room (NOR) was established by UNDP within the premises of the Prime Minister's Office. The NoR was equipped with Office furniture, IT and Audio Equipment, Network and Communication Systems, Infrastructure and Equipment and a Video Wall system. Despite the many challenges that UNDP faced in the implementation of this project, including bureaucratic procedures and work restrictions set by the Serail, UNDP was able to successfully achieve this project and the NoR was officially launched inaugurated under the auspices and presence of the Prime Minister in May 2015. The NoR provides a physical space equipped with top of the line IT and communication equipment enabling the NCC to communicate efficiently with both the sectoral and regional response teams involved in the response mechanism, but also with the field teams directly involved in the search and rescue operations. This Operations Room also plays the role of a central information hub where all operational information gathered from the field (from the different security agencies and public administrations) will be routed to,



thus enabling the NCC and the Prime Minister to take appropriate decisions, including political ones. The NoR design is based on best practices and international expertise and standards. UNDP was able to provide relevant public servants with several study visits opportunities including to the “Montgomery Emergency Operations Center” in the USA, the “Centre Opérationnel de Gestion Interministérielle des Crises (COGIC)” in France and to the Italian Civil Protection (2 separate visits).



The inauguration of the National Operation Room at the Grand Serail was held on the 27th of May under the auspices and presence of his Excellency the Prime Minister, Mr. Tamam Salam and with the participation of the Minister of Social Affairs, Minister of Environment, Minister of Information, President of the Higher Council for Defense, the Swiss ambassador Mr. Francois Barras, the German ambassador Mr. Christian Clages, and the ambassadors of Belgium and Japan, the UNDP Country Director Mr. Luca Renda as well as Director Generals of concerned administrations, representatives from the Lebanese Army, Internal Security Forces, Civil Defense, Lebanese Red Cross and other stakeholders.

The event signals a new phase in disaster and crisis response in Lebanon as the operation room complements the National Response Plan in terms of having a center where response management, decision making and guidance takes place at the national level. The center will be used to gather, analyze and disseminate information for early warning.

Having all the agencies, stakeholders, partners and donors get a glimpse of the work achieved with actual testing was also an opportunity to shed the light of the whole response process that took almost three years to accomplish which gave a new momentum to DRR work in Lebanon. This was re-assured by H.E. PM Sallam who stated that “Risk reduction is the responsibility of the Lebanese Government, and Lebanon is working on all levels to establish a work mechanism to achieve that. The event was also an opportunity for donors through the Swiss and German Ambassadors to highlight their contribution to DRR in Lebanon. Mr. Luca Renda, UNDP country director reiterated UNDP's “commitment to provide support to Lebanon in these challenging times – and in particular, to increase its support to central government institutions.

The event was concluded by the actual launching of the National Operation Room by Secretary-General of the higher council for relief General Mohammad Kheir who demonstrated the role of the concerned agencies and administrations within the NOR.

With the accomplishment of the NOR, a new milestone for DRR and resilience in Lebanon is achieved, meanwhile UNDP’s next steps in relation to crisis and disaster response includes the procurement of the Mobile Operation Vehicle, training the staff who will run the NOR, equipping the NOR with adequate software and finally linking the NOR with key sectors/ministries and regions.

The development of the NOR technical team was also launched in December 2015 through official letters sent by Secretary General of the Higher Council for Defense General M. Kheir to the following ministries and agencies; ISF, LRC, MoTel, MoInf, MoSA, MoPH, MoInt, MoEHE, MoPW, MoEW, Civil Defense and Beirut Fire Brigade. Several agencies have already nominated representatives while UNDP has formulated a TOR for the training of the team which will be supported through PPRD South Program in 2016. **(Refer to Annex 2 and annex 3; respectively for press release and letters sent to agencies for the development of NOR Technical Team)**

2.5.2 National Simulation

In line with the National Response Plan and as part of testing the South Mouhafaza response plan, a field simulation of an earthquake scenario was conducted on the 28th of March 2015 in Saida. For the first time, the simulation was partly broadcasted live

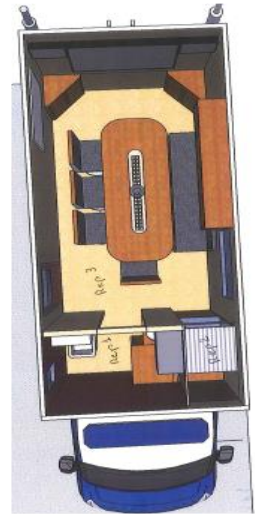


on Future TV to raise awareness among the mass population on DRR.

The exercise which included NCC members and the Response Committee of the Governorate of South Lebanon put in practice search and rescue operations including at sea, deployment of a mobile hospital, evacuation of school students, first aid and sorting of injured, firefighting of burned vehicles, removal of debris and closing perimeters. Apart from the successful organization and implementation of this simulation and most importantly, the Governorate of South Lebanon showed an unprecedented commitment both in the organization of the event, but also in pursuing the collective efforts in building the resilience of the region, and the whole country. **(Please check Annex 4; Press release of Saida Simulation)**

2.5.3 Mobile Operations Room (MOR)

Based on the study visit to the French Civil Protection agency in 2014 and the acceptance of the assistance request from UNDP regarding the drafting of the terms of reference and technical specifications for the procurement of the Mobile Operation Room, the French Civil Protection agency assigned Col. Herve Boulard, an expert Fire Fighter. Mr. Boulard arrived to Beirut on the 1st till the 7th of March 2015; based on multiple consultation meetings held between Col. Boulard, the project and different project stakeholders including the Lebanese Army, Civil Defense, Beirut Fire Brigade, Lebanese Red Cross UNDP Program Management, the terms of reference of the Mobile Operations Room was drafted and submitted by Col. Boulard to UNDP on the 24 of March 2015. The procurement process of the Mobile Operations Vehicle (MOV) was finalized and contract signed with the supplier who won the bid in August 2015. The delivery of the MoV requires 10 months to be completed, shipped and handed to the Lebanese Government. The MOV is projected to be delivered in May 2016.



The Mobile Operation Vehicle (MOV) will ensure coordination of field relief efforts that would be directly connected to the NOR and decision makers. Its core purpose is to gather field information from the concerned agencies and transfer them to the NOR for effective decision making **(Refer to annex 5 for the MoV plans)**.

The vehicle has been designed to host one coordinator representing the Prime Minister's Office, six representatives from concerned agencies, and 2 vehicle operators. The MOV will be equipped with communication devices adapted to a crisis situation and offers space to accommodate 7 workstations under acceptable comfort conditions. The MOV includes 3 space areas:

- ✓ Senior officials meeting space: a central table configured for video and audio conferencing with 7 workstations. To this end, each workstation will include a computer with a monitor and a telephone. The senior officials' team will have LCD 32 "screen which will allows video conferencing and shall be connected to each workstation;
- ✓ Transmission space: occupied by 2 operators who will be responsible for ensuring radio frequencies for each s service.
- ✓ Relaxation space: A space that consists of a kitchenette (sink +fridge).

2.5.4 HFA Annual Progress Report

In preparation for the submission of the final HFA Report for 2013-2015 prior to the 3rd world Conference on DRR, the project consulted with major stakeholders and requested their updates and feedback on the updated report which was finalized and presented on the 13th of March 2015 **(Refer to annex 6)**.

The final report highlights the major accomplishments, government's commitment and responsiveness to DRM, while allowing strengthening cooperation and coordination among different public stakeholders, enhance understanding and work of DRR at the national, sectoral and local level.

While the report indicates important progress, it also identifies gaps and challenges that need to be overcome such as the approval of DRR laws, being more proactive to DRR and safety, funding DRR actions that support resilience at the government, sector and local authority levels, implementation of the National Disaster Strategy, increasing awareness, maintaining development gains, developing holistic maps, developing capacities (especially within critical sectors), reinforcing preparedness actions.

Sendai Report

In March 2015, the Sendai Framework for Disaster Risk Reduction (SFDRR) was approved during the third world conference in disaster risk reduction which took place in Japan as a continuation to the Hyogo framework of action. A set of new indicators to measure progress in the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 is currently in process and should be ready by March 2016. As such, the UNISDR has selected Lebanon (from the Arab States), to pilot the SFDRR indicator proposal. For this purpose UNDP and with the collaboration of UNISDR conducted a workshop on the 7th and 8th of September to engage all national DRM, development and climate change adaptation actors as well as some members of the UNCT to present the concept of the new indicator system as well as linkages to SDGs and climate conventions. The workshop also served as an opportunity to gather Lebanese experiences in the collation and monitoring of various related indicators. Once adopted the participants would have had the chance to actually practice the new reporting system and better highlight progress and challenges based on the new priorities. It is worth noting that a follow up workshop will be conducted to present the results and adopted indicators.



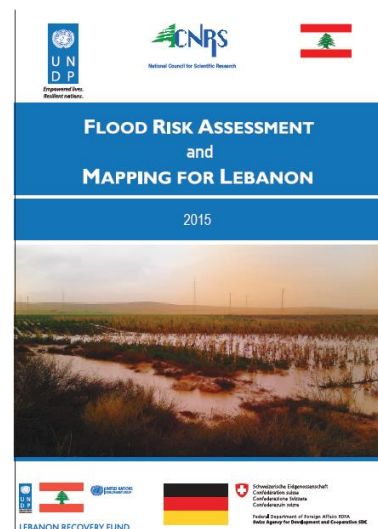
2.5.5 Supporting the CNRS in establishing the flood risk map

According to the World Bank approximately 70 percent of all global disasters are linked to hydro-meteorological events. Flooding poses one of the greatest natural risks to sustainable development. Since 2013 UNDP and with the support of SDC has been working in partnership with CNRS in the development of flood hazard mapping. To complement the work already achieved in the area of flood assessment mapping, UNDP agreed with CNRS to assess the flood risk over Lebanese watersheds and to develop a comprehensive methodology for flood risk mapping in order to protect life and property, support emergency services, promote public awareness, and encourage the development and implementation of long-term, cost-effective and environmentally sound mitigation projects.

Within this context, the UNDP also signed an agreement with the CNRS in November 2014 to develop the "Flood Risk Assessment and Mapping for Lebanon" which aims at the:

- Prioritization of flood risk areas of hazardous rivers, analyzing the elements at risk, and building a flood events database.
- Development of a comprehensive field format and identify the vulnerability of the elements at risk.
- Building risk tables of the elements at risk and develop their damage assessment at 10%, 2%, & 1% flood exceedance probabilities.
- Development of flood risk maps at 10%, 2%, & 1% flood exceedance probabilities which allow assessment of the risk levels and estimation of the damage intervals and amounts.
- Making the maps available to the proper decision-makers, planners and relevant community stakeholders.

The final report was accomplished in September 2015, printed and disseminated in November 2015 to major stakeholders to guide the National DRR strategy and will be integrated in the CDR land-use master plan. The developed flood risk maps will be considered as a national product, and will therefore be used to guide the National DRR strategy. **(Refer to Annex 7 and 8)**



2.5.6 Collaboration and support of concerned Ministries

UNDP supported the Ministry of Social Affairs, Ministry of Education, and BRHIA in developing their respective response plans, establishing their operation rooms and testing its efficiency through table top exercises.

In each of the above sectors, the following mechanism was implemented:

- Establish contact with Ministry and assign a focal point and a committee for DRR headed either by the minister or the director general
- Conduct regular meetings with the committee and bilateral meetings with key persons within the committee for the development of the response plan in line with the National Response Plan
- Build the committee's capacities
- Develop the sector's response plan based on the role and mandate of each sector in accordance with the national response framework
- Establish operation rooms and equip them with basic database and visual aids devices in addition to furniture and office stationary
- Test the response plan through table top exercises
- Developing future DRR action plans to further ensure sustainability and integration of DRR within critical infrastructure

During 2015, UNDP inaugurated the operation rooms within the Ministry of Social Affairs, Ministry of Education and Ministry of Agriculture with the participation of ministers, director generals, donors and key partners and stakeholders all of whom stressed on the importance of this action in increasing the resilience and empowering critical sectors to effectively respond to disasters. This activity is the result of collective efforts to safeguard lives, assets including critical infrastructure and support effective response in times of crisis.

Implementation of the GARD Plan

Airports in general are considered to be one of the most important critical infrastructures especially important in the event of disasters, emergencies and crisis as they are essential to receiving or sending aid during disasters and they have strategic locations for logistics and communication. Previously, UNDP had implemented the Getting Airports Ready for Disaster (GARD) initiative through a pioneer simulation to test its communication methods between different concerned agencies and shift work from theoretical to practical with the objective of increasing the effectiveness of response. The simulation supported assessing and evaluating the situation leading to better and more effective decision making. Moreover the simulation helped in developing plans to increase the effectiveness of concerned response agencies during disasters and crises.



During 2015 and through LRF/Germany funds, UNDP continued its work with BRHIA by upgrading its operation room with necessary tools and equipment including IT, database and visual aids devices in addition to furniture and office stationary.

Support the Ministry of Industry to conduct risk assessment for major industrial areas to disaster risk

As part of implementing the National Strategy for Disaster Risk Management in Lebanon and since industry is regarded as a critical sector, a strategy for the industrial sector is being developed. The senior consultant Dr. Fadi Hamdan was contracted to develop the strategy (**Refer to Annex 9**). Several meetings with key stakeholders were held to develop the risk profile of the sector. The report "A preliminary analysis of intensive and extensive disaster in Lebanon" was completed in October 2015 and sent to relevant agencies for review. The strategy recognizes 1) that the level of detail of the hazard and risk assessment should be proportional to the level of risk. 2) the need for site specific hazard assessments, particularly for fire, explosion and earthquake hazards of critical industrial facilities, 3) the possibility of explosions occurring in

industrial facilities, either independently of or due to earthquakes and fires, 4) the importance of social, economic and institutional factors that contribute to vulnerability, and 5) the importance of reducing cost while maintaining safety as a sustainable path towards improving the productivity of the industrial sector. Work on the integration of DRR with the Ministry of Industry is projected to continue in 2016 and the final draft of the strategy will be completed in the first quarter of 2016.

2.5.7 Introduce DRR concepts into the ENA and Military Academy Curriculums

Within the objective of integrating DRR within key public sectors including public servants and the Lebanese Armed Forces and part of UNDP's objective to raise national capacities, UNDP developed in 2013 a draft DRR curriculum on mainstreaming DRR within the public sector. In 2015 UNDP finalized the curriculum (**Refer to Annex 10**) based on previous recommendations and implemented two training of trainers for public institutions. The curriculum includes a training of trainers manual, PowerPoint presentations with trainers outline objectives for each session, exercises, supporting documents and evaluation forms. The curriculum covers the major DRR and DRM topics and concepts including:

- DRR Terminology,
- HFA, Sendai Framework,
- increasing resilience in critical infrastructure,
- national overview of Risks in Lebanon,
- the national strategy for disaster risk management in Lebanon,
- analysis of disaster losses in Lebanon, linkages between disaster risk factors,
- lessons learned from across the globe on mainstreaming risk reduction considerations within public sector,
- sustainable development in the Arab world,
- financing disaster risk reduction activities for sustainable development,
- DRR capacity building,
- disaster risk governance, and
- early recovery.

The sustainability of delivering the curriculum and its integration within the public institutions sector has been ensured through the ENA and Lebanese Armed Forces. How? To knowledge, this is not achieved yet!

DRR training for the ENA

A training of trainers in Disaster Risk Reduction (DRR) and Sustainable Development was implemented with the collaboration of the Ecole National d'Administration (ENA). The training was conducted on the 13th, 15th and 16th of June and targeted 30 participants from different sectors and agencies including trainers from the ENA. The TOT focused on the different phases of DRR, Lebanon Risk profile, the National Strategy for DRM in Lebanon, implementation of DRR strategies and the role of public administrations, international initiatives on DRR and sustainable development who will ensure the sustainability of implementing DRR trainings for the public servants on a periodic basis.



DRR Training for Lebanese Armed Forces

Following the completion of the DRR and Sustainable Development curriculum, a training of trainers' workshop on Mainstreaming DRM Considerations into the Activities of the Public Sector was held at the Fuad Chehab Command and Staff College in Yarze, Lebanon. The TOT was conducted from the 28th of September till the 2nd of October and included a total of 20 ranking officers. The training was divided into two focus areas,



the first three days the participants received lectures on DRM and its interaction with development and sustainable development. While the last two days the participants, in groups of 2, presented pre- selected topics on DRM so as to put into practice the theoretical concepts. The participants considered the topics to be relevant to their work and of high importance.

As a follow up to the training the following recommendations were proposed:

- Create a DRM mainstreaming Bureau within the Army to mainstream DRM into the work of its different directorates. One of the first tasks of this Bureau would be to review the mandates of the respective directorates and propose their augmentation with DRM tasks.
- Review the design specifications for the Army structural installations to ensure it accounts for DRM considerations.
- Carry out a qualitative assessment of the Army installations and prioritize them according to risk categories.
- Identify options for strengthening.
- Identify financial needs required to implement the strengthening. Develop a long term multiyear program for their strengthening (e.g. 10 to 20 years).
- Develop a Strategy for Mainstreaming DRM into the work of the Army, with an action plan; time bound activities and financial needs for implementation.

2.5.8 Support to 25 local authorities in North and Bekaa to adopt resilient city charter

Implementation of Municipalities Curriculum

Within the "World Disaster Reduction Campaign "Making Resilient Cities – My City is Getting Ready" which targets local governments with the objective of achieving resilient, sustainable urban communities. UNDP with the support of UNISDR regional office and UNISDR Office for Northeast Asia at Incheon – GETI conducted a Training of Trainers workshop on building the capacity of local stakeholders namely regional and Mouhafaza representatives for Making cities Resilient to Disasters at the Grand Serail in Beirut, Lebanon from the 23rd till the 24th of July 2015. A closing ceremony was attended by Gen. Mohamed Kheir, Secretary General of Higher Council of Defense; Mr. Luca Renda, UNDP Country Director highlighted the importance of this training in making cities resilient through adequate implementation of the 10 checking points and support in increasing Lebanon's resilience. The TOT was attended by 20 representatives from Lebanon's governorates, Caza and major cities with the objective of getting trained so that they can train all of the municipalities within their districts on how to adopt the campaign and implement the 10 checking points.



The training of trainers which was implemented for three days is another building block in supporting local governments integrate DRR into sustainable development and increase their resilience.

The training has achieved its objectives in:

- ✓ Training a team from national, ministry and local governments on the campaign ten essentials and tools to adequately implement the campaign
- ✓ Drafting City Resilience Assessment Reports
- ✓ Drafting City Resilience Action Plans
- ✓ Drafting of Strategy paper on how to further finalize, ensure endorsement and effectively implement the City Resilience Action Plans

UNDP through the project will continue to support the trainers as they fill in the local government assessment tool LGSAT which will set priorities and, benchmark progress.

Support to the establishment of regional crisis response plans and operation rooms

Within the comprehensive approach of reaching out and building capacities for disaster risk reduction including preparedness and response to emergencies at the national, sectoral and local levels, UNDP

supported the Mouhafaza of South and Mouhafaza of North in developing their response plans and crisis operation rooms, while also establishing basic crisis operation rooms in Cazas of Byblos, Chouf and Metn. The response plans for the Mouhafaza of Baalbek Hermel and for the Caza of Chouf and Caza of Metn are expected to be finalized in 2016.

2.5.9 DRR Campaign Implementation of the IDRR Day

In 2015, UNDP implemented several other activities to raise awareness of different stakeholders and the general public with the objective of promoting disaster risk reduction at the individual, household, community and institution level.

This included implementing training sessions on DRR with the collaboration of NCLW targeting women NGO's in Chiah and Baaklin regions and the distribution of emergency kits for replication within major governorates, local level authorities and public institutions (Union of Municipalities of Tyre, Governorate of South, CNRS, NCLW, Governorate of Akkar, Kaemakam Metn, Governorate of North - Tripoli, Governorate of Beirut, Governorate of Mout Lebanon, Governorate of Baalbek, Governorate of Bekaa, Caza of Aley, Lebanese Army). UNDP also implemented the 2015 The International Day for Disaster Reduction "Knowledge for life" which is a day to celebrate how people and communities are reducing their exposure to disasters and raising awareness about the importance of DRR. IDRR was highlighted using media tools including interviews, reports and live presentations on the following TV, radio, and newspapers; MTV, Future, Teleliban, Telelumiere, Radio Nostalgie, Radio Liban Libre, L'Orient le Jour. (Refer to Annex 11, Press release)



Describe any delays in implementation, challenges, lessons learned & best practices

Challenges

At the national and political level, one of the greatest challenges remains the political instability and the political deadlock which the country is facing, which makes it difficult for UNDP to implement activities with government counterparts.

Lessons learnt

- ✓ Coordination and cooperation among key stakeholders representing sector agencies and administrations has been vital and has reflected in effective and efficient response to disasters.
- ✓ Coordination among governorates and UN agencies working on response and humanitarian assistance by securing a seat for the UN within the response units/operation rooms has supported in ensuring a more effective humanitarian assistance and a better say and linkage for governors with the UN agencies.
- ✓ Making use of international expertise and cooperation in the field has greatly supported the project such is the case in the development and procurement of the mobile operation room.
- ✓ At the operational level maintaining a high degree of effort and momentum of work with continuous follow up from the management and program has supported in attaining the targets in due time
- ✓ Linking local and sector/ministry level stakeholders working on their response plans with the national response plan to ensure all stakeholders are talking the same language and having emergency rooms to respond to disasters in a timely manner so as to save lives and assets.
- ✓ Project evaluation and new project document was an essential exercise in revisiting what has worked and what did not work during the past

Qualitative assessment:

Within 2015 the project activities have made a major breakthrough in supporting Lebanon in preparing and responding to disasters. For the success of the project, the project has fostered partnerships and built collaboration with the main concerned stakeholders and agencies of DRR which includes: the Prime Minister's Office (PMO), the NCC which constitutes representatives of all ministries and concerned

agencies, higher council of defense, relevant ministries, Mouhafaza, Caza, Kaemakam, municipalities, red cross, civil defense, media, private sector, academics (universities) Moreover the project fostered collaboration with international agencies such as COGIC and Italian Civil Protection.

This collaboration has resulted in higher degree of visibility as well as reinforced partnerships for the DRR at high level decision making in Lebanon as well as local authorizes and stakeholders.

Moreover the support received by the Lebanese Recovery Fund through the German Embassy has further advanced project activities.

Output 3: Local level dispute resolution strengthened and community security improved

3.2 Develop local level peace building strategies to mitigate tensions in selected conflict prone areas of Lebanon hosting Syrian refugees

The two objectives of this output are the conflict mapping and conflict analysis (CMA) exercise and the establishment of a local peace mechanism in Bekaa area.

The conflict mapping/conflict analysis exercise developed in cooperation with Lebanon Support NGO (<http://cskc.daleel-madani.org/cma>) achieved more than expected. The current online map developed by UNDP is an interactive tool which has different options in filtering information related to the mapping (by date, by geographical locations, by type of incidents, by number of injured and death tool). In addition, new options were developed such as Actors Profiles (overview of main actors of conflicts); timelines for specific events. Conflicts are also classified.

After consultative meetings with key experts in conflict mapping, an interactive and collaborative conflict profiling platform and mapping system was developed and launched online and became public by the end of August 2014 and was sent to more than 15,000 email addresses (Lebanon Support database). This platform is a visual interface to explore conflict-related data and analysis in Lebanon. The system aims at providing partners involved in peace building, humanitarian and stabilization activities in Lebanon with accurate data and relevant information on areas prone to conflict. The system tracks incidents, protests, and conflicts between individuals, groups and communities and maps their location throughout Lebanon and is continuously updated. It currently provides users with different means and tools to browse and read different conflict incidents reports through various categorization schemes. Reports can be generated based on dates, locations, types of incidents, and number of individuals injured or the number of deaths resulting from conflicts. The system can also generate reports based on different classifications of conflicts. Classification of conflicts include: boundary conflicts (Lebanon/Syria); individual acts of violence; conflicts of social discrimination; conflicts of socio-economic development; power and governance conflicts; and policy conflicts. Users are able to filter out results based on these indicators and assess trends and locations of conflict in Lebanon. The map is updated on a daily basis and data collected in the mapping system is based primarily on media reports which are validated by cross-checking reports using different sources, and are then mapped, categorized, classified and published on the map. Some linkages, were also made with key NGOs working on the field from which reports and data are being collected (until January 2016, the map has garnered more than 5,400 page viewers).

The map has established UNDP as a reference for conflict mapping and analysis which attracted national and international attention to the product. Lebanon Support mentioned having received many inquiries and positive feedback about this tool, from national and international parties: Princeton University (UK), ODI (UK), LHIF Lebanon, Teslagovernment (USA), Aix Marseille University (France), Roskilde University (Denmark); as well as from many Lebanese and foreign journalists, and many officials in a number of embassies.

On the Conflict Analysis part, four reports were produced and gathered very positive feedback. These reports focusing each on a specific geographical area, look closely at the causes of conflicts, trends, dynamics, actors, triggers, etc. The methodology includes interviews, focus groups, desk reviews, etc. They

provide an analytical summary of the conflict contexts in each region: Bekaa, Saida, Mount Lebanon and Beirut, with a focus on the relationships between Lebanese and Syrians. Reports are based on a socio-political qualitative assessment based on experiences and perspectives of key sources as well as Lebanese and Syrian residents of the different regions. These key sources were selected to include individuals with knowledge that covers the region or the sub-region broadly and to reflect a variety of expertise, political learnings and sectarian belonging. Existing social network of researchers were used, in addition to recommendations by civil society activists (**Refer to annexes 12, 13, 14 and 15**).

Regarding the establishment of a local peace mechanism in Bekaa, UNDP also achieved more than expected. The intervention wasn't only limited to the capacity building per say, neither to a quick response to the challenges caused by the Syrian crisis on social cohesion but engaged the local community into medium term strategies dealing with root causes of conflicts, both at the Lebanese-Lebanese relations level as well as the Lebanese-Syrian level. It also aimed at building the local infrastructure for peace, which is supposed to remain as a key resource to the municipalities and local actors, and is intended to help them dealing with any tension and conflict they might face. The seven targeted municipalities in West Bekaa (Gaza, Marj, Manara, Mansoura, Hawch el Harimeh, Jeb Jennine, Machghara and Qara'oun) are part of the most vulnerable communities as per the Government and the UN classification. The process which included different steps led to very positive results and months after the end of activities, the mechanisms are still in place and functioning.

The main steps followed which reflects the main achievements of the process of establishing these peace mechanisms can be summarized as follow:

- ✓ Individual meetings with each mayor and key actors in each of the seven municipalities in order to introduce the project, collect information on the context and dynamics of the area, as well as recommendations and suggestions to contextualize the process and ensure the participatory approach. These meetings were also key in terms of selecting the participants which took part in the process, based on a specific criteria: ability to commit in time and in the principles of the project; having a good relationship with the local community; having an accepted character from the different political parties; having people from different sectors (education, political, youth, social, etc...); gender diversity
- ✓ Conflict analysis was conducted in each of the seven villages' level. It identified the main causes of conflict, conflict dynamics and actors. It was also an opportunity to identify the main needs in terms of capacity building (**Refer to the Conflict Analysis report in Annex 16**). The commitment of participants was very strong and the level of attendees reach 100% during the conflict analysis sessions.
- ✓ A training programme was designed based on the needs identified and several sessions were delivered gathering each time more than 25 participants. The programme focused on conflict resolution, causes of conflicts, peaceful means of resolving conflicts, dialogue skills, communication skills, conflict management skills, and negotiation and mediation skills. The following observations were noted:
 - The high level of participation and commitment of participants
 - The good gender representation
 - Their idea to establish a joint committee as a follow up to the process that would deal with inter and intra communal tensions. (**Refer to the retreats workshops report in Annex 17**).
- ✓ Development of the peace building mechanism through coaching meetings to follow up on the main results of the trainings and discuss specific conflict issues and workshops based on which it was decided that a joint peace initiative would be created, the West Bekaa Peace Initiative. The level of



commitment and participation was high throughout the process and even after it the committees are still meeting. Gender balance was ensured and diversity of participants.

Additional activities were also implemented:

A Special edition of the UNDP Joint News Supplement on Tripoli

The 20 pages of this newspaper gathered journalists, professors, artists from Tripoli, from diverse political and religious backgrounds who wrote positive articles about the city of Tripoli with the aim to create an alternative discourse on the city and to portray its positive image. On March 20th 2015, 38,000 copies of this supplement were produced and published and distributed with the three leading newspapers in Lebanon: Annahar, Assafir, and The Daily Start (in English). In addition 2000 copies were distributed through Libanpost to all ministries, embassies, municipalities, media outlets, universities and NGOs.



“This supplement will definitely be a tool to be used during large-scale meetings to discuss Tripoli and its issues” Mr. Adib Neemeh, participant in the supplement.

On the same day of the publication, around 3000 persons viewed the post related to the supplement on UNDP Lebanon Facebook page where it was shared. A discussion session was then organized gathering journalists, activists and prominent figures from Tripoli (around 55 participants) (**Refer to Annex 18 for the Supplement**).

“Nehna Ahel” campaign implemented by LOST NGO:

The Lebanese Organization of Studies and Trainings (LOST) launched a dialogue initiative, “Nehna Ahel Campaign”, aiming at preparing the ground for a reconciliation initiative that would engage local, non-partisan and civic partners willing to play an active role in rebuilding trust and creating new means of communication between Aarsal and the neighboring villages. First a committee of 27 youth was formed in order to discuss the issues and problems faced in North Bekaa and come up with relevant solutions. This committee that met more than 6 times during three months, discussed all the project’s activities: the draw peace, the murals, the slogans that will be printed on the banners, the positions of the banners after consultation with the different municipalities. By the end of the three months, 20 banners promoting messages of peace



were hanged on the main road leading from Aرسال to Hermel. Peace drawings and murals gathered youth from the two areas and were done in Aرسال, Ras Baalbeck, el Ein and Labweh. The drawings, murals, canvas and banners carried peace building messages and called for reconciliation, tolerance and acceptance of the other (especially relevant after Aرسال clashes).

“Supporting Lebanese and Syrian youth promoting social cohesion through video production”, implemented by Zakira NGO:

The image Festival Association- Zakira launched a project in cooperation with UNDP to support Syrian and Lebanese youth promoting social cohesion through video production. The aim of the project is to build the capacity of 30 Syrian and Lebanese young people aged between 18 and 24 years living in West Bekaa, mainly in Marj and Mansoura by providing video and editing training courses through a series of workshops. The project also aimed at launching a dialogue among youth, inviting them to share their stories, their past and present. This project helped youth develop 15 short videos entailing stories from five to seven minutes, covering aspects of the Syrian refugee communities living in Lebanon, as well as stories from the neighboring Lebanese host communities. After conducting 17 training sessions on video and editing, Zakira helped youth develop 7 short videos entailing stories from five to seven minutes, covering aspects of the Syrian refugee communities living in Lebanon, as well as stories from the neighboring Lebanese host communities. These videos were finalized and the closing ceremony was held in July 2015 during which participants had the chance to present their work publically in Madina Theatre in Hamra and interacted with the public and explained the ideas of their movies (**Refer to annex 19 for the 7 movies**). In addition to the experience and knowledge students were exposed to, they showed progress in interacting and building friendship and acceptance between one another. They also had the chance to translate their problems and talk about their environment and society gaps through their films.



“Nihna Jiran” project implemented by SALAM NGO:

With support from UNDP, Salam LADC NGO launched a project called “Nihna Jiran” to raise awareness about infectious diseases in informal settlements and other health issues. Under this project the following activities were implemented during the reporting period:

- ✓ Three recreational activities for kids, sensitizing 118 children from three Informal Tented Settlements in Bekaa (in Marj, Jeb Jennine and Qara’oun) on various topics such as: acceptance of differences, understanding of the different “other” and the importance of team work.
- ✓ Nine workshops were held inside the settlements, targeting 120 women in order to raise their awareness on the risks of infectious diseases and how to prevent them, building trust with their children, creating a safe space for kids to express their thoughts and ideas.
- ✓ Five workshops targeting 86 adult men and women aiming at developing emergency and rescue plans in three different settlements and their surroundings.
- ✓ Three committees were formed in three settlements playing the “liaison role” with other committees formed of hosts with the aim of building consent and trust between the two communities. Moreover the additional roles were assigned to sub-committees (health, emergency, logistics)



Supporting Lebanese-Syrian- Palestinian Spaces for Cultural Dialogue through a Cultural Festival in Shatila Refugee Camp

In celebration of the one-year anniversary of its Arts and Cultural Center, Basmeh and Zeitooneh organized and implemented a three-day arts festival within the center in Shatila refugee camp. The celebration organizers were able to bring together artists from Syrian, Palestinian, Lebanese and non-Arab backgrounds, while attendees came from the refugee, host and expatriate communities, encouraging greater social cohesion and mutual cooperation between them. The activities lasted three days, and included musical performances, art exhibitions, dance shows and the inauguration of

the Arts and Cultural Center's new public library. The walls of the center were repainted, new artwork were hung on the walls, and special hooks and lighting were installed in the exhibition room in preparation for the art and photography display. The new library was also decorated, with colorful drawings painted onto its interior and exterior walls. In order to advertise the event, the Arts and Cultural Center's team members produced 300 posters in both English and Arabic, displaying the name of the celebration ('Shatila: The Meeting Point' in English), the activities on offer, and the necessary information about how to reach the Center. A Facebook page was also set up specifically for the celebration, and community members were invited from all nationalities and ages. In order to ensure that the event remained active on social media, staff members updated the page regularly with news and photographs. On the celebration's first day, the Center doors were opened at 4pm, with community members of all backgrounds, from inside and outside Shatila, welcomed and greeted with a selection of soft drinks and sweets from one of Basmeh and Zeitooneh's Small Grants businesses. Approximately 150 people attended the opening day, with a significant number of people coming from outside the refugee camp, and including those from Syrian, Palestinian, Lebanese, American, British and French backgrounds, among others. After the opening speeches and screening of a documentary on Basmeh activities, a tour of the art and photography exhibition was carried out by the organizers where audience interacted with the participating artists and photographers. The library was then officially inaugurated. A screening of short movies by "Nadi Li Kol el Nass" group was organized, showing works of Lebanese young movie makers, followed by dabkeh performances by two Lebanese-Palestinian dabkeh groups. The first day was closed by a performance of the popular Lebanese singer Sandy Sham'oun.

The two following days witnessed the same types of activities.

Youth promoting peace in times of crisis (implemented by Tafawwoq wal Saada NGO)

The objective of the project is to promote, during a period of two months, awareness about social stability among 30 Lebanese and Syrian youth in Wadi Khaled, Al Fared and Al Amayer localities through a capacity building programme and youth-led communal activities between Lebanese and Syrian youth, with the participation and support from the respective municipalities of the targeted localities. The project achieved the following outputs:

- ✓ Enhanced the capacities of youth to moderate discussions among Lebanese and Syrian youth



- ✓ Promoted awareness about social stability among youths (approx. 500 youths)
- ✓ Mobilize the establishment of youth group
- ✓ Trained youth on conflict resolution and peace building skills, communication, negotiation and moderation skills
- ✓ Organized and moderated two movie screenings with a guest speaker (this activity was organized on the commemoration day of the Lebanese civil war, 13th of April)
- ✓ Established a youth group in the targeted localities to lead this experience in other neighborhood villages in Wadi Khaled area in the future

Describe any delays in implementation, challenges, lessons learned & best practices

Delays in implementation and Challenges:

- The volatile security situation especially in Bekaa area: UNDP recruited a Local Level Assistant from Bekaa and for Bekaa who can have an easier access to the areas of intervention
- The new security measures imposed on Syrian refugees that made the participation of Syrians in mechanisms and activities of partner NGOs more difficult: amendment in reach out modality (organization of sessions closer to the Informal Tented Settlements)
- The sudden death of Lebanon Support executive manager with whom the agreement (from the part of Lebanon Support) has been made and with whom the agreement on the methodology of the work and mainly the part related to the conflict analysis. With his death the project had to liaise with another new focal point at Lebanon Support who isn't always on the same page with the team.

Lessons learned

It was crucial to allocate more time for the Conflict Mapping/Conflict Analysis activity. Nine months were critical to launch a new tool, test it and work on improving it. Also in terms of mapping conflicts, the team felt more time was needed in order to have some data and be able to extract something out of it. This is relevant too for the conflict analysis since there was a need to produce more than a report and be able to dig more into conflicts dynamics and analyze them over a longer period of time.

From another side, establishing local mechanism for conflict resolution definitely requires more than just nine month, which is again why UNDP required an extension. Building trust and confidence with local communities, which is the number one rule before launching any peace building work in any community, takes time. UNDP was keen on using a comprehensive solid methodology to do that, which starts with the conflict analysis (after identifying thoroughly the participants and key actors), going through trainings and capacity building and ending by the formulation and implementation of the mechanisms.

Linking local and sectoral public institutions working on their response with the national response plan was a pilot exercise which the team will greatly benefit from during the coming years, when engaging with additional stakeholders at the local and sectoral levels.

Another lesson learnt was how to balance actions between preparedness, response and early recovery despite the situation in the country.

Qualitative assessment:

The main implementing partners involved in this activity with UNDP are: from one side, and for the “Local Level Conflict Mitigation Activity” the main partners are the municipalities (West Bekaa) and the local actors active in their communities and the national NGOs (LOST, ZAKIRA, SALAM, Basmeh and Zeitouneh and Tafawwoq wal Saada). These actors took part in the conflict analysis which decided on the best social cohesion strategy that should be designed and in its implementation contributing to reducing tensions.

From another side and for the “Conflict Analysis” part, the main partner is the Lebanese NGO Lebanon Support. Lebanon Support was responsible for implementing the Conflict Mapping/Conflict Analysis exercise conducted on a regular basis.

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP** - provide an update on the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1: Livelihood and economic opportunities increased in selected refugee hosting areas through upgrading, repairing and improving the production infrastructure and creating short and medium term employment opportunities.			
Activity 1.1 Support value added production of fruits and vegetables in Akkar through postharvest processing	The activity is implemented through direct procurement modality. The bidding process was finalized; The machine was procured and delivered and the workers were trained by the contractor on the use of the machine. A van was also procured and delivered. A workshop took place during the last week of August to train cooperative members about quality and hygiene standards during the production process.	N/A	Procurement of goods
Activity 1.2: Enhance business skills of local farmers/producers in Akkar	The activity is implemented through direct procurement modality. 8,500 plastic crates, a transportation vehicle and the apple production line machine (for washing, grading and packaging) were procured and delivered. The hangar construction is completed. North LEDA provided the cooperative members with specific trainings in different business development fields such as management, business and financial planning.	N/A	Procurement of goods
Activity 1.3. Implement wastewater and water projects in Bekaa	The activity in Qab Elias was implemented through direct procurement modality and the procurement and delivery is completed. For Ain Kfarzabad and Chwaghir, the initiatives were implemented through grant agreement modality. In this respect, two grant agreements were signed with the targeted municipalities. Both projects are completed.	N/A	Services implemented
Activity 1.4. Increase irrigated agricultural areas in	The works in the four localities are completed.		

North Bekaa			
Outcome 2: Capacity of national and local actors (government and civil society) strengthened in the delivery of health, education and basic municipal services in a participatory manner and coordination of service delivery by all stakeholders.			
Activity 2.1: Increase access to quality public primary health care services and health awareness in public schools	<p>The project is implemented through direct procurement modality. The provision of Dental Material, Dental equipment and instruments and Hygienic kits to PHCC and SDCs is finalized. The furnishing of medical rooms with IT, medical equipment and furniture in selected vulnerable schools is also finalized. The rehabilitation of the medical rooms of the public schools of Jbeil Kindergarten, Jbeil First, Jbeil Second, Jbeil Fourth in Jbeil; Abou Chabaket in Zouk Mikael; Kfarzena, Mazyara, Racheen, Ardeh in Zgharta was completed. The Medical Rooms handover to MEHE was completed.</p> <p>The rehabilitation of Al Mrayjeh PHCC is going to be completed in early 2016.</p> <p>The updated Health Information System technical report was issued.</p> <p>The drawings and BOQs of the rehabilitation of Halba kindergarten were finalized by mid November 2015 and the works are under procurement.</p> <p>The cycle of workshops were finalized by end of November 2015.</p>	N/A	Procurement of goods
Activity 2.2: Provide Septic Pumper Trucks to five Union of Municipalities in the South	The project is implemented through direct procurement modality. The septic trucks and the sweeper were procured and delivered.	N/A	Procurement of goods
Activity 2.3: Improve the water infrastructure in the Union of Municipalities of Kalaa.	The project was implemented through direct procurement modality. The equipment, the van and the compressor were procured and delivered. An MOU between the Union of Municipalities of Kalaa and the Water Authority of the South was signed for the implementation of the training, strengthening cooperation and improving coordination on water management.	N/A	Procurement of goods

<p>Outcome 1¹⁰: - Increase access to energy and enhanced well-being of people in host communities through the installation of sustainable heating and lighting units</p> <p>Indicator: - Capacity of national and local actors (government and civil society) strengthened in the delivery of health, education and basic municipal services in a participatory manner, with coordination of service delivery among all stakeholders.</p> <p>Planned Target: - Provide sustainable lighting and heating to host communities</p>	1.1 Technical Management; 1.2 Financial Management; 1.3 Operational Management.	<ul style="list-style-type: none"> ✓ Set up implementation team ✓ Set up beneficiary identification system ✓ Set up data collection system ✓ Implementation of works ✓ Monitor implementation of works <ul style="list-style-type: none"> ✓ Prepare all technical specification documents Undergo bidding process	<ul style="list-style-type: none"> ✓ Site engineer hired ✓ Vehicle purchased ✓ Beneficiary identification completed through coordination with the Ministry of Social Affairs, National Poverty Targeting Project at the Office of the Prime Minister, UNDP North and Bekaa Office, and the UNHCR ✓ Questionnaire/survey finalized for technical assessment of identified beneficiaries (see Annex 1) ✓ 100% of target beneficiaries identified through household-level assessment/verification ✓ All the stoves were installed along with the briquettes supply ✓ All the PV lighting kits were installed Briquetting plant in Aandket completed <ul style="list-style-type: none"> ✓ Specification documents prepared for both technologies: solar
--	---	--	--

¹⁰ Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

			<p>lighting kits and stoves and briquettes The 550 solar lighting kits and 594 stoves and briquettes contracts were awarded to 2 different contractors</p>
		<p>✓ Preparation of regular progress reports</p>	<p>✓ Q1, Q2 and Q3 2015 progress report prepared 2015 annual narrative report prepared</p>
		<p>✓ Set-up operation and maintenance manual ✓ Donor visibility and awareness</p>	<p>✓ Operation and maintenance manual and training to beneficiaries completed ✓ Donor visibility shown on actual systems Donor visibility on CEDRO website and promotional material</p>
<p>Output 2: Capacity of national and local actors strengthened in the delivery of health, education and basic municipal services in a participatory manner. With coordination of service delivery among all stakeholders. (Activity 2.5) Improve government response to crisis and major civilian operations Indicator 2.1.1 Support the establishment and set up of a fully functional and operational central National Operations Room (NOR) Baseline: Increased natural and man-made disasters in Lebanon Increased pressure from Syrian influx of refugees on resources Settlement of Syrian refugees is concentrated in the most vulnerable and poorest areas. Increased number of casualties from disasters. Lack of preparedness measures within the concerned response agencies.</p>	<p>Development of terms of reference, technical specs and procurement of the NOR goods and services including software and equipment, backup server, furniture, IT equipment, audio equipment. Deployment of technical advisor to support development of NOR Evaluation, contracting, delivery and installation of NOR goods and services including furniture, IT equipment, audio equipment. Exposure visits to USA and Europe conducted. NoR already fully equipped with furniture, audio system, video wall, network, communication and infrastructure systems. NOR officially launched</p>	<p>Variance of MOR due nonexistence of mobile operation vehicle in Lebanon and needs up to 10 months to be developed, shipped and handed to the Lebanese Government expected delivery May 2016.</p>	<p>Terms of Reference Offers Procurements and Contracts Reports Photos Press Releases</p>

<p>Weak coordination among concerned agencies during response to disasters. No unified disaster management language. Difficulty to access information. National operations room not institutionalized yet. National operations room not established. Increasing internal and external risks Mobile Operation Room not established</p> <p>Planned Target: Establishment of a National Operations Room Software and Equipment for D - Sattellite GIS Images - Furniture and equipment - Back up Serves - Exposure visit - Training and simulation - Finalization and integration of crisis response plan - Deployment of technical advisor to NOR Establishment of the Mobile Operation Room</p>	<p>NOR team nomination in process</p> <p>MOR terms of reference developed MOR procurement and evaluation conducted</p>		
<p>Indicator 1.2 Support to Four national ministries (MEHE, MoSA, MoA, BHRIA) in crisis preparedness and planning</p> <p>Baseline: Ministries lack response plans. Major ministries do not have a disaster management unit. Coordination and networking among sectors is limited. Sectors officers and staff have limited skills to DRM. Ministries lack crisis cells</p> <p>Planned target: Compilation of sectoral response plans Establishment of crisis cells</p>	<p>Development of Response Plan for MEHE , BRHIA, MoSA, MoA are accomplished</p> <p>Crisis cells for ministries needs have been assessed, identified and terms of reference established.</p> <p>Crisis cells / operation rooms in 4 sectors established</p> <p>Capacities in MEHE , BRHIA, MoSA, MoA enhanced</p> <p>Table Top Exercises at MEHE , BRHIA, MoSA, MoA implemented</p> <p>Operation Rooms at MEHE , BRHIA, MoSA, MoA launched</p>		<p>Copies of response plans Terms of reference Procurements and contracts Photos Press Releases</p>

<p>Indicator 1.3 Support to 25 local authorities to adopt resilient city charter</p> <p>Baseline: Major municipalities in vulnerable and critical areas re not acquainted with the resilient cities campaign Major municipalities in vulnerable areas are not supported and presented with facilities to develop and integrate resilience within their local authorities development goals Local authorities officers and staff have limited skills in DRM</p> <p>Planned Target: Local level and technical support</p>	<p>Development of workshop concept note Training workshop implemented Adoption of local authorities to resilient charter</p>		<p>Copy of concept note Reports List of Participants Photos</p>
<p>Indicator 1.4 Support establishment of regional crisis response plan and operations room</p> <p>Baseline Major Mouhafazat , Caza and Unions do not have a response and action plan Major Mouhafazat and Caza do not have Regional operations room (ROR) Mouhafazat and local authorities have limited skills in DRM</p> <p>Planned target: Regional plan formulation for 3 Mouhafaza, 2 Caza and 2 Union of Municipalities Training and simulation of regional response plan Equipment of Ops room Training and simulation of OR</p>	<p>Response plan for Mouhafaza of the North-Tripoli , Mouhafaza of South, Mouhafaza of Baaklbek Hermel, Accomplished Response Plans for the Caza of Metn and Caza of Chouf, Union of Municipalities of Sour, and Minnieh Donnieh drafted. Operations room for Mouhafaza of South, Mouhafaza of North/, Mouhafaza of Baalbek Hermel established Capacities for regions is built in parallel to the development of the response plans Table top exercise for Mouhafaza of North – Tripoli implemented Simulation for Mouhafaza of South implemented</p>	<p>Variance due Caza of Metn and Chouf not allocating space for the establishment of operation rooms.</p>	<p>Reports Copies of response plans Terms of reference for the operations room Procurement and contracts Photos Contracts</p>
<p>Indicator 1.5 Awareness Raising on crisis preparedness</p> <p>Baseline Limited media campaigns on DRR Limited public awareness on DRR and safety measures</p> <p>Planned Target Distribution of emergency response kits Awareness raising through mobile app and leaflet distribution Awareness for different segments of the population</p>	<p>Terms of reference for emergency kits developed, procurement established, evaluation implemented. Procurement of goods established for the emergency kits. Emergency kits delivered to project</p> <p>1000 emergency kits disseminated to major stakeholders</p> <p>Mobile application terms of reference developed.</p>	<p>Variance due launching of mobile application in 2016</p>	<p>Terms of references Procurements and contracts Sample of the emergency kit Sample of home guide Photos and testing of mobile application</p>

	<p>Mobile application developed</p> <p>Terms of reference for the DRR home guide booklet developed. Procurement of goods established.</p> <p>100,000 DRR home guide produced, delivered and disseminated</p>		
<p>Outcome 3¹¹ Social cohesion in target areas improved through and improved skill base for peaceful dispute resolution</p> <p>Baseline:</p> <ul style="list-style-type: none"> -weak data on conflict mapping and conflict analysis -rising tensions in communities hosting Syrian refugees -weak management techniques of the crisis <p>Planned Target: support local actors in managing the crisis and produce conflict related data for all partners</p>			
<p>Output 3.1</p> <p>Indicator 3.1.1 Conflict Assessment exercise conducted</p> <p>Baseline: Lack of tangible data on conflicts and lack of locally and nationally oriented conflict analysis</p> <p>Planned Target: Develop an online open source map of conflicts and produce conflict analysis reports focusing on areas and covering eventually all Lebanon</p>	<ul style="list-style-type: none"> -Production of the online map -Production of first periodic conflict analysis report focusing on Bekaa -Production of second periodic conflict analysis report focusing on Saida -Production of third periodic conflict analysis report focusing on Mount Lebanon -Production of fourth conflict analysis report focusing on Beirut 	NA	Actors in the response using the map and positive feedback on both the map and the conflict analysis report shared with UNDP in several occasions (meetings, discussion sessions, coordination meetings, etc.)
<p>Indicator 3.1.2 Local Capacity building and peace building activities conducted</p> <p>Baseline: Weak management of the crisis resulted from the impact of the Syrian crisis</p> <p>Planned Target: Implement peace building and social cohesion activities in affected areas</p>	<ul style="list-style-type: none"> -Mechanisms for conflict prevention for the 7 municipalities and local actors from West Bekaa developed - Implementation of LOST, SALAM, Zakira, Tafawwoq wal Saadah, Basmeh and Zeitooneh NGOs projects 	NA	Participants in the mechanism The Expert/facilitator working with the team on the establishment of the

¹¹ Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

	- Production of a special issue of the joint news supplement on Tripoli		mechanism
Indicator 3.2.3 Management and technical support provided for implementation of activities Baseline: need for a technical support for the project Planned Target: Provide technical support to the project for the implementation of the planned activities	Project's staff recruited both in central and local level (Bekaa)	The Conflict Analysis Assistant has not been recruited since the project decided to use its own resources to follow up on the conflict mapping/conflict analysis exercise	

iii) A Specific Story (Optional)

Story – Output 2.4

The success stories about the installation and distribution of stoves & briquettes, and the PV lighting kits;

Stoves and briquettes: https://www.youtube.com/watch?v=UuA8x2EAn_Y

PV lighting kits: <http://www.cedro-undp.org/Media/documentary>

Problem / Challenge faced

A challenge is always delivering a limited quantity of stoves, briquettes and PV lighting kits when the need is great and competition is high between beneficiaries. At occasions, some friction in the selection process of beneficiaries occurred with the municipalities, where they try to influence selection of beneficiaries within their respective villages.

Result (if applicable)

This winter is harsh. Electricity is always absent. These interventions are positively impacting at least 800 households in the Bekaa and Akkar.

Story – Output 3.2

The decision from the participants to establish a local organization aiming at bringing together the seven villages which are from different political and religious background is by itself a success story since many of these neighborhood villages faced historically different level of conflicts and tensions due to familial, personal, financial, political and even religious reasons. The historical background related to interrelationship types between Lebanese individual or groups within the same village or with the neighborhood villages as affected negatively relationships between young generations. This initiative, which came from the participants themselves aims at tackling all these conflicts as well as promoting peace building between Lebanese and Syrians.

Problem / Challenge faced:

Participants had a tendency through the process to only focus on Lebanese-Lebanese issues. The process focused more on the conflicts and interrelationships among Lebanese from the same village or among Lebanese residing in neighborhood villages. This is due to the historical local issues related to West Bekaa area and the obvious need of these people to express these concerns (which is by itself a major achievement and proves that the Syrian crisis can be considered as an opportunity that opened many root caused conflicts which is the first step for resolution).

Programme Interventions:

Through additional long sessions and retreats, UNDP made sure to draw the link between the need to address also today the impact of the Syrian crisis and open the discussion around the Lebanese-Syrian interactions widely and the civil peace spectrum at the local level. The effort made at this level lead to concrete positive results since participants saw the rationale behind that and the links between their current internal conflicts and potential future conflicts that might rise between them and the Syrian if a serious crisis management plan is not well thought of and developed. This is why today the mechanism and for example the scope of work of the NGO they decided to form for the seven villages include that level too.

Result (if applicable):

The decision to establish the NGO mentioned above is a tangible visible change that is expected to have positive impact on social cohesion at the local level whether between Lebanese or between Lebanese and Syrians.

Lessons Learned:

At the beginning of the process, mayors nominated participants to represent their villages and their municipalities. However, during the process mayors might have concerns about their participation and this is when they start observing tangible work or outcome of the process. Hence, it is very critical in the coming phase to ensure a continuous and direct communication with the mayor regarding the process

III. Other Assessments or Evaluations (if applicable)

During 2015, an outcome evaluation on UNDP's disaster Risk Management work was undertaken by UNDP regional advisor on DRM Mr. Zubair Murshed (**Refer to annex 20**).

IV. Programmatic Revisions (if applicable)

NA

V. Resources (Optional)

For output 3.2, UNDP was able to secure additional funds for the Conflict Mapping/Conflict Analysis intervention DFID and for the peace mechanism in West Bekaa.

Human Resources:

- Site Engineer
- CEDRO team (Project Manager, Project Assistant...)

Budget and Expenditure Breakdown:

CATEGORY	TOTAL BUDGET (USD)	TOTAL EXP (USD) until end of December2015
1. Staff and other personnel	\$ 590,224.17	\$ 556,281.10
2. Supplies, Commodities, Materials	\$ 1,848,897.95	\$ 238,152.64
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$ 1,723,815.76	\$ 1,771,807.14
4. Contractual services	\$ 323,169.73	\$ 1,748,870.21
5. Travel	\$ 4,758.00	\$ 23,275.55
6. Transfers and Grants to Counterparts	\$ 835,062.77	\$ 645,155.00
7. General Operating and other Direct Costs	\$ 96,551.43	\$ 94,377.75
Sub-Total Programme Costs	\$ 5,422,479.81	\$ 5,077,919.39
8. Indirect Support Costs 7%	\$ 379,573.59	\$ 355,454.23
TOTAL	\$ 5,802,053.4	\$ 5,433,373.62