

LEB/96/004  
27B

Draft/Rev.2

**UNITED NATIONS DEVELOPMENT PROGRAMME  
Programme of the Government of Lebanon**

Preparatory Assistance Document

**Post-Conflict Socio-Economic Rehabilitation of Southern Lebanon**

Number: LEB/96/004/A/13

Starting date of preparatory assistance: July 96

Duration of preparatory assistance: 12 months

Sector: (Government classification)  
Relief rehabilitation assistance

(UNDP classification and code)  
Response to Countries in Special Development Situations

Subsector:

Formulation of framework for national and international action

National Execution Agency: High Relief Committee  
Cooperating Agencies: UNOPS, FAO, UNICEF

Inputs : UNDP inputs: USD 500,000

Resources for development in CSDS (line 1.1.3 / SPR Disaster Management Alleviation)

Netherlands : USD 400,000

Resources for Rehabilitation projects

AGFUND : USD 100,000

Resources for Rehabilitation projects for rural women

Government : In kind

Approved:

Date: xx July 1996

on behalf of the  
United Nations Development Programme,

Resident Representative

## A. Background and justification

*Southern Lebanon* as understood within the context of the present programme has as northern and western boundaries the Litani river, and as southern boundary the 1949 internationally recognized border between Lebanon and Israel; it thus refers to the districts of Tyr, Bint-Jbeil, Marjayoun, and Hasbaya. The area here referred to as *southern Lebanon* has between 350,000 to 400,000 inhabitants (including people living in the so-called Tyr pocket) and covers approximately 1000 km<sup>2</sup> or 10 percent of the national territory.

Following the Israeli invasion of 1978, the United Nations Security Council adopted Resolution 425 which calls for the respect of Lebanon's territorial integrity, sovereignty, and political independence within its internationally recognized boundaries, and defines the mandate of the United Nations Interim Force in Lebanon (UNIFIL), to be deployed in the area as a peace keeping force.

However, UNIFIL was not able to deploy in its entire area of operations as envisaged by the Resolution 425, as Israel kept under its control an approximate 600 Km<sup>2</sup>, a so-called security belt close to the southern and southwestern borders. Southern Lebanon is therefore divided into three different zones : the Tyr pocket, the UNIFIL Area of Deployment (AD) and the Israeli Controlled Area (ICA). In the AD and ICA, the basic infrastructure and public services have remained rather rudimentary and the level of socio-economic activity is limited compared to the potential.

The area has been a region of instability and conflict for the past many years. In June 1993, military air raids created extensive damage to private housing and to a lesser extent to public and community buildings. The military attacks of April 1996 resulted again in considerable damage to the basic public infrastructure and to housing, health, education and the productive sectors.

Following the agreement to immediately cease fire and to undertake negotiation on longer term arrangements was signed on 26 April 1996, the outlook for peace in the southern part of the country has become better. The crisis conditions, which have resulted in the destruction of physical infrastructure, the rupture of the political, economic and social systems, and in population displacement, and have been an obstacle to the development of the region, could give way to opportunities offered by a post-conflict environment.

A large response in terms of a regional socio-economic rehabilitation programme is proposed to prepare for drawing the region development, to rebuild the infrastructure, to restore social basic services and to revive commercial and economic activities, to promote social cohesion, and to re-create accountable systems of governance. The focus of the programme will be on the UNIFIL area and the Tyr pocket. Depending on operational experience and resource availability, consideration could be given at a later stage to eventually cover other areas of South Lebanon.

## **B. Brief outline of the regional development response :**

### **1. Analysis of the development problem**

Comprehensive surveys on the socio-economic situation in Southern Lebanon do not exist. The only information sources are a number of surveys conducted in the region. Among these surveys, *Assessment of socio-economic needs and assistance in the UNIFIL zone*, conducted in June 1993 for the Office of the United Nations Assistance for Reconstruction and Development in Lebanon (UNARDOL), and the *Rapid needs and capacity assessment study*, conducted in July 1995 for the High Relief Committee as a preparatory step towards the set-up of a Community Development Fund in Lebanon. The information provided is abstracted from these surveys.

These surveys give a fairly good idea of the socio-economic situation in the region. They have as well identified some differences between the UNIFIL AD and the ICA in terms of economic activities and living conditions. It appeared that the social life and economic opportunities are more significant in the AD, with more NGOs involved in the improvement of the water supply, agriculture, health care and environment conservation.

The two areas have some common features, such as the major share of the family income and employment originating from agriculture (mainly olive, tobacco, and fruit trees, some greenhouse production, few animal production, some transformation unit). The limited activities of the local government administration (governors, municipalities, local offices of line ministries) is also a common characteristic of both the AD and the ICA.

The AD covers an area of 400 km<sup>2</sup>, and includes 77 villages grouping about 257,000 inhabitants. 45 % of the villages have less than 2,000 inhabitants, and 22 % count more than 5,000 inhabitants. The population is generally young (8 children per family on average), and the active population mainly consists of small farmers. 90 % of the villages have primary schools, 59 % have a complementary school level, and 7 % do have a secondary school. In most of the cases, education stops at the complementary school level, when children are about 15 years old. School premises in general are small. Rehabilitation of the premises and local transportation are necessary. The health sector is quite developed in terms of dispensaries (NGOs, Ministry of Social Affairs, etc.). However, available medical equipment and medicines do not meet the needs. Specialized doctors and skilled nurses are insufficient. Acute sanitary problems have been noticed. Solid wastes are piled up in most of the villages and their inhabitants or municipalities have no means for their transportation and disposal to sites where they can be buried or burnt. Youth clubs are practically non existent.

The ICA includes 73 villages grouping a total population of about 228,000 inhabitants of whom only about 105,000 still reside within the area (figures were estimated on the basis of information provided by the Mokhtars, water authorities, municipalities, civil administration and NGOs). In some of the villages located close to the southern border, women cross-over the border daily to work in the industrial or agricultural sector. They therefore provide the family with a regular income which, in addition to the local agriculture income, allows to meet basic needs. In some cases, men could be enrolled in the militia, and the family income highly improved. Most of the products and goods available locally come from Israel, which can be considered as an obstacle to local initiatives. 74 % of the villages

have a primary school, 45 % have a complementary school, and 14 % have a secondary school. Few children reach secondary level either because they are compelled to help their parents in the fields, or because of the distance between the village and the nearest school. The medical sector is weak, with 83 % of the villages with no medical dispensaries. The area count one governmental hospital, and a polyclinic equipped by Israel for maternity and emergencies.

The Tyr pocket includes the town of Tyr and a narrow coastal strip. The town of Tyr has developed at a very rapid pace during the past decade and is the market centre of the region. It has a historic town centre as well as remarkable archeological excavations and sites, a small fishing port and provides public and economic services for the population of Tyr and Bint Jbail cazas. The narrow coastal strip is reknown for its citrus fruits and banana production as well as for greenhouse cultivation which has developed rapidly in recent years. In terms of infrastructure and public services, the area remains under-developed and under-served.

## 2. Regional development programme outline

### a. Objective, strategy and components of development

#### (i) Development objective and expected impact

The development objective of the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme will be to stimulate economic recovery, social rehabilitation and balanced development in the medium and longer terms, so as to lay the basis for the sustainable human development of the region.

The expected results of the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme are peace consolidation, a reversal of the migratory flow between the region and the capital, and the creation of a favorable environment for the economic and social recovery of Southern Lebanon communities.

#### (ii) Evidence of national ownership and commitment

*Southern Lebanon at the top of the national agenda:* The government of Lebanon has placed the achievement of peace at the top of its priorities. The full implementation of UN Security Council resolution 425 has always been at the top of the political agenda, irrespective of the different parties. The recent conflict has reinforced the national cohesion vis-a-vis the acute problems Southern Lebanon is facing. The government commitment to handle priority rehabilitation of infrastructure and to ensure action is taken swiftly and with determination has been strengthened.

*Eliminating regional imbalances:* In addition to the priority to rehabilitate the Southern Lebanon region, the Lebanese Government is firmly committed to rehabilitate and develop the entire infrastructure and all public services throughout all regions of the country. After assessing the extent of the damage in the different sectors and regions, Lebanon set about in 1993 to implement a National Emergency Rehabilitation Programme (NERP) with

a budget of US\$ 3 billion for a three-year period. Subsequently, a long-term programme incorporating the NERP was drawn up. This programme comprises a series of sectoral investment plans adjusted to a macroeconomic framework. Within the Horizon 2000 Plan, the Public Investment Programme (PIP) comprises a package of US\$ 18 billion, covering the 1995-2007 period. The latter will be financed through a combination of public funds, national and international loans, donations and participation by investment companies through BOT (Build-Operate-Transfer) arrangements.

(iii) Programme strategy

Building on the experience of the Baalbeck-El Hermel Regional Development Programme and the Socio-Economic Rehabilitation of the Displaced project, the approach, the design and components of which will be replicated whenever appropriate in the context of Southern Lebanon, the Programme will be rapidly committed and initiated. A number of concrete activities to directly benefit the local population will therefore start during the phase of the Preparatory Assistance.

The Programme's strategy will consist in strengthening local institutions and mobilizing large-scale support at the national, regional and local levels. The Programme will seek to give full powers to local communities and to involve them in the development process at the stages of planning, decision-making and implementation. **Ownership** of the activities by the beneficiaries will ensure the sustainability of the Programme. Grassroots rural organizations and local institutions will be created to draw local communities out of their isolation and the region out of its marginalized situation and into development. The community will take part in development as a full partner and be made responsible for organizing and managing local development activities. Local communities will play a primary role in identifying needs, selecting priorities and assigning services and assistance. In this way, the Programme seeks to stimulate **initiative** and the **enterprise spirit**, the development of business enterprise being a decisive factor in Lebanese society's progress towards **sustainable development**. The proposed approach will encourage local communities to **work out their own solutions to problems**, to **innovate** and to **target** in order to make the most of whatever resources are available, no matter how limited, to meet the considerable existing needs.

The natural resources and potential for agricultural development in the South Lebanon are limited and steps are to be taken to **gradually diversify sources of employment and income**. Emphasis will also be placed on promoting non-agricultural activities specifically in the construction, crafts, retailing, tourism and leisure sectors. Particular attention will be paid to the role of women and ways in which their contribution to the economy of the region can be enhanced.

Economic revival and diversification will not succeed unless accompanied by the **human development** of the local community and **social rehabilitation**. The programme therefore will contribute towards meeting the basic needs of the local communities in terms of primary education, occupational training, health care, housing and social welfare. Thus, the development of human resources and the possibility for all to gain access to the basic services provided will be two fundamental concepts underpinning the activities planned in connection with the Programme.

(iv) Main components of the Programme

The Programme will be designed for a three years duration. Operations will focus on the UNIFIL area and the Tyr pocket.

To achieve its ultimate objective of sustainable long-term development for the region, the Programme will have to modernize the infrastructure, create a favorable environment and develop the necessary human resources.

The rehabilitation of a wide range of public services infrastructure (energy, water, sanitation, primary health, basic education) will indeed be a major component of the Programme. These rehabilitation works will be undertaken directly by the Government.

In parallel, social and economic development activities will be implemented in order to improve the quality of basic services and to diversify and improve the non-agricultural income and small and medium-sized farmers' income in the region. A small-scale institutional credit system will be introduced to inject into the local economy the necessary resources for stimulating local initiatives. The Programme will promote applied research and agricultural advisory services, the transfer of technology and know-how, and a systematic approach to agricultural development. Assistance will be provided for marketing and processing agricultural products and setting up production facilities. If appropriate, Programme components will expand on-going activities promoted by the UN system in the area (UNDP, UNICEF, FAO, World Bank). Opportunities for environment management and natural resources conservation will be enhanced.

Programme support activities, such as credit management, macro-economic planning, strengthening local government and civil society structures, or management and coordination of external assistance, will be as well provided.

(v) Beneficiaries of the Programme

Whereas the Programme will benefit in priority poor and disadvantaged households, the immediate attention will be to families which have directly been affected either physically or in their belongings by the April 1996 military attacks. This comprises roughly 20,000 families, of which 6,000 to 7,000 families have suffered damage to their housing units. The Programme will focus and benefit also small and medium-sized farmers through enlarging their economic opportunities, and will give specific attention to drawing women into the economy. Women are socio-economically disadvantaged and will benefit from the Programme as a whole in addition to being regarded as a target group for particular activities. By stressing the primary role of women in cultural and economic transformation, the Programme is responding to a concern within the local population and acknowledging the crucial place of women in the process of the region's social development, women being in the front line where responses to health care, education, management and organization are concerned. In addition to women, other vulnerable and disadvantaged groups will be targeted through social rehabilitation programmes.

The Programme will benefit as well managers and stakeholder in local government and local civil society organizations. These will be targeted through activities that will

rehabilitate and strengthen their roles and will offer them opportunities to develop their communities and groups. Field visits and meetings with the local population have confirmed the rather good organization level of all development stakeholder, most often according to their professional activities, i.e. fishers association, trade-union of nursery owners, etc.

b. Institutional framework and management arrangements

The High Relief Committee (HRC) is entrusted with general direction, management and coordination of the emergency relief effort and with ensuring monitoring and financial control of the relief operations.

The HRC, presided over by the Prime Minister, comprises representatives of government institutions and agencies concerned with humanitarian needs. The HRC can decide to associate the Lebanese Army to the planning and implementation of its operations. The Lebanese Army has been requested to conduct a comprehensive assessment of the damages caused to housing and economic activities following the April 1996 military attacks. Support will be provided through the Ministry of Social Affairs and the local social development centres in a complementary manner, to individual and community initiatives. The Ministry of Public Health manages medical assistance through the network of regional hospitals and of public and NGO dispensaries. The Ministry of Hydraulic and Electric Resources ensures supply of water to towns and villages in need. The reconstruction of damaged infrastructure is subcontracted through the Council of the South in coordination with line ministries. About USD 50 million have been disbursed yearly through the Council of the South.

Programme management and coordination will be undertaken through the High Relief Committee with implementation of activities directly sub-contracted to institutions in the area, in particular NGOs, private sector, and line ministries. UNIFIL, through its humanitarian cell, may implement some activities. In this respect the Government will nominate a National Programme Coordinator who will be entrusted with the management of activities right from the beginning of the Preparatory Assistance. At the local level, he will receive full support from a Management Team composed on national experts and, if needed, of international expertise. The Management Team will be a light field structure created to support the central management and coordination role of the HRC, to supervise, monitor and control implementation, provide guidance, and to develop new initiatives.

c. Funding for the Socio-Economic Rehabilitation Programme response

Funding for the preparatory stage will be made available by UNDP, the Netherlands, AGFUND, with a contribution in kind from the Government. Funding for the full programme will be contributed in part by the Government. It is anticipated, that in addition to the investment by the Government in the rehabilitation and development of the public infrastructure, up to \$ 10 million will be required annually during a period of three years for social and economic development activities, to make a significant impact. Bilateral and international donors will be invited to contribute to the overall resource requirements through a resource mobilization platform to be established.

The UN agencies have concluded that immediate assistance to South Lebanon has

become of increased priority, and region-specific additional resources are to be raised. FAO has anticipated that approximately \$ 400.000 could be made available under TCP resources. UNDP will draw on its global resources in Countries in Special Development Situation to finance the Preparatory Assistance, to finance the support needed to execute the Programme; and to finance the implementation of projects at the community and regional levels. \$ 1.5 million is a reasonable target for UNDP contribution to the overall requirements.

### 3. Sustainability of Programme Impact

**Economic factors:** Whether sufficient budgetary and financial resources will be available to meet recurrent costs after completion of the Programme will largely depend on the degree to which local government capacity is restored and on the operation of the national agricultural credit bank, the efficiency of the community associations and professional farming organizations strengthened in the meantime and the level of interest shown by the private sector in reviving the region's economy.

**Environmental factors:** The Programme will be formulated and implemented using the entire range of environmental management tools currently available, from environmental overviews through environmental impact assessment, whenever applicable, in order to minimize the Programme's adverse effects and maximize its potential benefits to the environment.

**Technological factors:** Some of the Programme activities will focus on the transfer of new technologies, especially in the areas of farming techniques, renewable energy sources and agro-industrial processes. The extent to which these technologies are assimilated by the beneficiaries will partly depend on the degree to which they take account of the constraints operating in the region.

**Institutional factors:** The process of the reform of the Lebanese government authorities needs to be counterbalanced by furnishing the Programme with a flexible institutional mechanism with considerable decision-making power which is capable, where necessary, of influencing the policies and legislation and overcoming the problems of inter-ministerial coordination.

## C. Context

- The 1992 report of the Secretary General of the United Nations *An Agenda for Peace* describes how important post-conflict peace-building efforts are for peacemaking and peace-keeping operations to be truly successful. *An agenda for Peace* further states that implementation of emergency humanitarian assistance, support for the transformation of deficient national structures and capabilities, and for the strengthening of new democratic institutions, promotion of formal and informal processes of political participation as well as cooperative projects, contribution to economic and social development, are some activities which will tend to strengthen and solidify peace, and can prevent the recurrence of violence among nations and peoples.



- The current UNDP Country Programme for Lebanon defines three areas of concentration. One of these priority areas focuses on *economic revitalization through a balanced sustainable development*. The emergency rehabilitation of South Lebanon will support a balanced development approach, both geographically and at the sectoral level. At present, the only on-going project in that area as part of the country programme is an FAO-executed project to upgrade the olive production through technology transfer and strengthening of local research and extension services (LEB/91/002). The emergence of peace and stability in South Lebanon will pave the way for a major rehabilitation and development effort. It exposes the crucial need for the immediate rehabilitation of the area. In view of the weak institutional and human resource base in a long-suffering and deprived region and given the limited resources of the Government, international support in terms of technical and material assistance is required to stimulate and motivate the population and to upgrade and expand institutional capacity. UNDP has the experience and expertise to manage, coordinate and facilitate an emergency rehabilitation effort.

- UNIFIL, through efforts of its own, mobilizes Governments from troop-contributing countries to provide resources to meet some of the most urgent needs of the local population. These activities are considered by UNIFIL as a key component in the success of the peace-keeping mission, through the creation of a certain dialogue between battalion soldiers and the local population. In addition to the provision of direct services in the area (such as electricity, school repairs, medical aid, health care, engineering works), UNIFIL activities benefit indirectly to the local economy (employment, purchase of equipments and miscellaneous expenditures). In addition to the annual expenditures of UNIFIL troops in the programme area, a total of USD 50,000 is raised annually from some of the home governments (Norway, Finland) for their battalions to implement humanitarian small-scale activities in their respective areas of operation.

- Some other initiatives were undertaken by the UN system following the military operations in South Lebanon end of July 1993. Further to an inter-agency emergency humanitarian needs assessment mission fielded in August 1993, a USD 5 million Habitat Emergency Housing Reconstruction project was designed and implemented, financed from the Central Emergency Reserve Fund. In parallel, a USD 1,3 million FAO/OSRO project was designed and approved to provide to farmers of 26 villages agricultural inputs and equipments and extension services. As part of this project, a revolving fund was set-up, and it is expected that the Ministry of Agriculture will allocate an operations budget to continue activities after project completion. UNICEF has also been a major operator in South Lebanon, with the implementation of a number of projects dealing with the education, health, water and waste sectors.

- During the latest crisis in April 1996, the humanitarian response of the UN system has been immediate and effective. WFP released urgent food requirements valued at US\$ 284,000. UNICEF provided from existing stocks essential drugs and water sterilization tablets, and also allocated US\$ 64,000 to procure small equipment to centres where displaced families took shelter. UNDP allocated an initial US\$ 50,000 for cleaning kits, plus an additional sum of US\$ 150,000 for programmes involving displaced and affected persons. UNESCO provided US\$ 50,000 through UNDHA/UNDP, and made a contribution of education materials and school books for children of displaced families. UNHCR has procured relief items valued at US\$ 100,000. WHO supplied medical kits valued at US\$

95.000. UNHHA dispatched two aircrafts to Beirut with relief supplies made available by the Italian Government.

- The World Bank has announced that a mission will be fielded in order to assess the needs for emergency relief and humanitarian assistance, and the damage to infrastructure, particularly in the water, power, and road sectors, and for which the Bank foresees possible elements of a response. This Task Force will also look at the possibility of restructuring the existing World Bank portfolio so as to better address the situation in Southern Lebanon.

- FAO, through its regional office in Cairo, initiated the identification of possible rehabilitation projects in the agricultural/rural sector in South Lebanon. An immediate response was proposed through advisory services from the FAO regular programme on crucial issues related to fisheries, rural women, on-farm/off-farm activities, and range improvement. Another outcome of these consultancies would certainly be the formulation of a number of development projects in each one of those sub-sectors. For the short-term, the rehabilitation of both the agricultural extension and the milk collection services in the region were felt extremely necessary. In this respect a larger initiative could be launched before the end of the year 1996 drawing partially on FAO TCP resources. In the medium term, and depending on the availability of resources to implement them, a number of economic development activities could be launched with a view of creating employment for small-scale farmers, in areas such as nurseries, bee-keeping, aromatic industry, together with direct assistance through the provision of rural credit.

- Finally, many local and international NGOs are very active in South Lebanon. About 40 different NGOs were identified as being involved in the recent relief operations. Most of them do as well have projects and plans for the future. Some of these NGOs operate through a network of associations called the NGO forum. Some others work on their own, like the Makassed association, Caritas, the Lebanese Red Cross, Save the Children, the YMCA, and the AMEL Foundation.

## **D. Purpose of the Preparatory Assistance**

1. To formulate the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme, building on the elements exposed above (part B : brief outline of the development programme response), and to identify the technical assistance support likely to be required for the Government to execute smoothly such Programme. The PA will as well define the appropriate institutional set-up and implementation arrangements for both the Programme and the Programme Support;

2. To initiate the activities of the first year of the Programme and implement a number of rehabilitation projects in the agricultural, water, health and social sectors.

## **E. Description of the Preparatory Assistance**

The duration of the PA is estimated to be twelve months.

### **1. Objectives**

- a. Objective 1 To compile all national (government, NGOs) and international (multilateral, NGOs) reconstruction and rehabilitation activities in South Lebanon, and to identify priority/complementary project needs.
- b. Objective 2 To formulate the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme, to identify the technical assistance required to strengthen national capacity to execute and manage the Programme, and to ensure that a critical mass of financial resources is effectively mobilized.
- c. Objective 3 To initiate the first year activities drawing on the Netherlands Government and AGFUND contributions, and to rapidly expand them as additional resources become available.

### **2. Outputs and activities**

#### **a. Objective 1**

Output 1.1 : Inventory of all on-going or planned rehabilitation and reconstruction activities completed.

Activities :

- To compile from CDR and line ministries (e.g. Ministry of Hydro-Electric Resources) the list of on-going and planned projects for the region;
- To obtain from the Council of the South the list of on-going and planned projects;
- To collect from NGOs and UN agencies, the list of on-going and planned projects for the region.
- To process data and to produce an inventory, by sector and by category.

Output 1.2 : A complementary list of well-specified project ideas.

Activities :

- To obtain from FAO a number of project sheets for the agricultural/rural sector;
- To identify with UNICEF, WHO, and UNESCO possible rehabilitation projects in the health and education sectors;
- To review the project ideas presented in the "Assessment of socio-economic needs and assistance in the UNIFIL zone" report (1993);
- To obtain from the Council of the South details of unsatisfied requests for social and economic projects coming from the local population;
- To further identify pilot income and employment generating projects;

- To further identify pilot social development projects; and,
- To identify projects to restore operating capacity of the local government (Mohafazats, cazas, municipalities) as well as of public and non-governmental socio-economic centers.

b. Objective 2

Output 2.1 : A Document for the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme

Activities :

- To formulate a government document for the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme, according to government format and in conformity with existing national standards;
- To conduct an environmental overview of the programme and to develop an environmental management strategy of local natural resource which will allow the Programme Management Team to minimize the adverse effects and maximize opportunities of programme activities.

Output 2.2 : An adequate institutional set-up

Activities :

- To identify and make an inventory of existing local community organizations (unions of farmers, cooperatives, associations, etc.);
- To secure human resource expertise in the main areas of intervention; and,
- To design an implementation mechanism and arrangements, involving the local authorities, the local population, UNIFIL, and NGOs.

Output 2.3 : The Programme Support Document (PSD) and the Programme Support Implementation Arrangements (PSIAs) completed

Activities :

- To identify the national capacity requirements for implementation of the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme;
- To propose capacity-building targets for UNDP support;
- To recommend an executing agency;
- To formulate a PSD for the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme;
- To formulate the respective PSIAs, according to UNDP guidelines on the programme approach; and,
- To participate in the local appraisal process of the PSD and PSIAs.

Output 2.4 : A critical mass of financial resources mobilized

Activities :

- To establish the preliminary contacts with potential additional bilateral donors (Sweden, Austria, France, etc.) and multilateral agencies;
- To assist the High Relief Committee and international donors in discussions regarding their financial contribution in the Programme; and,
- To organize an international donor meeting (?)

c. Objective 3

Output 3.1 : Small-scale credit delivered to entrepreneurs and farmers

Activities :

- To explore possibilities of strengthening the existing NGO-programmes of small-scale credit for rural women;
- To prepare for the replication of the credit system used in the Baalbeck-El Hermel Programme, through adapting it to the situation prevailing in South Lebanon :
  - . review of the financial arrangements of the credit component, with an agreement between a government institution and a local commercial bank. Opening of loan account (L.L), collection account (L.L), and revolving fund account (US\$), according to the Lebanese banking system regulations;
  - . review eligibility criteria and procedures for lending and discuss them with beneficiaries;
- Provided that funds for credit activities are made available, to train local national officers on the proposed agricultural credit scheme, to collect loan applications, ensure credit worthiness of applicants and compliance with rules and regulations of the proposed credit scheme, and to start releasing approved loans and supervising loan implementation.

Output 3.2 : A number of sub-contracts to implement immediate assistance in the social and economic sectors.

Activities :

- To prioritize with the local population a number of formulated small-scale rehabilitation projects. Project ideas for consideration (indicative and not exhaustive):
  - development of dryland fruit tree farming (olive trees, etc.)
  - support to milk collection services and small ruminants production (goats)
  - development of bee-keeping and fisheries
  - Support to nurseries and aromatic sub-sector
  - establishment and development of youth clubs and sports facilities at village level
  - strengthening and developing of components of primary health care programmes
  - municipal environmental programmes, including reforestation
  - support for education for peace and development programmes through formal and informal channels
  - provision of equipments for small-scale reconstruction activities
  - technical support to low-cost housing construction and reconstruction;
- To identify the most suitable implementation channels; and,
- To initiate the project(s) through sub-contracting implementing agents.

### 3. Inputs for the Preparatory Assistance phase

- |    |  |                   |
|----|--|-------------------|
| a. | UNDP/Third-Party Cost-sharing inputs :         |                   |
|    | Ad-hoc international expertise, 3 w/m :        | USD 45,000        |
|    | Administrative Support :                       | USD 12,000        |
|    | National Expertise :                           |                   |
|    | - Agro-economist                               | USD 24,000        |
|    | - Civil engineer                               | USD 24,000        |
|    | - Health specialist                            | USD 24,000        |
|    | - Ad-hoc experts                               | USD 30,000        |
|    | Ad-hoc sub-contracts :                         | USD 20,000        |
|    | Training :                                     | USD 21,000        |
|    | Equipment related to priority projects:        | USD 180,000       |
|    | Sub-contracts to implement priority projects : | USD 600,000       |
|    | Miscellaneous :                                | <u>USD 20,000</u> |
|    | Total :  | USD 1,000,000     |
- b. In kind contributions :
- The Government of Lebanon will provide the PA team with an office in Tyr and sub-offices in the UNIFIL area.
  - The former FAO/OSRO project will to the maximum extent make transportation and other facilities available to the PA team.
  - The UNDP-supported Baalbeck-El Hermel Regional Development Programme will make available some experts, particularly for credit management and agricultural development.
  - Whenever necessary, UNIFIL will provide escort and additional transportation for the PA team.

### 4. Institutional arrangements

The National PA Coordinator, nominated by the Government, and PA Management team members will be responsible to the UN Resident Coordinator and UNDP Resident Representative in Lebanon. They will work in close coordination with the Government of Lebanon, namely the High Relief Committee, the Council of the South, the Council for the Development and Reconstruction, and the Ministry of Municipalities and Rural Affairs. A national PA counterpart will be nominated by the Government to represent the Government in the PA team.

A Review meeting will be held upon completion of the Preparatory Assistance phase with participation of Government, UNDP, other UN agencies, and some representatives of the local authorities and community. This review meeting will evaluate the Preparatory Assistance, discuss and make recommendations for the finalization of the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme Document.

Subsequently, a Programme Appraisal Committee (PAC) meeting will review and, if acceptable to all parties concerned, approve locally the PSD and PSIAs.

**F. Consolidated budget for the PA** (see following pages)

## **Annex 1. Terms of Reference** (to be further developed)

### **1. National Coordinator**

Duty Station : Tyr, South Lebanon

Duration : 12 months

On behalf of the High Relief Committee and in close coordination with the UN Resident Coordinator and UNDP Resident Representative, the National Coordinator will be responsible for undertaking activities and achieving outputs as mentioned in section E of the Preparatory Assistance document.

More specifically, he/she will :

- assign tasks to the national consultants of the team
- lead discussions with the Government agency in order to obtain all necessary information
- lead the selection process of priority projects
- draft the government document for the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme
- recommend on the Programme execution/implementation/management arrangements
- draft the PSD for the Southern Lebanon Post-Conflict Socio-Economic Rehabilitation Programme, and the respective PSIAs
- arrange for and participate in the Review meeting and in the local Project Appraisal Committee meeting. Finalize documentation as requested by the above two meetings.
- liaise with international donors
- supervise and monitor the implementation of the sub-contracts

Qualifications :

At least 15 years of operational experience. 5 to 10 years in relief assistance, at the management and operational level. Experience in writing Programme document for the UN system. Experience in the middle-east region would be an advantage. French, Arabic and English mandatory.

He/she will be assisted in his tasks by the services of the following national consultants :



**2. National socio-economist**

Duty Station : Tyr, South Lebanon

Duration : 2 months

The national consultant specialist in socio-economics will undertake activities related to his field of expertise, as assigned to him by the National Coordinator.

More specifically, he/she will :

- identify projects restoring the minimal operating capacity of the local government as well as of public and non-governmental key socio-economic centers
- identify non-agricultural pilot income and employment generating projects and social development projects
- recommend an implementation mechanism involving the local population, UNIFIL, the local authorities and NGOs

Qualifications :

Socio-economist with at least 10 years of experience, more at the field level rather than at the academic level. Experience of project formulation necessary. Fluent Arabic, French, and English.

**3. National agro-economist**

Duty Station : Tyr, South Lebanon

Duration : 2 months

The national consultant specialist in agro-economics will undertake activities related to his field of expertise, as assigned to him by the National Coordinator.

More specifically, he/she will :

- liaise with FAO and participate in the further formulation of project proposals
- identify pilot agricultural income and employment generating projects
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Qualifications :

Agro-economist with at least 10 years of experience in agricultural field, with particular emphasis on marketing, cooperative, mechanization. Familiar with UN procedures. Arabic, French, English.

**4. National credit officer (from LEB/92/016)**

Duty Station : Tyr, South Lebanon

Duration : 3 months

The national consultant specialist in credit, under the supervision of the International Team Leader, will be responsible for undertaking activities related to his field of expertise, as assigned to him by the team leader. He will also benefit from back-stopping from the Programme Manager of the Baalbeck-El Hermel Programme.

More specifically, he/she will :

- To explore possibilities of strengthening the existing NGO-programmes of small-scale credit for rural women;
- To propose an adaptation of the credit system used in the Baalbeck-El Hermel Programme to the situation in South Lebanon : establish the needed financial arrangements of the credit component, through an agreement between a Government agency and a local commercial bank. To open a loan account (L.L), a collection account (L.L), and a revolving fund account (US\$), according to the Lebanese banking system regulations; scrutinize, refine eligibility criteria and procedures for lending; discuss the proposed criteria and procedures with target groups, and pre-test loan applications, loan contracts, promissory notes, etc.)
- If applicable to train local national officers on the proposed agricultural credit scheme, and initiate the collection of loan applications, ensure credit worthiness of applicants and compliance with rules and regulations of the proposed credit scheme

**5. National environment specialist**

Duty Station : Tyr, South Lebanon

Duration : 3 weeks

The national consultant specialist environment management, under the supervision of the International Team Leader, will be responsible for undertaking activities related to his field of expertise, as assigned to him by the team leader.

More specifically, he/she will :

- prepare position papers for the Environmental Overview of the Programme (EOP) and elaborate the adequate Environment Strategy (MS), as recommended in UNDP guidelines for environment management and sustainable development.

Qualifications

At least 10 years of experience in environmental management in Lebanon. Previous experience on EOP/MS recommended, as well as familiar with UN procedures. Arabic, French, English.

**COMMENTS**

1. Section B.1: Analysis of the development problem is rather a description of the situation.
2. Section B.2.a.(i): Expected impact. As the goals and areas of intervention are not sharply defined, it is difficult to envision implementation in terms of targets to be achieved.
3. Section B.2.a.(v): Beneficiaries. It is necessary to review the section and attempt to identify the different categories of beneficiaries.

Republic of Lebanon  
Office of the Minister of State for Administrative Reform  
Center for Public Sector Projects and Studies  
(C.P.S.P.S.)