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**COUNCIL FOR
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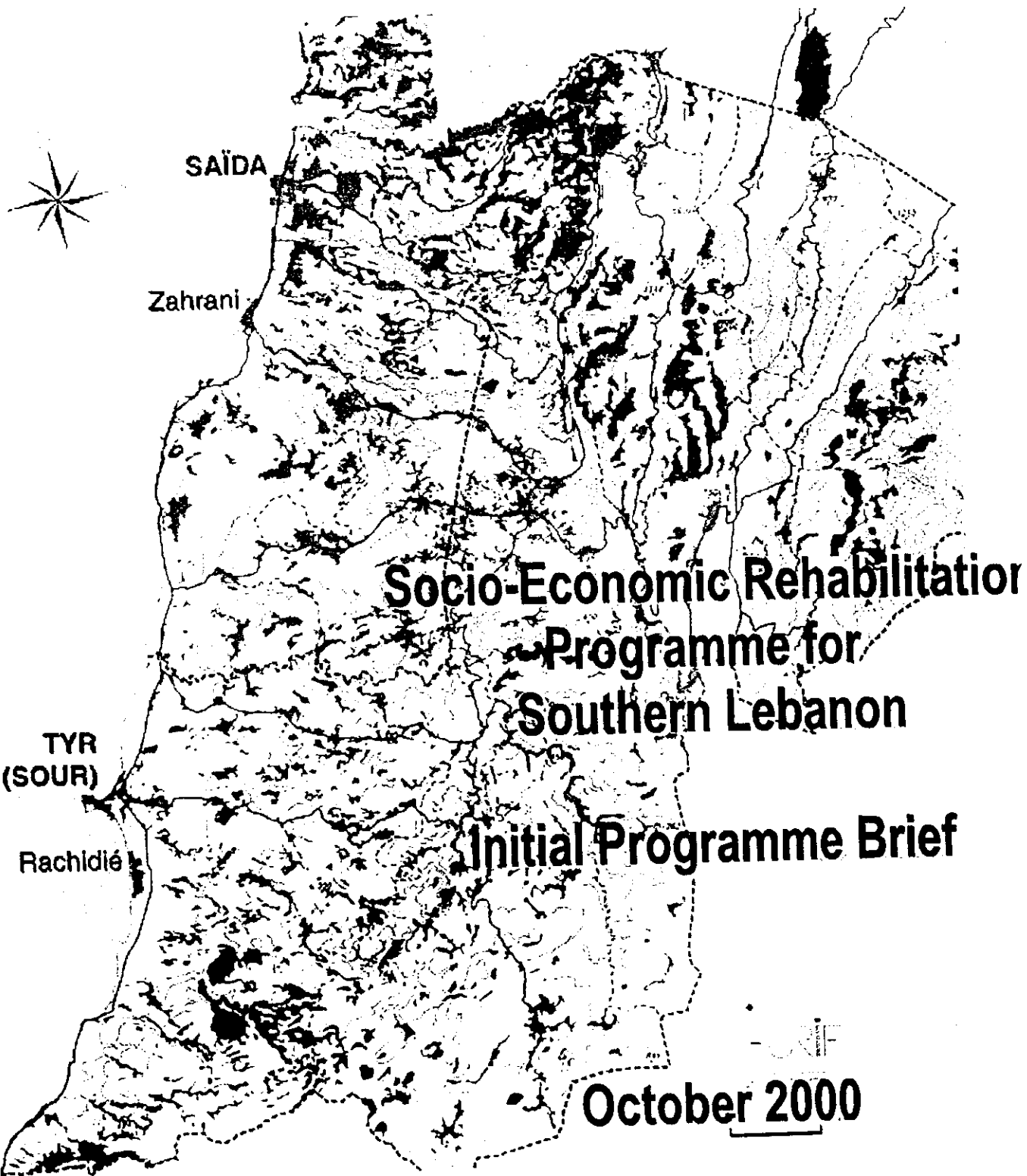


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A. Background

I. *The Regional Development Programme for Southern Lebanon*

Following the Israeli attacks in 1996, the Government of Lebanon, assisted by the United Nations Development Programme (UNDP), launched the preparatory stages of a development programme in the region south of the Litani river. This preparatory assistance phase of the project, completed in 1999, consisted of two main components: the rapid implementation of a number of socio-economic pilot priority projects, and the preparation of a regional development strategy document for post-conflict recovery and rehabilitation in the region.

The priority project component aimed at implementing a financial assistance package through strengthening existing and well established socio-economic initiatives in the region. Adopting a community-based approach in identifying project interventions, this component saw the implementation of 25 project with a total budget of around \$1 million and a total number of 1400 direct and 76000 indirect beneficiaries. The project supported initiatives targeting low-income disadvantaged social groups severely affected by the prevailing hostilities in the region of deployment of the UNIFIL forces and the Tyre pocket. The project component also tested the capacity of local governmental and non-governmental organizations to implement local socio-economic initiatives.

The formulation of the regional development programme was initiated in April 1998. The Regional Programme identified the main elements of sector-specific strategies for the development of the different sectors to promote the gradual diversification of the sources of employment and incomes. The strategy underlined the following major points, in support of a central rationalized approach by the Government for the development of the region.

- a) The five cazas most affected by military conflict and Israeli occupation encompass about 270,000 inhabitants or 7% of the Lebanese population, of whom 22% are in the former occupied territories. The inhabitants of these cazas live in precarious economical conditions: activities related to the war economy represent about one third of the total household income, and one fourth of the households live on a monthly income less than \$300 for an average family of 4.8 persons. Social problems related to the conflict were compounded, especially problems related to the return of the displaced, orphans, disabled, and freed prisoners.
- b) Current policies of social support and emergency assistance should evolve to become a long-term development strategy, within a coherent vision and an integrated developmental approach.
- c) The development potential of South Lebanon was evident: the availability of water, its touristic and natural wealth, the dynamism of its inhabitants, and its geographic location. All of these factors projected a region with a prosperous future once the occupation ended. It was important, though, at this stage, to preserve this potential and to initiate, as soon as the situation permits, important projects with substantial means to consolidate the post-conflict situation with socio-economic progress.
- d) The region had to overcome some structural constraints before embarking on its full development path: its conflict-evoking image, a situation that prevents it from being fully developed, the presence of minefields, weaknesses in the agricultural and other productive sectors, and the absence of adequate infrastructure for industry and tourism, are among these.

- e) The region faces several challenges, especially the need to generate thousands of jobs to ensure a source of living for the residents and returnees, and to substitute for the income related to war activities.
- f) The strategy refers to the need to establish effective coordination mechanisms to promote dialogue between the government, the private sector and civil society, for collective action within a comprehensive, integrated framework for sustainable human development. It will also serve as the basis for a meaningful resource mobilization mechanism for the region.

The development strategy outlined four main axes for intervention: socio-economic development (led by CDR), infrastructure and services (led by CDR), assistance to victims (led by CS) and mine clearance (led by the Lebanese army). The strategy also emphasized that in the short to medium term, CDR would be the executing agency for the post-conflict rehabilitation programme, carrying out tasks related to relations with the financial backers and the institutional partners, yearly planning adjustment for the development programme, monitoring progress, and coordinating infrastructure works.

As the strategy presented a coherent vision for the development of southern Lebanon, striving to orient and rationalize the efforts currently undertaken by the Lebanese government, it became the framework for assistance for the region following the Israeli withdrawal in May 2000.

II. Donor Conference for the Reconstruction and Development of southern Lebanon

The Lebanese Government convened a donors' meeting in Beirut on July 26-27, 2000 to launch the process of coordination of international support for the reconstruction and rehabilitation of southern Lebanon. The Lebanese Government hosted and chaired the event, supported by the UN system under the leadership of UNDP. This donor meeting initiated a three-staged process:

- a) The donor event that brought together donor representatives (at the ambassadorial level) and representatives of regional institutions presented a coherent overview of the macro-economic and institutional issues in Lebanon, as well as the post-withdrawal needs of southern Lebanon. Potential project ideas were made available at the conference for donors' subsequent consideration. Overall, the meeting provided an opportunity for the Government to initiate a dialogue with partners on the pressing needs of the region, project priorities and delivery mechanisms. This start-up event was about commitment and support from the international community for the rehabilitation, reconstruction and development of southern Lebanon.

The meeting concluded with important results stressing the geo-strategic importance of southern Lebanon, reaffirming that the development of the region is primarily the responsibility of the Lebanese government, and stressing the importance of collaboration with organizations of the civil society and the private sector. The meeting further decided that urgent needs would be discussed on a bilateral basis with donors. Finally, the meeting constituted a tri-partite preparatory committee, consisting of representatives of the Arab Fund for Economic and Social Development, the World Bank and UNDP, to work with the Inter-ministerial Committee on devising a strategy for a second donor meeting, including the establishment of a coordination mechanism that would result in specific fresh funding for the development of the region.

- b) The second phase of the process was intended as a consolidation of the involvement of the international community through meetings and consultations on proposals for collaboration, strengthening cooperation mechanisms and setting institutional arrangements. The period between July and October was to be used by the Government to implement agreed-upon activities, ensure non-duplication and involve non-governmental organizations and the private sectors at the national and international levels in the reconstruction of southern Lebanon. It also enabled the Lebanese government to prioritize the needs and the proposed interventions, revising its 5-year development programme for southern Lebanon.
- c) The final phase of the above-mentioned process includes convening a follow-up donor conference to announce pledges and to establish a coordination mechanism, which is to ensure transparency, accountability and agility in the management of received funds.

B. Current Development Context: Socio-Economic Rehabilitation Programme for Southern Lebanon

Based on the recommendations of the regional development strategy and its socio-economic development components, UNDP and the Council for Development and Reconstruction (CDR) jointly launched a programme of support for post-conflict socio-economic rehabilitation in southern Lebanon. The overall programme targets the following main areas:

- (a) support to economic development, through industrial enterprise development, and agriculture development;
- (b) support to tourism, rehabilitation of natural resources and sites, through preservation of historic and archeological sites, and natural sites, and capacity building and training of human resources;
- (c) support to basic social services at the community level, including provision of water, sanitation, solid waste management, education and health;
- (d) support to rehabilitation of human resources and social integration, through professional training and economic integration of the youth, and economic integration of marginalized groups such as the displaced, ex-militia, and freed prisoners;
- (e) strengthening civil society organizations, especially cooperatives, through supporting the creation of new CBOs, NGOs and cooperatives, training, and networking;
- (f) support to institutional strengthening of local government capacity, especially municipalities, through training and capacity building, networking and coordination, programme development and resource mobilization;
- (g) support to resource mobilization through realization of needed technical studies, GIS and database systems, and information and communication technologies.

Given the resources available for the programme at this stage, and the need for impact and viability, several strategic interventions, within the areas outlined above, fitting the articulated needs of southern Lebanon, were identified for immediate action. Part of these interventions will be carried out in partnership with specialized UN Agencies, whereas others will be implemented by the Programme in cooperation with local actors and implementing agents. Thus, in its initial phase of operation, the Programme will focus on the following sectors of intervention:

- a) Reintegration and rehabilitation of former detainees;
- b) Support to income-generating activities and enterprise development;
- c) Support to local mobilization and local capacity building;
- d) Youth mobilization, reintegration and reconciliation activities;
- e) Regional information management system.

Several initiatives are being pursued with sister UN Agencies, and these include, in principle, the following:

- a) Cultural heritage preservation and economic livelihoods through the promotion of tourism (in cooperation with UNESCO)
- b) Vocational training, rehabilitation of human resources, and business development (in cooperation with ILO);
- c) Community technology access centers (in cooperation with UNESCO);
- d) Support to demining including capacity building, mine awareness and mine victims assistance (in cooperation with UNMAS, UNIFIL, UNICEF, UNESCO, and WHO).

During its initial period of intervention, and within available resources, the programme will focus its interventions in the former occupied areas and the bordering strip within the Cazas of Bint-Jbeil, Marjeyoun, and Hasbayya.

C. Project Briefs

I. *Reintegration and Rehabilitation of Former Detainees*

Background and Justification

It is estimated that more than 1,500 persons were detained by the Israelis and the Southern Lebanon Army (SLA) during its occupation. Since 1978, an institutionalized system of imprisonment was adopted by the Israeli Army and the SLA, especially in a detention center within the former occupied zone (in Khiam), and at times in Israel. At the beginning of 1999, the detention center in Khiam numbered about 100 detainees, in addition to more than 200 detainees in Israeli prisons..

It has been documented that throughout their detention, prisoners were subjected to regular violence and torture during the continuous interrogations. The Khiam prisoners suffered from lack of nourishment while living in appalling sanitary conditions. Most of the prisoners suffer from irreversible health problems, including both mental and physical traumas related to their isolation. A deep loss of morale has made social and professional integration more difficult and it is compounded by immediate economic problems- long years of detainment have eroded both experience and learning opportunities.

After the end of the occupation, the Government of Lebanon took the decision to provide allowances to liberated detainees as well as to families of detainees. Partial financial aid has been granted for a limited duration to freed detainees through the Council for the South¹ and some non-governmental organizations (NGOs)². However, freed prisoners are job seekers with limited competence and are in need to feel reintegrated and recognized in the society. On May 10, 2000, the Lebanese Government formed an inter-ministerial Committee³ charged with the responsibility of recommending effective mechanisms for the social and economic reintegration of the former detainees. The ultimate aim of the Committee is to launch a process that will ensure the smooth reintegration of ex-detainees into normal life, thus contributing to stability and reconciliation while permitting the creation of more efficient security organs. Within this context, the Ministry of Economy, as the lead government agency in the inter-ministerial committee, called on UNDP, the World Bank and the European Union to assist in the formulation and funding of a project for the socio-economic rehabilitation and reintegration of former detainees. Hence, the current project initiative forms part of the overall programme of the Lebanese government for the reintegration and rehabilitation of former detainees.

¹ \$270 per month to each prisoner during his/her detainment and for the year following his/her liberation. In addition, \$300-\$1000 sums were paid at the time of liberation to compensate for losses or irreversible disability suffered as a result of detainment. In addition, the Council covers hospital fees for medical care upon liberation.

² NGOs such as the International and Lebanese Red Cross, the Committee for Follow-up on Detainees, Amnesty International, intervene for information dissemination and the mobilisation of the public opinion on issues related to the detainment.

³ The Committee encompasses the Ministries of Economy, Health, Information, Telecommunications, Social Affairs, and the Ministry of State for Administrative Reform. The first task of the Committee is to complete the survey launched by the Ministry of Social Affairs.

Project objectives and beneficiaries

The overall objective of the rehabilitation and reintegration project is to ensure the smooth reintegration of former detainees into normal life to enable them to contribute to national reconciliation and economic recovery. The project has the following specific objectives:

- a) to remove the medical, psychological, educational and professional barriers to economic and social reintegration;
- b) to enhance the employability of ex-detainees and their access to the labor market.

The rehabilitation and reintegration project will target 1,000 former detainees imprisoned between 1980 and 2000, when the detention period is longer than one year. Sequencing of the beneficiaries will be based on available financing. A comprehensive socio-economic survey of former detainees, currently being undertaken by the Ministry of Social Affairs, will provide detailed information on the social and economic status of detainees and their families, including demographic characteristics, educational and health status, marketable skills, access to resources and aspirations.

Implementation

The *preparatory stage* includes the finalization of the socio-economic survey on the ex-detainees currently being carried out by the Ministry of Social Affairs. The survey will ensure the collection of data on the current socio-economic status of each individual, identify their needs and aspirations to refine rehabilitation and reintegration project. Given the different profiles, needs and aspirations of the ex-detainees, the project will cover two main components:

- (a) the social reintegration component covering education and training, wage employment, medical rehabilitation, social and psychological counseling;
- (b) the economic reintegration component covering income-generating activities (agricultural and non-agricultural) and a micro-credit scheme to finance these activities.

(a) Social Reintegration

The social reintegration component will cover medical rehabilitation treatment, social and psychological counseling services, professional and vocational training for the non-skilled or semi-skilled persons; and literacy education for illiterate persons.

a-1 Medical rehabilitation/treatment services

Some of the former detainees require medical rehabilitation and/or specialized treatment to enable them to become economically active. The disabled will need physical aids. Medical screening by a team of specialist doctors will be provided to determine the nature of disability or illness and the necessary medical rehabilitation or follow-up treatment needed.

a-2 Social and psychological counseling

The Project will provide social and psychological counseling services needed by former detainees as they settle down into normal life. These services will be coordinated with the Ministry of Health and will work closely with the local Community Development Centers of the Ministry of Social Affairs and specialized NGOs.

a-3 Vocational training services

Vocational training will prepare former detainees with no or low education level and skills for the job market or for self-employment. Training will be executed through the National Committee for Vocational and Technical Education of the Ministry of Labor, which offers market-oriented skills training at various levels through mobile training units to cater specifically for the vocational training needs of ex-detainees and the needs of the labor market. NGOs offering specialized training courses for the disabled will also be supported.

a-4 Educational services

Some of the former detainees are young people who were imprisoned at a young age, and are either illiterate or barely literate. These will undergo literacy training as needed.

a-5 Job search assistance

Ex-detainees with no skills or low level of education have little chance of securing wage employment in Lebanon's competitive labor market, especially in the formal sector. The public service currently employs more persons than needed, which means that there will be very few job prospects in the public service. Likewise, there are also limited possibilities for employment in the private sector. The Project will provide the necessary guidance to job-seekers, starting with an information package on the current job prospects, in coordination with the National Employment Office.

(b) Economic Reintegration

Economic reintegration requires financial support in form of grant or credit to enable the ex-detainee and his/her family to engage either in agricultural or non-agricultural micro and small-scale income generating projects. The credit or grant will be used to purchase capital equipment and other facilities needed to start income-generating projects.

Agriculture may constitute an important economic activity for former detainees, some of whom may want to go into micro and small-scale commercial farming or animal husbandry. There is also an added potential in non-agricultural micro enterprises, such as agro-processing tourism, handicrafts, metal works, electrical works, carpentry, trading, etc. Most ex-detainees have no credit worthiness since they have not been exposed to the business world and have no collateral (fixed or immovable assets) to offer as a guarantee. Furthermore, commercial banks prefer to deal with large businesses to reduce the loan management costs and the associated risks. Thus, the former detainees will, in most cases, be looking for small credits, may not qualify for loans from the commercial banks.

Hence, the project will contribute to the establishment of a revolving credit fund. Former detainees will also be assisted in the preparation of feasible project proposals for appraisal and financing under the scheme. The micro-credit scheme should also train former detainees on micro project planning, management and financing. Training elements should include entrepreneurship, project cycle, project management, guidance on available opportunities for micro and small scale businesses; and business financing.

Indicative Project Budget (US\$)⁴

Sbln	Description	Total ⁵	2000	2001	2002	Secured financing	To be secured
020	CONTRACTS						
	Social integration						
	Medical rehabilitation	250,000		250,000			250,000
	Social and psychological counseling	200,000		200,000			200,000
	Vocational training	200,000		100,000	100,000		200,000
	Educational services (literacy training)	50,000		25,000	25,000		50,000
	Job search assistance	50,000			50,000		50,000
	Economic Reintegration						
	Establishment of revolving fund	1,000,000			1,000,000		1,000,000
099	BUDGET TOTAL	1,750,000		575,000	1,175,000	0	1,750,000

⁴ Excluding personnel and operating costs

⁵ total funds to be mobilized

II. Support to Income-Generating Activities and Enterprise Development

Background and Justification

Job creation is one of the major needs in the region. The urgency of economic revitalization is compounded by the fact that many individuals who migrated from south Lebanon as a result of the conflict will seek to return in the months following the Israeli withdrawal, requiring even greater job creation. Furthermore, thousands of families in the former occupied region used to earn their living from jobs linked to the war economy (employment in the Southern Lebanese Army, working in Israel, etc.). Creation of sustainable employment, and thus sources for household revenue, is both the immediate goal and the readily measurable indicator for the success or failure of this project, even in the context of further economic development of the region. The proposed economic development of southern Lebanon is uniquely difficult in that the dire economic situation was brought on by a long-term regional conflict, which has decreased economic capacity by destroying essential economic infrastructure, isolating the regional economy and by creating non-investment-oriented economic activity.

Project objectives and beneficiaries

The general objective of economic development component of the Programme in South Lebanon is two-fold: to create jobs required for the economic sustenance of households in the short term, and to facilitate a sustainable development of economic activities in the long run. Hence, this project aims at generating productive employment in southern Lebanon through developing industrial and tertiary enterprises, and researching possible opportunities for income generation and employment.

Support to enterprise development is a strategic operation that could potentially result in employing individuals on a large scale in the short run in fast start-up enterprise activities, and providing the base of economic sustainability of livelihoods for the region. This operation includes advice and support for starting up and running entrepreneurial projects, training for new entrepreneurs and other human resource development, and the facilitation of capital access to businesses. The beneficiaries of this programme component include potential small-scale entrepreneurs living in southern Lebanon. Because of the situation that prevailed after the withdrawal, priority would be given to families who lost their income after the cessation of the occupation, in addition to female headed households. Target groups are mainly small-scale entrepreneurs and other economic agents, as well as unemployed workers making the transition away from the war economy. Special attention is paid towards the role of women entrepreneurs – especially female heads of households – in the development of crafts and cottage industry based around the household. Attention will also be paid towards economic activity in the formerly occupied areas, because of the greater needs and urgency there.

Implementation

(a) Enterprise Development

The Enterprise development project, co-funded by AGFUND, will have the following implementation steps:

- i. Conducting training sessions (at least 10, each targeting an average of 30 potential entrepreneurs) on issues related to establishment of business and small entrepreneurial

activities in relation to the needs of the labor market. Training will include enterprise set-up and enterprise development.

- ii. Establishing an advisory service consisting of receiving potential entrepreneurs, supplying them with juridical support and orientation assistance. The center will provide management and business counseling services to entrepreneurs for project start up, create awareness on enterprise development, supply juridical support and orientation assistance and provide management assistance and business counseling services for project start-up.
- iii. Subcontracting NGOs, local community structures, or cooperatives for the establishment of a revolving credit fund to increase access of entrepreneurs to financial services.
- iv. Ensuring the viability and sustainability of newly established small enterprises through continued follow-up and counseling during the initial period of project start up.
- v. Following up on enterprise development through their initial year of operation and start-up activities.

(b) Support to Income-Generating Opportunities

This project component will have the following sub-components:

b1- Support to Bee-keeping

The project focuses on assistance to bee-keepers (at least 600) and their family members distributed on 58 villages in south Lebanon. The majority of these beekeepers are low-income farmers who depend on bee keeping as a secondary, yet essential, source of income and livelihood, along with traditional farming. Beekeepers articulate several of their needs, including their need for extension services, guidance, access to marketing channels, and access to financial services. In 1998, the major four groups⁶ dealing with bee-keeping in South Lebanon realized the need for building up a coordinated effort for the development of this sector, and thus constituted together the Committee for the Development of Bee-keeping in South Lebanon. In 1998, UNDP assisted this Committee through the provision of technical assistance in training on administration and feasibility studies, and equipping an extension and income-generating center to serve small beekeepers. The center currently provides training and extension services, sales of equipment and materials for bee-keeping, and assistance for marketing of produce through exhibitions and marketing outlets, as well as conducting studies and extension services to improve the quality of honey and other bee products.

The current intervention aims at facilitating the access of bee-keepers to financial resources through the provision of micro-finance assistance. The envisaged outputs of this intervention include an increase in the access of bee-keepers to financial services (target 80-100 bee-keepers @ micro-credit of \$500 per person in a period of six months), an increase in the income level of bee-keepers (target 20% increase per year per family for 80-100 bee-keepers -and 480-600 family members), and the establishment of a revolving fund for micro-credit lending the will continue to benefit small-scale low-income beekeepers in the region. The project activities also aim at capacity development of the Committee.

⁶ The four groups are the Syndicate for Bee-keepers in South Lebanon, the Cooperative for Bee-keepers in Jabal Amel, Jihad-el-Bina' Association, and the Agricultural Cooperative for Bee-keepers in Tyre

b2- Researching Possible Feasible Income Generating Possibilities

Other arenas for income generation and enhancement of productive employment will be researched. These include, for example, preparing feasibility studies on the establishment of fisheries, animal husbandry, business office centers, etc. This will be executed through the recruitment of specialized international and national consultants. Feasible areas of intervention will be promoted among residents, cooperatives, community groups, and the private sector. This component also entails assessing the development of agro-business industries, including the feasibility of training, and marketing and a number of targeted consultancies will be fielded to further elaborate these interventions.

Indicative Project Budget⁷

Sbln	Description	Total	2000	2001	2002	Secured financing	To be secured
020	CONTRACTS						
	Establishment of revolving fund (enterprise development)	500,000			500,000	225,000 (AGFUND)	275,000
	Provision of financial services for bee-keepers	100,000	15,000	35,000	50,000	50,000	50,000
	Training and extension services (bee-keeping)	100,000		25,000	75,000	50,000	50,000
	Feasibility studies	130,000	30,000	50,000	50,000	80,000	50,000
030	TRAINING						
	Training for enterprise development	75,000		75,000		75,000 (AGFUND)	0
099	BUDGET TOTAL	905,000	45,000	185,000	675,000	480,000	425,000

⁷ Excluding personnel and operating costs

III. Support to Local Mobilization and Local Capacity Building

Background and Justification

Building and supporting the capacities of stakeholders at the local level is of paramount importance for building and consolidating civil peace in south Lebanon and for advancing the local development agenda. The existence of strong local government institutions and a vibrant civil society is a pre-requisite to the initiation of the local development process and the efficient and effective implementation of development programmes. Local stakeholders include local branches of the central government agencies and ministries, civil society organizations (syndicates, NGOs, CBOs, cooperatives), and municipalities. Several factors constrain the efforts of local actors: weak small institutional structure, absence of an enabling environment, outdated work procedures and techniques, lack of adequate financial and human resources, lack of democratic culture and practices, and absence of inter and intra-community cooperative mechanisms and partnerships. Specifically, municipalities face several challenges, including the lack of feasibility in terms of size and operations, overlapping of power caused by existing gaps in the current municipal law, administrative and bureaucratic control, lack of democratic culture and practices that were inherited from the war years, lack of modern managerial and technical capacities, and small financial resources. On the other hand, cooperatives face major problems, including the lack of financial and human resources, the lack of clear government policy for the development of the cooperative sector, and the absence of inter-communal, non-partisan cooperation spirit among community members.

The current programme intervention rests on the need for local stakeholders in South Lebanon to become aware of the need for change in order to be able to cope with the emerging development needs, re-evaluating their missions, programmes and strategies.

Project objectives and beneficiaries

The overall objective of this programme component is to strengthen the capacity of the local actors in the region to form a lobby group that would push the development of the region up, placing it on the national development agenda of the country. The cornerstone in such a process is to build the capacity of local stakeholders through diagnosis, training, consulting, coaching, studies, research and institutional support, investing both in human beings through human resources development, and organizations. Capacity building projects also include operational implementation of pilot activities in communities within different sectors of intervention, including social development, economic development, and small-scale community development. The intervention also includes a component of networking that provides a basic tool for interaction between the local stakeholders at various levels, contributing to building common visions, enhancing the local development process, encouraging cooperative learning, and facilitating dialogue and partnerships.

In the initial phase of Programme operation, this component will target two main sets of actors at the local level: municipalities and cooperatives. Several capacity building packages are devised for each of the two, depending on distinct needs.

Implementation

(a) Municipal Development

The inflexibility and inefficiency of a centralized state system has increasingly highlighted the importance of decentralization and the role of municipalities in the development process. In 1998-1999, municipal elections took place, the first in Lebanon since the 1930's, in more than 650 localities. South Lebanon encompasses 451 villages with 160

municipalities, of which 97 currently have elected municipal councils, whereas the rest will witness municipal elections in 2001. The area of operation of the programme encompasses 37 municipalities distributed on the different Cazas as follows: 3 in Tyre, 13 in Marjeyoun, 11 in Hasbaya, and 10 in Bint Jbeil. As is the case for municipalities all over the country, targeted municipalities in the area of operation of the programme have neither the needed financial and human capacities to participate efficiently in the local development process.

The municipal development component will target the following stages of implementation:

- i. conducting an "organizational audit" of municipalities. This is instrumental in providing the strengths, weaknesses, opportunities and threats of municipalities and their leadership's perception of their capacity building needs, as well as their willingness and commitment to change;
- ii. conducting a capacity building programme with the following headings: realities of municipal work (to identify challenges facing municipalities); project design and implementation (with special emphasis on municipal planning); municipal governance (especially targeting team performance and mobilizing local capacities); municipal committees and joint projects (introducing partnerships), and legal issues. The capacity building intervention will also include training on office management as well as IT training;
- iii. mobilizing municipalities to come up with small scale community level development priority projects for implementation;
- iv. partnering with municipalities in the implementation of priority projects as a means to demonstrate issues raised in the capacity building package. It is expected that most of the community development municipal projects will focus on community based environmental issues. Furthermore, environmental awareness training to municipal and community members will be undertaken at a later stage.

(b) Cooperative Development

Cooperatives were introduced to Lebanon in the late sixties, and the General Federation for Lebanese Cooperatives was formed in 1968. The cooperative movement, supported by the Government in the 1970's, had limited successes, especially in the areas of consumer products and agriculture. The cooperative sector furthermore was negatively affected by the Lebanese civil strife, rendering the national structures incapable of providing the needed institutional support and capacity building due to the absence of a clear policy and lack of funds and motivation. Currently, of the 600 cooperatives all over the country, 40 are operational in the area of operation of the Programme, most of which are agricultural. Cooperatives can have an instrumental role in inducing community development and enhancing community participation.

The cooperative development component will target the following stages of implementation:

- i. conducting an "organizational audit" of cooperatives that would provide their strengths, weaknesses, opportunities and threats, as well as the need and commitment for capacity building;
- ii. conducting a capacity building programme with the following headings: legal issues, participation and cooperative work, proposal writing (including feasibility studies and cost-benefit analysis) and project implementation;
- iii. mobilizing cooperatives to come up with small scale community level development priority projects for implementation;
- iv. partnering with cooperatives in the implementation of priority projects as a means to demonstrate issues raised in the capacity building package. Since most of the cooperatives are "agricultural", with only two cooperatives dealing with small crafts development, it is expected that most of the pilot projects would deal with agricultural

development, including processing, marketing, extension services, productivity, and improved varieties.

Indicative Project Budget⁸

Sbln	Description	Total	2000	2001	2002	Secured financing	To be secured
02	CONTRACTS						
	Implementation of municipal development projects (37)	925,000		500,000	425,000	500,000	425,000
	Implementation of cooperative development projects (40)	800,000		370,000	430,000	370,000	430,000
030	TRAINING						
	Training on municipal development	100,000	10,000	40,000	50,000	50,000	50,000
	Training on cooperative development	100,000	10,000	40,000	50,000	50,000	50,000
099	BUDGET TOTAL	1,925,000	20,000	950,000	955,000	970,000	955,000

⁸ Excluding personnel and operating costs

IV. Support to Youth Mobilization, Reintegration and Reconciliation

Background and Justification

Attitudes and values attached to conflict preventing, peace building and peacemaking are important to nurture in any post conflict society. Peace and democracy are pillars to promote a sense of citizenship and consolidating civil peace. These are extremely important issues in south in its post-occupation era, and youth segments of the society are important in fostering citizenship and non-confessional relations. Youth need a forum to exchange experiences and aspirations, while helping in the development of their local communities. Youth activities in the former occupied region have been very limited as the occupying forces did not allow the formation of any kind of youth forums.

Project objectives and beneficiaries

The general objective of this programme component is to mobilize youth in the region to contribute to peace building in the current phase of the region's history. The project aims at facilitating the interaction of youth from different villages, confessions, and cultural affiliations in order to foster a feeling of common belonging and to develop a common strategy for youth contribution towards the development of their region. The project also aims at changing prevailing confessional attitudes and reversing individualistic attitudes.

In the initial phase of Programme operation, this component will target two youth and their structures, enforcing existing structures and mobilizing youth for the development of adequate additional structures.

Implementation

The youth mobilization and development component will target the following stages of implementation:

- i. identifying existing structures that can facilitate youth mobilization and organizing discussion groups with selected youth from different villages to begin the process of institutionalizing youth contribution to the regional development process and the national peace process;
- ii. organizing youth camps linked to the implementation of community volunteer projects. These workshops will contain informal training sessions on issues of conflict resolution, peace building, reintegration, and reconciliation;
- iii. implementation of community activities, totally on a voluntary basis by the youth themselves.

Indicative Project Budget⁹

Sbln	Description	Total	2000	2001	2002	Secured financing	To be secured
020	CONTRACTS						
	Implementation of youth voluntary activities for community development	150,000		100,000	50,000	50,000	100,000
	Support to youth community structures	100,000		50,000	50,000	0	100,000
030	TRAINING						
	Training on reconciliation and reintegration	150,000	25,000	75,000	50,000	50,000	100,000
099	BUDGET TOTAL	400,000	25,000	225,000	150,000	100,000	300,000

⁹ Excluding personnel and operating costs

V. Regional information management unit

The regional development document (HRC/UNDP-1999) and the government of Lebanon 5-year development programme for southern Lebanon provide the framework for needs in the region. However, these studies need to be broken down to a micro-community statistical portrait to assist in the local development process. As such, there is a need for equal unrestricted access to information on local realities, potentials and opportunities based on which priorities can be determined and decisions can be made.

The information management system currently being developed by the programme will facilitate the efficient gathering, organization, processing, updating, and retrieval of community information as deemed necessary by stakeholders. This will be used to open a consensus based planning and monitoring process by providing accurate information in a timely manner. This is a service to be shared by all parties interested in the development of the region: government agencies, donors, local community structures, private sector organizations, and organizations of the civil society.

The unit will ensure the following:

- i. development of database formats;
- ii. integration of databases with information system;
- iii. acquisition of shared information;
- iv. integration and maintenance of information databases;
- v. preparation of information reports;
- vi. release and dissemination of information reports.

The databases to be developed include maps, land cover, land use, inventories of existing social and economic infrastructure and services, project ideas, local priorities, etc. It will also include a database on acting NGOs in the region.

Indicative Project Budget¹⁰

Sbln	Description	Total	2000	2001	2002	Secured financing	To be secured
C 0	CONTRACTS						
	Database(s) development	50,000		25,000	25,000	25,000	25,000
	Studies, maps, land-use, etc.	75,000		50,000	25,000	50,000	25,000
	Information material	25,000		15,000	10,000	25,000	0
099	BUDGET TOTAL	150,000		90,000	60,000	75,000	50,000

¹⁰ Excluding personnel and operating costs

ANNEXES

- Annex 1. Execution, Monitoring and Evaluation
- Annex 2. Map of Programme Area of Operation

Annex 1

Execution, Monitoring and Evaluation

This programme is estimated at \$5.5 million of which \$2.3 million is jointly contributed by UNDP, the Lebanese Government and AGFUND. CDR is designated as the National Executing Agency for this programme on behalf of the Government of Lebanon. In addition to technical backstopping and regular monitoring, UNDP Country Office provides the executing agency with support services for the execution of the programme. This ensures that technical and substantive expertise is available to the Programme for coordination, recruitment, procurement and contracting. All services are provided in accordance with UNDP procedures, rules and regulations and closely monitored accordingly.

A light programme management unit, based in Tyre, is entrusted with the daily execution and oversight of programme activities in the region. This unit is staffed with a programme coordination, professional and support staff. Actual implementation of project activities is undertaken by the CDR/UNDP Programme, with the daily monitoring of the programme unit established in Tyre in south Lebanon. The programme unit monitors the implementation of approved projects.

Depending on the type of activity, implementation will either be delegated through sub-contracts to line ministries or specialized NGOs. Implementation at the local level is carried out through sub-contracting existing institutions in the area, in particular NGOs, private sector, line ministries, municipalities and cooperatives. UN agencies will as well as responsible for the implementation of a number of activities related to their sector of expertise. In addition, the programme links with the existing structures of the ministries for coordination of project activities.

Monitoring and evaluation are to ensure accountability in the use of resources entrusted to UNDP, and provide a clear basis for decision-making. Thus, they are part of the oversight management exercised by UNDP over the implementation of the Programme to ensure achievement of intended results. To the extent possible, participatory monitoring and evaluation mechanisms are used enable stakeholders to provide their feedback and promote learning. Monitoring is done through regular programme visits, annual programme reports, and tripartite reviews. In addition, the Programme will be externally evaluated at least once during its lifetime.

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Annex 2

Map- Programme Area of Operation

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- Former borders- Israeli Controlled Area
- Border- Programme Area of Operation

