

Economic Recovery in Conflict-Affected Areas of Lebanon - 2026-2030

Key results:

- Climate-smart agricultural and eco-system restoration practices in conflict-affected areas are adopted and contribute to improved gender-equitable access to livelihood and environmental conservation in the South and Bekaa Valley
- Vulnerable populations (including women and displacement affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery
- Governance capacities at local and national levels are strengthened to enable effective, equitable and inclusive recovery, ensuring that women and men have equal agency, access and influence in recovery decision-making and resource management

Justification for support:
















Lebanon stands at a critical juncture. Future stability and recovery – which are interconnected - hinge on restoring State authority and legitimacy in conflict-affected areas, in line with UNSCR 1701 and the ceasefire agreement. This project responds to an urgent need to initiate State-owned recovery - through rehabilitating lands, improving access to livelihoods, including in agriculture, and restoring municipal functions as well as capacities of other State institutions. The overall aim is to aid affected populations and re-establish trust, reinforce legitimacy; ultimately to ensure that the State, not parallel systems, drive stabilization and long-term peace.

Major risks and challenges:

- A considerable contextual risk is a deteriorating security situation, including the possibility of the resumption of war between Israel and Hezbollah;
- There is a reputational risk of Danish-funded projects being associated with politically elected Hezbollah members;
- There is a risk of low institutional capacity and weak government engagement in project implementation undermining the overall project goal of building stronger State sovereignty, governance and service delivery.

File No.	25/21369						
Country	Lebanon						
Responsible Unit	RDE Beirut						
Sector	Multisectoral: Agriculture, Livelihoods, Local Governance						
Partner	Agence Française de Développement (AFD)						
DKK million	2025	2026	2027	2028	2029	2030	Total
Commitment	40						40
Projected disbursement		10	10	10	10		40
Duration	2025-2030						
Previous grants	Shabake 2018-2024 (DKK 30M) – Civil Society; DRM 2020-2026 (DKK 20M) – Disaster Risk Management; Haretma 2021-2029 (DKK 30M) – Urban Recovery						
Finance Act code	06.32.02.10						
Head of unit	Kristoffer Vivike						
Desk officer	Anna-Sofia Olesen Yurtaslan						
Reviewed by CFO	Marlene Salinas Janik						

Relevant SDGs [Maximum 1 – highlight with grey]

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

Strategic objective

Contribute to inclusive, sustainable, and climate-resilient recovery in conflict-affected areas of Lebanon through improved livelihoods, revitalized local economies, restored farmlands, and effective local and national governance structures.

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%	0	0	0	0
Total green budget (DKK million)	5	0	0	0

Justification for choice of partner:

AFD has a strong sectoral expertise in Lebanon and in the areas covered by the project, and benefits from longstanding relationship with the Government of Lebanon entities at the technical and political level. Denmark has previous, positive experience in working with AFD through the delegated partnership model. The partnership with EU and AFD ensures donor coordination and risk sharing. AFD was selected through a direct award (see annex F for justification).

Summary:

At a pivotal juncture, Lebanon's path toward recovery hinges on the ability to maintain peace, effectively extend State authority in line with UNSC 1701, and re-establish trust between public institutions and all segments of the population. With the aim of expanding State authority in line with Lebanon's international commitments, the project seeks to simultaneously support early recovery in conflict affected areas in the South and the Bekaa through environmental restoration initiatives, improved access to agricultural livelihoods, targeted employability and entrepreneurship support, as well as the strengthening of local and national governance capacities, aligned to governmental recovery priorities.

Budget (engagement as defined in FMI):

Engagement 1 – the development project		DKK 40 million
Total		DKK 40 million

Economic Recovery in Conflict-Affected Areas of Lebanon - 2026-2030

Project Document

Ministry of Foreign Affairs of Denmark

Date: 21 November 2025

P360: 25/21369

Table of Contents

Table of Contents	2
1. Introduction	3
2. Summary of the Project	3
3. Relevance and Justification of Support	4
<i>Context</i>	4
<i>Justification and Strategic Considerations</i>	5
<i>Alignment and Synergy with Danish Development Priorities and Current Programmes</i>	6
<i>Lessons Learned</i>	7
<i>Choice of Partner</i>	9
<i>Involvement of the Lebanese State and Local Governance Structures</i>	10
<i>Selection of Geographic Target Areas</i>	10
<i>Strategic Communications</i>	11
4. Theory of Change and Key Assumptions	11
<i>Assumptions</i>	12
<i>Scenarios</i>	13
5. Summary of Results Framework	14
6. Project Budget and Financial Management	16
7. Project Management, Monitoring and Reporting	18
<i>Governance Structure</i>	18
<i>Monitoring and Reporting</i>	19
8. Project Risk Management	20
9. Sustainability and Exit Strategy	21
List of Annexes	22

1. Introduction

This project document describes the Danish development cooperation contribution to the multi-partner initiative *Economic Recovery in Conflict-Affected Areas of Lebanon - 2026-2030*. With the aim of supporting the expansion of Lebanese State authority, the Danish contribution supports early recovery in conflict affected areas in the South and the Bekaa through support to environmental restoration, agricultural livelihoods, employability and entrepreneurship, as well as local and national governance capacities, aligned to national recovery priorities and UN Security Council Resolution (UNSCR) 1701. The Danish contribution of DKK 40 million is provided as delegated, multi-year support through the Agence Française de Développement (AFD). The European Union, who is the largest donor to the project, is also delegating their EUR 24.8 million contribution for implementation through AFD. The overall budget for the project is approximately EUR 32 million.

2. Summary of the Project

The **overarching project objective** is to “contribute to inclusive, sustainable, and climate-resilient recovery in conflict-affected areas of Lebanon through improved livelihoods, revitalized local economies, restored farmlands, and effective local and national governance structures.”.

Key **outcomes** include: (i) climate-smart agricultural and eco-system restoration practices in conflict-affected areas are adopted and contribute to improved gender-equitable access to livelihood and environmental conservation in the South and Bekaa Valley; (ii) vulnerable populations (including women and displacement affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery; and (iii) governance capacities at local and national levels are strengthened to enable effective, equitable and inclusive recovery, ensuring women and men have equal agency, access and influence in recovery decisions-making and resource management..

Primary **target groups** are vulnerable Lebanese communities, as well as Syrian and Palestinian refugees, with a focus on women, youth and persons with disabilities. The geographic focus is conflict-affected areas of Lebanon – namely the South and the Bekaa Valley - through an area-based approach centered on affected municipalities and adjacent economic hubs.

The overall project envelope is approx. EUR 32 million with a Danish contribution of DKK 40 million, in addition to EU/AFD financing. The consortium partners will implement activities in the period January 2026 to December 2029, with AFD conducting the final project closure activities in 2030.

The first six months of the project will constitute an inception phase, where, based on the selection of specific geographical areas and integrated assessments, the indicative project budget, activities and results framework, as well as other relevant documentation, will be adjusted and finalized.

3. Relevance and Justification of Support Context

Lebanon stands at a critical juncture. The cessation of hostilities (CoH) agreement signed between Israel and Lebanon on 27 November 2024 marked the end of over 13 months of escalating conflict resulted in over 3,961 deaths and more than 16,520 injuries, while damaging critical infrastructure and displacing over 1.25 million people. Weakened since the economic and financial crisis of 2019, Lebanon is now facing the challenge of post-conflict recovery and reconstruction. The challenge ahead is not only one of rebuilding infrastructure, but of re-establishing state authority through trust-building between citizens and institutions, and revitalizing local economies and state-led service provision across all Lebanese territories.

The agricultural sector, which contributes to around 9% to GDP and supports rural livelihoods, has sustained significant damage. According to the World Bank's Rapid Damage and Needs Assessment (RDNA), damages are estimated at USD 79 million (infrastructure, livestock, agricultural production, fisheries, irrigation systems) and losses (falls in income from agricultural production, livestock and fisheries) at USD 742 million. This includes destruction of irrigation systems, storage facilities, farmland, and natural ecosystems—particularly in Southern Lebanon and the Bekaa Valley.

The conflict has displaced 95% of agricultural households in the South and disrupted local markets and micro, small and medium-sized enterprises (MSMEs), disproportionately impacting youth and women in rural areas. South Lebanon's labor market suffers from high unemployment (estimated above 30% in vulnerable areas) and widespread informal work. Lebanese youth, Syrian refugees, and Palestinian refugees in the region face particularly high unemployment and major barriers to formal employment due to poor vocational training, low demand for unskilled labor, limited access to jobs and lands.

The environmental challenges also need to be factored in, including severe drought conditions requiring strategic water resource management, and the need to adapt agriculture through climate-resilient crops and more efficient research. Moreover, Israeli bombings have left unexploded devices and white phosphorus contamination in the soil, affecting safety and agricultural viability. 4000 ha of lands need to be reforested and 4000 ha of agricultural land need to be rehabilitated.

Beyond economic and environmental issues, challenges include the return of the State to the South in terms of security and basic service provision, as well as social issues such as gender equality and social cohesion. The conflict has had a severe impact on municipal infrastructure, with 86 municipal buildings damaged across the South, disrupting municipalities' abilities to provide essential services. This damage exacerbates the existing challenges caused by decades of limited state presence and underinvestment in public services, which have weakened state legitimacy and allowed alternative governance arrangements to fill the vacuum. Strengthening the visibility and effectiveness of legitimate state institutions in the South is therefore essential to national stabilization and to preventing renewed cycles of fragility.

Thus far, the Government's main post-conflict investment has been in expanding the presence of the Lebanese Armed Forces (LAF) in the South. While it remains the most trusted and unifying public institution, and its presence is key to re-extending State authority, security stabilization is not enough. Recovery requires a credible State presence in the form of tangible improvements in service delivery, employment generation and local economic revitalization. Municipalities and national ministries — particularly the Ministry of Agriculture (MoA), Ministry of Interior and Municipalities (MoIM), Ministry of Environment (MoE), Ministry of Social Development (MoSD),— and their local offices, must regain their role as providers of essential services and as visible agents of recovery. This multidimensional approach to recovery aligns with the priorities outlined in the Government of Lebanon's forthcoming National Recovery Framework and the international community's stabilization agenda, and complements the recently launched World Bank Lebanon Emergency Assistance Project (LEAP) and Green Agri-Food Transformation for Economic Recovery (GATE) Project.

Justification and Strategic Considerations

Denmark's overarching, political priorities in Lebanon include support for the implementation of UNSCR 1701, with a focus on expanding state authority throughout the country, and to support Lebanon as a host-country for refugees.

Economically, restoring agricultural production, rehabilitating basic infrastructure, and supporting MSMEs is vital for local livelihoods and food security. Environmentally, the rehabilitation of degraded lands, reforestation, and improved water resource management are prerequisites for sustainable growth and climate resilience, and ensuring a "building back better" approach. Socially, recovery investments contribute to rebuilding trust, social cohesion, and the perception of the State as a legitimate guarantor of security and welfare. Politically, visible and participatory State-led service delivery demonstrates the ability of national institutions to respond to citizens' needs, helping to mitigate the appeal of parallel structures and strengthening the social contract.

Reinforcing the State's role in recovery also contributes to a broader stabilization vision shared by Lebanon's international partners. It responds to the urgent need to consolidate peace dividends through early recovery investments that reduce humanitarian dependency, restore local economies, and rebuild governance capacities. The experience of past crises shows that where State institutions are absent or ineffective, non-state actors often step in to provide services, undermining national sovereignty and complicating future stabilization efforts. Ensuring that the Lebanese State — not parallel systems — leads reconstruction in the conflict-affected areas is therefore a strategic investment in the country's long-term stability and in regional security.

The rationale for immediate and coordinated recovery support in South Lebanon is further reinforced by the socio-economic data emerging from various post-conflict assessments. The South's unemployment rate exceeds 30 percent in vulnerable areas, youth and women face limited access to income opportunities, and agricultural losses surpass USD 800 million in damages and lost production. Municipal infrastructure is severely impaired, with more than 80 municipal buildings damaged and community centers - once vital spaces for civic dialogue and service delivery - largely destroyed. Without rapid recovery interventions,

these conditions risk entrenching poverty, fueling out-migration, and widening the gap between the State and its citizens.

This context underscores the need for a coherent and inclusive recovery project that addresses both immediate humanitarian needs and longer-term governance and development objectives:

- Supporting the Lebanese State's capacity to plan, coordinate and implement recovery at central and local levels;
- Ensuring agricultural land, water infrastructure and ecosystems affected by the conflict are rehabilitated;
- Revitalizing the agricultural sector and MSMEs to generate employment and stabilize local economies;
- Investing in quick-impact small-scale restoration of infrastructure that supports State service delivery and responsiveness;
- Strengthening inclusive and participatory local governance to ensure sustainable recovery and State service delivery.

Through these interventions, Denmark can help consolidate peace, foster inclusive development, and enable the State to re-establish its legitimate authority in the South and other conflict-affected areas. A visible and credible State-led recovery process is indispensable not only for meeting the urgent needs of affected communities, but also for ensuring that recovery is done in a way that supports a sovereign, unified, and resilient nation capable of preventing renewed fragility. The latter will also further Denmark's objective of supporting durable solutions for refugees in Lebanon.

Alignment and Synergy with Danish Development Priorities and Current Programmes

The project aligns closely with the priorities outlined in [*Denmark's Strategy for Development Cooperation: A Changing World*](#) released in June 2025. The Strategy underscores Denmark's focus on peace, stability, resilience, and locally anchored governance in fragile contexts. By supporting State-led recovery and inclusive economic revitalisation in conflicted-affected areas, the project operationalises Denmark's approach to preventing conflict and fostering long-term stability through legitimate state institutions.

Given its focus on building good governance and public service delivery, promoting climate smart and agroecological approaches, supporting local economies, and strengthening employability through TVET - all in a gender-responsive and inclusive way, the project links up to all of the five pillars of the new strategy – (1) Prevention and response to conflicts, forced displacement and irregular migration, (2) Job creation, economic growth, trade and investments, (3) A just, sustainable and green transition, (4) Education and health and (5) Defense of democracy and human rights. The intervention reflects Denmark's whole-of-government approach and represents a triple nexus approach, linking humanitarian assistance, development cooperation, and peacebuilding. It prioritises local ownership, human rights, and climate-resilient livelihoods - core elements of Denmark's global engagement framework. Through a multi-donor partnership with AFD and the EU, the project also supports Denmark's commitment to support effective multilateralism and burden-sharing in complex crisis environments.

This intervention builds directly on Denmark's existing portfolio of stabilisation and security support in Lebanon, particularly through the *Peace and Stabilisation Fund (PSF)*, providing institutional and operational support to the Lebanese Armed Forces (LAF). The LAF continues to play a critical role in maintaining security and stability in South Lebanon and in implementing the civilian aspects of UNSCR 1701, which calls for the extension of Lebanese State authority throughout the territory. The proposed project complements this engagement by strengthening the civilian recovery dimension - supporting economic recovery, basic service delivery and local governance in parallel with the LAF's strengthened security presence.

The intervention also complements the Lebanon component of Denmark's regional *Support to Syria and Syria's Neighborhood (3SN) (2024-2028)* programme, which focuses on protection, basic services and livelihood opportunities for refugees, internally displaced persons, returnees and affected host communities in Syria, Lebanon and Jordan. By improving local service delivery, livelihoods, and community trust in public institutions, both initiatives contribute to social cohesion and mitigate tensions between refugees and host communities.

See more in Annex F.

Lessons Learned

The project builds on various lessons learned from current Danish projects.

The lessons from the support for LAF deployment in the South Litani Sector (through the project titled *Strengthening the Defensive Posture of the LAF in the South Litani Sector (SLS)*, supported through the Peace and Stabilisation Fund), suggests that while the deployment of additional troops following the ceasefire agreement in November 2024 has been highly successful – with the LAF expecting to meet the deployment targets in UNSCR 1701 of 10,000 soldiers on active duty – this does not in itself lead to increased trust in the State. This makes the case for the need for a stronger focus on non-military aspects of State presence such as economic revitalization, service delivery and local governance.

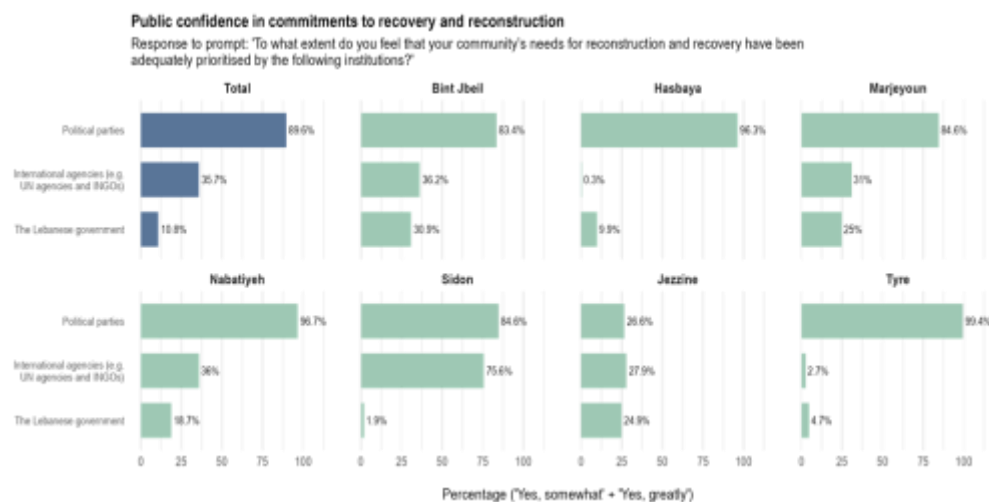
In addition, lessons from another ongoing Danish projects in the South (*Supporting Stability in South Lebanon* project implemented by UNDP) suggests that while interventions were highly relevant and local authorities directly engaged, the level of central government presence was very low. This indicates a need to more directly involve line ministries in project delivery, as well as the need for strategic communication.

By creating visible dividends of peace and recovery in areas where the LAF operates, the project is expected to rebuild public trust in the State and enhance the credibility of local and national institutions. The complementarity of recovery and security sector engagements thus promotes a coherent 'whole-of-government' stabilisation effort, whereby recovery activities consolidate the security gains achieved under UNSCR 1701. Furthermore, coordination with AFD, the EU, and other key donors will ensure complementarity - and avoiding duplication - while strengthening the overall impact of Denmark's strategic engagement in South Lebanon.

In addition, the project builds on lessons from the Danish-supported FAO project *Promotion of Agricultural Livelihoods and Employment through Investment in Land Reclamation and Water Reservoirs*. This project faced delays due to political interference by the former Minister of Agriculture, who sought to influence grant distribution and beneficiary selection. Cooperation has since improved, but close alignment with the Ministry remains essential to strengthen institutions and public trust. Future interventions must ensure transparent selection processes, defined in consultation with the Ministry, but free from political influence. Clear governance mechanisms should outline roles and prevent bias, ensuring fairness, accountability, and consistency with national priorities.

Last, but not least, the project builds upon the recent findings from the Danish-funded *Conflict Sensitivity Monitoring Facility (CSMF) Southern Perceptions Study (June 2025)* highlight critical dynamics in public trust and expectations in South Lebanon. The survey indicates that while overall trust in the Lebanese Armed Forces (LAF) remains high, confidence in other state institutions is significantly lower, particularly among Shia-majority communities. Respondents expressed strong expectations for the State - and especially the LAF - to play a greater role in ensuring stability, service delivery, and recovery coordination. However, many also noted that tangible state presence and assistance remain limited, contributing to frustration and perceptions of neglect.

The surveys also indicate that most respondents, particularly from Shia-majority communities, expect political parties – primarily Hezbollah – to play a leading role in reconstruction and recovery efforts, reflecting the limited visibility of the State leadership. However, the same surveys highlight that confidence in non-state actors’ capacity to sustain reconstruction and financial support is declining. Focus group discussions reveal growing doubts among communities - especially within Shia-majority areas - regarding the ability of these actors to provide the same level of post-war assistance as in 2006. This emerging uncertainty presents an important opportunity for the State to step forward and assume a visible, credible leadership role in the recovery process. By strengthening ministerial engagement and reinforcing the presence of national institutions in affected areas, the State can re-establish trust and legitimacy as the primary guarantor of services, recovery, and resilience.



Finally, the project also builds upon specific lessons learned from AFD and EU-funded projects as specified in the partner project document in *section 1.6 Past results and lessons learned*.

Choice of Partner

Since January 2025, the Danish Embassy in Beirut has been closely following the assessments, frameworks, funding modalities and proposed projects emerging from recovery and reconstruction discussions with the government, line ministries, World Bank, Resident Coordinator's Office, UN agencies, INGOs and other donors. The main international funding for reconstruction that has been committed to Lebanon is a USD 250 million loan from the World Bank under the *Lebanon Emergency Assistance Project (LEAP)*, which France is considering complementing with an additional EUR 75 million loan focusing on the water sector. There also appear to be pledges from Iraq and Algeria, however the implementation modality and focus is not clear.

In terms of recovery, the Embassy's scoping indicated the EU and AFD to be the only donors that, thus far, have allocated additional grant funding for recovery. Other donors have hard conditionalities related to reconstruction and recovery linked to the passing of financial reforms, including an IMF deal, or disarmament, while others continue to await stronger government leadership on the recovery agenda. The Embassy has assessed, based on dialogue with like-minded donors including the EU and AFD, that given the window of opportunity currently open to support the Government to reassert State sovereignty in line with UNSCR 1701, as well as the large unaddressed needs stemming from the conflict, that such hard conditionalities should not be put on smaller scale recovery funding. Based on their own scoping, the EU Delegation decided to delegate their available recovery funding of EUR 24.8 million to AFD based on a jointly developed concept note on Economic Recovery in Conflict-Affected Areas of Lebanon, 2026-2030. AFD intends to contribute EUR 2 million to the project and serve as the project management unit (PMU), similarly to how it acts as PMU for previously delegated Danish funds on the Shabake, Disaster Risk Management and Haretna projects. AFD has longstanding experience in implementing projects in Lebanon, including on agriculture, support to MSMEs and local governance. Beyond their in-house technical expertise, they also have high-level policy access through their affiliation with the French Embassy. The EU equally has technical expertise in the thematic areas covered by the project, as well as technical and political/policy-level access. Given Danish alignment with the EU and AFD's recovery goals, and that joining forces allows Denmark to benefit from the technical and political capacities of these two key donors, supports an unofficial Team Europe approach, allows for shared risk management and a harmonized donor approach, the Embassy assesses support to this project to maximise the impact of the available Danish funds.

By pooling resources and expertise, the donors will collectively manage financial, operational, and contextual risks inherent in the recovery environment. The delegated partnership reduces duplication, strengthens donor coordination, and enhances policy dialogue with national authorities. It also facilitates joint communication and visibility efforts, ensuring consistent messaging about the commitment of European partners to Lebanon's stability and recovery. Finally, it also allows Denmark to benefit from AFDs

systems of fiduciary control, results monitoring and thematic expertise. The arrangement thus embodies the principles of effective development cooperation — alignment, harmonisation, and mutual accountability — while maintaining flexibility to respond to evolving needs on the ground.

See more in Annex F.

Involvement of the Lebanese State and Local Governance Structures

A central pillar of the project's design – and longer-term success - is the active participation of the Lebanese State at the national and local levels. Strengthening the capacity and legitimacy of public institutions is essential for ensuring that recovery efforts translate into sustainable improvements in governance and service delivery. This project will therefore engage key ministries and authorities throughout the project cycle.

The main institutions include the Office of the Prime Minister, Ministry of Agriculture (incl. Green Plan, LARI, GDA, GDC), Ministry of Environment (incl. CNRS), Ministry of Social Development (incl. SDCs), Ministry of Education and Higher Education (incl. DG TVET), Ministry of Interior and Municipalities (incl. DG LAC and Civil Defense), Ministry of Energy and Water (incl. water authorities), Ministry of Industry, Lebanese Armed Forces (incl. LMAC), as well as relevant municipalities and Unions of Municipalities. Additional local institutions may be identified during the inception period. The engagement of State institutions is necessary to ensure institutional ownership, alignment with local and national priorities, and sustainability beyond the project period. Capacity building components will be targeted based on the outcome of needs assessments, but are expected to target improved planning, coordination, inclusivity and implementation capacities.

At the local level, municipalities will play a direct role in identifying priority recovery interventions and ensuring community participation. This approach aims to re-establish trust between citizens and the State, and demonstrate visible, inclusive and responsive governance in areas previously underserved or affected by conflict.

One of the criteria in selecting project localities will be the willingness of local authorities to engage in the project.

Selection of Geographic Target Areas

The project will be implemented through an area-based approach targeting approx. 16 municipalities. The criteria for selection will – amongst others - take into account the level of conflict impact, potential for revitalizing local value chains to contribute to economic recovery, presence of highly vulnerable populations incl. women, youth and IDPs/refugees, access/security conditions, institutional readiness and commitment of municipalities to engage in participatory planning, presence of projects offering similar activities and the local networks that consortium partners have. The government and relevant line ministries will also be consulted, including the National Council for Scientific Research (CNRS), who have developed the prioritization methodology being used under the World Bank-funded LEAP project. Donors will be involved in the final decision through the project Steering Committee.

Strategic Communications

Strategic communication – particularly in partnership with the Government of Lebanon – will be key to projects success. Lessons learned from previous Danish funded projects and other international support show that efforts to showcase State leadership have been inadequate, even for projects with direct state engagement (such as health and education). The lack of communication adds to the strong public perceptions of State absence.

The communication strategy will support the project’s overarching objective by reinforcing the image of the Lebanese State as the legitimate and capable driver of recovery. It will aim to demonstrate how national institutions lead recovery and service restoration, supported by the EU and EU member states. The target audience is Lebanese citizens in conflict-affected areas, farmers, cooperatives, municipalities, displaced persons, returnees and refugees.

Donor communication will emphasise that funding is delivered in support of government efforts. The partnership with EU and AFD will help ensure alignment with the broader international efforts to support the recovery through the Lebanese state.

AFD will be responsible for – in coordination with donors – finalising the communication and visibility strategy during the inception phase, which can serve as a point of departure for both involved government actors (like ministers and ministries), donors and the consortium. AFD will recruit staffing to oversee the implementation of the project strategic communications and visibility plan, ensuring coherence across all communication actions.

4. Theory of Change and Key Assumptions

The project is grounded in the understanding that sustainable recovery in Lebanon requires simultaneous progress in three interdependent dimensions: restoring productive agricultural systems, enabling inclusive economic revival, and rebuilding the capacity and legitimacy of local institutions. In conflict-affected regions such as the Bekaa region and South Lebanon, the collapse of infrastructure, disruption of livelihoods, and weakening of public governance have deepened socio-economic inequalities and eroded public trust.

The intervention logic of the project is as follows:

IF agricultural land and irrigation infrastructure are rehabilitated taking environmental considerations into account, and farmers and cooperatives improve their productive capacity through climate-smart and market-oriented agricultural practices (SO1); and **IF** MSMEs, and the most vulnerable population including youth, women and displacement-affected populations are supported to regain their productive and entrepreneurial capacity through access to skills, finance, and markets (SO2); and **IF** municipalities and public institutions are empowered to plan, deliver, and monitor recovery services in an inclusive and accountable manner (SO3); **THEN** affected communities will experience restored livelihoods, improved social cohesion, and renewed confidence in local governance structures.

Assumptions

The success of the project depends on a set of underlying assumptions:

- **Sustained political will for implementation of the ceasefire agreement and UNSCR 1701:** The project assumes that the Government of Lebanon and the Government of Israel, with support from international partners, will maintain their commitment to the full implementation of the cessation of hostilities agreement and related UNSC resolutions.
- **Community acceptance and cooperation:** The project assumes that local communities in South Lebanon and the Bekaa valley will be willing to engage with the Lebanese Government as a legitimate and responsive actor. It also assumes that project mechanisms, consultations, and inclusive engagement processes will be effective in building trust and reducing tension in areas where state-citizen relations have historically been strained.
- **Security environment remains permissive enough for implementation:** The project presumes that the security situation in southern Lebanon and the Bekaa valley will remain sufficiently stable to allow for safe and sustained implementation of activities, including quick impact projects, access to agricultural lands and regular outreach by implementing partners.
- **Ability to manage political sensitivities and prevent co-optation:** The project assumes that strategic communication, transparent targeting, and cross-municipality interventions will be effective in preventing the political instrumentalization of project activities. It also assumes that State institutions will to a large extent be recognized as the primary sources of support by local populations.
- **Government commitment to strengthening non-military presence in conflict-affected areas:** The project assumes that the Lebanese Government will not only pursue the extension of State legitimacy and presence through the deployment of LAF or specific project supported activities, but also take ownership of a wider strategic approach to strengthening sovereignty and ensuring equitable recovery and reconstruction.
- **Slow but stable economic growth:** The project assumes that Lebanon will be slowly but steadily recovering from the 2019 financial collapse, thereby creating predictable market conditions for farmers and MSMEs. It also assumes that the State will have increasing resources to support the expansion of State services at the local and national level.
- **Synergy with reconstruction efforts:** The project assumes that the large-scale World Bank loan to the GATE project will soon start implementation, and will cover some of the larger scale infrastructure related to irrigation, community-scale water and waste water facilities, as well as support for an enabling environment for agri-food businesses on a national level. It also assumes that the similarly large World Bank loan for the LEAP project will soon be ratified in the Lebanese Parliament, allowing for the reconstruction of critical public infrastructure and lifeline services.

Scenarios

The programme operates with three scenarios, valid for the lifespan of the project (end 2029).

In the **expected scenario**, it is assumed that the fragile ceasefire will hold, although sporadic IDF attacks will continue throughout Lebanon unless a political agreement is negotiated. The highest concentration of IDF strikes is expected in South Lebanon and in the Bekaa area along the Syrian border, which are the areas of operation for the project – rendering project implementation challenging. While there is evidence that IDF is targeting reconstruction efforts in the South, it is still expected that recovery activities can be implemented, provided they are coordinated with the US-French ceasefire monitoring mechanism. In terms of state security arrangements, LAF will make progress on deployment in the South, which will be important for the stability, particularly in the South. Due to sustained international pressure, the Government will make some progress on the reform agenda, but fail to implement full-fledged reforms (as per the IMF requirements) ahead of the May 2026 elections. In the absence of an IMF-deal, which could unlock additional donor funding, full-scale reconstruction will not commence in the initial phase of the project.

In the **best-case scenario**, it is assumed that the ceasefire will hold, leading to the eventual withdrawal of IDF will from South Lebanon, while a political settlement (e.g. in the shape of an agreement on the border demarcation) will be negotiated. Disarmament of Hezbollah and other armed groups progresses according to the ceasefire agreement and Government of Lebanon decision of August 2025, and the LAF becomes the only armed actor in the South Litani Sector. Hezbollah transitions into a primarily political party. Meanwhile, the Government of Lebanon successfully negotiates an IMF package. Those conditions unlock international support for reconstruction of areas damaged by the war, notably South Lebanon. As part of wider economic reforms, the Government of Lebanon increases the budget allocation for recovery and reconstruction efforts enabling it to improve services for people in the war affected areas, effectively increasing the presence of the Lebanese State.

In the **worst-case scenario**, the ceasefire agreement is violated severely and large-scale hostilities erupt leading to a resumption of the war and a second wave of displacement from South Lebanon and other Shia majority areas. The situation renders project implementation in the war affected areas difficult, significantly reducing the scope for project activities. Only limited project implementation (e.g. various training activities), are possible and most on-the-ground activities will have to be postponed. This scenario will include major socio-economic, and potentially also political, upheaval and a significant increase in humanitarian needs.

Regardless of scenario - in the lifetime of the project - continued international support for the affected populations will remain relevant, although a worst-case scenario will require major risk-mitigation measures and changes to project implementation. In both the expected and best-case scenario, the project will address urgent recovery needs that will

underpin the expression of state authority and be complementary to large-scale reconstruction.

5. Summary of Results Framework

Project Title	Economic Recovery in Conflict-Affected Areas of Lebanon 2026-2030
Project Objective	Contribute to inclusive, sustainable, and climate-resilient recovery in conflict-affected areas of Lebanon through improved livelihoods, revitalized local economies, restored farmlands, and effective local and national governance structures

Outcome 1	Climate-smart agricultural and eco-system restoration practices in conflict-affected areas are adopted and contribute to improved gender-equitable access to livelihood and environmental conservation in the South and Bekaa Valley		
Outcome indicator 1.1	<i>Surface of land which has been subject to sustainable resources or land tenure management program (in hectare)</i>		
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	1460
Output 1.1	Agricultural land, water infrastructure, and ecosystems affected by conflict are rehabilitated, and systems for their sustainable management are established		
<i>Output indicator 1.1.1</i>	Total length of irrigation infrastructure rehabilitated (km)		
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	12
Output 1.2	Farmers, cooperatives, and other relevant groups adopt climate-smart, market-oriented agricultural practices, along with ecosystem-friendly land and water management approaches that improve both productivity and environmental conservation.		
<i>Output indicator 1.2.1</i>	Number of farmers benefiting from capacity building through improved access to agricultural sector services		
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	2750
Outcome 2	Vulnerable populations (including women and displacement affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery		
Outcome indicator 2.2	<i>% of individuals employed as a result of project support via the employability or vocational training programs</i>		
<i>Baseline</i>	<i>Year 0</i>	2025	0

<i>Target</i>	<i>Year 4</i>	2029	60%
Output 2.1		Support to MSMEs in particular women-led MSMEs affected by crisis with equipment provision, training, and entrepreneurial development	
<i>Output indicator 2.1.2</i>		% of people who reported improved business competences after completing the training phase of the entrepreneurship programme	
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	80%
<i>Output indicator 2.1.3</i>		Number of MSMEs that received seed funding to establish or scale up their businesses	
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	250
Output 2.2		Youth, women and vulnerable groups, including IDPs, improve their employability and access to decent work opportunities through vocational training, apprenticeships, and entrepreneurship programs	
<i>Output indicator 2.2.2</i>		% of students who reported improved knowledge on career path clarity or entrepreneurship	
<i>Baseline</i>	<i>Year 0</i>	2025	0%
<i>Target</i>	<i>Year 4</i>	2029	75%
Outcome 3		Governance capacities at local and national levels are strengthened to enable effective, equitable and inclusive recovery, ensuring that women and men have equal agency, access and influence in recovery decision-making and resource management	
Outcome indicator 3.1		<i>Number of recovery initiatives or community services effectively coordinated through improved governance capacities</i>	
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	16
Output 3.1		Municipalities in conflict-affected areas restore essential local functions through quick-impact projects (QIPs), contributing to renewed community trust	
<i>Output indicator 3.1.1</i>		Number of quick impact projects implemented	
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	20
Output 3.2		Municipalities and Unions of Municipalities are supported to develop inclusive, participatory and environmentally sensitive recovery planning processes that improve institutional capacity for effective service delivery	

<i>Output indicator 3.2.2</i>		% of supported national and sub-national institutions/structures reporting improved capacity to adequately respond to relevant community needs	
<i>Baseline</i>	<i>Year 0</i>	2025	0%
<i>Target</i>	<i>Year 4</i>	2029	60%
Output 3.3		National monitoring and dialogue mechanisms are established	
<i>Output indicator 3.3.2</i>		Number of roundtables organised to disseminate lessons learnt and facilitate national level dialogue	
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	4
Output 3.4		Selected public institutions are supported to restore service delivery and strengthen coordination with municipalities in recovery efforts	
<i>Output indicator 3.4.1</i>		Number of institutions equipped with tools and equipment to enhance service delivery and institutional capacity	
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	4

The indicators above will – where possible – be disaggregated based on age, gender and status (e.g. refugee, IDP, host community member).

6. Project Budget and Financial Management

The overall envelope for the project is approximately EUR 32 million for the period 2026-2030, with an EU contribution of EUR 24.8 million (~77%), an AFD contribution of EUR 2 million (~6%) and a Danish contribution of DKK 40 million (~17%). The funding from Denmark and the EU will be delegated to AFD through separate agreements, but to the same pooled project fund, with no earmarking from either partner. As such, the Danish contribution is to the project as a whole.

Out of the full project amount of approximately EUR 32 million, AFD will deduct a 7% administrative fee (approximately EUR 2 million) for managing the delegated funds on behalf of Denmark and the EU. In addition, AFD will be setting aside approx. EUR 880,000 for strategic communications and coordination staffing and activities to provide national-level support to the consortium. Given the ongoing budget refinement discussions between AFD and the EU, including about the budget division between the consortium and AFD, the overall DK-AFD-EU budget will need to be revised and aligned during the inception phase.

AFD will collect the funds from EU and Denmark in a dedicated account, and then transfer project-related funds to a project-specific bank account with the main consortium partner – We World GVC.

The Danish funds are expected to be transferred to AFD in four tranches – approx. one per year - with the first transfer in early 2026 after the signing of the bilateral financing

agreement. AFD plans to disburse the funding to the consortium lead (We World GVC) through annual disbursements – approx. four across the project period - but the dates are not fixed as it will depend on the project burn rate. We World GVC will then make the funds – approx. EUR 29.3 million over the project period - available to the remaining four consortium partners.

We World GVC will be responsible to AFD for the eligibility of expenses and financial/audit reporting on behalf of the whole consortium. The annual audits will cover all consortium-level expenditure on advances (EU obligation). AFD's management fees and the approx. EUR 880,000 set aside for AFD-level strategic communications and coordination for the project, will be reported in the form of an AFD-signed cover letter following the format agreed upon in the contribution agreement. The consortium partners have submitted a detailed budget for the project, which is included under Annex A. Please refer to it for indicative detailed budget figures at the outcome and output level, as well as further details on indirect costs.

An indicative budget summary can be found below, which is currently being fine-tuned in dialogue with AFD and the EU. It will first be finalized during the inception phase.

SO1 activities	13,486,750
Procurement costs	7,831,175
Operational staff & related costs	2,548,955
Support staff & related costs	1,503,137
Running costs & equipment	670,489
Overhead costs of Consortium members	932,995
SO2 activities	6,857,724
Procurement costs	3,679,868
Operational staff & related costs	1,660,657
Support staff & related costs	662,582
Running costs & equipment	384,857
Overhead costs of Consortium members	469,760
SO3 activities	7,511,993
Procurement costs	4,132,470
Operational staff & related costs	1,051,759
Support staff & related costs	1,322,150
Running costs & equipment	483,658
Overhead costs of Consortium members	521,955
Project Management (cross-cutting)	2,321,103
Consortium management unit (external consultants & associated costs)	1,218,533
Coordination & Communication (AFD)	877,570
Audit and evaluation	225,000
TOTAL DIRECT COSTS	30,177,570
AFD remuneration (7% of EU and Danish funding)	1,972,430
TOTAL COSTS	32,150,000

Approx. EUR 3.3 million have been set aside for unforeseen events and contingencies related to SOs 1-3 (amounting to 12% of each SO), in order to facilitate adaptive management. This budget line has been added based on previous experience in DK-AFD funded projects (i.e. AFD-Disaster Risk Management and AFD-Haretna), where the flexibility provided by these budget lines has allowed projects to be responsive and adaptive to the various crises that have emerged during project implementation. Use of the contingency line needs to be approved by all donors within either the Strategic or Technical Steering Committee.

With regard to environmental and climate targeting, it is estimated that approx. 30% of the budget of SO1 contributes to climate adaptation. Considering the current indicative budget for SO 1 is EUR 13,561,750, the Danish share (approx. 17%) of this 30% climate adaptation would be EUR 691,649.27/ DKK 5,165,350.87.

Budget revisions and reallocations, including at the end of the inception phase, should be approved by all donors within either the Strategic or Technical Steering Committee as per the thresholds to be agreed upon in the Terms of Reference for the Steering Committees. Disbursements are based on written request from AFD according to the conditions set out in the mutually agreed upon contribution agreement, including documentation that previously disbursed funds have been spent as planned and that the project has burned enough funding to need additional funds for the coming 12-month period.

7. Project Management, Monitoring and Reporting

The management arrangement described below will ensure adequate reporting, dialogue, learning and timely decisions about the project, including possible adaptations to ensure achievement of agreed outcomes.

The Danish funds will be implemented through a delegated partnership modality with AFD. The EU, who is the main donor, will also be delegating their funds to AFD as an EU pillar assessed partner, through a separate agreement. The Danish, AFD and EU funds will, however, be managed as part of pooled project fund. All three donors will participate in the governance and coordination bodies established for the project.

Given the tight timeline for developing and committing funding for this multi-donor project before year-end, the first six months of the project will constitute an inception phase, where, based on the selection of specific geographical areas and integrated assessments, the indicative project budget, activities and results framework, as well as other relevant documentation, will be adjusted and finalized.

Governance Structure

To ensure effective oversight, coordination and decisions-making throughout the project, governance bodies will be established at a strategic, technical and advisory level. Daily management of the project will be handled by the dedicated AFD team (project officer and strategic communications and coordination staff) within the scope of the delegated partnership agreement.

Strategic Steering Committee: Responsible for strategic decisions and project adaptations. Membership comprising of the EU, Danish and French Ambassadors and/or Heads of Cooperation; representatives from the Prime Minister's Office; relevant ministers and directorates (Ministry of Agriculture (MoA), Ministry of Environment (MoE), Ministry of Social Development (MoSD), Directorate General for Technical and Vocational Education (DG TVE), Directorate General for Local Affairs and Councils (LAC), Ministry of Energy and Water, Ministry of Industry) with one designated line ministry serving as the main focal point; and municipalities and Unions of Municipalities. Meetings are expected twice a year in the first year of implementation, potentially reduced later, with ad hoc meetings as needed. Donor coordination will take place prior to Strategic Steering Committees to ensure common understandings and positions.

Technical Steering Committee: Responsible for technical-level decisions on implantation or adaptations. Membership comprised of the donor (EU, Denmark and AFD) and consortium technical staff. Meetings twice a year with ad hoc sessions if required. Donor coordination will take place prior to the Technical Steering Committees to coordinate positions. When relevant, donors will meet prior to the Technical Steering Committee meetings to coordinate positions.

Advisory Board: Ensures ongoing technical coordination with governmental partners, donors, UN agencies, the World Bank and NGOs working on similar thematic or in geographic areas. Membership and frequency of meetings are flexible, depending on the project phase and coordination needs.

Monitoring and Reporting

AFD will lead the quality assurance of monitoring and reporting from the consortium partners, before sharing with Denmark and the EU. Given that the funds from the three partners are not earmarked, the reporting will cover the full project, reflecting all sources of income and costs, and not be specific to funds provided by each partner. Results will be tracked in a joint results framework, bringing together the results provided by all consortium partners.

AFD will provide biannual narrative reports (deadline of 01 March for the annual report and 01 October for the semi-annual report), which will be followed by a Technical Steering Committee to discuss any questions. In order to follow the project closely, given that it is being implemented in a volatile security context with high political interest, AFD will provide ad hoc updates upon request.

The biannual narrative reports will be accompanied by biannual financial reporting to provide a combined overview and ensure that progress is monitored consistently across results and activities. The biannual financial reporting template will be agreed upon among donors as part of the contribution agreement. The financial reporting should be drawn up to the same level of details as the latest approved budget.

The annual audit from the project consortium and the management letter will be shared by AFD no later than 6 months after the completed reporting period (June 30).

The final narrative, financial and audit report for the project will be provided no later than six months after the end of the implementation period. In order to follow the project closely, AFD will also call for ad hoc briefings when if and necessary.

AFD will ensure that the consortium implements a robust Monitoring, Evaluation, Accountability and Learning (MEAL) framework, including baseline and end line assessments, output and outcome monitoring, and the integration of gender, age and disability considerations. A harmonized feedback mechanism will allow communities to provide input safely and inclusively, informing programmatic adjustments.

Structured learning and evaluation activities will be conducted to regularly assess the project's results, relevance and implementation. This includes capitalization of best practices and lessons learned, project review and learning workshops, a mid-term evaluation and external final evaluation.

Denmark will participate in any AFD-led technical supervision missions and field visits, and will maintain regular informal contact with the AFD project team.

The Danish Embassy will also use the data produced by the Danish-funded CSMF to track conflict sensitivity and community perceptions in South Lebanon.

8. Project Risk Management

A central and considerable contextual risk is a deteriorating security situation, including the possibility of the resumption of war between Israel and Hezbollah. Continuous IDF strikes in South Lebanon, including on civilian infrastructure will pose a risk for Danish funded projects. Mitigation strategies will include coordination of project activities, as and when relevant, with the French-US ceasefire mechanism and the LAF B2 FAL Military Intelligence Services that manage checkpoints in the South. Currently the OCHA deconfliction mechanism – the humanitarian notification system – only operates for areas located within 3km of the Israeli positions in South Lebanon. Given that project activities are not expected to take place within that zone, use of the humanitarian notification system is only expected in case of a resumption of war between Israel and Hezbollah, in which case the geographic scope of the system will be expanded.

In terms of reputational risks, there is a risk of Danish-funded projects being associated with politically elected Hezbollah members. The project offers a crucial tool for the Lebanese State to re-establish its presence and legitimacy in the South where it has long been absent. However, to ensure sustainability, this will require engagement with locally elected political figures in the municipalities, including those affiliated with Hezbollah, particularly mayors.

To manage the political, reputational and operational risks involved, robust mitigation measures will be in place – specifically designing a strong strategic communication ensuring that implemented projects – while implemented through an NGO-consortium - will be clearly attributed to the Lebanese State by the local population. In parallel, contractors will be screened against AFD exclusion criteria, including UN, EU and French sanctions listings. Contractors will be required to ensure and certify (in the form of an

integrity statement) that their subcontractors and vendors are not subject to any exclusion case.

Additionally, the conflict sensitivity data from the Danish-funded CSMF will provide critical input as to understand how local populations perceive the support provided.

Another mitigation strategy – also a key element to address reputational risks – will be close coordination with other international actors, particularly co-donors the EU and France, but also countries engaged in CIMIC activities with the LAF, such as the US, Netherlands, Italy and Spain.

Joint, recurring risk reviews will take place within the Steering Committees to prepare for adaptive management. In case of significant deterioration of the security situation, AFD will share with the EU and Denmark a formal security update, sharing the adapted contingency workplan, revised timeline, and proposed mitigation measures for review and approval when needed. This ensures transparency, rapid decision-making, and joint coordination on adaptive management measures.

For a full overview of risks and mitigation measures, please refer to Annex E.

9. Sustainability and Exit Strategy

The project seeks to ensure that recovery outcomes will be sustainable, locally owned, and institutionally embedded. Sustainability is pursued across financial, institutional, political, social, and environmental dimensions, with a focus on reinforcing the legitimacy and effectiveness of Lebanese public institutions and municipalities as the main drivers of recovery.

Interventions will be anchored within existing State structures — notably line ministries, municipalities, and Unions of Municipalities — to strengthen their capacities for planning, coordination, and service delivery. The project will build the technical and managerial skills of key ministries and local authorities to plan, contribute to and maintain recovery investments. Gradual handover of operations and maintenance to local actors will foster accountability and long-term ownership. Participatory Recovery Plans and alignment with national strategies will build coherence and continuity.

At a local level, participatory mechanisms will empower cooperatives and community organisations to manage rehabilitated assets and sustain livelihoods in a climate-smart and more efficient manner. Municipal, cooperative and community committees will serve as lasting dialogue platforms, reinforcing accountability and rebuilding trust between citizens and the State, a key goal of Lebanon's post-conflict recovery agenda.

Politically, the governance of the project, with a Strategic Steering Committee and Advisory Board with national and local authorities' representatives, will help build the authorities' ownership of the project, as well as the strengthen the coherence, complementarity and sustainability of the project on the ground.

Financial sustainability will be promoted through efficient resource use and links to complementary national and international funding.

Environmental and social sustainability will be ensured through climate-smart and conflict-sensitive approaches that reduce vulnerability, improve efficiency, promote equitable access to benefits and sustainable use of national resources.

A detailed exit strategy will be developed once the specific geographic areas of operation have been selected for the project. The exit strategy will be implemented during the project's final phase, focusing on institutional handover, consolidation of local management structures, and lessons learned, ensuring that Lebanese authorities and communities can continue recovery efforts beyond the project's lifespan.

List of Annexes

Annex A – Partner project document and annexes

Annex B – MFA partner assessment

Annex C – MFA detailed results framework

Annex D – MFA budget details

Annex E – MFA risk management matrix

Annex F – Partner selection – direct award

Annex G – Synergies with other Danish interventions

Annex H – Process Action Plan

Economic Recovery Project DESCRIPTION OF THE ACTION

LIST OF ABBREVIATION AND ACRONYMS

AFD: Agence Française de Développement (French Development Agency)
ARED: Action for Rural Economic Development
BSS: Business Support Specialists
CEP: Cooperative Empowerment Program
CoC: Chambers of Commerce
CNRS: National Council for Scientific Research
CRM: Customer Relationship Management
CSA: Climate-smart Agriculture
CSO: Civil Society Organizations
Danish MFA: Danish Ministry of Foreign Affairs
DGVET: Directorate General of Vocational and Technical Education
EU: European Union
FAO: Food and Agriculture Organization
FJP II: John Paul II Foundation
GAP: Good Agricultural Practices
GDA: General Directorate of Agriculture
GDC: General Directorate of Cooperatives
GDP: Gross Domestic Product
GIL: Generation of Innovation Leaders
ICRC: International Committee of the Red Cross
IDPs: Internally Displaced Person
IECD: Institut Européen de Coopération et de Développement
LAF: Lebanese Armed Forces
LARI: Lebanese Agriculture Research Institute
LCEC: Lebanese Center for Energy Conservation
LDPs: Local Development Plans
LMAC: Lebanon Mine Action Centre
LMS: Learning Management System
LPSN: Lebanese Private Sector Network
LRI: Lebanon Reforestation Initiative
MEHE: Ministry of Education and Higher Education
MFI: Microfinance Institutions
MoA: Ministry of Agriculture
MoE: Ministry of Environment
MoET: Ministry of Economy and Trade
MoEW: Ministry of Energy and Water
MoI: Ministry of Industry
MoIM: Ministry of Interior and Municipalities
MoSA: Ministry of Social Affairs
MSMEs: Micro, Small and Medium Enterprises
NAS: The National Agriculture Strategy
NGO: Non-governmental Organization
PLI: Project Lead Institution
PWD: Person with Disabilities

QIPs: Quick Impact Project
SDCs: Social Development Centers
TEI: Team Europe Initiatives
TVET: Technical and Vocational Education and Training
UX/UI: User Experience and User Interface
WFP: World Food Programme

1. Context and justification of the Action

The escalation of hostilities across Lebanon witnessed in 2024 came after six years of economic and social crises, compounded by decades of structural political, security and governance challenges. The escalating hostilities have deepened the country's economic crisis, causing 118 million USD in agricultural damage, 586 million USD in sector losses, and over 5.1 billion USD in broader economic losses¹. **Water infrastructure** was particularly targeted: attacks damaged at least 34 facilities, disrupting clean water access for over 400,000 residents². Between October 2023 and November 2024, infrastructural assets were repeatedly struck, damaged, and frequently rendered inoperable for multiple months as a result of Israeli attacks, particularly affecting the water supply system in Nabatieh and South governorates. According to World Bank report (March 2025), around 64% of community water supply distribution reservoirs, 46% of water reservoirs, 58% of water pumping stations, and 23% of water treatment plants, have been destroyed or partially damaged in Lebanon.

Commercial and agricultural assets also sustained heavy destruction, with 14,748 businesses and 14,762 agricultural assets reportedly damaged³. The **workforce and business sector** of Lebanon were significantly affected: private sector employment fell by 25%, and around 25% of war-affected businesses no longer have any employees. The most severe impacts were in areas directly targeted by airstrikes, specifically in the governorates of Baalbek-Hermel, Nabatieh and South Lebanon, where job losses reached 36%: more than double the 17% rate in areas that did not experience attacks. Even after the ceasefire, recovery remained uneven, with 1 out of 4 workers in hardest-hit regions still unemployed by December 2024, compared to 7% across other regions. Women were disproportionately affected, sustaining an average of 18% of job losses versus 12% for men. For those who remained employed, 35% experienced reduced incomes, as average earnings decreased by 15% nationwide⁴. Business needs are considerable, with 80% of businesses identifying access to finance as their top priority, followed by affordable energy (40%), market access (35%) and wage subsidies (25%). **The MSMEs sector**, which forms the backbone of the Lebanese economy (90 % of all businesses), was deeply impacted. The Nabatieh governorate bore the most severe destruction with 31% of businesses damaged, followed by the South Lebanon governorate (23%). Due to the war, 15% of MSMEs permanently closed down. **The agricultural sector** (8% GDP) endured particularly heavy losses. Artillery shells and chemical agents, including white phosphorus, damaged or destroyed 2,193 hectares, comprising 1,917 hectares of forest and 275 hectares of farmland. Agriculture land damage included the total loss of 134 hectares of olive groves, 48 hectares of citrus orchards, 44 hectares of banana plantations, and 15 hectares of other fruit trees. The war forced farmers to abandon over 12,000 hectares of agricultural land in the Nabatieh and

¹ "Lebanon Agricultural Damage & Loss Assessment" - FAO, 2025 [Lebanon: Agricultural damage and loss assessment on the impact of conflict](#)

"Lebanon Interim Damage & Loss Assessment (DaLA)" - World Bank, 2024 [Lebanon's Recovery and Reconstruction Needs Estimated at US\\$11 Billion](#)

² "Lebanon Situation Report" - Anera, 2024 [November 2024 Lebanon Situation Report](#)

³ "From Crisis to Recovery - Rapid Impact Assessment" - UNDP, 2025 [From Crisis to Recovery: Local Authorities Confronting Post-War Realities in Lebanon Rapid Impact Assessment | United Nations Development Programme](#)

⁴ "Lebanon War 2024 - Socioeconomic impact analysis" UNDP, 2025 https://www.undp.org/sites/g/files/zskgke326/files/2025-08/2500409e-lebanon-war-2024-socio-economic-impact-analysis-policy-brief-web_mod.pdf

"Lebanon's private-sector labour market severely disrupted by conflict" - ILO, 2025 [Lebanon's private-sector labour market severely disrupted by conflict | International Labour Organization](#)

South Lebanon governorates. Missed harvests caused farmers significant income losses, particularly in the Marjaayoun, Bent Jbeil, Hasbaya and Nabatieh districts, where harvests were reported to have shrunk by 84%, 75%, 70% and 62%, respectively. The livestock sector lost 10% of animals in the South Lebanon and Nabatieh ⁵⁶

Manufacturing was also severely impacted. Only 1 out of 5 businesses resumed normal operations post-ceasefire, while 13% closed permanently and 45% are operating at reduced capacity. In the worst-hit areas, 7 out of 10 enterprises shut down completely, while 18% maintained limited operations. After the ceasefire, one fourth of the total manufacturers remained closed and one fifth operated partially, leaving only half of the total operating regularly.

Building on the findings of primary data collected on the ground, and secondary data analysis, WeWorld, the Institut Européen de Coopération et de Développement (IECD), the Lebanon Reforestation Initiative (LRI), the John Paul II Foundation (FJPII) and the Nawaya Network (NN) developed the present project proposal, aiming at supporting inclusive and sustainable recovery in conflict-affected areas in Lebanon. The consortium focuses on South Lebanon and Bekaa governorates, which represent the two regions mostly affected by the escalation of hostilities, as they are currently witnessing significant disruption of employability and entrepreneurship opportunities that further deepens economic hardship for both Lebanese citizens and refugees. Many local economic actors and businesses were destroyed or forced to shut down, leaving youth, men and women without income sources, and further increasing poverty, food insecurity, and unemployment rates. Such vulnerabilities were already significantly affecting refugees across the country, who are now facing greater barriers to accessing formal employment or starting small enterprises.

The consortium will focus on enhancing employability and entrepreneurship opportunities in target areas, while supporting climate-smart and productive agriculture and restoring the environment (especially heavily hit farmlands and forests). Throughout the intervention, particular attention will be granted to engaging the most vulnerable population (youth, women, refugees) and strengthening governance capacities at local and national levels for effective, locally driven recovery.

Social cohesion, inclusion, and local governance will be mainstreamed across all planned activities. In coordination with WeWorld, Nawaya and IECD will design **mixed training cohorts** gathering Lebanese, Syrians, and Palestinians, to foster inclusion, trust, and collaboration among communities affected by conflict and crisis. To strengthen solidarity and local ownership, bi-yearly **community forums, employment fairs, and MSME exhibitions** will be co-organized in partnership with municipalities, Unions of Municipalities, Chambers of Commerce, and Social Development Centers (SDCs). These events will give visibility to local entrepreneurs and vocational graduates, encourage partnerships with private employers, and enhance community engagement.

Shared Livelihood Spaces (co-working and training hubs) will be piloted in targeted municipalities, jointly managed with local authorities, and used for both Nawaya's employment and IECD's vocational programs. These hubs will serve as tangible symbols of coexistence, recovery, and municipal service delivery, hosting peer exchanges, training sessions, and local business incubation.

IECD will coordinate with DGTVE and MoSA to embed vocational programs within national systems, while Nawaya will support municipalities in mobilizing youth, women, and vulnerable households for participation in employability and entrepreneurship initiatives.

⁶ "The socioeconomic impacts of the 2024 war on Lebanon", https://www.undp.org/sites/g/files/zskgke326/files/2025-07/report_socioeconomic-impacts-lebanon-2024-war-english.pdf

These mechanisms will **anchor all employment and livelihood activities in municipal recovery strategies**, reinforce coordination with MoIM and national institutions, and promote long-term sustainability of results through **local governance ownership, inclusive participation, and social cohesion**.

2. Articulation and coherence with UE, AFD, Danish strategies and complementarity with other projects

The present proposal aligns with projects funded by the EU, the AFD and the Danish MFA in Lebanon and with their shared strategic commitment to inclusive economic recovery, local development and governance reform in conflict-affected areas. Additionally, the proposed intervention aims at contributing to climate resilience, sustainable rural development, and biodiversity conservation in the targeted areas, thereby ensuring alignment with national-level priorities.

The intervention is coherent with multiple international commitments, including the *EU Multiannual Action Plan in favour of Lebanon (2024-2025)* by supporting post conflict recovery through improved services for MSMEs and economic actors, promoting decent jobs and reinforcing local institutions, and the *EU Multiannual Indicative Programme for Lebanon (2021-2027)*, which stresses the need for resilient and sustainable economic development, local service delivery through municipalities and civil society, and specific support for vulnerable groups as women, youth and people with disabilities. The action aligns with the priorities set out in the *EU's NDICI–Global Europe strategy*, and particularly with Priority 2 (Inclusive and Resilient Economy) and Priority 3 (Green and Sustainable Recovery). It also contributes directly to the *EU's Team Europe Initiatives (TEIs) in Lebanon* promoting local governance, employment, and economic resilience in fragile contexts.

Furthermore, the consortium ensured alignment with the priorities set in the *AFD Strategy for Lebanon (2021-2025)* in terms of economic revitalization through inclusive local development, enhanced capacities of local actors and equitable access to basic services, with a focus on environmental sustainability, gender equity, and youth inclusion. AFD's priorities of building sustainable and resilient agricultural value chains, preserving natural resources and biodiversity, and enabling use of innovative tools and techniques to improve agricultural practices are also addressed by the intervention.

The proposed project strategy is in line with major focus areas from the *Denmark's Strategy for Development Cooperation 2025*, especially job creation, economic growth, trade, and investment, which are declined in developing sustainable value chains that create local jobs, intensify the focus on job creation for young people through new targeted, support entrepreneurship and SMEs to create sustainable jobs and growth opportunities at local level, including through a targeted financing facility that meets the needs of “the missing middle”, promoting digitalization and artificial intelligence to increase productivity, and democratizing innovation.

The proposal also fits into the participatory roadmap for Lebanon's recovery outlined in the *Reform, Recovery and Reconstruction Framework (3RF)* from EU, UN and World Bank, originally meant to address the urgent needs arisen from the Beirut port explosion in 2020, and later revised and widened to include prioritized actions for restoring livelihoods, rehabilitating critical infrastructure, supporting local economic recovery and enhancing citizens' trust in institutions through transparent, locally led planning and implementation.

The proposed intervention will further complement economic growth and recovery projects promoted by World Bank and United Nations Agencies with the Lebanese Government, including:

- the “*GATE: Green Agri-food Transformation for Economic Recovery*” (2023-2028) project financed by the World Bank, to improve the resilience of farmers and SMEs in the agri-food sector through climate smart investments, infrastructure and services in agri-food value chains, improving the enabling environment and restoring support services for agri-food sector development. The proposal will align with its 3 components, by providing technical and financial support to farmers, farmer groups, agribusinesses operators in support of diversified

livelihoods and jobs retention and creation (Component 1), restoring selected public services and infrastructure at local and service area levels, including greening and improving access to services such as irrigation and community-scale water and wastewater facilities through the rehabilitation and introduction of renewable energy sources (Component 2) and improving the enabling environment for agri-food development at national level, including building capacity to accelerate the use of climate smart innovation and digital technologies, and improving the enabling environment for food safety and export (Component 3).

- the “*Lebanon Emergency Assistance Project*” (*LEAP*) funded by the World Bank for critical public infrastructure and lifeline services reconstruction in conflict-affected areas under the Government’s lead and in coordination with Lebanese Ministries.
- It’s in synergy with the EU-funded *ENABLE* program, implemented by ILO in strict coordination with Ministries and local authorities across Lebanon, which supports vulnerable populations (specifically youth, women and people with disabilities) by providing job placements, skills training, and financial education.

At operational level, the proposed intervention leverages existing cooperative structures and farmer networks developed throughout previous projects to maximize impact while minimizing redundancy and duplication. The consortium members will build on the valuable experience and best practices developed through several complementary initiatives, including:

- the EU-funded “*Promoting the local economy in North-East Bekaa*” project (ENI/2020/419-040, 2020-2025), implemented by the ARED consortium led by WeWorld and including FJP II and the Nawaya Network, which supported farmers and cooperatives in the Bekaa Valley by enhancing sustainable agri-food production, while generating livelihood opportunities and mainstreaming environmental protection. The project promoted sustainable practices and water management while providing financial support for environmental-friendly projects in line with Local Development Plans (LDPs) priorities identified by communities and local stakeholders. Technical support was provided to farmers and producers to enhance agricultural practices and market access throughout the project implementation. Moreover, youth were trained as Business Support Specialists (BSS), receiving on-the-job mentorship while supporting local MSMEs, further enhancing their employability. The Izraa agri-tech platform piloted under the intervention will be scaled throughout the implementation of the proposed action.
- the ongoing RDPP-funded “*Sustainable Agri-Food Economy for refugee and local communities in vulnerable Governorates of Lebanon - SAFE*” project (RDPP III 23/23613, 2024-2026) in Bekaa, Baalbek Hermel and Akkar, implemented in consortium by WeWorld (Leading Agency), Mada Association and the Lebanese Observatory for Workers and Employees Rights (LWRO). The project supports vulnerable groups (women and youth particularly) across refugees and local communities through decent, gender-sensitive and sustainable livelihoods opportunities, and mobilization of institutional and civil society actors. Lessons learnt and best practices from *SAFE* on business and value chains development, IMSD and market access will be built upon during project implementation. The mobilization of Ministries, Municipalities, private sector actors (Chambers of Commerce, businesses and industries) and civil society actors (CSOs, trade unions and workers organization) implemented under *SAFE* and the development of a system monitoring labor exploitation, will also significantly inform the proposed project activities and approaches.
- WeWorld’s WASH interventions funded under the EU MADAD Trust Fund “*WASH Assistance to support Water Governance and Public Water and Wastewater Services for Host and Refugee Communities in Lebanon*”. project (TF-MADAD/2021/T04.272, 2021-2025) and AFD “*Improving drinking water services in 4 villages in North-East Bekaa*” project (AFD CLB1115

04, 2021-2025), which intertwined infrastructural, institutional and social components. The community engagement approach adopted under these two interventions built the ground for a further *EU/AFD-funded WASH project* in the Bekaa led by ICRC, focusing on community engagement, customer development and dialogue between Water Establishments, Municipalities and vulnerable communities. Capacity building to institutions on infrastructure management and rehabilitation works on WASH infrastructure will be informed by the lessons learnt collected throughout the two projects' implementation.

- the FAO-funded “*Enhancing Food and Nutrition Security in Lebanon*” project (GCP/LEB/043/CAN), implemented under technical assistance by FJPII and targeting the apple and vegetables value chains, empowering farmers and cooperatives and the GDA field extension, contributing to tailoring the intervention to the needs of cooperative.
- The AICS-funded “*Roots of dignity in Lebanon: from the land a fair, resilient and inclusive rural economy*” (AID 012590-02-3, 2023-2026) implemented by FJPII in partnership with WeWorld in South Lebanon and Bekaa, focusing on citrus and major fruits value chains and introducing resilient agricultural practices, while empowering cooperatives, enhancing access to market and supporting key public institutions in the sector.
- The EU-funded “*Agroforestry for Food Security*” (*AFS 2 and AFS 1*) projects (2020-2022), implemented by LRI, which introduced agroforestry and sustainable land management practices in South Lebanon and Mount Lebanon.
- The CDCs-funded “*OWERECS*” project (2023-2024), implemented by LRI, which successfully empowered women entrepreneurs and rural communities.
- The GIZ-supported “*ASE*” project (2023-2026), implemented by LRI, which have strengthened the honey and prickly pear value chains.
- The Expertise France-funded *ALFS* project (2023-2024), implemented by LRI in Tyre, by integrating climate-smart techniques into existing honey and olive value chains, enhancing market-oriented training, and scaling up water management and land rehabilitation efforts initiated under ILO-supported programs.
- The proposal builds on the models implemented by the Nawaya Network under three flagship programs: the GIL Entrepreneurship Program (2017–2024), supported by UNICEF and implemented in Beirut, Mount Lebanon, South, and Nabatieh; the ARED Entrepreneurship Program (2020–2025); and UNICEF’s Employment Hub Program (2020–present), which provides employability and soft skills training, career guidance, CV development, and job-matching services.

Lastly, the consortium ensures alignment with ministerial plans and strategies developed at Country level, particularly:

- The *National Agriculture Strategy – NAS* - (2020–2025) by the MoA, since it focuses on the agrifood sector to contribute to absorb the crises-induced economic shocks as well as to recover the Lebanese economy. The proposal is aligned with all its 5 pillars: restoring the livelihoods and productive capacities of farmers and producers (Pillar 1), increasing agricultural production and productivity (Pillar 2), enhancing efficiency and competitiveness of agrifood value chains (Pillar 3), improving climate change adaptation and sustainable management of agrifood systems and natural resources (Pillar 4) and strengthening the enabling institutional environment (Pillar 5).
- The *National Strategy for Cooperative Development* (2025-2030) developed by the General Directorate of Cooperatives in Lebanon in coordination with FJPII throughout the implementation of the Local Economic Development project by the ARED Consortium. The Strategy envisages multiple programs for the sustainable growth of the sector, most of which

are integrated into the present proposal: strengthening cooperative-market linkages, promoting cooperative products, fostering networking among cooperatives, enhancing digital literacy and post-war reconstruction.

- The *Lebanon's Livelihoods LRP Strategy*, developed in collaboration between the Government of Lebanon and the UNHCR, IOM, FAO and WFP. This integrated plan aims to respond to the country's humanitarian and stabilisation needs, with a particular focus on supporting the livelihoods of vulnerable populations through QIPs on rapid, labor-intensive job creation for vulnerable groups, including vulnerable Lebanese, displaced Syrians, and Palestinian refugees, investing in the skills of young people and adolescents, adopting the “Making Markets Work for the Poor” (M4P) approach, stimulating labour-intensive sectors to create jobs, improve skills, boost local markets and promote local economic growth, and promote social inclusion and stability through interventions that strengthen social cohesion and reduce inequalities.
- The *Economic Inclusion Strategy* recently developed by the Ministry of Social Affairs (MoSA), planned to be launched in the upcoming period, outlining the Ministry's role in promoting and actively supporting local economic development, in coordination with its operational local branches (Social Development Centers) and local authorities.

3. Intervention logic: objectives, outcomes, outputs

Lebanon's agricultural systems, local economies, and governance structures have been severely strained by years of underinvestment, recurrent crises, and now the compounding effects of conflict and climate stress. In the Bekaa Valley and South Lebanon, disrupted irrigation networks, degraded ecosystems, and damaged rural infrastructure have undermined livelihoods and weakened the social fabric. At the same time, farmers, cooperatives, and MSMEs face limited access to finance, markets, and institutional support, while municipalities struggle to meet growing demands for recovery and service delivery.

Theory of Change

The project is grounded in the understanding that sustainable recovery in Lebanon requires a multi-dimensional and simultaneous progress in 3 interdependent dimensions: restoring productive agricultural systems, enabling inclusive, gender sensitive and climate smart economic revival, and rebuilding the capacity and legitimacy of local institutions. In conflict-affected regions such as the Bekaa Valley and South Lebanon, the collapse of infrastructure, disruption of livelihoods, and weakening of public governance have deepened socio-economic inequalities and eroded public trust.

The intervention assumes that **IF** a rapid, inclusive and conflict-sensitive technical and recovery assessment for early rehabilitation, a farmer baseline and environmental land studies are implemented (A1.1.1), priority lands for rehabilitation and farmers are pre-selected (A1.1.2), natural ecosystems, including forests, rangelands and riparian areas are restored (A1.1.3), agroforestry ecotones are designed and developed and farmers supported with in-kind, like seeds, seedlings, etc. (A1.1.4), intensive farming ecosystems are restored through climate-resilient, productive and market-oriented varieties and farmers supported with seedlings, promoting climate smart and sustainable practices (A1.1.5), rehabilitation of essential infrastructures like irrigation canals, water infrastructures, erosion control and roads are carried out through labor-intensive modalities to facilitate the access to the agricultural lands (A1.1.6), **AND** the security conditions allow access to target areas, institutions and local authorities approve and facilitate rehabilitation efforts, weather and climate conditions allow for rehabilitation works, necessary equipment for infrastructure works is available and affordable, workers for the intense labor initiative are available and interested to participate in short term employments (ASSUMPTIONS), **THEN** the ecosystems affected by conflict are rehabilitated and systems for their sustainable management established (OUTPUT 1.1). All the data collected under OUTPUT 1.1. will be used across the project to inform the other components. The Farmer baseline survey will be further developed under Output 1.2 to support agroforestry and intensive farming development. A portion of

the rehabilitation budget will be reserved for additional works identified through the Local Development Plans (SO3).

Moreover, **IF** the most climate-resilient, nutrition-sensitive and with strong market potential value chains are selected, considering the specificities of the area (A1.2.1), the agroforestry ecotones improved their productivity and climate resilience thanks to the support provided to the beekeepers (A.1.2.2), the intensive farming ecosystems are developed to enhance the marketability and resilience of the selected value chains, farmers and cooperatives are trained on updated technical national manuals and provided with agricultural inputs and tools (A1.2.3), farmers and cooperatives are provided and supported through drip irrigation systems for more climate-smart agriculture (A.1.2.4), **AND** farmers and cooperatives are interested and willing to adopt alternative agricultural practices, climate-smart technologies and inputs are accessible and affordable, market conditions remain stable enough to support increased productivity in target areas (ASSUMPTIONS), **THEN** farmers and cooperatives in the South and Bekaa Valley improve their productive through climate-smart and market-oriented agricultural practices (OUTPUT 1.2). The updated guidelines for using the Izraa App, foreseen under A.1.2.3, will be used under Output 1.5. The updated technical national manuals will be disseminated and applied under OUTPUT 1.3.

IF National guidelines on key crops are disseminated and applied, GDA trained and provided with essential tools to promote good agricultural practices (A.1.3.1), training on climate-smart agriculture (CSA), agroforestry and agroecology are delivered to farmers and cooperatives in coordination with the most relevant stakeholders, including GDA and MoA centers, LARI branches, Universities and local NGOs (A1.3.2), success stories and results of real time CSA and guidelines applications are documented and communicated/disseminated through videography and visual tools (A1.3.3), **AND** national and sub-national institutions and local authorities continue to be supportive of climate-smart approaches, required agricultural tools continue to be available and locally provided, farmers are open to learning and attend training opportunities (ASSUMPTIONS), **THEN** the development, dissemination and promotion of agroecological practices support Lebanon's transition to climate-smart and inclusive agriculture (OUTPUT 1.3).

IF the mapping and selection process of agricultural cooperatives within the selected value chains is realized (A1.4.1), the Cooperative Empowerment Program (CEP) is developed and addressed to the selected agricultural cooperatives to guide them in developing sustainable and inclusive business model, feasibility plans and activate apprenticeships (A1.4.2), the capacities of agricultural cooperatives on administration and warehouse management systems are improved (A1.4.3) as well as on financial instruments (including the GDC Funds Mechanism) (A1.4.4), **AND** value chain actors and the GDC confirm their willingness to collaborate, GDC's existing Funds Mechanism is operational and effective, the political, security and economic conditions in target areas support trade and transport, cooperative members confirm their willingness to adopt additional or alternative quality standards and food safety measures (ASSUMPTIONS), **THEN** agricultural cooperatives will upgrade their infrastructure, strengthen governance and improve value-chain linkages (OUTPUT 1.4). The apprenticeship foreseen under A.1.4.2 will be opened to youth and women trained under SO2. With reference to A1.4.4, the consortium will coordinate with relevant micro-credit institutions, including Al Majmoua and Vitas.

IF the MoA's Izraa App for pest and disease recognition is upgraded, fed with real-time data and accessible to farmers (A1.5.1), the National Farmer Register is also updated and unregistered farmers supported in being recorded (A1.5.2), existing digital tools are mapped and Institutional digital capacity is assessed and supported for better coordination (A1.5.3), **AND** the MoA's digital infrastructure is in place and operational, target municipalities and local cooperatives support digital initiatives and registration to the national farmer registry, target municipalities establish community-level helpdesks to support the registration process, target stakeholders agree to share data and maintain positive collaboration (ASSUMPTIONS), **THEN** coordination systems are strengthened and interconnected to improve agricultural service delivery and data sharing thanks to institutional digital tools (OUTPUT 1.5).

IF agricultural land, water infrastructure, and ecosystems affected by conflict are rehabilitated, and systems for their sustainable management are established (Output 1.1), farmers and cooperatives in the

South and Bekaa Valley improve their productive capacity and promote climate-smart and market-oriented agricultural practices (Output 1.2), agroecological practices are developed, disseminated, and promoted to support Lebanon's transition to climate-smart and inclusive agriculture (Output 1.3), agricultural cooperatives are supported to upgrade infrastructure, strengthen governance, access finance, and improve value-chain linkages (Output 1.4), institutional digital tools and coordination systems are strengthened and interconnected to improve agricultural service delivery and data sharing (Output 1.5), **AND** security and political stability are maintained in the South and Bekaa Valley, enabling farmers to continue agricultural activities and access support services, farmers and cooperatives maintain their willingness to adopt climate-smart practices introduced through the project, national agricultural policies remain supportive of sustainable and inclusive agriculture and there are no major changes in land use regulations, markets remain functional and accessible, including infrastructure and local distribution chains, no extreme climatic conditions, undermining gains from climate-smart practices, national and local institutions and target stakeholders maintain their engagement in agriculture and environmental sectors, social cohesion allows collaboration and communication throughout project implementation, **THEN** climate-smart and productive agriculture practices are adopted and contribute to improved gender-equitable access to livelihood and environmental restoration in the South and Bekaa Valley (SO1).

IF MSMEs and informal business, mainly women-led and youth-led, are assessed and selected to participate in tailored entrepreneurship training covering design thinking, business development, marketing, customer acquisition and financial literacy (A2.1.1), high-potential MSMEs (mainly women and youth led) joined the intensive incubation track and received seed funding and digital capacity building (A2.1.2), Agro-Food MSMEs are part and co-owned a "Cooperative" Business Hub to collaborate and promote climate-smart and circular-economy approaches (A2.1.3), high-potential MSMEs and farmers have access to the digital market via Izraa app (A2.1.4), **AND** demand for business support from MSMEs remains high, economic activity is resumed after war, MSMEs adopt digital tools, infrastructure supports access to mobile apps, **THEN** MSMEs in particular women-led and affected by crisis, are supported with equipment provision, training, and entrepreneurial development (OUTPUT 2.1). The A2.1.2 focus mainly on MSMEs but the hub will remain open to farmers supported under SO1, enabling collaboration, cost sharing, and local value chain integration. Moreover, it will be aligned with the digital updates foreseen in Output 1.5.

IF job seekers, mainly women, youth and vulnerable groups (including IDPs and refugees), enhanced their employability through Market-driven Skills Training and Business Support Specialists track (A2.2.1), early-stage entrepreneurship curriculum for students in schools are activated and teachers are trained (A2.2.2), career orientation and professional integration workshops are carried out for schools students (A2.2.3), accredited market-driven vocational and technical training are organized mainly for youth and adults (50% women) (A2.2.4), internships and on-the-job training are activated, job fairs are organized and employability platform is updated to strengthen connection with private sector (A2.2.5), Entrepreneurship Pathways for self-employed job seekers is provided (A2.2.6) **AND** participants have access to learning centers or online platforms, security allows sessions to continue, online learning remains feasible in case of movement restrictions or conflict, participants have access to schools or online platforms, security allows sessions to continue (ASSUMPTIONS), **THEN** students, youth, women and vulnerable groups, including IDPs, improve their employability and access to decent work opportunities through vocational training, apprenticeships and entrepreneurship programs (OUTPUT 2.2). On-the-job training foreseen in A2.2.5 will be developed also in the rehabilitated ecosystems in SO1, in coordination with farmers, beekeepers and cooperatives. Internship placements (A2.2.5) will prioritize MSMEs supported under Output 2.1, strengthening backward linkages between local production and vocational training. The employability platform (A2.2.5) will include cooperatives and MSMEs supported under SO1 and SO2.

IF MSMEs, in particular women and youth-led MSMEs, affected by crisis are supported with equipment provision, training and entrepreneurial development (Output 2.1), youth, women and vulnerable groups, including IDPs, improve their employability and access to decent work opportunities through vocational

training, apprenticeships, and entrepreneurship programs (Output 2.2), **AND** women and youth remain interested and able to participate, access to markets and capital improves progressively despite crises (ASSUMPTIONS), **THEN** vulnerable populations (including women and displacement affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery (SO2).

IF comprehensive municipal assessments and participatory discussions with community members are conducted to identify and prioritize QIPs and Early Recovery Projects to address the most urgent community needs (A3.1.1), Municipal Recovery Plans (MRPs) are developed as operational tools for early recovery and institutional strengthening (A3.1.2), identified QIPs are implemented (A3.1.3), **AND** municipality staff's collaboration is maintained in the identification of capacity gaps, local communities are receptive to municipalities' communication efforts, security conditions allow access to target areas, community participation is continuous throughout project implementation, target municipalities have minimum staffing and internal stability (ASSUMPTIONS), **THEN** Municipalities in conflict-affected areas restore essential local functions through QIPs contributing to renewed community trust (OUTPUT 3.1). QIPs and Early Recovery Projects will be defined according to the rapid, inclusive, and conflict-sensitive technical assessment foreseen under A1.1.1. Environmental rehabilitation foreseen under SO1 will coherently be integrated into recovery planning where relevant, linking MRPs with ongoing environmental recovery efforts under SO1.

IF Municipalities and UoMs lead the structure of inclusive and participatory Recovery Planning for medium-term rehabilitation (A3.2.1), Municipalities and UoMs design and implement community projects based on MRPs (A3.2.2), Municipalities and UoMs are supported in preparing Environmental and Climate Investment Plans to translate environmental and climate priorities into actionable investment pipelines (A3.2.3), Municipalities and UoMs strengthen their institutional and managerial capacity (A3.2.4), **AND** municipalities and target community members are willing to engage in local development planning processes, Inter- or intra-community conflicts do not undermine local planning or coordination, security conditions allow access to target areas and organization of community-level meetings, local authorities and economic stakeholders ensure transparency in the selection of QIP and their alignment to the priorities identified at community-level (ASSUMPTIONS), **THEN** Municipalities and UoMs are supported to develop inclusive, participatory, and environmentally sensitive recovery planning processes that improve institutional capacity for effective service delivery (Output 3.2).

IF Recovery monitoring and reporting system are codesigned and institutionalized for real-time tracking of progress in infrastructure rehabilitation and local planning (A3.3.1), the Advisory Group (AG) at consortium level is established and operationalized to ensure alignment across all the SOs and the national plans and engage with stakeholders (A3.3.2), lessons learned, case studies and success stories are capitalized and (A3.3.3), **AND** institutional trust is sufficient for effective dialogue and monitoring, Municipality members ensure proper usage of monitoring tools (ASSUMPTIONS), **THEN** National monitoring and dialogue Mechanisms are established (OUTPUT 3.3). The recovery monitoring and reporting system foreseen in A3.3.1 will be based on the institutional and capacity assessment realized in A1.5.3. The Knowledge Management and Capitalization (A3.3.3) is generated throughout the Action.

IF Civil Defense Units are reinforced to effectively respond to emergencies and safe recovery (A3.4.1), Water Establishments (WEs) are supported in restoration of local water services (A3.4.2), Cooperatives and agricultural related public institutions strengthened their digital and technical capacities (A.3.4.3), **AND** Public institutions are willing to collaborate and strengthen coordination at sector and municipal level (ASSUMPTION), **THEN** Selected public institutions are supported to restore service delivery and strengthen coordination with municipalities in recovery efforts (Output 3.4). The capacity building on digital interoperability and coordination mechanisms under A.3.4.3 is built on the Institutional Digital Capacity Assessment (A1.5.3) conducted under SO1.

IF Municipalities in conflict-affected areas restore essential local functions through QIPs, contributing to renewed community trust (Output 3.1), Municipalities and UoMs are supported to develop inclusive, participatory and environmentally sensitive recovery planning processes that improve institutional capacity for effective service delivery (Output 3.2), National monitoring and dialogue mechanisms are

established (Output 3.3), Selected public institutions are supported to restore service delivery and strengthen coordination with municipalities in recovery efforts (Output 3.4), **AND** Governmental institutions remain functional and stable, allowing sustained capacity building and implementation of recovery plans, security conditions allow local authorities to operate and serve their communities, citizens and civil society maintain their willingness to participate in governance and recovery efforts, basic service delivery from local institutions is supported by uninterrupted availability of minimum funds and resources, recovery and reconstruction efforts are not disrupted by broader regional instability or new conflict dynamics (ASSUMPTIONS), **THEN** Governance capacities at local and national levels are strengthened to enable effective, equitable and inclusive recovery ensuring that women and men have equal agency, access, and influence recovery decision-making and resource management.

IF Climate-smart and productive agriculture practices are adopted and contribute to improved gender-equitable access to livelihoods and environmental restoration in the South and Bekaa Valley (SO1), Vulnerable populations (including women and displacement affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery (SO2), Governance capacities at local and national levels are strengthened to enable effective and inclusive recovery in conflict-affected areas (SO3) **AND** security and political stability are maintained in the South and Bekaa Valley, enabling farmers to continue agricultural activities and access support services, farmers and cooperatives maintain their willingness to adopt climate-smart practices introduced through the project, national agricultural policies remain supportive of sustainable and inclusive agriculture, and there are no major changes in land use regulations, markets remain functional and accessible, including infrastructure and local distribution chains, no extreme climatic conditions, undermining gains from climate-smart practices, national and local institutions and target stakeholders maintain their engagement in agriculture and environmental sectors, social cohesion allows collaboration and communication throughout project implementation, women and youth remain interested and able to participate to the activities, access to markets and capital improves progressively despite crises, governmental institutions remain functional and stable, allowing sustained capacity building and implementation of recovery plans, citizens and civil society maintain their willingness to participate in governance and recovery efforts, basic service delivery from local institutions is supported by uninterrupted availability of minimum funds and resources, recovery and reconstruction efforts are not disrupted by broader regional instability or new conflict dynamics, **THEN** the project will contribute to inclusive, sustainable, and climate-resilient recovery in conflict-affected areas of Lebanon through improved livelihoods, revitalized local economies, restored ecosystems, and effective local and national governance structures. As demonstrated by the theory of change, all activities and results are integrated and reinforce each other, maximising impact, promoting synergies and complementarity, and ensuring that resources are used efficiently and effectively.

Decades of perceived neglect and weak state presence in parts of the South and Bekaa have produced isolation and low institutional trust. While this Action will help restore services and create inclusive spaces for participation, citizenship and a shared sense of belonging are generational outcomes. The project therefore does not claim rapid attitude change; it focuses on rebuilding the conditions for trust—fair access to services, transparent and participatory municipal processes, and institutional responsiveness.

Overall objective

Contribute to inclusive, sustainable, and climate-resilient recovery in conflict-affected areas of Lebanon through improved livelihoods, revitalized local economies, restored ecosystems, and effective local and national governance structures.

Specific Objectives and Outputs

SO1: Climate-smart and productive agriculture practices are adopted and contribute to improved gender-equitable access to livelihood and environmental restoration in the South and Bekaa Valley.

Output 1.1: Agricultural land, water infrastructure, and ecosystems affected by conflict are rehabilitated, and systems for their sustainable management are established

Output 1.2: Farmers and cooperatives in the South and Bekaa Valley improve their productive capacity and promote climate-smart and market-oriented agricultural practices

Output 1.3: Agroecological practices are developed, disseminated, and promoted to support Lebanon's transition to climate-smart and inclusive agriculture

Output 1.4: Agricultural cooperatives are supported to upgrade infrastructure, strengthen governance, access finance, and improve value-chain linkages

Output 1.5: Institutional digital tools and coordination systems are strengthened and interconnected to improve agricultural service delivery and data sharing

SO2: Vulnerable populations (including women and displacement-affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery

Output 2.1: Support to MSMEs, in particular women-led MSMEs, affected by crisis with equipment provision, training, and entrepreneurial development

Output 2.2: Youth, women and vulnerable groups, including IDPs, improve their employability and access to decent work opportunities through vocational training, apprenticeships, and entrepreneurship programs

SO3: Governance capacities at local and national levels are strengthened to enable effective, equitable and inclusive recovery, ensuring that women and men have equal agency, access and influence recovery decision making and resource management

Output 3.1: Municipalities in conflict-affected areas restore essential local functions through quick-impact projects, contributing to renewed community trust

Output 3.2: Municipalities and Union of Municipalities are supported to develop inclusive, participatory, and environmentally sensitive recovery planning processes that improve institutional capacity for effective service delivery

Output 3.3: National monitoring and dialogue mechanisms are established

Output 3.4: Selected public institutions are supported to restore service delivery and strengthen coordination with municipalities in recovery efforts

Overall Approach and Guiding Principles

The project adopts an area-based, integrated, and conflict-sensitive recovery approach following these guiding pillars:

1. Territorial Integration: Activities are clustered geographically to maximize synergies between agriculture, MSMEs, and municipal governance within each intervention area.

2. Phased and Adaptive Implementation: Interventions start in safer zones, expanding progressively based on security and institutional readiness, with built-in contingency and remote management mechanisms.

3. Multi-stakeholder Participation: Local authorities, cooperatives, women's groups, and youth are engaged from design to implementation to ensure ownership and accountability.

4. Environmental and Climate Mainstreaming: All rehabilitation and infrastructure works integrate climate resilience, green procurement, and environmental safeguarding measures.

5. Gender Equality and Diversity Inclusion: WeWorld and partners are committed to fostering the well-being of every individual regardless of their age, gender, disability or diversity background. In May 2024, WeWorld has introduced a Gender Equality, Diversity and Inclusion Policy to ensure the uniquely different needs, experiences, challenges and gaps faced by women, girls, and other groups in vulnerable situations are not overlooked. This policy details core principles, behavioural standards, preventative measures and procedures in building a safe working environment in every aspect of the Organization's operations and beyond, and it is publicly accessible at the following link: https://ejbn4fjvt9h.exactdn.com/uploads/2025/03/20240613_WEWORLD-GENDER-EQUALITY-DIVERSITY-AND-INCLUSION-POLICY.pdf The intervention will prioritize inclusive skills development by tailoring training programs to the specific needs of women and youth, addressing barriers related to inflexible schedules, childcare support, and limited foundational skills. At least 50% of the beneficiaries will be women and youth, with targeted support for women-led cooperatives and enterprises to enhance their economic participation and leadership. The project will ensure gender- and age-sensitive job matching that aligns with participants' interests and capabilities. Special attention will be given to preventing the perpetuation of unequal norms and traditional gender roles, such as assigning men exclusively to male-dominated roles or overburdening women. Safety/'do no harm' considerations will be duly integrated, particularly when promoting women's entry into non-traditional sectors, ensuring that all activities are safely accessible, empowering and economically relevant.

6. Inclusion of Persons with Disabilities (PWDs): PWDs represent one of the priority target groups of the proposed intervention, and the identification and selection of beneficiaries will give particular attention to the specific needs of this group, by directly engaging them and the active Organizations of Persons with Disabilities (OPDs) in the development and tailoring of context-specific inclusive response strategies. PWDs-sensitive activities will be implemented in line with the international standards defined in the "IASC Guidelines on the Inclusion of Persons with Disabilities (2019)" and the Sphere Standards on Disability. In line with the latter, this proposal adopts the approach whereby "the humanitarian strategy for persons with disabilities should be based on a participatory approach, which provides for the inclusion of PWDs, their families and the organizations that represent them from the early stages of program and intervention formulation."

7. Refugees, Displaced Persons, and Minorities: Activities will engage community members without discrimination based on their status, and beneficiaries will be selected based on vulnerability criteria, including their status. Furthermore, multiple categories of beneficiaries will be involved, adopting a holistic approach that considers the multiple aspects of vulnerability and engaging them equally in the action, which is recognized as a necessary approach to providing sustainable assistance and strengthening community resilience. Particular attention will be given to promoting social cohesion and preventing the risk of conflict and perceptions of injustice or imbalance, specifically related to access to resources and aid.⁷

⁷ In this regard, WeWorld has developed a Conflict-Sensitivity Operational Toolkit, strategic for the Organization to develop programs enacting constructive conflict resolution dynamics, whereby international actors become catalysts or multipliers to ensure the safety and dignity of the population. The Toolkit is available at this link: <https://www.weworld.it/en/what-we-do/publications/conflict-sensitivity-operational-toolkit>.

8. Institutional Partnership and Sustainability: Strengthened coordination with Ministry of Agriculture (MoA), Ministry of Interior and Municipalities (MoIM) and the Council for Development and Reconstruction (CDR) ensures complementarity with national recovery frameworks (including Green Plan, LEAP, GATE, 3RF) and facilitates handover to local institutions.

At its core, the project applies a **territorial recovery model** in the framework of humanitarian–development–peace (HDP) Nexus approach.

Rather than considering agriculture, economy, and governance as separate sectors, interventions are designed to be **mutually reinforcing** within defined geographic areas.

- In the **short term**, rehabilitation of land, water systems, and municipal infrastructure restores productive and basic services.
- In the **medium term**, farmers, cooperatives, and MSMEs are supported to expand production, employment, and local markets.
- In the **long term**, strengthened municipal institutions, participatory planning, and national coordination platforms ensure sustainability and inclusive governance.

This integrated design ensures that early recovery investments directly contribute to resilience, stability, and institutional legitimacy.

Methodology of Work – selection of the Area of Intervention

Building on the successful experience of WeWorld and its partners under the ARED and LED programmes, the project will apply an **area-based and cluster-oriented recovery model**, focusing exclusively on **war-affected areas in South Lebanon and the Bekaa Valley**. The approach integrates agricultural recovery, MSME revitalization, and municipal governance within defined geographic clusters to maximize synergy, efficiency, and community ownership.

Area of Intervention (AoI)

The project will intervene solely in **districts and municipalities directly affected by the 2024 hostilities**, prioritizing zones with significant destruction of infrastructure, productive assets, and livelihoods. While the specific clusters of villages are not yet defined, their selection will take place during the inception phase through the **Security and Access Analysis**, the **Gender and Social Inclusion Analysis** and the **rapid technical and recovery assessments** (for more details, please refer to the description of the Inception Phase, in chapter 5) currently planned with municipalities and Unions of Municipalities.

These assessments will guide the identification of coherent clusters of municipalities that are geographically connected, share similar socio-economic characteristics, and present strong potential for integrated recovery interventions.

Final selection will be validated with the concerned authorities (MoIM, MoA, Green Plan, and CDR) to ensure complementarity with national recovery frameworks (LEAP, GATE, and Green Plan).

The targeted clusters will be **relatively safe areas** within the war-affected zones, where security conditions allow for the presence of field teams and community engagement despite the persistence of sporadic hostilities.

This flexible and conflict-sensitive approach will enable activities to start in safer locations and expand progressively as conditions permit, maintaining responsiveness to evolving security dynamics.

Integrated Partner Approach

All consortium partners will operate within the same clusters to ensure **geographic convergence and thematic complementarity**, while capitalizing on their respective technical expertise:

- **WeWorld** will lead recovery planning, infrastructure rehabilitation, and governance support with municipalities and Unions of Municipalities;
- **LRI** will focus on ecosystem restoration, nature-based solutions, and climate-smart agroforestry systems;
- **FJPII** will strengthen farmers and cooperatives and promote climate-smart, market-oriented agricultural practices;
- **IECD** will lead technical and vocational training and youth employability initiatives;

- **Nawaya** will support MSME recovery, entrepreneurship, and digital market access.

This **integrated implementation approach** ensures that recovery interventions across SO1, SO2, and SO3 are mutually reinforcing and contribute collectively to restoring livelihoods, rebuilding trust, and strengthening local governance in conflict-affected communities.

While the primary focus remains on the identified clusters, certain activities of broader thematic scope, such as national-level training, cooperative digitization, or value-chain development, may extend beyond the identified clusters, while maintaining full coherence with the project's integrated area-based logic.

4. Risk analysis and mitigation

The project will operate in a highly volatile context marked by overlapping security, economic, and institutional crises affecting South Lebanon and the Bekaa Valley. The main risks identified concern **security and access, economic and institutional fragility, logistical and supply chain-related arrangements, programmatic and social aspects, and environmental stress**. Based on their previous experience in the areas of intervention in South Lebanon and the Bekaa Valley, WeWorld and its consortium partners have identified a series of **mitigation activities for each identified risk**, including an initial assessment of the likelihood of these risks occurring, the potential impact on the project's success and, consequently, on the achievement of the objectives set.

Security and Access Risks

The ongoing conflict along Lebanon's southern border and intermittent airstrikes across the Bekaa valley may restrict field access and lead to temporary suspension of activities in affected areas. Despite the ceasefire agreement approved in November 2024, several areas in the Bekaa and South Governorates remain in fact exposed to airstrikes and targeted bombings, reinforcing the overall unpredictability of the security context.

Additionally, the presence of unexploded ordnance (UXO) remains a potential safety risk in certain operational areas, particularly in the Bekaa and South Governorates. To mitigate this risk, WeWorld applies its internal SOP on UXO awareness and reporting, which outlines the procedures for identification and immediate notification to the Lebanon Mine Action Centre (LMAC), a part of the Lebanese Armed Forces (LAF), that executes and coordinates the Lebanese National Mine Action Program (LNMAP). As part of preventive measures, WeWorld plans to hold an awareness session with project partners' staff to strengthen their understanding of UXO risks and appropriate response procedures. Other mitigation measures include ensuring that all field teams are briefed on the SOP prior to deployment and maintaining close coordination with local authorities to ensure movements are limited to well-known and confirmed safe areas.

The recent governmental decision to consolidate all armed power under state authority and initiate a gradual disarmament process has further increased tensions, particularly in areas where non-state armed groups retain strong influence and illegal weapons. The enforcement of this policy could trigger sporadic confrontations between state forces and armed groups, potentially affecting the safe access and acceptance of humanitarian actors in certain localities.

In parallel, the spillover effects following the fall of the Syrian regime in December 2024 have triggered periodic instability along the Lebanese-Syrian border. Episodes of cross-border tensions, such as the clashes between Syrian security forces and Lebanese armed groups reported in March 2025, underscore the volatility of the security environment and the risk of sudden access disruptions, especially in eastern districts.

In this context, the evolving political and security dynamics, require continuous monitoring and flexible operational planning to ensure staff safety and maintain operational continuity. A further escalation of these tensions could hinder project's staff access to intervention areas and require movement constraints. Such restrictions would directly impact a smooth implementation of activities, including the regular

implementation of the infrastructure works, the community activities and data collection planned, and the training sessions.

In the event of a full-scale resumption of hostilities or general war scenario, all non-essential project activities will be temporarily suspended. Only essential, life-saving or critical protection actions will continue under remote or partner-led modalities until conditions stabilize. This ensures staff safety while preserving institutional readiness for rapid resumption of recovery efforts once access is restored.

To mitigate these risks, WeWorld and its consortium partners commit to adhere to the **Country Security Plan (CSP)** and area-specific contingency procedures in force within the WeWorld Lebanon mission. The CSP is updated regularly, and include sections dedicated to risk analysis, mitigation strategies and contingency planning (more details regarding the CSP are provided below in the “*Crisis Preparedness and Contingency*” section). The revision and adaptation of the CSP to the project’s areas of intervention aim to provide a comprehensive tool which, based on lessons learnt from previous interventions and the expertise of mission staff, offers prompt guidance and specific measures in case it becomes necessary. A tailored **Remote Management Plan** is also developed and adapted to the areas of intervention, in case of impossibility to ensure staff safety and complete prevention of movements. In this case, data collection activities may be temporarily or permanently replaced by remote data collection modalities (by telephone and online), mediated by local authorities, focal points identified in the communities, established community committees, and local staff present in the area, where possible. In switching to this mode, the project staff will ensure that they comply with the provisions contained in **WeWorld's Conflict Sensitivity Operational Toolkit** and implement all necessary precautions to encourage (and not discourage) the participation of the communities involved.

Regardless of the level of accessibility, WeWorld and the consortium partners commit to strengthen coordination with local authorities and other organizations operating in their respective areas of intervention, to ensure exchange of information and their collaboration in case of restricted access. Access to the field is continuously verified based on daily security updates obtained from the implementing partners’ Security departments, and all field movements are preceded by thorough access assessments.

Overall, the project is designed with **built-in flexibility to adapt to evolving security and institutional contexts**, especially in the South, where the security situation is particularly unstable. Activities will start in relatively safe areas and expand progressively as conditions permit, with regular monitoring and recommendations shared by WeWorld's Security Manager.

In case of crisis, this flexible mechanism allows the project to implement Quick Impact Projects (QIPs) that will allow a rapid response to emerging needs identified through participatory processes, ensuring that recovery efforts remain timely, relevant and context sensitive.

Economic and Institutional Risks

Lebanon’s protracted economic and financial crisis continues to severely affect operational environments. Persistent currency depreciation, hyperinflation, and liquidity shortages, combined with restrictions on bank transfers and delays in payment processing, have complicated procurement procedures, cash flow management and overall financial planning. At an institutional level, public entities, including ministries, municipalities, and water establishments in the project’s target areas, often operate under budgetary constraints and structural weaknesses, which might hinder effective coordination and timely project implementation.

The ongoing financial instability may cause delays in procurement and payments to suppliers, as well as fluctuations in the cost and availability of materials and services necessary for the planned infrastructure works. In addition, institutional fragility at the local level may hinder collaboration with municipalities, Community-Based committees, Water Establishments and other relevant local

stakeholders. These risks could result in delays in the implementation schedule, complicate financial coordination among consortium partners and limit project activities.

To mitigate financial risks, WeWorld and its consortium partners will conduct regular market and cost analysis to adapt procurement and budgeting to evolving conditions, as demonstrated in other interventions implemented in recent years. If deemed necessary, WeWorld and the consortium partners will review their budget and operational plan to include alternatives that are in line with the recommendations provided by the Sectors, subject to notification to the donor.

In addition, to mitigate institutional risks, early engagement and coordination with relevant public institutions will be prioritised, leveraging already well-established coordination networks. MoUs will be signed with relevant institutions to formalise collaboration, clarify roles and responsibilities, and secure proper and timely implementation. These measures will ensure participatory planning, enhance accountability throughout implementation, and guarantee flexibility to contextual challenges.

Logistics and Supply Chain Risks

Operational implementation may face disruptions due to logistical and supply chain constraints. In some target areas, road closures, fuel shortages, or power cuts can delay the transportation or procurement of materials. Occasional import restrictions, customs delays, or shortages of construction supplies also present a risk for a smooth implementation of the project.

These challenges may in fact lead to delays in the delivery of goods and services, affecting the timely implementation of planned activities. Prolonged disruptions could also increase operational costs and limit the availability of essential materials for field interventions.

To minimise these risks, WeWorld and its consortium partners will implement timely procurement planning and establish framework agreements with local suppliers. Where feasible, essential materials will be pre-positioned to ensure continuity of activities in case of access restrictions or supply shortages. In addition, close coordination with logistics and local authorities will be ensured to facilitate transport routes and contingency arrangements in case of prolonged disruptions.

Programmatic and Social Risks

Social dynamics remain highly sensitive in Lebanon, as tensions between host and refugee communities and other vulnerable groups, may be exacerbated by different political affiliations, sectarian influences, and competition over limited resources. In addition, prevailing gender and cultural norms in certain areas may result in limited motivation of participants, or reluctance to participate due to financial or social barriers.

These dynamics could lead to programmatic challenges, especially during beneficiary selection or resource allocation processes. Political or sectarian interference from local authorities, or inter- and intra-community tensions, could undermine the impartiality and transparency of these processes. Different social and cultural roles among stakeholders may reduce participation in project activities, (particularly affecting the most vulnerable groups), while disputes over shared resources, such as water and land, could delay the activities implementation.

To mitigate these risks, WeWorld and its consortium partners will adopt a context-sensitive and inclusive engagement approach, promoting social cohesion and conflict prevention throughout the whole implementation.

Transparent and needs-based criteria will be applied for selection, and close coordination with municipalities, local focal points, and other organizations operating in the same areas, will be secured to prevent duplication and reduce tensions among vulnerable groups. Vulnerable groups inclusion will also be promoted and encouraged through targeted outreach.

Participatory planning will ensure that municipalities, Community-Based committees, and local institutions are engaged from the early stages, promoting open communication channels that enhance accountability, foster transparency, and strengthen trust between project teams and communities.

To ensure quality of implementation and accountability, WeWorld also puts in place its Feedback and Complaint Response Mechanism (FCRM), allowing for the rapid identification of tensions and address of complaints.

Environmental

Risks

Environmental degradation, unsustainable use of natural resources, and the growing effects of climate change present additional risks in the project's operational context. The project's target areas may face environmental and climatic challenges such as water scarcity, depletion of natural resources, and increased exposure to extreme or unpredictable weather conditions (i.e., heavy rainfall, flooding, snow accumulation, heatwaves, and droughts). Unsustainable agricultural practices, inadequate solid waste management, and unregulated construction further exacerbate soil degradation, pollution, and disaster risks.

These challenges could affect the implementation of project activities, including infrastructure works and WASH interventions, and may cause delays or increase operational costs.

To address these risks, WeWorld and its consortium partners will adhere to **WeWorld's Green Procurement Guidelines and Environmental Safeguarding Policy**, ensuring that environmental impact is minimized throughout their operations. Additionally, climate-resilient approaches will be promoted across the sectors, encouraging sustainable use of water and natural resources.

For example, WASH and agriculture activities promote and focus on climate-resilient techniques, protection of natural resources, and the involvement of local service providers and communities through awareness raising activities.

Partners will implement green solutions across all activities, including: use of environmentally friendly materials and products in BoQs; sourcing supplies and services from local markets; reducing waste production and reusing materials, where possible.

WeWorld and its consortium partners include minimum environmental requirements and internationally adopted recommendations (e.g., DG ECHO and other donor standards) in all its interventions, both sector-specific and transversal.

Environmental & Social risk management

All activities will comply with the **ESC Framework annexed to the Financing Agreement**. The Framework operationalizes: (a) **screening** of every works site, training venue, and procurement lot; (b) **mitigation plans** proportional to risk (ESMP-lite or ESMP); (c) **OHS** measures for labor-intensive works (ILO-aligned), including PPE, induction, oversight, and incident reporting; (d) **community health and safety** (traffic management, safe access, UXO/LMAC coordination, chance-finds); (e) **resource efficiency and pollution prevention** (water, energy/solarization, pesticide and waste management, hazardous materials); (f) **no land acquisition or involuntary resettlement**; and (g) **GRM** accessible to women, youth, and persons with disabilities, integrated with the project's FCRM. Activities classified as high risk or falling under the exclusion list will not be financed.

Crisis

Preparedness

and

Contingency

Recognizing the evolving operational context, the project budget ensures preparedness by including **dedicated contingency provisions** to ensure flexibility and crisis responsiveness:

- **Contingencies (7% of direct costs)** – reserved for urgent, justified needs related to security deterioration, natural hazards, or economic shocks affecting implementation; and

- **Miscellaneous and Unforeseen Expenses (5% of direct costs)** – allowing for adaptive reprogramming or the inclusion of new priorities identified during implementation, subject to donor approval.

Together, these financial provisions strengthen the project’s **crisis preparedness and operational resilience**, allowing the consortium to maintain continuity of action and safeguard results despite external disruptions.

Overall, the project context presents **medium-to-high operational risk**, primarily driven by security volatility and economic uncertainty. However, the consortium’s long-standing presence in the areas of intervention, established coordination with local authorities, and built-in flexibility, provide a strong foundation for adaptive and continuous implementation even under unstable conditions.

In case of significant deterioration of the security situation or activation of the Country Security Plan (CSP), the Lead Partner will immediately inform AFD through a formal security update, sharing the adapted contingency workplan, revised timeline, and proposed mitigation measures for donor review and approval. This ensures transparency, rapid decision-making, and joint coordination on adaptive management measures.

In parallel, WeWorld and its consortium partners implement comprehensive crisis preparedness and contingency planning mechanisms in coordination with WeWorld’s global security framework and adapting practices to the Lebanese context. The Country Security Plan (CSP) includes risk analysis, mitigation measures, safety and security SOPs, and contingency procedures for relocation, hibernation, evacuation, and remote management.

Regular staff updates are provided through the WeWorld Safety WhatsApp Group, where security-related alerts, incident updates, and guidance are promptly shared. Staff movements are tracked and monitored via dedicated WhatsApp groups to ensure timely oversight and response in case of incidents. Operational arrangements, including safety equipment in the offices, guesthouses, and vehicles, (e.g. fire extinguishers, first aid kits, blankets, mats, and hibernation stocks) are maintained with regular checks and periodic maintenance.

WeWorld also implements and regularly test the Headcount and Communication Tree SOP through drills to verify staff response readiness.

The CSP is regularly updated and contextualized to the project’s areas of intervention in the Bekaa Valley and South Lebanon.

Under the supervision of the WeWorld Country Security Manager, scenario reviews and simulation exercises will be conducted to strengthen staff preparedness and ensure rapid decision-making during crisis.

Overall, security protocols are reinforced by continuous incident monitoring, context analysis and close coordination with UNDSS, INSO, other INGOs, and local authorities.

5. Description of activities

During months 0–6, the consortium will implement an **integrated assessment package** to generate baselines, targeting criteria, and designs that feed all Specific Objectives. This phase will also define and prioritize **Quick-Impact Projects (QIPs)**, directly linked to the **Municipal Recovery Assessments**.

Security and Access Analysis

A **security and access analysis** will be conducted early in the inception phase to ensure safe, conflict-sensitive, and risk-aware implementation.

It will include **contextual risk matrix and access mapping** covering security, political, and environmental dimensions, complemented by a **zone classification system** defining **Orange and Red Zones** according to verified access and safety thresholds.

In parallel, the project will operationalize the **Environmental & Social Commitments (ESC)** Framework that will be **annexed to the Financing Agreement** with AFD. The ESC Framework will define: (i) screening and risk-categorization for all sites/works; (ii) the use of ESMP-lite templates (and full ESMP where needed); (iii) a project-wide exclusion list; (iv) labor and OHS requirements (including PSEAH, Code of Ethics and Conduct); (v) community health and safety (traffic, UXO, chance-finds); (vi) pesticides and waste management; (vii) the stakeholder engagement and grievance redress mechanism (GRM) integrated with the project FCRM; and (viii) reporting and incident management. No civil works or procurement of potentially sensitive inputs will commence before screening and, where required, site-specific ESMP-lites are approved under the ESC Framework.

Gender and Social Inclusion Analysis

A **comprehensive gender and social inclusion analysis** will run in parallel to all thematic assessments to identify disparities in access to resources, participation, and decision-making, particularly for women, girls, and other population groups in vulnerable situations based on their gender, age, disability or other intersecting identities, and addressing these inequalities throughout the action (see above on **Overall Approach and Guiding Principles** chapter for more information on the Gender Equality and Diversity Inclusion approach).

Furthermore, the analysis will allow the pre-identification of gender-based violence (GBV) risks associated with the intervention that may arise as a result of women's or girls' participation in project activities or from shifts in local gender and power dynamics. With the participation of the interested population groups, it will assess mobility, safety, and social norms that could increase exposure to GBV, and recommend preventive context-specific mitigation measures throughout the intervention (such as safe meeting spaces, appropriate scheduling, and gender-balanced facilitation). These insights will ensure that all project activities are **gender-responsive, inclusive, and in compliance with the 'do no harm' principle**.

It will include:

- **Mapping of gender roles widespread in agriculture**, cooperatives, MSMEs, and municipal services. Identification of barriers faced by women, youth, and persons with disabilities in accessing employment opportunities, including but not limited to discriminatory laws, limited access to education, financial resources and relevant assets, child-care related responsibilities according to the traditional gender roles division, gender-based violence, inappropriate infrastructures, and cultural and social norms.
- **Analysis of differential conflicts and displacement impacts** on access to economic resources and assets.
- **Analysis of women's and youth's participation, representation and leadership** in local communities and related representative bodies with respect to their roles in the selected value chains and the key sectors of intervention.
- **Analysis of the national legislation framework** to assess the existence of sufficient strategies, measures, and services to promote gender equality and social inclusion at national level.
- **Recommendations for integrating inclusive design features** into all QIPs, infrastructure works, trainings, and MSME support activities to ensure that physical spaces, learning environments, and business services are accessible, gender-responsive, and safe for all participants, including women, youth, and persons with disabilities.

Findings of these 2 cross-cutting analyses (plus the ESC operationalization) will directly inform **selection of the specific areas of intervention, targeting criteria, training activities, and the**

Municipal Recovery Plans, ensuring that all recovery processes are feasible in terms of access and security, gender-responsive, socially inclusive, and conflict-sensitive.

In addition to the above-mentioned analysis, the action foresees a set of structured and sectorial technical surveys, aimed at guiding the implementation of the specific activities. Hereby the whole package of thematic/sectoral assessments/surveys/mapping to be held:

- 1) A **rapid, inclusive, and conflict-sensitive technical assessment** to identify and prioritize urgent rehabilitation and recovery needs across target municipalities (under A1.1.1). The assessment will focus on irrigation canals, agricultural access roads, and small-scale nature-based measures (e.g., check-dams, terracing, vegetative barriers, reforestation), small water infrastructure, paired with an initial Farmer Baseline and environmental screening to prioritize early works. The assessment, complemented by additional information collected through Municipal assessments and community discussions (A.3.1.1), will support the identification and selection of the final target areas and, consequently, the prioritization of QIPs.
- 2) **Farmer baseline survey**, a farmer-level diagnostic to document irrigation systems, production practices, and land degradation patterns, providing a reference for water-saving and climate-smart agriculture measures. A comprehensive baseline on: inputs used (including irrigation water, seeds, and agro-chemicals); farm characteristics (farm size/land, crops grown, and permanent/seasonal workers employed); available assets and farm management practices; access to markets; membership in cooperatives; registration in the **Farmer National Registry**; and interest in adopting climate-smart crops. The Farmer Baseline will be developed in the first phase (the early recover) under A1.1.1 and will be the same for agroforestry and intensive farming, it will be initiated with the first cluster of farmers (about 300) and then finalized in A1.2.3., after the identification of the target value chains, to reach at least 2500 farmers. Info sessions and behavioural changing exercises including MHPSS approach will be included to select farmers for the agroforestry module.
- 3) **Land identification and contamination mapping**, soil testing (general profiles for all supported plots, targeted heavy-metal sampling on 10–20% of cases), and **eDNA biodiversity baselines** for agroforestry ecotones to assess both agriculture and environmental conditions of each land, necessary to select farmers for the agroforestry module (A1.1.2 and implemented under A1.1.4). Pre-selected farmers will attend a training session on soil contamination and they will do the sampling themselves assisted by LRI field officers.
- 4) **Species suitability maps and community stakeholder analyses**, to select the natural-forest areas (under A1.1.3). Species suitability maps identified the most resilient native trees for each reforestation site, while community stakeholder analyses ensured that local priorities and land-use needs were integrated into restoration planning.
- 5) **Rapid soil survey and test for intensive ecosystems**, under A1.1.5 for the identification of the main soil-types in the target areas for intensive farming. Soil tests will be done on a sample of 15 soils to assess the presence and nature of contaminations, comparing results between highly affected and not affected areas. This will guide in the definition of the most suitable restorative intervention. .
- 6) **Market analysis (A1.1.5)**, to dig into the marketability aspect for intensive farming ecosystems.
- 7) **Value chain assessment and crop-suitability/adaptation analysis (A1.2.1)**, to identify climate-resilient and nutrition-sensitive crops with strong market potential. A tailored survey will also carried out to investigate the availability of certain varieties in the Lebanese context, to see in case of not presence, option for importing them for the intensive farming ecosystem.

- 8) **Market needs assessment**, under A.1.2.1, to identify modern hives and needed equipment for honey production and market-oriented production for the beekeepers within the agroforestry ecotones.
- 9) **Wood test and study**, under A.1.2.2, to validate its insulating performance under varying conditions in the agroforestry ecotones.
- 10) **Mapping and assessing of cooperatives within selected value chains**, under A1.4.1, operating in priority agricultural and agroforestry value chains to identify gaps between producer needs and cooperative capacities.
- 11) **Digital tools mapping and comprehensive assessment of institutional digital capacities** across MoA/LARI/GDC/MoIM, under A1.5.3, to map the existing digital tools and systems and assess the technical capacities for data management and interoperability, the gaps, overlaps, and opportunities for improved coordination and integration between sectoral and municipal digital systems, alongside a light **National Farmer Registry (NFR) outreach/gap scan** to increase enrollment (A1.5.2).
- 12) **MSME and informal businesses mapping and needs assessment**, under A2.1.1, including a structured diagnostic tool and using a dual-track approach, to identify needs, constraints and gaps to structure trainings.
- 13) **Labour market assessment and mapping**, under A2.2.1, to identify local and regional employment opportunities. This will include consultations with municipalities, chambers of commerce, and private sector actors including MSMEs.
- 14) **Municipal assessments and community discussions**, under A3.1.1, to identify and prioritize QIPs and Early Recovery Projects for responding to the most urgent community needs.
- 15) **Environmental and climate diagnostics**, under A3.2.1, through the Environmental Clinics approach, enabling municipalities to identify risks, degradation patterns, and opportunities for greening and ecosystem restoration.

SO1: Climate-smart and productive agriculture practices are adopted and contribute to improved gender-equitable access to livelihoods and environmental restoration in the South and Bekaa Valley⁸.

Output 1.1 – Agricultural land, water infrastructure, and ecosystems affected by conflict are rehabilitated, and systems for their sustainable management are established

Rationale:

Agricultural infrastructure and ecosystems in the Bekaa valley and South Lebanon have long suffered from underinvestment, poor maintenance, and climate stress. The recent conflict has further disrupted access and functionality in multiple areas across the two Governorates, compounding farmers' difficulties in securing reliable irrigation, soil fertility, and road access to markets. Rehabilitation is therefore essential both to restore livelihoods and to strengthen resilience against drought and erosion. In complementarity with the World Bank's GATE project, which will undertake large-scale works, the proposed intervention will focus on **small- to medium-scale rehabilitation** and **complementary ecosystem measures** identified as urgent by local stakeholders.

The Consortium will adopt a **labor-intensive, inclusive, and conflict-sensitive approach**, generating short-term jobs for youth and women under decent work standards, which will serve as a transitional recovery measure to inject income into conflict-affected households and stabilize local economies. Continuity of income and longer-term sustainability will be ensured through complementary activities that, under both SO1 and SO2, will support farmers, cooperatives, and MSMEs to restore production, enhance market access, and create lasting livelihood opportunities.

Climate-smart ecosystem restoration (terracing, check-dams, vegetative barriers, reforestation) will stabilize soils and enhance biodiversity.

Any needed debris removal, clearance of hazardous materials, soil testing, remediation and plantation will be coordinated and conducted by LAF through the LEAP project. Constant coordination with national authorities (MoA, LARI, Green Plan, MoE, MoI, Civil Defense, and the Lebanese Armed Forces), municipalities, and local partners will be guaranteed along the entire project duration, to ensure coherence and effectiveness.

Overlapping and complementary interventions will occur in buffer areas where agricultural and natural ecosystems interface (agroforestry ecotones). WeWorld's eco-engineering and erosion control measures will directly support LRI's and FJPII's ecosystem restoration objectives by stabilizing slopes and improving water retention, while LRI's vegetative restoration will protect WeWorld's civil works from erosion.

Implementation will be **sequenced geographically and thematically**, with joint site selection and design validation coordinated among Partners and relevant institutions.

⁸ In the Action, Consortium partners will make reference to the FAO definitions of Agroecology and Agroforestry, as follows.

According to **FAO**: Agroecology is “an integrated approach that applies ecological and social concepts and principles to the design and management of sustainable agriculture and food systems.” **Key principles of agroecology include:** **Diversity:** Promoting biodiversity in crops, animals, and ecosystems. **Synergies:** Encouraging beneficial interactions among plants, animals, and people. **Recycling:** Using natural processes to recycle nutrients and reduce waste. **Resilience:** Building systems that can adapt to climate and economic changes. **Co-creation of knowledge:** Valuing farmers' traditional knowledge alongside scientific research. **Social equity:** Ensuring fair conditions and food sovereignty for communities.

The **FAO's definition of Agroforestry** is the following: “Agroforestry is a collective term for land management systems where woody perennials (trees, shrubs, palms, bamboos, etc.) are deliberately integrated with agricultural crops and/or animals, in some form of spatial arrangement or temporal sequence”. More info: <https://www.fao.org/agroforestry/about-agroforestry/overview/en>

WeWorld and LRI will share **assessment data, design standards, and work schedules** with the Green Plan to align investment planning and technical specifications. In areas where GATE is implementing large-scale works, the consortium will focus on **smaller complementary sites** and on **ecosystem measures** that enhance the climate resilience and sustainability of those investments.

Joint supervision protocols will be established for overlapping areas to ensure technical coherence, environmental safeguards, and documentation of shared results (e.g., combined kilometers rehabilitated and dunums restored). All works will follow environmental and social screening procedures (ESMP-lite when required), chance-find protocol, and permitting through MoA/MoE. No interventions will be undertaken in contested or environmentally sensitive sites. Labor-intensive interventions will comply with ILO-aligned Health, Safety and Environmental (HSE) standards, including mandatory induction training, personal protective equipment, no child labor, and grievance mechanisms at each worksite. Implementation will follow a conflict-sensitive phasing approach, prioritizing safer-access sites in Bekaa first and gradually expanding to South Lebanon depending on security conditions.

A1.1.1: Implementation of Rapid Technical & Recovery Assessment for Early Rehabilitation Planning, Farmer Baseline and Environmental study

During the first two quarters of Year 1, WeWorld, LRI and FJPII will conduct a **rapid, inclusive, and conflict-sensitive technical assessment** to identify and prioritize urgent rehabilitation and recovery needs across the two Governorates, thus informing the selection of the localities to be targeted by the intervention under SO1. Approximately **20 hectares of natural areas, 300 dunums of orchards and intensive farmland, and 40 hectares of agroforestry ecotones**, will be identified.

The assessment will provide a rapid yet structured diagnostic of post-conflict damages and recovery needs across:

- **Agricultural and water infrastructure:** irrigation canals, agricultural access roads, small-scale nature-based structures (e.g., check-dams, terracing, vegetative barriers, reforestation).
- **Municipal and community infrastructure:** waste management systems, water supply networks, local roads, and public facilities.-
- **Intitutional and operational capacity review** of Municipalities and Unions of Municipalities to identify gaps affecting service delivery and recovery management.

The assessment will combine:

- **Technical field inspections** using GPS mapping, photos, and simple engineering diagnostics.
- **Participatory consultations** with Municipalities, Unions of Municipalities, cooperatives, and community representatives (including women and youth) to jointly identify priorities and ensure inclusiveness and shared ownership.
- **Farmer Baseline Surveys** (led by FJPII) to a first cluster of farmers involved in the early recovery, to collect data on irrigation systems, cropping patterns, farm practices, and labor profiles, ensuring a direct link between physical rehabilitation and agricultural productivity under Output 1.2. A community meeting will be convened in each target municipality to present the project initiative and mobilize the dissemination of the farmers' survey. The survey will generate a comprehensive baseline on: inputs used (including irrigation water, seeds, and agro-chemicals); farm characteristics (farm size/land, crops grown, and permanent/seasonal workers employed); available assets and farm management practices; access to markets; membership in cooperatives; registration in the **Farmer National Registry**. The survey will also collect data to: i) identify irrigation systems and develop a reference picture to guide the water-saving strategy; ii) assess farmers' interest in introducing climate-smart crops or integrating agroforestry components into their agricultural areas; and iii) develop a mapping of agricultural land to be rehabilitated. The process will be supported through close coordination with key stakeholders and local actors. Local MoA offices and municipalities will provide initial

farmers' lists and will receive additional information gathered to update their datasets. The baseline will inform and further refine project activities and will establish a first field connection with the target farmer community. The activity is led by FJPII, and the resulting data will be used across the project to inform both LRI and WeWorld components.

- **Environmental screening and site characterization** (in coordination with LRI) to ensure that early rehabilitation integrates nature-based and climate-smart approaches and that subsequent interventions comply with environmental safeguards.

This activity anchors the sequencing of A1.1 and connects SO1 to SO3: the **rapid technical assessment** provides the **evidence base** for implementing early rehabilitation works (A1.1.2) and for identifying priority QIPs under SO3. The **farmer baseline** (FJPII) and **environmental study** (LRI) are complementary sub-components, feeding into this assessment by adding thematic depth to the overall diagnostics. The data and results will inform the **Municipal Recovery Plans (MRPs, A3.2.1)** and the comprehensive socio-economic and environmental study to be conducted in Year 2 (A1.1.5).

Prioritization criteria will include the level of damage, water loss rates, number of beneficiaries, cost-effectiveness, and conflict-sensitivity.

Coordination will be ensured with the **Green Plan** and the **World Bank's GATE project** to align data, avoid overlaps, and promote complementarity.

This assessment will directly guide the design and execution of rehabilitation works during Year 1 and allow to estimate the labor demand and potential number of people working days to be generated through subsequent rehabilitation and restoration works, ensuring that labor-intensive methods maximize local job creation and inclusion.

A1.1.2: Identification of land affected by the conflict and selection of farmers and beekeepers

During the first inception period, assessments mapping sites affected by heavy metal contamination and other environmental risks, complemented with sectoral meetings and strict coordination with the MoA and key stakeholders (including CNRS, MoA, and MoE), will guide the identification of areas to be targeted for post-conflict rehabilitation. Specific criteria will be set in order to proceed with the final selection, taking into consideration the different ecosystems, socio-economic aspects and the feasibility of the interventions.

For the agroforestry module, farmers and beekeepers will be reached out by LRI for selection through open calls disseminated in coordination with MoA centers, cooperatives and municipalities, beekeeping associations, MoA beekeeping registries, and selected to participate in the project based on needs and eligibility criteria (e.g. minimum number of beehives), prioritizing women farmers in the selection. Farmers and beekeepers should be registered with MoA and having been affected by the latest hostilities. Prioritization criteria will also include vulnerability levels, gender, displacement and size of land. Selected farmers should be active and willing to scale up and upgrade their practices (to be assessed during info sessions through flexibility and behavioural changing exercises and the MHPSS approach, which helps in identifying the farmers personality and willingness to shift towards sustainable agriculture). Transparency and clear communication will be ensured throughout the process to avoid conflict.

A second layer of selection for farmers will be the land assessment. The module team will **conduct land assessments** to assess both agriculture and environmental conditions of each land (and the surrounding area for beekeepers) to tailor a dedicated agroforestry system to each land.

A1.1.3: Restoration of natural-forest areas

Several natural ecosystems, including forests, rangelands and riparian areas, have been severely affected by the war. Based on several studies conducted by LRI and other partners, natural ecosystems are a source of livelihoods to a variety of stakeholders, because of natural tourism activities, beekeeping,

edible/aromatic/medicinal plant collection, as well as wood and charcoal production. Through this activity, the consortium aims at restoring those sustainable sources of livelihoods by restoring up to **80 ha of forest lands and 20 ha of rangelands**. Restoration will take in particular consideration native species that are linked to livelihoods. Choices will be based on the species' suitability maps and community stakeholder analyses conducted. Species suitability maps identify the most resilient native trees for each reforestation site, while community stakeholder analyses ensure that local priorities and land-use needs are integrated into restoration planning. The selection of restoration lands will be conducted by LRI in partnership with target municipalities and the Ministry of Agriculture. Potential sites may include public gardens and roadsides. Dedicated Memorandum of Understanding (MoUs) will be signed with each municipality to establish a clear working relationship and define goals and commitments.

LRI's restoration approach adheres to a core principle and policy to plant native forest trees and shrubs. This ensures that plantings are adapted to the environment and support native biodiversity.

A1.1.4 Land assessment and Rehabilitation of Agroforestry Ecotones

Transitioning to agroforestry is part of building better and greener. As Lebanon, and specifically the South, is known for small-scale farming activities, agroforestry offers an opportunity for benefiting to the most from the land area while conserving and improving soil, water and plant resources and using circular economy principles to reduce losses and increase farmers' benefit. Agroforestry systems will be tailored and designed for each land and developed adopting a climate-smart approach.

The process will run as follows:

A) Conduct soil testing and land assessment:

LRI will use a structured three level system for soil testing and land assessment:

- a. **general soil profile assessment for all beneficiaries:** regular soil testing will be conducted for all beneficiaries to establish the baseline for soil profile. Texture, pH and nutrient data will be essential for selecting most suitable species and agricultural practices on each plot.
- b. **Contaminant testing:** a more focused strategic pilot activity will prioritize testing for heavy metal contaminants for **10 to 20% of the total number of beneficiaries** (estimated 25 to 50 out of a total of 250). This selection will prioritize areas suspected of or most vulnerable to contamination (based on maps generated by LRI under another project and stakeholders at the national coordination meetings at the MoA). Tailored rehabilitation plans will be generated after results: in case soils are heavily contaminated, the team will provide recommendations for risk mitigation, land use adjustments and safety protocols, but will not engage in direct rehabilitation efforts. This data will feed into the national statistics and studies on land contamination in the South region. The activity will be closely coordinated with national authorities (MoA, LARI, Green Plan, MoE, MoI, Civil Defense, and the Lebanese Armed Forces), municipalities, and local partners to ensure coherence and effectiveness.
- c. **Environmental DNA (eDNA) assessment:** eDNA samples will be collected using a cluster base approach across the intervention areas. This assessment will establish a comprehensive baseline of the ecosystem's health and biodiversity per cluster and will provide information on the ecosystem to compare the impact of different farmers' practices and study the correlation between heavy metals presence (from the 20% samples) and any resulting effects on soil biodiversity.

B) Develop and Validate Agroforestry Design

While the agroecology has an holistic framework and systemic approach, the agroforestry design is a specific core practice where perennials trees are intentionally integrated in lands. Agroforestry is a sustainable land management where 3 components shall be mixed together: the woody component, the herbaceous component and/or animal component. Upon completing the land assessment phase, the module's technical team will work on **developing a comprehensive package** for each farmer (250 farmers). This package will include:

- a. Customized agroforestry designs for each farmer, through technical team visits and coordination of the selected farmers with LRI technical team, considering the land assessment results, the farmers' preferences, and land suitability while focusing on olive, carob, prickly pear and other suitable species and varieties. the farmers' preferences, and land suitability while focusing on olive, carob, prickly pear and other suitable species and varieties.
- b. AutoCAD maps for the proposed system.
- c. Land rehabilitation plan outlining specific actions, practices, species ad timeline for each land.

C) In-kind support for selected farmers

Selected farmers will be provided with in-kind support including seeds, seedlings, irrigation equipment, and inputs adapted to Climate Smart Agriculture (CSA) practices ⁹ (after they have received the targeted capacity building on agroforestry, GAP, IPM, water management), mainly focusing on phytoremediation crops and species to rehabilitate lands and lost green cover. Systems will include a special focus on drought tolerant species and species that can benefit several stakeholder groups, according to the farm locations. Examples include planting and grafting of carobs with the aim of working with value chain actors on developing the carob value chain.), mainly focusing on phytoremediation crops and species to rehabilitate lands and lost green cover. Systems will include a special focus on drought tolerant species and species that can benefit several stakeholder groups, according to the farm locations. Examples include: planting and grafting of carobs with the aim of working with value chain actors on developing the carob value chain.

D) Support for beekeepers: as part of the agroforestry approach, LRI will ensure to plant melliferous species that are adapted to climate change and can support bee grazing needs in different areas, thereby aligning with the value chain support provided under output 1.2. In

⁹ **Climate-Smart Agriculture (CSA)** is an integrated approach to managing land, water, crops, and livestock that aims to make farming more **productive, resilient, and environmentally sustainable** in the face of climate change.

It is built on **three main pillars**:

Increased Productivity:

Help farmers grow more food and improve income sustainably, using methods such as improved seed varieties, better irrigation, and soil fertility management.

Enhanced Resilience (Adaptation):

Strengthen farmers' ability to cope with climate shocks like droughts, floods, and shifting seasons through techniques like crop diversification, agroforestry, and efficient water harvesting.

Reduced Emissions (Mitigation):

Lower greenhouse gas emissions from agriculture by reducing deforestation, improving livestock management, and enhancing soil carbon storage.

In practice, CSA promotes **nature-based solutions**—for example, integrating trees into farms (agroforestry), conserving soil and water, using renewable energy for irrigation, and supporting community-based adaptation. In reforestation or rural development contexts, CSA helps **restore degraded lands, protect water resources, and increase community resilience** to climate change while maintaining livelihoods.

addition, eligible beekeepers will be provided with in-kind support including materials, equipment, and other needed items.

The activity will support 250 selected farmers to promptly restore productivity, while transitioning towards sustainable and resilient production systems.

A1.1.5 Intensive farming ecosystems restoration

The restoration initiative for intense farming ecosystems will target a first cluster of farmers, based on the findings from the initial “farmer baseline” developed under A.1.1.1. It will focus on introducing climate-resilient, productive, and market-oriented varieties within the major value chains selected during the inception period (such as olives, citrus, tropical fruits in the South, and stone fruits and grapes in Bekaa etc.). The identification of specific varieties will build on a tailored survey inquiring on varieties available in Lebanon and varieties to be imported, considering the need to introduce climate-resilient and productive varieties and ensuring they are not invasive, in line with AFD exclusion list. A dedicated **market analysis** will be conducted to dig into the marketability aspect of the varieties to be introduced. **Soil tests** will be done on a sample (total of 12 soil tests) to assess the presence and nature of contaminations, comparing results between highly affected and not affected areas. This will guide in the definition of the most suitable restorative intervention.

For the early recovery, about 18,000 seedlings of improved varieties will be purchased and introduced to 300 farmers, while about 500 seedlings will be delivered to LARI nursery and selected private nurseries to be used for propagation, leading to producing additional 30,000 seedlings that will be disseminated under A.1.2.3. In case the assessments provide evidence of major needs, the technical committee of the consortium might request the use of contingency funds dedicated to SO1 to accelerate seedling introduction.

The introduction of improved seedlings into intensive farming areas will diversify and increase productivity, enhance disease resistance, and strengthen climate adaptation—ultimately reinforcing the sustainability of restored livelihoods.

Farmers receiving the new varieties will benefit from a first induction training on their specific farming requirements, to ensure proper management of the newly planted orchards.

A1.1.6: Rehabilitation of irrigation canals, small-scale water infrastructure, agricultural access roads, and degraded land and ecosystems

This activity will be implemented through a coordinated, area-based approach combining civil rehabilitation, eco-engineering, market-oriented and nature-based restoration measures and it will be based on the assessment realized under A1.1.1.

WeWorld will focus on **community- and municipal-level infrastructure** (secondary canals, access roads, erosion control), using labor-intensive modalities where feasible, generating short-term income opportunities promoting decent work standards and ILO-aligned safety protocols. Should the identified infrastructure be on private land, the relevant municipality will verify ownership and secure written consent or a right-of-use agreement from the landowner, supported by a decision from the municipal council confirming public benefit. Such specification will be included within the MoUs that will be signed with target municipalities. All related documentation (ownership proof, consent, council minutes) will be archived by WeWorld for donor compliance.

A portion of the rehabilitation budget will be **reserved for additional works identified through the Municipal Recovery Plans (SO3)** developed from the second half of Year 1 onwards, ensuring continuity between early recovery investments and long-term interventions. Each completed site will include an Operation-and-Maintenance (O&M) plan and handover memorandum with the concerned municipality or cooperative to sustain functionality beyond the project period.

Output 1.2 - Farmers and cooperatives in the South and Bekaa Valley improve their productive capacity and promote climate-smart and market-oriented agricultural practices

Rationale:

Output 1.2 will adopt a *building back better* approach to enhance agricultural resilience, productivity, and market access in the South and the Bekaa Valley. It builds on eight years of experience and tools developed by FJPII to support intensive farming systems, on LRI's approaches that promote resilience and productivity in agroforestry ecotones, and on WW's experience in environmental-friendly solutions. The output aims to help farmers and cooperatives transition toward more climate-smart, productive, and market-oriented agriculture through improved practices, stronger value chains, and better resource management. The project will foster complementary pathways for recovery that strengthen both livelihoods and environmental resilience.

A1.2.1: Value chain selection

In collaboration with the Ministry of Agriculture (MoA), activities will begin with a **value chain assessment** to identify climate-resilient and nutrition-sensitive crops with strong market potential. In order to select the targeted value chains, in coherence with the directions of the Agriculture National Strategy, coordination will be ensured with other key actors (such as FAO, ILO, GIZ, AFD and others) to integrate and complement necessary information.

To address immediate climate change vulnerability in the agriculture sector, a quick **local adaptation plan** will be developed, relying on existing remote sensing and climate studies to define crops suitability per region.

Priority value chains in the intensive ecosystems include citrus, olives, tropical fruits in the South, and stone fruits, olives, vegetables and grapes in the Bekaa region. For the agroforestry ecosystems, several value chains can be included within the same lands. However, the focus on value chain development is proposed based on the specificities of the area and the existing vegetation. As such, within agroforestry ecotones, LRI proposes the following value chains per region, to be refined and agreed upon with MoA during the inception phase of the project:

- **Carob:** Tyre, Nabatieh, foothills of Bekaa.
- **Olives:** Jezzine, Hasbaya, Marjeyoun, Rashaya, North Bekaa.
- **Honey:** Bint Jbeil, Jezzine, Hasbaya, Rashaya, West Bekaa, Baalbek-Hermel.
- **Prickly pear:** Hasbaya, Tyre Hinterland, Hermel.

In addition, under A1.2.2 LRI will support beekeepers with modern hives (based on thermoregulatory criteria), and needed equipment for honey production and market-oriented production after conducting market needs assessment.

A1.2.2 Advancing Agroforestry Ecotones for improved beekeepers' productivity and climate resilience

The main objective of this activity is to enhance beekeepers' productivity and climate resilience by promoting climate-smart agroforestry systems that provide both ecological and economic benefits. Through the introduction of thermally efficient beehives and improved management practices, the activity aims to increase honey yields, reduce hive losses caused by temperature fluctuations, and strengthen the integration of beekeeping within agroforestry ecotones—thereby contributing to biodiversity conservation, pollination services, and sustainable rural livelihoods.

As part of the support to 50 beekeepers, the implementation will foresee the following phases:

1. **Study and test:** building on promising results of a demo plot under a GIZ financed project, that tested a new type of wood as an insulator, LRI proposes to continue the study under this intervention and test this new wood in different geographic areas to validate its insulating performance under varying conditions.
2. **Scale up and distribution:** following successful validation, LRI will provide beekeepers with new improved beehives made from this material.
3. **Training sessions and roundtables** will be conducted to support resilient honey production from bee rearing to marketing. The trainings will combine hands-on demonstrations, participatory learning, and peer-to-peer exchanges to cover all aspects of resilient honey production, hive management, and market-oriented practices. Regarding roundtables, key strategic discussions and problem-solving sessions will be promoted. To ensure continuous knowledge exchange, WhatsApp groups and channels will be established for beekeepers to share real-time market information, production tips, and alerts on pests or diseases, thereby supporting improved productivity, product quality, and stronger community engagement.

A1.2.3 Development of intensive farming ecosystems for enhanced resilience and marketability

FJPII will lead the development of intensive farming ecosystems aimed at improving resilience, productivity, and marketability within the selected value chains. Activities will build on data and diagnostics gathered under Output 1.1 and A1.2.1, ensuring coherence between rehabilitation planning, farmer support, and value chain development.

Within the selected value chains and target areas, the Farmer Baseline will integrate the data previously collected under Output 1 for the first cluster of farmers. A comprehensive **farmer baseline survey** will be conducted, to reach out up to **2,500 farmers** across the target areas. The survey will gather data on farm characteristics, irrigation systems, input use, labor, access to markets, and cooperative membership. The data will feed into both the project's targeting and the national Farmer Registry, in coordination with MoA local offices and municipalities. It will coordinate with other organization that might have data assessment available (such as Vitas and Al Majmoua)

Based on **market analyses (A1.1.5)** and consultations with local and international experts, climate-smart crop varieties and rootstocks will be identified for the key selected value chains such as **citrus, olives, tropical fruits, stone fruits, and grapes** maximizing climate resilience, productivity, and market competitiveness.

During the early recovery intervention (A.1.1.5), a small part (500 seedlings) of the newly introduced varieties will be used for propagation purposes. Seedling propagation for the selected varieties will be carried out in partnership with LARI stations and private nurseries to ensure both quality and affordability for large-scale dissemination. The LARI station visited in the South requires some rehabilitation before initiating propagation from the mother plants. Private nurseries, identified based on their technical capacity and expressed interest, will also participate in the propagation activities. Formal agreements with LARI and the selected private nurseries will define the terms and conditions for propagation, including the number of mother plants provided by the project for propagation, seedlings to be produced and their pricing. The introduction of these new varieties will be guided by the results of the Farmers Baseline Survey and field extension activities, taking into account the condition and age of existing orchards as well as farmers' interest in adopting the improved varieties.

The project will finance the propagation at the LARI station and in private nurseries of **30,000 seedlings of improved varieties** (produced from the 500 seedling introduced under A1.1.5), which will be distributed during the second and third years to **at least 350 farmers** (in addition to the 300 farmers targeted under Output 1.1), covering approximately **500 dunums of orchards**. Additional seedlings will be propagated at the LARI station and in private nurseries based on further farmer demand, with the associated costs covered by the farmers. In addition, individual farmers will be trained to propagate new

varieties from the seedlings they have received, ensuring wider distribution and sustainability of the initial batch of seedlings.

To launch the **capacity-building program** and promote the adoption of Good Agricultural and Agroecological Practices, a set of **technical** manuals will be updated and enhanced, building on existing materials. The 2024 editions of the Disciplinary for Integrated Agricultural Production—covering fruit trees, and grapes in the Beqaa region, and citrus and tropical fruits in coastal areas—will be revised to incorporate:

- i) the specific environmental conditions of the hilly and mountainous areas in South Lebanon;
- ii) additional target crops not previously included, such as olives and vegetables for intensive farming systems, as well as carobs and other species for agroforestry development;
- iii) newly selected climate-smart varieties; and
- iv) locally adapted agroforestry practices, aimed at integrating at least 5% of natural vegetation within intensive farming areas.

The manuals will also include **guidelines for using the Izraa App** (developed under Output 1.5), complementing the LARI-App and the Alert System modules.

The **Disciplinary for Integrated Agricultural Production** includes:

- **General Principles** – outlining the set of procedures inherent to production practices and the Good Agricultural Practices (GAP) to ensure high-quality fruit production adapted to each region;
- **Special Section** – detailing species-specific technical rules and recommendations in line with the General Principles;
- **Soil Characteristics** – summarizing findings from a Rapid Soil Survey conducted with LARI and based on CNRS maps, to identify main soil-types in the target areas. Soil characteristics will guide fertilization and irrigation planning across target areas.

The **Farmer Recording Book** is a practical tool that helps farmers track their production activities, costs, and income, improving farm management and supporting readiness for certifications such as Global G.A.P. or Organic.

The **Disciplinaries and the Farmer Recording Book** will be introduced through five practical training sessions aligned with seasonal farming practices. Conducted by FJPII senior staff and a GAP specialist, the training aims to promote best agricultural practices, enhance production quality and sustainability, and reduce input costs. The program targets farmers, staff from local GDA extension department, FJPII junior extension specialists, and seasonal pruning workers.

In total, it is expected that at least 1,500 farmers (among the 2,500 involved in the farmer baseline) and 100 pruners will participate in the training program, which will cover the following five topics:

1. Irrigation and soil management – enhancing resilience and introducing climate-smart techniques;
2. Integrated Pest Management (IPM) – tailored to different species;
3. Fertilization practices;
4. Advanced pruning and grafting techniques;
5. Newly introduced varieties.

Training will be delivered in each target community through one-day sessions per topic. Each session will accommodate a maximum of 25–30 participants to ensure effective learning and follow-up. The number of sessions per community will therefore depend on total attendance (around 50 sessions to reach 1500 farmers + 100 pruners).

Training content and materials may be adjusted based on findings from the **farmer baseline survey** (A1.2.3) to better align with the specific needs of each community. Pre- and post-training evaluations will be conducted to assess knowledge improvement and the overall effectiveness of each session.

A digital version of the Disciplinaries, along with training kits and technical videos, will be developed in coordination and with technical collaboration of the staff at the MoA, to be incorporated in the MoA

platform for training and dissemination materials and utilized at local General Directorate of Agriculture (GDA) branches.

The training will serve as an initial induction for farmers, followed by a seasonal field extension program starting in the second year and continuing throughout the project duration, jointly implemented with the local GDA branches (Output 1.3).

The field extension service will use LARI's early warning systems and the "Izraa App" to deliver timely advice on pest control, fertilization, and irrigation. Inputs will be required to support the introduction of agroecological practices such as Integrated Pest Management (IPM) with pest monitoring linked to the LARI and IZRAA apps, soil humidity monitoring to optimize irrigation, and the provision of seeds for the greening program.

In addition to providing seedlings of improved varieties, **specific agricultural inputs and tools** will be distributed to individual farmers (e.g., IPM kits, soil moisture tensiometers, and seeds for greening practices) to enable Good Agriculture Practices, and to empowered cooperatives (e.g., electric pruning shears and harvesters) to facilitate cost-efficient collective services, which have previously reduced costs by about 20% under the ARED project.

These inputs will be distributed to 2,300 farmers (among the 2,500 that participated to the farmer baseline) across 40 macro-level areas (40,000 dunums) selected for similar agroecological conditions, with coaching provided to ensure effective use and impact. 15 contract farming schemes will be established to strengthen farmer-cooperative-market linkages, improving access to inputs and enabling delayed payment mechanisms.

Should assessments under Output 1.2 identify additional needs, the consortium's technical committee may request the use of the contingency fund under SO1 to expand intervention areas, increase input provision or address newly identified priorities.

A1.2.4 Support farmers to adopt more productive and climate-smart agriculture

WeWorld will support the installation of **drip irrigation systems** and, where feasible, **solar-powered pumping units** for approximately **150 farmers** in **war-affected areas** of the South and the Bekaa Valley. This intervention aims to enhance **water-use efficiency**, **reduce production costs**, and promote **equitable access to irrigation**, enabling farmers to rebuild their productive capacity through **climate-smart and resource-efficient practices**.

The systems will be **technically designed and customized** according to farm size, crop types, and local water resources, integrating both solar and drip irrigation technologies to ensure sustainability and adaptability to dry conditions. Beneficiaries will be identified from the **Farmer Baseline Survey** (A1.2.3) and verified through **MoA and municipal lists** (linked to A1.1.1), using transparent criteria that consider:

- Level of conflict impact and vulnerability;
- Farm characteristics (land size, cropping pattern, and irrigation potential);
- Access to water and existing rights; and
- Willingness to adopt and maintain climate-smart practices.

For each pre-identified case, an **agricultural engineer will conduct a field visit and technical assessment** to confirm the suitability of the intervention and define the system specifications. Based on these findings, approximately **150 farmers** will be selected, ensuring transparent and needs-based targeting. Priority will be given to those most affected by the conflict and with limited access to irrigation resources, while maintaining balanced geographic coverage across target areas.

Output 1.3 - Agroecological practices are developed, disseminated, and promoted to support Lebanon's transition to climate-smart and inclusive agriculture

Rationale:

Output 1.3 will build the capacity of agricultural extension agents to act not only as providers of information, but also as facilitators of technology adoption, interpreters of innovation in local contexts, and enablers of inclusive access to new practices.

Activities will focus on disseminating expertise and promoting resilience, productivity, and marketability across both the **agroforestry ecosystems (LRI)** and **intensive farming ecosystems (FJPII)**. The output contributes to Lebanon's transition toward climate-smart agriculture by linking field research, extension systems, and digital tools to farmer-level practice.

A1.3.1 Disseminate technical national manuals/guidelines for key crops, in coordination with the Ministry of Agriculture (MoA)

This activity will ensure the dissemination of updated technical **national guidelines** such as the Disciplinary for Integrated Agricultural Production and other specific technical manuals for selected key crops for the 1,500 target farmers across the South and the Bekaa Valley. Dissemination will include **printed manuals, digital tools, and on-field implementation** with farmers to ensure the guidelines are applied in practice.

Extension departments within the **General Directorate of Agriculture (GDA)** will first attend the set of tailored **training** (A.1.2.3) and then be provided with **essential tools** to enhance good agricultural practice dissemination, in line with those distributed to the farmers (e.g. traps, tensiometers) to strengthen their outreach capacity. Joint **field visits** will be conducted with technical experts to ensure high-quality advice, practical learning, and consistency across implementation areas.

Collective extension models will be piloted at multiple levels:

- **Village level:** cooperative-based services such as the fruit trees and olive pruning and olive harvesting, and coordination with the GDA branches. At individual level, field visits will support the adoption of the Disciplinary for integrated production practices as well as the record keeping.

Regional level: GDA extension departments will be supported to better identify their interventions in support of the farmer communities, considering their effective capacities in the medium-long term. Identification of national or regional priorities (such as water-saving measures, practices to reduce impact on natural resources, market orientation for priority cultivations etc.) will guide the design of tailored training and ad-hoc awareness campaigns, improving GDA effectiveness in delivering key messages to farmers. Cost-effective field extension can be sustained coordinating with empowered agricultural cooperatives, rather than engaging in individual field visits, thus ensuring the maximization of the outreach. Extension, coordination with cooperatives, training and awareness will positively impact on the increased number of farmers registered in the NFR.

- **National/digital level:** upgraded Izraa App and LARI App, ensuring connectivity and data flow across the advisory system: A strong emphasis will be placed on promoting **digital innovation** and interoperability between tools. The activation of the IZRAA service for pests & disease detection and fertilization info and the connection of increased number of farmers to the LARIAPP (Alert System) will integrate the support provided to farmers at local and regional level.

Within intensive farming ecosystems, the field extension service will cover **40 macro-level areas** (approximately **40,000 dunums**, involving **2,300 farmers** among the 2,500 selected farmers) to sustain the adoption of best practices and use of the newly introduced inputs. During this phase, **2,500 copies of the Disciplinary for Integrated Agricultural Production** will be distributed and introduced to farmers.

Learning will be further reinforced through the establishment of **two demonstration plots** at **LARI stations**, in collaboration with the GDA branches, **universities, and cooperatives**. These plots will serve as **practical training grounds** showcasing the best farming techniques, improved crop varieties, agroecological practices, and climate-smart solutions.

A1.3.2 Delivering of trainings and outreach in coordination with General Directorate of Agriculture (GDA) centers, LARI branches, and local NGOs

In partnership with LARI, universities, and MoA centers, training materials equipment and audio-visual dissemination toolkits will be developed, drawing from key field research outcomes on climate-smart agriculture (CSA), agroforestry, and agroecology. Project support will facilitate the identification of training programs to be conducted by LARI and MoA centers to ensure both the piloting of these practices and the replication of successful approaches among farmers. By combining structured training, practical demonstrations (2 demo plots developed at LARI stations), and digital extension systems, farmers and cooperatives will be equipped with updated Good Agricultural Practices (GAP) and empowered to innovate. Farmers will progressively integrate improved practices into their daily operations, supported by direct technical assistance and regular field follow-up.

A1.3.3 Document and communicate results through videography and visual learning tools

This activity will serve to document how guidelines and good practices are being applied in the field, using **videography and case documentation** to enhance visibility, credibility, and learning. Short videos and visual case studies will be developed to:

- Share success stories and lessons learned across regions;
- Strengthen farmer-to-farmer learning;
- Provide **training resources** for MoA extension centers.

A new **series of visual training materials** may be developed to institutionalize knowledge transfer and promote a culture of transparency, trust, and evidence-based learning. This activity will be implemented by a combination of internal LRI staff and, where needed, external experts in videography and knowledge management. Documentation will occur during capacity-building sessions, on-farm demonstrations, and other field activities, capturing real-time application of guidelines and good practices. The collected material will then be edited into short videos, visual case studies, and other learning tools, which will be used to share success stories, support farmer-to-farmer learning, and provide training resources for MoA extension centers.

Output 1.4 - Agricultural cooperatives are supported to upgrade infrastructure, strengthen governance, access finance, and improve value-chain linkages.

Rationale:

Lebanon's cooperative and agricultural sectors are constrained by fragmented value chains, weak access to markets, and limited competitiveness of smallholder production. These challenges have been compounded by the prolonged economic crisis and conflict, which disrupted trade networks, reduced purchasing power, and constrained liquidity for farmers and cooperatives.

This output aims to strengthen selected value chains by enabling farmers and cooperatives to improve product quality, expand market access, and grow sustainably, with particular attention to women- and youth-led initiatives and their active participation in leadership and decision-making.

Activities will build on long-standing collaboration between FJPII and the General Directorate of Cooperatives (GDC) and will include: comprehensive cooperative mapping, empowerment and capacity-building programs, financial and warehouse management systems, and the development of dedicated financial instruments for cooperatives.

These efforts will enhance the governance, productivity, and financial resilience of cooperatives, positioning them as key actors in Lebanon's agricultural recovery and rural development.

A1.4.1 Mapping and assessing of cooperatives within selected value chains

This activity will assess cooperatives operating in the target areas and priority agricultural and agroforestry value chains selected in A.1.2.1 to identify gaps between producer needs and cooperative capacities.

Building on GDC data, the mapping will involve field visits and focus groups to analyze each cooperative's objectives, membership, governance, assets, operational efficiency, turnover, marketing practices, and conflict-related damages. A scoring system will be developed to evaluate performance, prioritize interventions, and generate a revised, digitalized cooperative database to be officially handed over to the GDC.

A1.4.2 Cooperative Empowerment Program (CEP)

FJPII will implement its established **Cooperative Empowerment Program (CEP)** to support at least **5 agricultural cooperatives** (mainly engaging male farmers) and **11 food-processing women-led cooperatives**.

The CEP adopts an intense participatory approach—through community meetings, focus groups, field visits, and digital communication—to guide producers towards sustainable and inclusive cooperative businesses.

Once the cooperatives will be mapped and assessed, a Selection committee will select the ones who will take part to the CEP, considering a set of eligibility criteria and requirements to be met at implementation phase:

a) **Inclusivity and per-capita investment:** To ensure inclusiveness and balance investment with member participation, infrastructure investments will be linked to the number of official members and the cooperative's commitment to expanding membership. A maximum of **EUR 2,000 per member** will be allocated.

b) **Financial contribution:** Investment plans must be **co-financed** (including member's cooperative fees and in-kind contributions such as land, existing assets) by beneficiaries and, where relevant, other local stakeholders. Based on previous interventions it is expected about 30% of contribution from the cooperatives (see table below).

c) **Formalization of changes:** All changes in the beneficiary organizations (new members, asset acquisition, revised statutes, shareholding updates, construction, etc.) must be duly **registered with the competent authorities**, particularly the **General Directorate of Cooperatives**.

d) **Gender mainstreaming approach:** The presence of, or the willingness to, fully adopt a gender sensitive approach will be considered as a preferential selection criterion. Selected cooperatives will be required to develop a **specific plan for gender equality**, based on the results of the gender analysis and considering tailored capacity building for women leaders, adoption of gender-sensitive recruitment policies, interventions to achieve improved safety and inclusive conditions.

e) **Child Protection Measures in the Cooperative Environment:** The cooperative activities will have to comply with national child protection standards. Cooperative statutes and internal regulations will have to include explicit clauses on child protection and the minimum working age. Awareness sessions will be conducted for cooperative members, workers, and community representatives to promote understanding of children's rights and the importance of safe, age-appropriate participation in family farming activities. In addition, training on identifying and reporting potential cases of child exploitation or abuse will be integrated into the broader capacity-building plan to foster a safe and protective cooperative environment.

f) **Job creation potential:** The intervention's capacity to generate employment in target communities will be assessed during feasibility plan development.

Following selection, the CEP will be implemented in 2 phases:

Phase 1 – Development of business models and feasibility studies (8–12 months):

Cooperatives will receive technical support from specialists in agribusiness, business development, post-harvest handling, food processing, and marketing.

Each cooperative will update or design its business model, governance structure, and investment plan, ensuring inclusion of women and vulnerable members in leadership roles. Feasibility studies covering business, marketing, and operational plans will be submitted to the GDC for approval.

Relying on the previous and current cooperatives enrolled in the CEP, the most common investments implemented to create or strengthen **agricultural cooperatives** included the development of **storage, cooling, and packaging facilities** for fresh fruits and vegetables, as well as the activation of **agricultural services** such as land preparation, pest and disease management, pruning, fruit tree and vegetable seedling production, sales of agricultural inputs, and product marketing.

For **food processing cooperatives** under ARED, interventions were implemented in two cases, with a significant portion of the investment dedicated to the **construction or rehabilitation of food processing centers**, installation of the necessary production-line equipment, and introduction of **water filtration systems**—as assessments in seven cooperatives across different areas revealed water contamination and high bacterial presence.

Common to all interventions were investments in **photovoltaic systems** to address the lack of reliable energy in rural areas, as well as provision of **basic tools** to enhance record-keeping, administrative functions, and warehouse management.

The following table summarizes the details of investments made to empower cooperatives working in **fresh fruit and vegetable value chains** and **food processing** under the ARED project, including the per-member (pro-capita) investment.

Cooperative	Intervention	Investment Plan (USD)	Project contribution		Members			Pro capita Investment
			Value (usd)	%	Total	New	Existing	
Fekha Jdeidah Cooperative for agricultural services	Construction of the center Tractors and equipments (2 units) for land preparation, pest management, pruning.	143,960	111,460	77%	91	91	0	1225
Nabi Osmane Cooperative fresh fruits and Veg cooling center	Rehabilitate the existing post-harvest and cooling center Installation of a photovoltaic system 1 refrigerated truck (6 ton capacity) Warehouse and admin management software	222,090	163,240	74%	136	109	27	1200
Labue Cooperative for agricultural services	Rehabilitate the center Tractors and equipments for land preparation, pest management, pruning.	132,889	108,889	82%	67	67	0	1625
Qaa women cooperative for food processing	Construction of the food processing center Equipment for the traditional food processing lines Equipment for the apricots solar-drying system Water filtration system Warehouse and admin management software	94,831	78,581	83%	52	52	0	1511
Arsal cooperative for agricultural services, nursery and cooling storage	Rehabilitate the storage center for cooling and packaging fruits and vegetables Strengthening the existing nursery Tractors and equipments for land preparation, pest management, pruning.	250,746	168,746	67%	84	73	11	2009
Arsal Association for rural development (food processing, training and child care)	Center rehabilitation Production lines for Burgul, essential oil distillation, drying products, packaging Equipment for the training center Equipment for the summer kindergarden Garage for agricultural vehicles and equipment of the Arsal Cooperative	343,691	168,746	49%	99	68	31	1866
Ras Baalbeck Cooperative for vegetable seedling production	Photovoltaic system to reduce seedling production costs.	56,304	22,800	40%	30	16	14	760
Total		1,244,511	822,462	66%	529	476	83	1347.99

Of the seven cooperatives supported, four existed, and three were newly established. The average total investment per cooperative amounted to approximately USD 117,500, with an average per-member investment of USD 1,350, which is below the equivalent investment level for MSMEs.

Cost estimation for the new intervention considers that the above-mentioned investments were free of taxes (+11%) and realized between 2023 and 2024 (inflation rates to be considered). In addition to that, the new interventions will also address damage caused by the conflict, already reported by different cooperatives in the Beqaa valley and in the south.

Considering the importance of the olive value chain in the target area, investments will also focus on enhancing the post-harvest phase, including upgrading oil mills, providing electric olive harvesters to accelerate field operations, and introducing crates and ventilated storage facilities for olives prior to pressing.

Gender Mainstreaming: Among women-led cooperatives—primarily in the food processing sector (11 out of a total of 16)—approximately **95% of members are women**, who are also well represented in leadership positions such as board members, presidents, directors, and managers. In contrast, women’s participation in **agricultural cooperatives** remains very low (below 5%), and they are rarely found in leadership roles. At the worker level, **gender-based wage disparities** persist, with women commonly receiving lower salaries for equivalent work.

To address these inequalities, the **CEP** will support the inclusion of **equal pay clauses** in cooperative statutes and promote **women’s access to leadership positions**, including management, board membership, and financial or administrative roles.

As per FJPII mapping of cooperatives, held in previous intervention in many rural areas in Lebanon, a recurring issue identified for women workers is the **lack of adequate sanitation facilities** in cooperative premises. To ensure safe and inclusive working environments, the **construction or rehabilitation** of post-harvest centers will **mandate the installation of separate toilets and changing rooms for women and men**.

In addition, **short-term training sessions** on gender-sensitive behavior and Protection from Sexual Exploitation, Abuse and Harassment (**PSEAH**) **awareness raising** will be prioritized for cooperative members and workers to enhance their capacity to prevent and respond effectively, confidentially and safely to SEAH-related allegations. During the cooperative empowerment process, **women farmers** will be specifically identified (from the Farmer Baseline and later during the field extension) and supported to participate in focus groups, training sessions, and decision-making meetings. Finally, during **board elections**, awareness sessions will be conducted to emphasize the importance of women’s representation, **encouraging female candidates** and promoting their election by all cooperative members. and promoting their election by all cooperative members.

Apprenticeships will be designed to facilitate women inclusion, upon previous appropriate screening and safety monitoring. They will be a relevant opportunity to empower women skills and curricula. skills and curricula.

Child Protection Measures: Awareness sessions will be conducted for cooperative members, workers, and community representatives to promote understanding and application of children’s rights and the importance of safe, age-appropriate participation in family farming activities. Any form of child labour will be strongly discouraged, especially the exposure of children to hazardous tasks, long working hours, or responsibilities that interfere with their education, health, or well-being.

Phase 2 – Implementation of cooperative feasibility plans (1–3 years):

FJPII will follow up on the approved investments, managing procurement, installation of equipment, and rehabilitation or construction of cooperative infrastructure.

Training and coaching will be provided to strengthen cooperative management, ensure efficient use of assets, and enhance service delivery, production processes, quality standards, and market access. Tailored technical manuals will be developed to standardize practices across cooperatives. A follow-up phase will be planned for, to ensure evaluation and lessons learnt dissemination.

Apprenticeships activation:

To foster employment, cooperatives are supported to activate 100 short-term (maximum 3 months) apprenticeships for managers, administrators, and skilled workers, prioritizing women and youth participation. Skilled students, youth and women trained under SO2 will be considered for the apprenticeships.

Women are the most actively engaged in food processing activities and have equal opportunities to hold management and administrative positions, while men are predominantly involved in field-based skilled tasks, such as pruning, operating tractors, and handling other agricultural machinery. To promote gender equality and empower women, priority will be given to roles where women can meaningfully participate, ensuring their representation in leadership and decision-making positions within cooperatives.

Market access and promotion:

Marketing specialists will support cooperatives in developing commercial strategies, branding, packaging, and labelling for key products. Four **Annual National Cooperative Fairs** and regional events will be organized to promote cooperative products and raise awareness of the sector's value. Selected cooperatives will participate in **two international fairs**, with logistical and promotional support.

A1.4.3 Administration and warehouse management systems for cooperatives

This activity will strengthen the financial management capacity of the 16 targeted cooperatives through tailored systems and tools co-developed by **FJPII, GDC, and FAO**.

It will introduce simplified accounting procedures and specialized administration and warehouse management software (e.g., Ibisco), aligned with cooperative regulations.

The proper application of these systems is a critical prerequisite for the effective introduction of the **Cooperative Auditing System** outlined in the **National Strategy for Cooperative Development**. This specific audit will also assess the mutualistic approach, gender representation in cooperative membership and leadership, and the effectiveness of gender equality measures.

To ensure successful implementation, both international and local experts will play a key role in the initial set-up of the system at GDC.

Implementation steps will include:

- Setting up the system with support from international and local experts;
- Developing training toolkits for GDC and cooperative staff;
- Conducting induction training and coaching during the first cycle of cooperative audits.

This hands-on approach will not only support the correct application of the audit process but also contribute to building a culture of compliance, transparency, and accountability within cooperatives.

Ultimately, these measures will strengthen the institutional credibility of cooperatives and enhance stakeholder confidence in their governance and operations.

These measures will promote a culture of compliance, transparency, and accountability, enhancing cooperative governance and stakeholder confidence.

A1.4.4. Develop Financial instruments for cooperatives

In line with the National Strategy for Cooperative Development, this activity addresses one of the most pressing challenges faced by cooperatives: limited access to working capital. Strengthening financial capacity is essential to enable cooperatives to expand operations, improve competitiveness, and generate sustainable livelihoods for their members.

To meet this need, the program will promote the use of **short-term loans** as a practical mechanism to bridge liquidity gaps and support growth. Building on lessons from **exchange visits and international best practices**, including Italy's Fondo Sviluppo — a dedicated financing tool for cooperative development — the activity will support the design and piloting of financial instruments tailored to the cooperative model.

In collaboration with GDC and relevant local micro credit institution such as **Al Majmoua and Vitas**, and with the support of international experts, the program will:

- Assess the financial needs of cooperatives across sectors: also relaying on recent experiences (AFD funded “Tarik Akhdar “project) and studies (such as “Obstacles to cooperative development” and “Legal and technical aspects of microcredit to cooperatives”).
- Design financial mechanisms reflecting cooperative dynamics and repayment capacities: this step will benefit from the experiences of PROPARCO and ConfCooperative. GDC senior staff have already explored Confcooperative practices, such as “*Fondo Sviluppo*”, a dedicated financing tool that provides capital for cooperative development and innovation. These experiences have highlighted the importance of creating financing solutions that are both accessible and adapted to the cooperative model.
- Establish a **dedicated cooperative financing fund** to provide targeted financial support: The plan is to operationalize the proposed financial mechanism by connecting cooperatives with an existing micro-credit institution and allocating a dedicated budget of approximately €30,000 to establish a short-term loan facility for working capital. In a subsequent phase, the feasibility of transferring the mechanism and its capital to a cooperative-owned financial institution (e.g., a credit union) will be assessed to ensure sustainability and sector ownership.
- This component is aligned with the **National Cooperative Strategy** and was informed by a study visit to the **Confcooperative case (Fondo Sviluppo)**, an internal cooperative credit mechanism designed to provide financing to cooperatives. The approach envisions **phased implementation**, beginning with an established micro-credit entity and eventually exploring full handover to a **Cooperative Sector Entity**, ensuring sustainability and ownership within the cooperative ecosystem.
- Develop a **monitoring framework** to ensure transparency, accountability, and effective fund utilization.

Output 1.5 - Institutional digital tools and coordination systems are strengthened and interconnected to improve agricultural service delivery and data sharing

Rationale:

The agriculture sector in Lebanon remains constrained by limited access to timely data, weak coordination between institutions, and fragmented service delivery to farmers and cooperatives. Digital tools for monitoring land, water, and production exist (e.g. the Izraa platform, LARI's early warning systems, the MoIM's Municipal Observatory) but are underutilized, disconnected, and poorly tailored

to local stakeholders' needs. Strengthening digitalization and coordination is therefore essential to improve transparency, efficiency, and resilience in the sector.

At the same time, the General Directorate of Cooperatives (GDC) National Strategy for Cooperative Development 2025–2030 explicitly prioritizes digital transformation through initiatives such as the CoopConnect digital platform for cooperative branding and e-commerce, a national cooperative registry, and a Distance Learning Platform to strengthen cooperative capacity. In parallel, WeWorld will carry out a complementary assessment of the digital capacities of the General Directorate of Cooperatives (GDC) and the Lebanese Agricultural Research Institute (LARI), and other relevant institutions to identify needs for institutional strengthening, equipment, and system integration. This assessment will inform targeted capacity-building measures implemented under SO3, ensuring coherence between digital system upgrades and institutional governance improvements.

This Output will therefore focus on operationalizing and integrating digital solutions across MoA, LARI, GDC, and municipalities. By reinforcing coordination, building digital literacy, and linking cooperatives to market-oriented tools, the project will directly support the implementation of the GDC strategy, while avoiding duplication and ensuring complementarity with the World Bank's GATE project and other national initiatives.

A1.5.1: Upgrade the Izraa App for pest and disease recognition

Coordinated by FJPII, the Izraa App will be enhanced through the support of local and international expertise, linking it directly to MoA's extension services to allow agents to disseminate field information more effectively and feed real-time data into the system.

The upgraded app will integrate AI-powered image recognition to identify pests and diseases based on field photos, enabling early detection and rapid response. This will enhance the accuracy of extension services, reduce response time to outbreaks, and improve overall crop health management. To complement this upgrade:

- Technical modules, digital curricula, and instructional videos on production, harvest, and post-harvest practices will be developed and incorporated into MoA's digital platforms and the Izraa App
- These materials will be accessible to farmers and extension agents nationwide, promoting continuous learning and widespread dissemination of improved agricultural practices.

A1.5.2: Upgrade the National Farmer Register

Support will be provided to the Ministry of Agriculture to upgrade the National Farmer Registry, aiming to both expand enrollment and integrate vulnerability and social criteria that link it to national social safety net systems (in coordination with MoSA). On this last aspect, a concept note has been already circulated by the MoA and it will be further discussed to finalize facilitating coordination with the MoSA.

The Farmer Baseline Survey conducted under Outputs 1.1 and 1.2 will identify unregistered farmers and document reasons for exclusion.

This information will be compiled and transferred to the GDA branches for targeted follow-up.

To enhance outreach and inclusivity:

- LRI and FJPII, in collaboration with GDA field extension services, will conduct community visits to engage directly with unregistered farmers and support them with the registration.
- An informative leaflet will be developed and distributed, serving both as a communication tool for farmers and a reference for GDA staff conducting awareness sessions.
- Outreach will be prioritized in areas with a high concentration of unregistered farmers, ensuring greater coverage and social responsiveness. This component will be implemented complementing ongoing FAO initiatives to increase farmer outreach.

Ultimately, this process will strengthen the Farmer Registry's completeness, accuracy, and alignment with broader support mechanisms for rural communities.

A1.5.3: Institutional Digital Capacity Assessment and Support for Coordination

WeWorld will conduct a comprehensive assessment of digital capacities and coordination mechanisms within key public institutions involved in agricultural recovery and local governance, including the **Ministry of Agriculture (MoA)**, the **General Directorate of Cooperatives (GDC)**, the **Lebanese Agricultural Research Institute (LARI)**, and the **Ministry of Interior and Municipalities (MoIM)**, with particular attention to the **Municipal Observatory** and its potential interoperability with agricultural and cooperative information systems. Coordination with FAO and WFP will also be granted during the process.

The assessment will map:

- Existing digital tools and systems (e.g., Izraa, Farmer Registry, CoopConnect, LARI databases, Municipal Observatory);
- Human and technical capacities for data management and interoperability;
- Gaps, overlaps, and opportunities for improved coordination and integration between sectoral and municipal digital systems.

In recent years, **FAO** has supported the development of **Management Information Systems (MIS)** within several agricultural institutions, while the **ILO** is planning complementary actions in the field of digital governance.

This assessment will build on these initiatives to ensure complementarity, coherence, and cost-effectiveness.

Once a comprehensive picture of institutional capacities and systems is available, targeted support for digitalization will be **jointly planned and designed** in close coordination with the concerned institutions and partners, ensuring national ownership and alignment with sectoral and local governance strategies.

SO2: Vulnerable populations (including women and displacement affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery

Output 2.1 - Support to MSMEs, in particular women-led MSMEs, affected by crisis with equipment provision, training, and entrepreneurial development

Rationale:

This output enhances the resilience and competitiveness of MSMEs affected by the crisis and conflict, while promoting inclusive and locally anchored economic recovery. Activities strengthen entrepreneurship capacities, facilitate access to finance, promote digital transformation, and foster local economic networks and social cohesion, in alignment with the **MoSA Economic Inclusion Strategy and NSPS Pillar 5**.

Activities will take place in Nabatieh and Sour in the South, as well as in Baalbeck and Hermel in the Bekaa, and will be concentrated during the recovery phase (Years 1–3), focusing on direct MSME support, incubation, and capacity-building, before gradually transitioning in Year 4 toward sustainability and system strengthening. During this final phase, Nawaya will work closely with municipalities, business hubs, and peer-to-peer support networks to embed the entrepreneurship model within local governance structures and economic development strategies. By institutionalizing peer-to-peer and enterprise support mechanisms—such as municipal business hubs, alumni networks, and local facilitators—the project will ensure that entrepreneurship promotion continues beyond the program's

lifespan. These efforts will also align with regional and national employment frameworks, reinforcing the project's contribution to Lebanon's long-term economic recovery and resilience.

A2.1.1: MSME mapping, Needs Assessment and Tailored Entrepreneurship Training, covering Design Thinking and Business Development

Nawaya will carry out a mapping and needs assessments (including a structured diagnostic tool) of MSMEs and informal businesses across target areas in the Bekaa and South, using a dual-track approach distinguishing between **subsistence microenterprises (livelihood resilience)** and **transformational MSMEs (growth-oriented)**.

- **Track 1: Subsistence Micro-Enterprises (Livelihood Resilience)** – Typically informal and supporting household income and serving local needs
- **Track 2: Transformational MSMEs (Growth-Oriented)** – with formalization and scale-up potential

This classification will guide a *phased, tailored curriculum* adapted to the needs, capacity, and business model of each type of MSMEs type. The dual-track model will be operationalized through a structured diagnostic tool administered at baseline stage and post-incubation. Assessment criteria will include business size, revenue, employment, formality, and digital maturity.

Special focus will be given to conflict-affected MSMEs such as businesses that experienced material damage to their assets, lost a significant amount of their workforce, etc; and will be further defined during the needs assessment at the inception phase while drawing upon existing studies wherever possible (e.g. UNDP, World Bank, etc.). These MSMEs will be prioritized through an accelerated incubation model that includes coaching and in-kind procurement without repeating the full training cycle if they have already participated in a similar training.

Training

Structure:

Building on Nawaya's GIL and ARED models and lessons learnt, 900 entrepreneurs (at least 50% women and youth) selected through inclusive outreach and open calls will participate in a phased entrepreneurship training cycle. Outreach to ensure inclusivity will rely on localized engagement strategies including open calls, community events, collaboration with the chambers of commerce, municipalities, scouts, and CSOs within targeted areas, as well as simplified application formats. These methods aim to ensure equitable access for marginalized groups, including displaced individuals, women, and informal entrepreneurs. The training will foresee:

- **Core modules** (for all): design thinking, business development, marketing, customer acquisition, and financial literacy.
- **One-on-One coaching** (individual sessions with each MSME): details outlined under A2.1.2

The training modules will follow a structured entrepreneurship training cycle, combining group workshops and individualized pitch preparation sessions. Modules will include design thinking, business development, financial literacy, marketing and customer acquisition. Transformational MSMEs will also receive advanced content on digital finance, formalization pathways, and compliance at the next phases (during incubation and post-incubation support as explained below).

Dedicated measures will be in place to support and enhance the active engagement of women and young entrepreneurs: among these, avoiding maximum age limits (starting 18 years old), flexible training hours, transport stipends where needed, and safe/accessible venues where mothers may bring children if needed. 900 entrepreneurs will participate in the training: at least 50% will be women or youth, selected through inclusive outreach and open calls. Displacement affected populations will be targeted and involved as well, while ensuring availability and commitment in the medium term.

MSMEs will be grouped together during training to encourage shared learning, while coaching sessions will be tailored individually. Six months post-incubation, MSMEs will be formally disaggregated by track to allow targeted support (e.g. booster grants, digital integration, Business hub membership explained below, and loan referrals for transformational MSMEs).

IECD graduates with interest in entrepreneurship will be referred to Nawaya's training cycle through formalized coordination mechanisms.

This activity has integrated key lessons from the ARED project, such as:

- Peer-to-peer support networks to increase sustainability and informal learning.
- Digital onboarding challenges led to introducing early digital literacy sessions and provision of digital starter support.
- procurement-based approach (instead of Cash-based seed funding) to ensure transparency and avoid misuse.
- solar kits and shared infrastructure in the business hub to address energy access constraints
- Sector diversification will expand beyond agro-food to include high-potential sectors like beauty services, repair shops, and others to be identified based on the assessment at the inception phase.
- Market access gaps will be mitigated by linking MSMEs to cooperatives, urban buyers, and digital platforms like Izraa.

A2.1.2: MSMEs Incubation, Seed Funding & Digital Capacity Building

From the pool of 900 trained participants, 250 high-potential micro, small, and medium enterprises (MSMEs)—with a particular focus on those led by women and youth—will be selected to join an intensive incubation track. Selection will be based on a standardized scoring framework that evaluates key criteria such as the level of innovation, clarity in problem identification and business concept, feasibility and sustainability of the proposed model, technical skills and capacities, potential for diversification, and growth prospects. These criteria will be tailored to the specific characteristics of each MSME type, distinguishing between subsistence and transformational enterprises. Through individualized business coaching, selected entrepreneurs will further refine their business plans and strengthen their readiness for sustainable growth.

Each selected MSME will receive:

- **5 one-on-one business coaching sessions**
- **Seed funding of up to \$2,000 USD**, through Nawaya's transparent procurement process
- **Digital starter kits** and fintech training (e.g., e-commerce, online bookkeeping, POS systems, CRM software)

Special emphasis will be placed on youth-led and women-led MSMEs, building on Nawaya's strong gender inclusion record across previous programs. **Under the ARED project**, 76% of 536 beneficiaries who demonstrated improved business competence post-training were women, and 79% of MSMEs that received seed funding (167 MSMEs) were women-led. These results underscore both women's entrepreneurial potential and the effectiveness of Nawaya's inclusive approaches.

Drawing on these lessons, Nawaya will adopt **gender-responsive measures** throughout the MSME incubation process. This includes tailored outreach during the first phase to reach women who might otherwise face mobility or social constraints; flexible training schedules that accommodate household responsibilities; removal of upper age limits for women (above 18); provision of transport stipends when needed; access to female trainers or mentors upon request; and safe, accessible venues where mothers may bring children if necessary.

To further strengthen women and youth inclusion, Nawaya will:

1. **Deliver Strategic and Tailored Business Development Services (BDS)** — providing women and youth entrepreneurs with mentoring, market access support, financial literacy, digital skills, and legal advisory services adapted to their specific needs. These targeted services will help them overcome structural barriers, build confidence, and enhance their competitiveness in the MSME sector.
2. **Promote Women's Participation in Business Networks, Associations and Dialogues** — facilitating their engagement with employers' associations, cooperatives, and business

organizations promoting the participation in practical business programmes to enhance their ability to identify profitable opportunities and grow small-scale enterprises. These platforms provide access to finance, training, peer support, and decision-making structures, which are critical for building entrepreneurial capacity and expanding business opportunities.

These actions will ensure that gender and youth inclusion are embedded throughout the MSME incubation cycle, fostering equitable access to resources, visibility, and sustainable growth.

To enhance sustainability, all funded MSMEs will undergo **quarterly field visits** by the business coaches until the end of the program to assess progress and challenges, refine their strategies, identify any emerging support needs, and determine eligibility for booster grants. Every **6 months**, the **MEAL unit** will join the business coaches to monitor and measure the impact of the programme interventions on the MSMEs' business operations— including verifying job creation/retention, revenue generation, and business expansion.

MSMEs meeting performance milestones (adoption of digital tools, revenue generation, market expansion) will qualify for:

- **Booster grants** (performance-based in-kind support of up to \$1,500), provided to MSMEs that show progress during field visits on key milestones such as increased revenue, formalization, digital tool use, hiring employees, customer tracking, and financial planning and projection of up to \$1,500), provided to MSMEs that show progress during field visits on key milestones such as increased revenue, formalization, digital tool use, hiring employees, customer tracking, and financial planning and projection of up to \$1,500), provided to MSMEs that show progress during field visits on key milestones such as increased revenue, formalization, digital tool use, hiring employees, customer tracking, and financial planning and projection
 - o Building on lessons learned from the ARED program, where cash-based grants were used, Nawaya observed that while cash transfers offered flexibility and quick disbursement, they also posed risks of misuse, delays in implementation, and challenges in financial tracking. To enhance transparency, accountability, and vendor engagement, the project will now adopt a **full procurement-based grant mechanism**, ensuring that all purchases and services are made directly through vendors. This approach will minimize financial risks while maintaining efficiency and ensuring that MSMEs receive the precise materials and equipment needed to strengthen their businesses.
- **Advanced digital packages** (POS systems, CRM software)
- Additional services through Nawaya or partners, including exhibition fairs, registration support, business hub inclusion (details below), and connections with microfinance providers such as Al Majmoua.

KPIs will be differentiated by MSME track:

- **Subsistence:** income stabilization, business survival, informal job creation
- **Transformational:** revenue growth, formalization, market expansion-readiness, job creation

The disbursement of the seed funding to all 250 MSMEs will be done early enough within the project timeline to allow for post-programme follow-up at least 12 months after the funding is disbursed to MSMEs, since this is the minimum amount of time needed before conclusive evaluations of the success or lack of success of the MSMEs' business operations should be conducted.

Moreover, to enhance **post-incubation sustainability and motivation**, Nawaya will establish a robust **mentorship and peer-to-peer support ecosystem** for **250 MSMEs** and **200 Business Support Specialists (BSS, details below)**. The model includes:

- **Quarterly peer-to-peer meetups** facilitated by the Field team and local administrators (municipalities, business hub staff, alumni).

- **Bi-annual mentoring sessions** led by guest experts addressing technical or operational bottlenecks highlighted during the Peer-to-Peer meetings.
- Activation of Nawaya's **alumni mentorship network** (from the GIL and ARED entrepreneurship programmes), offering practical guidance from former participants.

As mentioned above for the training and incubation activities, women's participation in the peer-to-peer and mentorship activities will be supported through flexible timings, provision of transport stipends if needed, female trainers/mentors upon request, and safe/accessible venues where mothers may bring children if needed.

These activities are designed to reduce dependency on external coaches and foster **collaborative problem solving** of ad-hoc challenges and bottlenecks that MSMEs face, while strengthening local value chain collaboration and promoting horizontal learning. These will also encourage uptake of **shared livelihood spaces (such as the business hub)**, digital platforms (like **Izraa**), and other ecosystem services, and ultimately contribute to long-term business clustering and informal sector formalization.

To ensure sustainability and continuity of support beyond the project, Nawaya will build the structure for the mentorship and peer-to-peer support ecosystem, identify and train local administrators from within the peer groups, and **gradually transition peer facilitation to locally rooted and widely accepted stakeholders**, such as municipality staff, business hub coordinators, or alumni entrepreneurs and BSS. These actors will be trained and equipped with facilitation toolkits and ongoing mentoring to help them independently organize and sustain these low-cost, high-impact peer-to-peer meetups during and after the project's end, ensuring lasting community-based entrepreneurial support networks. The fact that the business hubs are located on municipal land under lease agreements will help anchor this handover approach in municipal structures.

These support structures will also serve as a feeder for business cluster formation, eventually anchoring MSMEs in formal networks and service cooperatives. All MSMEs accessing finance will complete financial-literacy coaching to promote responsible borrowing and investment. **At least 50 % of supported entrepreneurs will be women or youth**, selected through inclusive outreach and open calls. Local entrepreneurship channels will be established in collaboration with municipalities, chambers of commerce, and business service providers. Links to public and private institutions will be achieved through activities such as the co-organization of business fairs and exhibitions, territorial labour market assessments during the inception phase to identify local economic opportunities, shared management of MSME hubs, and alignment of support services with regional demand trends.

A2.1.3: Cluster Agro-Food MSMEs into Cooperative Business Hub

To consolidate the 250 MSME support, Nawaya and Elysium' Izraa team will establish a **pilot Business Hub** (Bekaa or South) co-owned by MSMEs and farmers from the area and operated as a cooperative. It will offer:

- Shared infrastructure: storage, packaging, processing, marketing
- Business services: branding, accounting, legal advisory

Anchored in priority value chains (e.g., herbs, olives, beekeeping), the hub will:

- Lower operational costs for MSMEs and farmers
- Enhance food safety and value addition
- Enhance competitiveness
- Foster climate-smart practices (e.g., Azolla feed, waste reuse)
- Stabilize value chains in conflict-affected areas

Elysium's Izraa team of agricultural engineers will manage the hub during the project's implementation, while building the capacity of MSMEs and farmers in contract handling, marketing, and sales. Over time, these actors will become shareholders, assuming ownership and governance of the cooperative structure.

The hub will primarily bring together **MSMEs and farmers from the same geographical area**, functioning as a joint cooperative for producers—whether they are engaged in agricultural production or agro-food processing. While its focus is on MSMEs, the hub will remain **open to farmers supported under SO1**, enabling collaboration, cost sharing, and local value chain integration.

The hub model will embed good governance (cooperative management), social cohesion, and will be expanded/replicated in later years in other geographical areas based on viability and municipal partnerships (**linked to SO3** governance structures). The hub will promote climate-smart and circular-economy approaches, including waste reuse and energy-efficient processing.

While SO1 Output 1.4 focuses on cooperative governance and empowerment, this activity focuses also on MSME service delivery and market access.

A2.1.4: Digital Market Access via IZRAA

The “**Izraa**” **B2B online platform, piloted under ARED**, will be scaled to onboard at least 125 rural producers/qualified **transformational MSMEs of the 250 MSMEs** supported by Nawaya, enabling them to display products, connect with buyers, and access real-time market information. MSMEs will receive:

- Training on product marketing, digital sales, and content creation
- Access to digital support (laptops, data plans, web support)

This activity will contribute to:

- Resilience during crises by ensuring MSMEs maintain sales (e.g., during mobility restrictions, conflict, etc.)
- Market diversification and value-added branding
- Promotion of climate-smart and circular economy products online
- Strengthening of rural-urban linkages

This activity strengthens digital inclusion while contributing to **SO1–SO2–SO3 convergence** via cross-component use of the Izraa platform.

This activity will align with Output 1.5 on digitalization, ensuring interoperability between Izraa and national platforms.

Output 2.2 - Youth, women and vulnerable groups, including IDPs, improve their employability and access to decent work opportunities through vocational training, apprenticeships, and entrepreneurship programs

Rationale:

This output will enhance economic inclusion, employability, and entrepreneurial capacities of vulnerable populations, especially youth, women, and persons in conflict-affected areas—by delivering market-relevant training, business support placements, and entrepreneurship education. This approach integrates national strategies (MoSA’s NSPS Pillar 5), prioritizes inclusion, and reinforces social cohesion.

Activities under this output will be implemented primarily during the early recovery phase (Years 1–2) and will transition to institutional partnerships and system strengthening (Years 3–4), ensuring continuity with municipal and national employment frameworks.

A2.2.1: Enhanced Employability of Youth and Vulnerable Groups through Market-driven Skills Training

Building on Nawaya’s Employment Hub and ARED models, this intervention will support **200 job seekers**—primarily women and vulnerable youth (including IDPs and refugees) in the South (Nabatieh, Sour) and the Bekaa (Hermel, Baalbeck). The intervention will provide employability training, including:

- **Soft skills training** (communication, teamwork, resilience)

- **CV writing, job search, and interview preparation**
- **Personalized career coaching and job-matching services**
- **Technical courses** adapted to the youths' educational background and career aspirations.

A territorial labour market assessment will be conducted during the inception phase to identify local and regional employment opportunities. This will include consultations with municipalities, chambers of commerce, and private sector actors, including MSMEs through interviews and focus groups. The labour-market mapping will be financed through project resources and will inform both training design and employer matching strategies.

A core feature is the **Business Support Specialists (BSS) track, piloted under ARED program**, where participants undergo **paid, short-term apprenticeships** (2–3 months) within local organizations, including some of the MSMEs, cooperatives, or local CSOs supported by the project. These experiential learning opportunities enhance on-the-job skills, strengthen host organizations, and can result in longer-term employment. Each BSS participant will receive a monthly stipend of 150 USD for up to 2 months, covering basic needs such as transportation and meals and reducing the financial burden on host organizations during the apprenticeship period.

Cross-cutting considerations include gender, mental health and psychosocial support modules, and joint sessions to reinforce social cohesion. **Women will represent at least 40% of participants:** this will be ensured through inclusive outreach strategies targeting women, flexible training schedules, online or hybrid training options, provision of phone cards to ensure connectivity, and access to female coaches or trainers when requested. **Persons with disabilities** will be prioritized through coordination with MoSA's national databases and inclusion partners.

Job placement and retention will be tracked at 6- and 12-month intervals after completion of training or apprenticeship. All youth who participate in the employability programme will complete the programme early enough within the project timeline to allow for post-programme follow-up at least 6 months after the youth graduate, since this is the average amount of time needed for job seekers to find stable or sustained employment.

The Business Support Specialists (BSS) track will strengthen MSMEs and cooperatives supported under SO1 by providing skilled youth labor, while also engaging municipalities under SO3 to identify priority sectors for job creation.

A2.2.2: Early-stage Entrepreneurship Education in Schools

To foster early-stage innovation and entrepreneurial mindsets, Nawaya will develop an age-appropriate **entrepreneurial curriculum for 1500 students** (from 14 to 18 years old) in public and private schools in the South and Bekaa, in partnership with the subcontracted NGO **Teach for Lebanon (TFL)**, which will be piloted for 1 year.

This curriculum will build on Nawaya's *Girlpreneur* program¹⁰, designed for young female entrepreneurs aged 15–17, and will be adapted for broader use with both girls and boys. It will combine Nawaya's experiential and mentorship-based methodology—centered on hands-on learning, problem-

¹⁰ *Girlpreneur* is a free online entrepreneurship program by Nawaya for girls aged 15–17, delivered over eight Saturdays through interactive sessions with women trainers and mentors. Participants develop business ideas, build entrepreneurial skills, and compete in a final pitch, with the winning team receiving up to \$1,000 in in-kind support. [More information is available here.](#)

solving, and real-world application—with Teach for Lebanon’s (TFL) educational framework, which emphasizes teacher facilitation and student empowerment in schools. The curriculum will align both organizations’ pedagogical strengths, ensuring it is locally relevant, gender-sensitive, and compatible with the Ministry of Education’s guidelines.

TFL will be engaged as a partner through subcontracting. Difficulties normally faced by development agencies with accessing public schools will be mitigated through the partnership with TFL, which has an agreement with the Ministry of Education and Higher Education (MEHE). TFL fellows are already embedded in schools across Lebanon and provide extracurricular activities during and after school hours. These fellows, being young professionals and community leaders, will ensure the program's sustainability by continuing to deliver entrepreneurship content beyond the project duration. Over time, TFL can also adopt the curriculum and scale it to more schools, regardless of the donor.

This activity will contribute to entrepreneurship and employability programs under Outputs 2.1 and 2.2, whereby a clear pathway will be established for motivated students to transition into the full entrepreneurship program once they turn 18 – including one-on-one incubation coaching – providing a seamless journey from early exposure to hands-on business development.

The training sessions will include:

- Problem-solving challenges and ideation labs
- Mini startup simulations and competitions
- School showcases with local leaders, business owners, and incubator

Gender equality, citizenship, and civic-engagement modules will be integrated throughout the curriculum to foster inclusive, community-minded entrepreneurship

The curriculum will capitalize on existing tools and resources where applicable, and will be implemented in close collaboration with MEHE, including the Center for Educational Research and Development (CERD), to ensure alignment, relevance, and sustainability. All required approvals will be sought as per the public education system’s protocols.

12 trained teachers/TFL fellows will be trained by Nawaya to facilitate delivery of this extracurricular program. Gender inclusion, citizenship values, and conflict-sensitivity will be woven into all activities. This early intervention will inspire youth to see entrepreneurship as a viable career path, while cultivating resilience and empowering them to contribute to rebuilding their communities from within. It can also boost creativity, aspiration, and social entrepreneurship, while also fostering citizenship and deeper community engagement.

In complementarity with Nawaya’s youth activation and employability interventions, the *Institut Européen de Coopération et de Développement (IECD)* leads the vocational-training and professional-integration dimension of this output.

IECD and Nawaya will coordinate to ensure complementarity, potentially engaging the same schools and aligning interventions to avoid duplication. Nawaya’s extracurricular model offers year-long exposure to entrepreneurship, while IECD provides accredited technical training, internships, and direct job placement. Moreover, IECD's beneficiaries receiving TVET training who are interested in entrepreneurial-based education will be referred to Nawaya’s entrepreneurship program. IECD’s work deepens the employment pathway established by Nawaya by providing accredited, market-relevant technical training, apprenticeships, and direct job placement in collaboration with the Directorate General of Technical and Vocational Education (DGTVE) and private-sector partners.

Together, the two organizations operationalize a coherent employment-to-entrepreneurship continuum that links individual skills development with market demand, MSME growth, and municipal recovery priorities under SO3.

In this context, **the role of the Ministry of Education (MEHE) and the Center for School Planning and Development (CSPD) will be central** to aligning the school-based entrepreneurship education with national policies. Nawaya and TFL will coordinate with these bodies to ensure policy coherence, enable smooth implementation, and maximize sustainability across public and private schools.

A2.2.3 Career orientation and Professional Integration

To help students identify and cultivate their individual strengths and aspirations, the activity will include professional interest and aptitude assessments. Priority will be given to conflict-affected and vulnerable youth from Lebanese, Syrian, and Palestinian communities, in close coordination with municipalities and the Ministry of Education and Higher Education (MEHE).

Following the assessments, orientation workshops will be delivered across nine key sectors identified for local economic and employment development: **agriculture, hospitality, electricity, graphic design, architecture, nursing, robotics, coding, accounting, and artificial intelligence.**

Workshop Delivery Modalities:

- **During the school year (October to May):** Workshops will be conducted within public schools, in collaboration with MEHE.
- **During the summer months:** Workshops will be hosted at municipal premises or affiliated educational centers. Municipalities will support both the hosting and outreach efforts to engage youth effectively.

Trainers: Sessions will be facilitated either by qualified teachers from participating schools or by external trainers from the region, depending on the availability of expertise.

All participating students will engage in introductory entrepreneurship modules aimed at fostering early business awareness and enhancing readiness for self-employment. In parallel, school counselors and teachers will be trained and accredited as “career guides,” ensuring institutional sustainability and continuity of support.

To enrich the learning experience, local private-sector professionals will be invited, when relevant, to co-facilitate workshops, providing students with exposure to real-world work environments.

A strong emphasis will be placed on **women inclusion**, and targeted outreach efforts will also be made to encourage the **participation of youth with disabilities (see the following selection criteria).**

School	Selection	Criteria:
---------------	------------------	------------------

To ensure the inclusivity and accessibility of the workshops, a specific set of criteria will guide the selection of participating schools, including but not limited to:

- Percentage of female students enrolled
- Accessibility of school facilities beyond regular teaching hours
- Safety and security of the surrounding environment

All participants will take part in introductory entrepreneurship modules designed to foster early business awareness and enhance self-employment readiness. At the same time, school counselors and teachers were trained and accredited as “career guides,” ensuring institutional continuity. Finally, local private-sector professionals will be engaged to co-lead workshops, offering exposure to real-world working environments.

At least 50% of participating students will be female, with tailored outreach to encourage participation of persons with disabilities.

Methodology:

The program will follow a three-phase process:

- **Diagnostic Phase** – Individual interest tests and interviews.
- **Exploration Phase** – Practical workshops in selected fields.
- **Reflection Phase** – Feedback sessions to formulate a personal career plan.

Expected Reach: up to 1600 students across 16 schools and vocational centers will complete the orientation program, feeding into later vocational or entrepreneurial tracks.

A2.2.4: Market-Driven Vocational and Technical Training

This activity provides accredited vocational training with a duration of between 2 and 4 months aligned with the latest labour market assessments conducted in cooperation with private-sector partners and professional syndicates.

Key Sectors will include:

- Agriculture and agri-processing
- Renewable energy and solar systems
- ICT and digital services including AI
- Hospitality and tourism
- Construction and maintenance trades
- Healthcare and nursing

IECD has already developed and successfully implemented all the aforementioned trainings across various regions in Lebanon. However, as new economic sectors emerge, additional trainings may be developed or existing ones adapted to meet evolving local needs. The activity will be implemented following the steps below:

- **Curriculum Co-Design:** Training curricula co-developed with employers to ensure relevance to market demand.
- **Dual Training Approach:** Combine classroom-based learning with on-the-job practical experience.
- **Soft Skills & Employability Modules:** Include teamwork, communication, digital literacy, and problem-solving.
- **Gender-Sensitive Delivery:** To promote inclusive participation, the program will ensure that at least 40% of beneficiaries are female. To reduce barriers to access, childcare and transportation stipends will be provided. Transport stipends, averaging around \$5 per training day, will be calculated based on the training location, distance travelled, and accessibility to public transportation. These measures aim to facilitate attendance without imposing financial burdens on participants
- **Certification:** Graduates receive **DGTVE-recognized certificates** ensuring national accreditation and labour market portability.
- **Psycho-Social Support:** Offer group sessions and individualized counseling to help vulnerable youth overcome barriers to sustained employment.

Private-sector partners will be represented in training design committees and post-training evaluation panels to strengthen job placement linkages.

Around **1400 youth and adults (50% women)** trained in employable skills with 70% expected job placement or income generation within six months post-training.

All vocational programs will be implemented in coordination with the **Directorate General of Technical and Vocational Education (DGTVE)** and in alignment with the **National Employment Office (NEO)** and **MoSA's Economic Inclusion Strategy**.

A2.2.5: Internships and On-the-Job Training

IECD integrates work-based learning into all vocational pathways to ensure trainees acquire hands-on experience and increase their chances of employment. In coordination with the **Directorate General of Technical and Vocational Education (DGTVE)** and **private sector partners**, internships and job placements are systematically embedded within the training curricula.

Job placement and income-generation rates will be verified at 6 and 12 months post-training. Trainees will have the possibility to experience on-the-job training also on the agroforestry and intensive farming modules rehabilitated under SO1.

To strengthen practical learning outcomes, partnerships will be established with private enterprises, cooperatives, and service providers to host trainees for 2–3 months of supervised on-the-job training. This approach offers dual benefits: beneficiaries gain hands-on experience and practical skills, while host enterprises have the opportunity to recruit qualified technicians directly from the training pool. This model has already proven successful, particularly with companies that prioritize staff development and long-term talent investment.

- Develop standardized internship agreements and evaluation tools with DGTVE to formalize the process.
- Train company mentors and instructors to supervise interns effectively and ensure alignment between training and market practices.
- Conduct follow-up visits and joint assessments with employers to identify job openings and improve curriculum design.
- Facilitate direct job placement opportunities for high-performing graduates.

Job Fairs and Private Sector Linkages:

To strengthen connections between youth and the labor market, two regional job fairs will be organized starting in the second year of the project. These events will serve as dynamic platforms to link companies with technical schools, universities, and vocational training centers.

The job fairs will:

- Facilitate direct interaction between youth and potential employers.
- Showcase vocational and technical skills acquired through the program.
- Promote networking opportunities between educational institutions and the private sector.
- Encourage companies to identify and recruit promising candidates for internships or employment.

Employability platform (Mehnati): To further enhance youth access to employment opportunities, the employability platform, already developed, will connect participants with private sector companies and job openings through a dedicated online portal. This platform will serve as a bridge between trained youth and potential employers, facilitating job matching and career exploration. The MSMEs supported under SO2 will be invited to join the platform.

In addition, a **Learning Management System (LMS)** is already in place to provide continuous education and skill development. The LMS offers flexible, self-paced learning modules that complement in-person training and allow youth to deepen their knowledge in vocational and entrepreneurial subjects.

Expected Results: Trainees are expected to complete practical experience that strengthens employability. At least **70% of graduates** are expected to secure employment or self-employment within six months of training. Also, stronger partnerships are established between vocational schools, local enterprises, and municipalities. Internship placements will prioritize MSMEs supported under SO1 and Output 2.1, strengthening backward linkages between local production and vocational training.

A2.2.6: Entrepreneurship Pathways for Job Seekers

IECD will provide targeted support for trainees who choose self-employment after completing vocational training. This complements the broader entrepreneurship programs led by Nawaya by helping job seekers develop micro-enterprises that address local market needs.

IECD will deliver short courses on entrepreneurship and micro-business management, covering key topics such as market analysis, costing, customer relations, and financial planning. Participants will be

guided in designing small business plans aligned with their vocational skills—for example, in areas like repair services, catering, agribusiness, or renewable energy maintenance.

These entrepreneurship modules are designed to complement vocational training by introducing participants to entrepreneurial thinking and potential opportunities. The goal is to empower participants by providing them with essential knowledge and insights into the opportunities that self-employment can offer, rather than focusing solely on the formal establishment of businesses. This approach complements Nawaya's, which focuses on supporting SMEs in developing and launching their businesses.

In cases where a participant demonstrates strong entrepreneurial potential, they will be referred to Nawaya for further support and business development guidance.

IECD has already developed and implemented similar entrepreneurship trainings across Lebanon, ensuring relevance and adaptability to local contexts.

At local level, local entrepreneurship channels will be established in partnership with municipalities, chambers of commerce, and MSME networks to showcase innovative ideas.

Promising participants will be linked to **Nawaya's incubation and financing mechanisms** under Output 2.1 for continued support, and follow-up coaching will be provided to all participants during the first six months of business operation to support sustainability and growth.

Around **150 youth and women** are expected to transition from training to self-employment. Moreover, the collaboration between training institutions, business support actors, and local markets will increase, and contributions of vocational graduates to community-level recovery and service provision will enhance. Entrepreneurial pathways will be gender-sensitive and climate-smart, with follow-up coaching promoting responsible financial management and business sustainability.

SO3: Governance capacities at local and national levels are strengthened to enable effective, equitable and inclusive recovery, ensuring that women and men have equal agency, access, and influence recovery decision-making and resource management

Output 3.1 - Municipalities in conflict-affected areas restore essential local functions through Quick-Impact Projects (QIPs), contributing to renewed community trust

Rationale:

Municipalities in conflict-affected areas face urgent demands to deliver services and begin rebuilding citizens' confidence in local institutions. The municipal elections of May 2025 brought in largely new councils, most with limited experience in administration and local governance. At the same time, the withdrawal of **UNIFIL in South Lebanon** is creating new economic and stability challenges, while municipal institutions struggle with capacity gaps. QIPs, implemented during the first 8–12 months, will enable municipalities to re-establish basic functions and demonstrate visible responsiveness to their communities. In parallel, **a participatory and inclusive recovery-planning process will engage local stakeholders particularly women, youth, and community organizations to ensure that immediate interventions contribute to a shared, mid-term vision for recovery.** This simultaneous approach allows early actions to deliver tangible improvements while also building the institutional and social foundations for participatory **Municipal Recovery Plans (MRPs)** that guide rehabilitation, service delivery, and accountability. These interventions will also promote labor-intensive approaches that generate short-term employment, create income opportunities for vulnerable groups and strengthen collective participation in recovery efforts. The action will align with the **national CEFOM training framework** of the Ministry of Interior and Municipalities (MoIM), ensuring that newly elected councils receive standardized, nationally endorsed capacity-building support. CEFOM modules will be adapted

to post-conflict contexts to strengthen municipal planning, financial management, and operational systems required to manage recovery effectively.

Women and youth will participate actively in recovery efforts as paid workers, planning-committee members, and local monitors ensuring that recovery investments generate equitable economic opportunities and foster collective ownership of municipal rebuilding.

Coordination with **MoIM, the Green Plan, MoA, CDR, and the LAF's Civil-Military Cooperation (CIMIC) units will operate as a cross-cutting mechanism** across all activities, ensuring alignment with stabilization and national recovery frameworks (LEAP, GATE) and complementarity with rehabilitation works under SO1.

Comprehensive municipal assessments will be carried out to identify and prioritize QIPs and Early Recovery Projects that address the most urgent community needs. The process will serve as an entry point for participatory recovery planning, ensuring that technical diagnostics and community perspectives evolve together. The assessment will be implemented in close collaboration with municipalities, Union of Municipalities, community stakeholders, cooperatives, civil society organizations and community representatives particularly women and youth to ensure inclusiveness, complementarity and shared ownership of recovery priorities. It will analyze the immediate recovery needs of municipalities across key service sectors—including basic infrastructure, waste management, water supply, local roads, and public facilities—to enable the rapid restoration of essential services and community functions. It will also examine institutional and operational gaps affecting municipal service delivery and recovery capacity. Using standardized tools and criteria, the process will:

- Map damages and disruptions caused by the conflict across key service sectors (infrastructure, waste management, water supply, roads, and public facilities).
- Identify short-term, high-impact interventions that can generate visible recovery outcomes.
- Ensure prioritization based on vulnerability, feasibility, cost-effectiveness, and potential for labor-intensive implementation.
- Document social, economic, and institutional recovery needs to inform **Municipal Recovery Plans (MRPs)** and subsequent municipal capacity-building activities.

Where shared services or facilities are feasible, assessments will be conducted at the Union of Municipalities level to identify joint recovery priorities and promote coordinated, area-based solutions (e.g., inter-municipal waste collection, shared equipment, or maintenance services).

In parallel with QIP identification, the assessment will facilitate participatory discussions with community members, women, and youth groups to co-define priorities and shape a shared mid-term recovery vision. This ensures that early interventions are not isolated actions but the first step in a broader, inclusive recovery process.

The findings will guide QIP selection and design under A3.1.3, while also providing the evidence base for participatory recovery planning and alignment with national recovery frameworks (LEAP, Green Plan, and GATE).

A3.1.1: Develop Municipal Recovery Plans (MRPs) as practical internal management tools to guide early recovery efforts and strengthen institutional capacity.

The action will support newly elected municipal councils to develop Municipal Recovery Plans (MRPs) as short-term, operational framework that guide service restoration, maintenance routines, and local governance during the first phase of recovery.

MRPs will help municipalities translate the results of the rapid technical assessments and early rehabilitation works under SO1 into concrete institutional improvements defining responsibilities, workflows, and immediate measures to restore core municipal functions.

Each MRP will:

- Identify priority services requiring operational attention (e.g. waste, water, roads, lighting);
- Diagnose gaps in administrative, financial, or technical management systems;
- Define responsible units and focal points within the municipality;
- Integrate participatory mechanisms that engage community groups and committees, **women and youth representatives**, and where relevant, the **Union of Municipalities (UoM)** to address shared services or facilities;
- Based on the results of the Gender and Social Inclusion analysis that will be conducted in the inception phase, inform the adaptation of existing policies, strategies and measures to embrace a more structured and effective gender equality and social inclusion approach, ensuring women's and youth's multi-faced barriers and needs related to an active representation and participation are duly addressed;
- Outline immediate measures to strengthen transparency, maintenance, and community engagement.

The participatory formulation of MRPs will take place **in parallel with QIP implementation**, ensuring that recovery planning is both evidence-based and inclusive. This approach allows municipalities to translate early recovery works into structured management tools while fostering collective ownership of decisions and resources.

Technical inputs from LRI will ensure that environmental aspects, such as reforestation, green spaces, and ecosystem rehabilitation are coherently integrated into recovery planning where relevant, linking MRPs with ongoing environmental recovery efforts under SO1.

The MRPs will also serve as an operational bridge between QIPs and mid-term recovery processes, providing the baseline for subsequent institutional capacity-building and for alignment with national recovery frameworks and sectoral strategies (MoIM, Green Plan, MoA, and CDR)

A3.1.2 Implement Quick Impact Projects (QIPs) addressing urgent service delivery and cohesion needs

Based on the priorities identified in the rapid recovery assessment (A1.1.1), and participatory consultations, QIPs will be implemented to restore essential municipal and community functions, generate short-term employment, and strengthen social cohesion in conflict-affected areas.

QIPs will target **urgent service delivery and safety needs**, ensuring visible and tangible improvements in daily life while strengthening local institutions' capacity to respond to their communities.

Interventions may include:

- Rehabilitation of small-scale public facilities (community halls, schools, primary health centers);
- Repair and upgrading of local infrastructure such as roads, water networks, and reservoirs, including works that benefit **Water Establishments (WEs)** serving affected communities;
- Rehabilitation or establishment of shared services at the **Union of Municipalities (UoM)** level—such as solid waste management systems, workshops, or joint maintenance services
- Solarization of public buildings and street lighting to improve energy efficiency and public safety
- **Greening QIPs** implemented with LRI, such as the creation of shaded community spaces, small-scale reforestation, and tree planting in public areas, providing visible environmental and social benefits through labor-intensive methods.

Output 3.2 - Municipalities and Union of Municipalities are supported to develop inclusive, participatory, and environmentally sensitive recovery planning processes that improve institutional capacity for effective service delivery

Rationale:

In parallel with the implementation of QIPs (first 6–18 months), and the development of initial Municipal Recovery Plans (MRPs) under Output 3.1, municipalities will be supported to lead **inclusive and participatory recovery-planning processes** that consolidate early recovery efforts into structured frameworks for medium-term rehabilitation and governance.

Municipalities and Unions of Municipalities (UoMs) will engage diverse local actors including women, youth, PWD and representatives of other vulnerable groups, civil society organizations, cooperatives, and the private sector in defining **short- and mid-term recovery objectives** that reflect community priorities, environmental sustainability, and local economic potential. This participatory approach, outlined under the dedicated section (for more details, see the section “Overall Approach and Guiding Principles”), will ensure that recovery interventions are not isolated responses but steps within a broader, community-driven recovery vision that further support social cohesion.

The process will also integrate environmental and climate diagnostics, led by LRI through the **Environmental Clinics approach**, enabling municipalities to identify risks, degradation patterns, and opportunities for greening and ecosystem restoration. These findings will directly inform updated MRPs and recovery investment plans, ensuring climate resilience and environmental coherence in local recovery. The Lebanese Ministry of Environment has already highlighted the value of environmental clinics as a tool to strengthen municipal capacities in post-conflict land rehabilitation and environmental governance, which provides a strong national reference point.

By embedding participatory planning in the early recovery phase, this output aims to **institutionalize inclusive and evidence-based recovery governance**, strengthening municipal capacities to coordinate, prioritize, and manage recovery and development actions in alignment with national frameworks and donor investments (LEAP, GATE, and Green Plan).

A3.2.1: Participatory Recovery Planning

This activity will support municipalities and Union of Municipalities (UoMs) to lead **inclusive and participatory recovery planning processes** in parallel with the implementation of Quick-Impact Projects (QIPs). The objective is to ensure that short-term recovery actions directly feed into structured medium-term planning, strengthening local ownership and coherence in recovery efforts.

During the inception phase, a **gender and social inclusion analysis** will be conducted to identify inequalities in access to decision-making, employment, and public services, as well as barriers affecting women, youth, and persons with disabilities (PWDs). The findings will inform all subsequent participatory planning exercises, ensuring that recovery priorities respond to differentiated needs and contribute to reducing structural exclusions.

The participatory process will engage **municipal councils, community representatives, women and youth groups, PWDs, civil society organizations, cooperatives, and local private actors** in identifying priorities, validating needs, and defining both **short- and mid-term recovery objectives**. These groups will participate not as beneficiaries but as **active agents shaping local priorities and influencing the allocation of recovery resources**. These consultations will build upon the rapid assessments and initial Municipal Recovery Plans (MRPs) developed under Output 3.1.

Each participatory planning process will include:

- **Socio-economic and environmental analyses** to understand local recovery challenges and opportunities;
- **Community consultation sessions and validation workshops** to identify and prioritize recovery needs;
- **Joint municipal–UoM planning meetings** to coordinate shared services and cross-municipal investments;
- Integration of **environmental and climate diagnostics**, led by LRI through the Environmental Clinics approach, ensuring that environmental risks, degradation, and greening opportunities are embedded in recovery priorities where relevant, feasible, and aligned with local recovery needs and transitional priorities.

These participatory processes will lead to **updated or consolidated Municipal Recovery Plans (MRPs)** that set both immediate and medium-term recovery priorities, aligned with national frameworks and donor initiatives (LEAP, GATE, Green Plan).

By embedding participatory planning within the early recovery phase, municipalities will progressively strengthen their governance capacities enhancing accountability, collective ownership, and the equitable distribution of recovery benefits across all population groups without discrimination and disparities.

A3.2.2 Design and Implementation of Community Projects Derived from Municipal Recovery Plans (MRPs)

Building on the Quick-Impact Projects (QIPs) implemented under Output 3.1, municipalities and Unions of Municipalities (UoMs) will design and implement **community projects** identified through the participatory **Municipal Recovery Plans (MRPs)** developed under A3.2.1. These projects represent the next phase of recovery moving from immediate, service-restoration efforts toward structured, participatory, and sustainable local development actions.

While QIPs address **urgent infrastructure and service gaps**, community projects will focus on **consolidating recovery through inclusive governance, social participation, and environmental improvement**. They will translate the medium-term priorities identified in MRPs into tangible, community-driven actions that strengthen trust, cooperation, and shared responsibility between municipalities and citizens.

Each project will be selected and co-designed through participatory mechanisms involving **municipal councils, community representatives, cooperatives, women, youth, and persons with disabilities (PWDs)**. These groups will contribute to project identification, feasibility validation, and community monitoring, ensuring that recovery investments respond to collectively defined priorities and redistribute both opportunities and decision-making power at the local level.

Community Projects may include:

- Small- to medium-scale works that improve access, connectivity, or public space;
- Shared services managed at the **Union of Municipalities level**, such as solid waste or water management systems
- Environmental and greening projects that promote resilience, biodiversity, and sustainable resource use;
- Community facilities or productive infrastructure that support local livelihoods or social cohesion.

All projects will adopt labor-intensive and community-based approaches wherever feasible, ensuring inclusive and equitable access to employment and decision-making opportunities, particularly for women and youth. These efforts will be further supported through the **collaboration with the ILO's Enable project in Lebanon**, which offers valuable experience in applying labor-intensive strategies to promote employment and local development. Where relevant, principles from the ILO's Labour-Intensive Approach may also inform project design and implementation to enhance local employment

and community engagement. Environmental considerations such as energy efficiency, sustainable materials, and climate adaptation will be systematically integrated to ensure coherence with ecosystem restoration activities under SO1.

Through these initiatives, municipalities and UoMs will consolidate their role as effective governance actors capable of leading inclusive recovery. Community projects will thus serve as **a bridge between short-term recovery and longer-term development**, demonstrating how participatory planning can translate into equitable and sustainable action on the ground.

A3.2.3: Environmental and Climate Investment Plans (Green Plans)

Based on the environmental priorities and insights identified through participatory recovery planning (A3.2.1) and, where applicable, through the environmental diagnostics conducted by LRI under the Environmental Clinics approach, municipalities and Unions of Municipalities (UoMs) will be supported to prepare **Environmental and Climate Investment Plans (Green Plans)**.

These plans will be developed **only where relevant and feasible**, focusing on municipalities that have the institutional capacity, local demand, and technical foundations to translate environmental and climate priorities into actionable investment pipelines.

Each plan will outline potential interventions that strengthen climate resilience and sustainable resource management such as watershed protection, waste management improvements, renewable energy initiatives, and sustainable land-use planning and will be prepared in coordination with relevant national institutions (MoE, Green Plan, MoA, CDR, and LARI).

The process will strengthen the capacity of municipalities and UoMs to align local environmental priorities with national strategies, while enabling them to mobilize funding and coordinate recovery investments that reinforce environmental sustainability and long-term resilience.

A3.2.4: Capacity Strengthening for Municipal Governance and Management

This activity will strengthen the institutional and managerial capacities of municipalities Union of Municipalities (UoMs) to lead and coordinate recovery interventions effectively. Capacity development will be directly embedded within the participatory processes established under A1.1.1 and A3.2.2, ensuring that learning occurs through practice and real-time application during recovery governance and project implementation.

The capacity-building programme will **build upon the national framework established by the CEFOM (*Centre de Formation des Municipalités*)**, which provides standardized training for municipal officials on governance, transparency, and public management. **CEFOM modules on anti-corruption, access to information, and the Public Procurement Law** will be disseminated and adapted to strengthen compliance, integrity, and accountability among newly elected councils and municipal staff.

Output 3.3 - National monitoring and dialogue Mechanisms are established

Rationale:

Effective recovery in conflict-affected areas requires **coordination between municipalities, national institutions, and development partners**, as well as transparent mechanisms to monitor reconstruction progress and ensure accountability. While MoIM has a mandate to oversee municipalities through the Municipal Observatory, its functionality remains limited, and municipalities often operate autonomously.

To ensure coherence, the project will leverage the **Advisory Group (AG)** of the consortium — a multi-stakeholder body already foreseen in the governance structure, bringing together **MoIM, CDR, Green Plan, key line ministries (MoA, MoSA, MoE), municipal unions, CSOs, private sector, academia, and donors**. The output will promote **evidence-based and transparent recovery governance**,

ensuring that information generated through municipal recovery processes is consolidated, shared, and used to inform policy and resource allocation. **Gender and social inclusion will remain cross-cutting principles** within these mechanisms through disaggregated data, equitable representation in coordination spaces, and attention to the differentiated impacts of recovery policies on women and men.

A3.3.1: Develop and institutionalize Recovery Monitoring and Reporting Systems

Building on the institutional and digital capacity assessment under Output 1.5 (A1.5.3), this activity will support the co-design and institutionalization of recovery monitoring and reporting systems at national and local levels. The project will work with relevant institutions such as the **MoIM** (when operational), **CDR**, **Green Plan**, **MoA**, and **Unions of Municipalities (UoMs)** to develop simplified digital templates, dashboards, and reporting tools that consolidate data from municipal and sectoral recovery interventions. These tools will facilitate real-time tracking of progress in areas such as infrastructure rehabilitation, service delivery, and local planning. The activity will emphasize **practical coordination and data-sharing mechanisms**, establishing clear reporting channels and interoperability between municipal and national levels. It will also ensure that data systems integrate **sex- and age-disaggregated information** to reflect equity in recovery outcomes. Once validated, the monitoring and reporting mechanisms will be **institutionalized through the Advisory Group (A3.3.3)**, ensuring that recovery data systematically informs national dialogue, policy formulation, and resource allocation.

A3.3.2: Operationalize and Facilitate the Advisory Group (AG)

Establish and operationalize the Advisory Group (AG) at the consortium level as the main platform for national dialogue for the entire project ensuring coherence and strategic alignment across all Specific Objectives (SO1, SO2, and SO3). .

The AG will engage national institutions, local representatives, and development partners as equal members. Participants will include representatives from the Ministry of Interior and Municipalities (MoIM), Ministry of Agriculture (MoA), Ministry of Environment (MoE), Ministry of Social Affairs (MoSA), Council for Development and Reconstruction (CDR), Green Plan, General Directorate of Cooperatives (GDC), Lebanese Agricultural Research Institute (LARI), Ministry of Labor (MoL), and Chambers of Commerce and Industry, alongside Unions of Municipalities (UoMs), civil society organizations, academia, and donors.

The AG will convene regular sessions to:

- Review progress and lessons learned across all project components
- Discuss data and insights generated through the recovery monitoring and reporting systems (A3.3.2), and **through the Municipal Observatory once it becomes operational**;
- Promote synergy between sectoral, municipal, and national interventions to avoid fragmentation;
- Ensure alignment with national recovery frameworks such as **LEAP**, **GATE**, and other sectoral strategies related to employment and economic recovery.

The AG will function as a **neutral, participatory, and evidence-based dialogue forum**, ensuring transparency and accountability across institutions. Gender equality and inclusion will be reflected in its composition through balanced representation of women, youth, and diverse stakeholder groups and in its agenda, which will address the social and economic dimensions of recovery.

Through the AG, the project will foster **coordinated decision-making and policy coherence**, bridging local recovery efforts with national planning and contributing to a more integrated and equitable post-crisis recovery process.

A3.3.3: Knowledge Management and Capitalization

Partners will capture, systematize, and capitalize on the knowledge and lessons learned generated throughout the Action. This will include the collection of case studies, success stories, diverse type of surveys, as well as the documentation of best practices, methodologies, and innovative approaches developed during project implementation. The results will be translated into a range of learning and communication products, including technical briefs, policy notes, toolkits, articles, and short videos aimed at promoting knowledge sharing, visibility, and peer learning across project partners, municipalities, and national institutions.

Knowledge capitalization will be coordinated with the project's communication and visibility activities and will systematically integrate **gender equality, social inclusion, conflict sensitivity, and environmental sustainability** as cross-cutting principles.

Output 3.4 Selected public institutions are supported to restore service delivery and strengthen coordination with municipalities in recovery efforts

Rationale:

Beyond municipalities, several public institutions are essential for maintaining local safety and ensuring the continuity of basic services in conflict-affected areas. In particular, the **Civil Defense** and the **Water Establishments (WEs)** in the Bekaa and South regions face severe operational challenges due to damaged infrastructure, outdated equipment, and limited resources. Similarly, agricultural institutions such as the **General Directorate of Cooperatives (GDC)**, the **Lebanese Agricultural Research Institute (LARI)**, and the **Ministry of Agriculture (MoA)** face institutional and digital capacity constraints that limit their ability to coordinate effectively with municipalities and cooperatives. Supporting these institutions is crucial, to ensure that municipal recovery efforts are matched by reliable emergency response and functional public utilities. This output will therefore provide **targeted, practical support** to restore key functions, improve operational coordination, and enhance **digital and technical capacities** for data management and inter-institutional collaboration.

Building on the **Institutional Digital Capacity Assessment (A1.5.3)** conducted under SO1, the project will support the **GDC, LARI, MoA, MoIM**, and other relevant public bodies in strengthening **digital interoperability** and **coordination mechanisms** with municipalities and cooperatives. While the support to these institutions will partially draw on the findings and recommendations of the assessment, it will also address broader institutional needs and priorities identified in consultation with each entity. This flexible approach will allow the project to provide essential equipment, software, and training not only to improve data management, monitoring, and communication systems across the recovery network, but also to respond to **specific operational and technical gaps** that are critical to restoring service delivery and coordination capacity.

Collaboration with relevant ministries and agencies including **MoIM, MoEW, CDR, and the Green Plan** will ensure technical alignment and complementarity with other recovery and rehabilitation initiatives under SO1 and national frameworks such as LEAP and GATE.

A3.4.1: Support Civil Defense Units for Local Safety and Emergency Response

This activity will reinforce the capacity of **Civil Defense units** operating in conflict-affected areas to respond effectively to emergencies and contribute to safe recovery environments. Support may include:

- Rehabilitation of small Civil Defense posts or storage facilities;
- Provision of essential safety, rescue, and firefighting equipment;

- Light training and coordination exercises with municipalities and Unions of Municipalities (UoMs) to improve local preparedness.

All interventions will be implemented in coordination with the **national Civil Defense Directorate** and aligned with local recovery plans, ensuring complementarity with municipal Quick-Impact Projects (QIPs) under Output 3.1.

A3.4.2: Support Water Establishments (WEs) for Restoration of Local Water Services

In partnership with the **Bekaa and South Water Establishments**, the project will provide targeted assistance for the **rehabilitation of small reservoirs, pumping stations, and network segments** that serve affected municipalities.

Interventions will focus on minor civil works or equipment that enhance operational reliability and reduce water losses.

The activity will also promote **coordination between WEs and municipalities** for operation, maintenance, and data sharing, strengthening the sustainability of water service delivery and complementing the rehabilitation works implemented under SO1.

A3.4.3 Support cooperatives and agricultural related public institutions in strengthening digital and technical capacities

Building on the **Institutional Digital Capacity Assessment (A1.5.3)** conducted under SO1, the project will provide targeted support to the **General Directorate of Cooperatives (GDC)**, the **Lebanese Agricultural Research Institute (LARI)**, the **Ministry of Agriculture (MoA)**, and other relevant public bodies to strengthen their **digital interoperability, data management, and coordination mechanisms** with municipalities and cooperatives.

While the support to GDC and LARI will **partially draw on the findings and recommendations** of the assessment, it will also **address broader institutional needs and priorities** identified through consultations with each entity. This flexibility will allow the project to respond effectively to critical gaps that affect the delivery of agricultural, cooperative, and extension services in conflict-affected areas.

Assistance may include:

- Provision of **essential digital and technical equipment**, software, and connectivity to enhance institutional data systems and interoperability between cooperative, agricultural, and municipal databases
- **Training** for institutional staff on digital data management, monitoring, and reporting to strengthen coordination and service delivery linked to climate-smart production and cooperative development.

This activity will consolidate and expand upon the results of SO1's institutional assessment and digitalization efforts, ensuring that the tools, systems, and data generated are embedded within the operational structures of national institutions. It will strengthen the overall **governance and service-delivery capacities** of the agricultural sector, enhance **coordination with municipalities**, and contribute to more **data-driven and transparent recovery management**.

Collaboration with relevant ministries and agencies, including MoIM, MoEW, CDR, and the Green Plan, will ensure technical alignment and complementarity with other recovery and rehabilitation initiatives under SO1 and national frameworks such as LEAP and GATE.

Communication strategy

The project's communication and visibility strategy ensures **transparent, coherent, and context-sensitive** communication of objectives and results, contributing to social cohesion and **citizen**

engagement in Lebanon’s post-crisis recovery. Communications will **affirm State sovereignty** and highlight **national ownership** of the recovery, with Europe’s support framed as **partnering with Lebanese institutions**, not substituting for them. All content remains **neutral, inclusive, and conflict-sensitive**, adapted to Lebanon’s diverse and politically sensitive context

Communication activities will recognize the support of the **European Union**, the **French Development Agency (AFD)**, and the **Danish Embassy**, in full compliance with their branding and visibility guidelines. Messages will showcase **Europe’s long-term commitment to Lebanon’s stability and recovery**, while consistently framing outcomes as **Lebanon-led and nationally owned**

The strategy will be **updated annually** based on lessons learned, monitoring findings, and contextual changes to maintain effectiveness and flexibility. Communication approaches and media channels will be continuously adjusted to evolving needs, technologies, and audience behaviors.

A **Communication and Visibility Plan** will be submitted for donor approval and will detail key messages, channels, and activities, including production, dissemination, and target audiences. The plan will include:

1. **Objectives** – communication objectives, strategy, target groups, and key messages
2. **Activities** – tools and channels, main activities, and indicative schedule
3. **Evaluation** – monitoring and assessment of communication impact
4. **Resources** – roles, responsibilities, and allocation of resources

Objectives:

- Ensure clear and balanced visibility of the **EU**, **AFD**, and **Danish Embassy** in all communication materials.
- Promote public awareness of the project’s contribution to **livelihood recovery, climate resilience, and institutional strengthening**.
- **Affirm State sovereignty and national ownership** by highlighting Lebanese institutional leadership at national and municipal levels.
- **Foster social cohesion and a sense of belonging** by highlighting collaboration among communities, institutions, and local actors.
- **Foster citizen engagement** by showing inclusive, participatory local processes (municipal leadership, partnerships with civil society and cooperatives)
- **Strengthen accountability and dialogue** with beneficiaries and authorities through participatory, community-level communication.

Key Messages to Convey:

- “**Lebanon-led recovery**: with support from the **European Union**, **AFD**, and the **Danish Embassy**, institutions and communities are working together to **restore services and livelihoods** in the South and the Bekaa.”
- “Europe is a **long-term partner** to Lebanon’s recovery and stability; the **EU mobilizes coordinated European support**, while **Lebanese institutions lead** planning and implementation.”
- “Inclusive, participatory processes, **citizen engagement** with municipalities, cooperatives, and civil society are **rebuilding confidence** and creating shared opportunities for youth and women.”

Messages to Avoid:

- **Use references to State sovereignty only in a neutral, institutional sense** (affirming national ownership/leadership) and avoid politicized uses
- Avoid **partisan or sectarian** connotations; avoid securitized language and “competition” framing between communities.
- Avoid **over-attribution** of results to a single actor; use **partnership language**.

Communication Capacity

- Each partner will mobilize its existing communications focal point. A **Communications Working Group (Comms-WG)** convened by the CMU will coordinate planning, content calendars, compliance, and quality control.
- AFD will hire/deploy a **dedicated communications resource at ministerial level** to liaise with relevant ministries and ensure alignment with State communications. The CMU will maintain the single submission channel to AFD for material validation.
- **Ethical & rights-based standards** apply to all outputs (dignity, consent, do-no-harm), with **Security Manager/Steering Committee** review for high-risk content or contexts.

Content Production

Under the coordination of the CMU, partners will jointly develop communication materials that reflect project achievements and collaboration between institutions, communities, and international partners. Priority formats include:

- **Human stories and video testimonies** highlighting community resilience and institutional collaboration;
- **Photographic and audiovisual documentation** of rehabilitation, environmental restoration, and cooperative initiatives;
- **Infographics and data visualizations** illustrating project achievements and progress;
- **Storytelling campaigns and visibility events** showcasing recovery and sustainable development outcomes.

All products will use **approved templates, disclaimers, and branding** validated by the CMU before submission to the donor for final approval.

Governance & Approval

- **Partner focal point** drafts content
- **Comms-WG/CMU** checks neutrality, brand, risk, and consistency
- **CMU** submits to **AFD for validation**
- **Dissemination** via agreed channels; **Security Manager/Steering Committee** review for sensitive contexts remains in force.

Stakeholder Engagement Plan (SEP)

The SEP sets out how the project will conduct inclusive, conflict-sensitive, and continuous engagement with stakeholders throughout the Action complementing the Communication Strategy (visibility) and institutionalizing participation pathways embedded in SO3 (QIPs, Municipal Recovery Plans, community projects). It also defines how grievances are received and resolved through the project’s **Feedback and Complaints Response Mechanism (FCRM)**, serving as the project’s Grievance Redress Mechanism (GRM).

6. Implementation modality

6.1. Geographic scope, duration

Geographic scope: The proposed action will focus on **South Lebanon** (Saida, Jezzine, Nabatiyeh, Sour, Tyre, Bint Jbeil, Tebnin, Sarafand) and the **Bekaa Valley** (Zahlé, Baalbek, Hermel), the two regions most severely impacted by the 2024 war. The selection of municipalities will follow an area-based and cluster-driven approach and will be based on transparent and inclusive criteria, including:

- (vi) areas most heavily impacted by the war, particularly in terms of destroyed infrastructure, productive assets, farmland and ecosystems;
- (vi) Potential for revitalizing local value chains, especially in agriculture, to support livelihoods and contribute to economic recovery;
- (vi) Presence of highly vulnerable populations, including women, youth and IDPs/refugees;
- (vi) Areas where recovery efforts will facilitate the voluntary, safe and dignified return of displaced populations.
- (vi) institutional readiness and commitment of municipalities to engage in participatory planning processes;
- (vi) inclusion of women, youth, and marginalized groups in decision-making processes.

All the consortium partners have strong presence and partnerships in these regions.

Duration: 48 months (4 years)

First 6 to 10 months: Conduct Quick Impact Project Assessments (QIPs) to identify urgent recovery and service delivery needs, designed to be conflict-sensitive, gender- and youth-inclusive, but rapid and pragmatic in relatively safe zones, particularly in the Bekaa and selected areas of the South not exposed to ongoing security risks. Participatory socio-economic studies and diagnostics to identify priority needs and soil testing; initial rehabilitation works launched in relatively safe zones, particularly in the Bekaa and selected areas of the South not exposed to ongoing security risks. Soil testing for rehabilitation of damaged farmland and forest landscapes, and initial restoration.

Months 12 to 24: scale-up of farmland and forest landscapes restoration, infrastructure rehabilitation (irrigation canals, agricultural roads), installation of solar and drip irrigation systems, and farmer support packages, progressively expanding to other affected areas as the security situation permits. Capacity building to cooperatives/SME on climate smart agriculture and CSA practices, distribution of in-kind assistance to farmers in line with CSA practices, updating of the CSA guidelines and market linkages.

Months 24 to 48: consolidation of cooperative governance, municipal capacities, and integration of lessons into national-level dialogue and monitoring mechanisms, alongside the continued implementation of QIPs prioritized through LDPs. Digitalization, certification, scaling of contract farming, value chains development and marketing support. In the last 6 months, identification of good practices to be disseminated and evaluation of the intervention.

6.2. Project implementing partners and other stakeholders

The project will be implemented by a consortium of 5 NGOs, led by WeWorld and comprising the Institut Européen de Coopération et de Développement (IECD), the Lebanon Reforestation Initiative (LRI), the John Paul II Foundation (FJPII) and the Nawaya Network (NN).

WeWorld is an independent organisation active in more than 20 countries with over 50 years of experience in development cooperation and humanitarian aid. In Lebanon, WeWorld is present since 2006, responding to recurring emergencies through multisectoral interventions, including food security, WASH (both in terms of infrastructure restoration and hygiene kit distribution), education, and humanitarian aid, through cash-based approaches (MPCA, cash for food, and cash for work). WeWorld

has worked in the Bekaa Valley for over a decade and recently expanded to South Lebanon: it has a proven track record in large-scale recovery and resilience programmes in fragile and conflict-affected contexts, with expertise in agriculture, governance and LED, and benefits from long-lasting relations with local authorities (LAs). A key strength of WeWorld lies in its capacity to lead and coordinate complex multi-stakeholder initiatives, thus in its governance models, cost efficiency, and smart use of shared resources. Moreover, WeWorld has consolidated experience in the WASH sector and technical and institutional capabilities in strengthening water and sanitation systems, social inclusion and the protection of vulnerable communities. The organisation adopts an integrated and sustainable approach that recognises the interconnection between water security, health, community development and environmental protection. In the WASH sector, WeWorld applies a methodology based on the nexus between humanitarian aid, development and peace, which is considered essential for addressing the complexities of protracted crises and ensuring lasting and sustainable responses to affected communities.

The **Institut Européen de Coopération et de Développement (IECD)** is an international solidarity organization, active in 18 countries in sub-Saharan Africa, the Mediterranean basin, the Indian Ocean and South-East Asia. As entrepreneurs in human and economic development, they create environments that enable everyone to build their own future and a more just society. Since 2017, IECD has been actively implementing development programs across South Lebanon—including Saida, Jezzine, Nabatiyeh, Tyre, Bint Jbeil, Tebnin, and Sarafand—as well as in the Bekaa region (Zahlé, Baalbek, Hermel, and others). These efforts have enabled IECD to build a resilient network of partners and trusted relationships with local stakeholders, laying the foundation for scalable and sustainable impact. The main objective of IECD's intervention is to enhance the employability rate of the training programs, thereby enabling vulnerable youth to build a brighter future by acquiring decent jobs. IECD provides each graduate with one year of personalized assistance, including career guidance, soft and life skills trainings, employability workshops, job fairs, networking events, access to digital platforms like “Mehnati,”² and direct connections to employers.

The **Lebanon Reforestation Initiative (LRI)** is a not-for-profit non-governmental organization based in Lebanon and active since 2010. It has extensive experience implementing climate-smart and inclusive agricultural projects in southern Lebanon and the Bekaa Valley. In Tyre, Nabatieh, Jezzine, Hasbaya, Marjeyoun, Rashaya, West Bekaa, Zahle, and Hermel, LRI has supported more than 500 farmers and cooperatives across multiple value chains. Across all projects, LRI applied inclusive approaches targeting women and youth, maintained nurseries, implemented soil and water conservation techniques, and enhanced biodiversity monitoring, establishing the organization as a trusted partner to deliver measurable socio-economic and ecological impact in the targeted municipalities. LRI has a long-term partnership and set coordination mechanisms with MoA both on the central as well as local level. Same goes for LARI and several Lebanese universities that have been working with LRI on various research topics. LRI's field team is based in the region and LRI's offices in Majdel Balhis and Qaraon also facilitate field-office coordination and speed of delivery. Finally, LRI has a long track record of managing donor funds with 100% transparency and compliance as well as working positively through partnerships with other organizations.

John Paul II Foundation (FJPII) is an Italian non-profit NGO, active in 17 countries, since 2007. FGPII and its specialized team in Lebanon and in HQ have built strong expertise in sustainable and resilient rural development, particularly in Lebanon, Palestine and Jordan. Since 2016, through 5 multi-annual projects, FGPII has built an integrated agricultural and agri-business development program focused on resilient, productive, and inclusive eco-sustainable agriculture. Its work is rooted in a multi-

stakeholder approach and has been especially concentrated in the Bekaa Valley, South, and North governorates, where it has engaged deeply with rural communities and key stakeholders through practical training to farmers, combined with intense field extension to adopt resilient, cost-effective and productive agroecological practices in their farming systems, improving the quality and marketability of their productions; by revitalizing cooperatives and supporting their governance, production efficiency, innovative services, access to local and international markets and job creation; through long lasting collaboration and support to public institutions (GDC, LARI, Lebanese University). FGPII has built a strong network across the agriculture and agri-business sectors, fostering solid relationships also with key local authorities, the private sector and other key stakeholders in the sector, such as FAO, CCIA, ILO, earning a reputation for trust, long-term commitment, and impact.

The Nawaya Network (NN) is a Lebanese NGO, based in Beirut which develops the skills of underprivileged Lebanese and refugee youth. Nawaya brings over a decade of experience in implementing employment, entrepreneurship, and MSMEs development programs across Lebanon, with a strong operational presence and trusted community relationships in South Lebanon (Nabatieh and Sour districts) and North Bekaa (Baalbek and Hermel). These regions are central to Nawaya's existing programs, with local coordinators, trainers, and alumni networks already in place – ensuring rapid deployment and deep-rooted engagement with youth, women, and informal businesses as other stakeholders. Under the ARED, GIL, and SEF programs, Nawaya directly supported – through English and Arabic tailored curricula developed in-house – 14,946 individuals of all ages through business incubation, skills development, employment readiness, and financial support.

A multi-stakeholder implementation model will be employed, ensuring joint ownership, state legitimacy, decentralization, and community engagement. The consortium will work in close collaboration with **national and local authorities**, specifically:

the Ministry of Interior and Municipalities (MoIM), core institutional partner, in coordinating with municipalities and local governance and in municipal service delivery;

the Ministry of Agriculture (MoA), through **GDC, LARI, GDA and the Green Plan**, in identifying the potential value chains and cooperatives, ensuring alignment with national policies (mainly NAS 2020-2025), CSA national guidelines (including coordination in delivering training) and in supporting farmers registration in the MoA- Agricultural Register in line with the MoSA;

the Ministry of Industry (MoI) in supporting the branding promotion of Lebanese heritage products together with the **LPSN**;

the Ministry of Environment (MoE) through the **CNRS** in identifying the areas of interventions in which debris removal has already been undertaken;

the Ministry of Education and Higher Education (MEHE), through the **DGVET** and other educational institutions to ensure alignment in TVET programmes;

the Ministry of Social Affairs (MoSA), through the **SDCs**, in selecting beneficiaries of Output 2.1, especially with reference to PWD and IDPs and in job referrals;

the Ministry of Energy and Water (MoEW) and the **Litani River Authority (LRA)** in strengthening climate-smart and water-sensitive agriculture components;

the Lebanese Armed Forces (LAF) through the **Lebanon Mine Action Centre (LMAC)**, the **United Nations Mine Action Service** and the **Civil Defense** to secure clearance of unexploded ordnance, rubble and contamination prior to intervention and to identify safe areas;

the target **Municipalities**, leveraging their community acceptance and field presence.

The Consortium will also coordinate with **national and sub-national Working groups and clusters, research centers, Lebanese Universities, trade unions and workers organizations** including the Humanitarian Country Team, the Lebanon Humanitarian Development NGOs Forum and the Lebanon

Humanitarian INGO Forum, the PSEA Network and other I/NGOs as Terre Liban, Teach For Lebanon to ensure coordination, complementarity and avoid duplications; the Water Establishments to strengthen climate-smart and water-sensitive agriculture components; and the Lebanese Center for Energy Conservation (LCEC).

The action will foster active collaboration with the **private sector** as well. **Certification centers** will support throughout all the certification process (organic, HACCP, PDO/PGI) and to audit; Local cooperatives and MSMEs; Chambers of Commerce, businesses and industries.

6.3. Organization and governance

The project will be implemented by the consortium led by WeWorld (WW) in partnership with the Lebanese Reforestation Initiative (LRI), Fondazione Giovanni Paolo II (FGPII), Nawaya Network (NN), and the Institut Européen de Coopération et de Développement (IECD).

The consortium combines complementary expertise in irrigation and agricultural infrastructure rehabilitation, sustainable and climate-smart agriculture, ecosystem restoration, MSME recovery, and local governance for resilience.

WeWorld, as Lead Partner, holds overall contractual and fiduciary responsibility vis-à-vis AFD. Each partner directly implements activities within its area of specialization, under unified systems for quality assurance, monitoring, compliance, and reporting.

A **Consortium Management Unit (CMU)** led by WeWorld ensures unified coordination, coherence, and performance monitoring. The CMU comprising a Consortium Manager, Finance coordinator, M&E and Knowledge Management Coordinator, Procurement Specialist, acts as the operational backbone, harmonizing methodologies and ensuring compliance with AFD visibility, safeguard, and reporting requirements.

Each partner component is managed by a Project Manager (PM) responsible for day-to-day operations. Together, they form the **Project Managers' Unit (PMU)**, meeting monthly to coordinate implementation, monitor progress, and resolve bottlenecks.

Technical Working Groups (TWGs): on MEAL, Finance & Grants, and Communications facilitate technical consistency, quality assurance, and shared learning.

Strategic oversight is provided by a **Program Steering Committee (PSC)** composed of the partners' Country Directors and representatives of **AFD, the European Union, and the Danish Embassy** as full decision-making members. The PSC meets quarterly in Year 1 and biannually thereafter to review progress, **approve annual workplans and consolidated budgets, validate major re-programming,** and guide adaptive management. For internal matters and regular follow up, the PSC will convene in consortium session **on quarterly basis.**

An **Advisory Group (AG)**, composed of representatives from MoIM, MoA, MoSA, MoE, CDR, GDC, municipal unions, academia, and civil society, ensures alignment with national policies and institutional coordination.

Decision-making follows a tiered approach: operational matters are handled by the CMU/PMU, while strategic and budgetary decisions are validated by the Steering Committee. Roles, responsibilities, and dispute-resolution procedures will be formalized in a Consortium Partnership Agreement.

This governance structure ensures efficiency, accountability, and institutional anchoring, combining WeWorld's management leadership with partners' proven expertise in irrigation, agriculture, livelihoods, and governance to deliver sustainable recovery outcomes.

6.4. Timeline /Indicative action plan

Please refer to **Annex 4.**

7. Sustainability, exit strategy

Financial sustainability

The sustainability and exit strategy of the project are built on three complementary dimensions: **financial, institutional and political**, and **social sustainability**. Each dimension ensures that systems, capacities, and ownership structures established during implementation will continue beyond the project's duration.

The infrastructure and methods introduced through the project are designed to have long-term sustainable impact. Municipal staff will be trained in operation and maintenance, to ensure long-term sustainability of rehabilitated infrastructure, and the functionality and presence of the Municipal Observatory platform at Ministry of Interior and Municipalities (MoIM) will be strengthened and/or alternative digital solution facilitates, to monitor services efficiency.

Digital platform and digital tools (after assessment of their efficacy and feasibility of use) with contained costs will be promoted, in order to make more efficient both data circulation, sharing and registry, and digital traceability, e-commerce, and marketing, to enhance technical monitoring of production and commercialization.

The project will embed a dual-track support model for MSMEs, differentiating between subsistence micro-enterprises and transformational MSMEs. This approach ensures tailored assistance that aligns with each enterprise's growth potential, thereby optimizing resource allocation and long-term viability. Subsistence businesses will receive simplified training and micro-grants to stabilize income, while transformational MSMEs will benefit from intensive coaching, booster grants, and structured pathways to formalization. This model is anchored in value chains and climate-smart technologies, with embedded digital market linkages to enhance commercialization and resilience.

Micro-grants (seed and booster) will constitute the primary financial support for the 250 selected MSMEs, enabling them to launch, stabilize, and grow their businesses. By the end of the program, NN will connect interested MSMEs to Al Majmoua to explore available micro-loan opportunities. This linkage aims to offer an additional pathway for those meeting eligibility criteria and seeking further expansion capital. However, given that many MSMEs may not yet qualify or may prefer not to take loans, participation in this component will remain entirely voluntary. These mechanisms will strengthen MSMEs' growth trajectories and allow program resources and outcomes to feed back into continued technical assistance, mentorship, and peer learning— creating a self-sustaining local business ecosystem.

Coordination with municipalities, Chambers of Commerce, and financial institutions will continue after the project as a low-cost, but effective networking activity.

The grant and fund objectives are to revitalize the local economy, generate employment and support local actors. Criteria applied during the detailed selection process include: job generation potential, contributing to environmental and human health, contributing to cost reduction for producers, sustainably and over long term, strengthening collaboration between sectors and inside value chains, economic diversification and competitiveness, potential to attract investment, retention of skilled professionals, improvement of workforce skills (capacity building).

Establishment of a Credit Mechanism and the activation of the Auditing System for Cooperatives and MSMEs support models are designed for long-term financial and operational viability. In particular, the activation of the Auditing System for Cooperatives and MSMEs, as outlined in the GDC Cooperative Development Strategy 2025–2030, will further ensure financial accountability and operational transparency. By aligning with national strategies and leveraging existing cooperative structures, the

project fosters long-term financial independence and systemic resilience. Sustainability will also be reinforced through the active engagement of civil society organizations and cooperative unions who are empowered to continue services and advocate for inclusive rural development beyond the life of the project.

These financial mechanisms will be complemented by strong institutional anchoring and governance frameworks to ensure continuity and national ownership.

Institutional and political sustainability

Sustainability will be secured by anchoring interventions in municipal structures, cooperative governance, and national institutions (MoA, GDC), and proactively engaging target communities at all implementation stages, so that capacities and systems continue to operate beyond project duration.

The project is designed to ensure long-term sustainability and a smooth transition of responsibility to national and local actors. Project activities will be embedded within existing institutional frameworks and structures, particularly the Ministry of Agriculture (MoA), the Green Plan, the General Directorate of Cooperatives (GDC), the General Directorate of Agriculture (GDA), the Lebanese Agricultural Research Institute (LARI), and targeted municipalities.

By investing in the capacities of cooperatives, local MSMEs, municipal stakeholders and the ecosystem actors, the action promotes local ownership and gradual handover of responsibilities. The project's alignment with national strategies, including the newly validated Cooperative Development Strategy, ensures institutional buy-in, while participatory Local Development Plans (LDPs) provide a roadmap for continuity beyond the project's duration. LDPs will prioritize MSMEs and cooperatives with demonstrated potential for job creation, environmental sustainability, and value chain integration, ensuring that the investments are both impactful and financially viable.

Infrastructures: a gradual handover plan will progressively transfer responsibilities for O&M to municipalities and Water Establishments and any other relevant public institution, ensuring institutional ownership; O&M committees involving municipalities, farmers, and cooperatives will be established to monitor sustainability. Committees will be composed of municipal representatives, local farmers, and cooperative members, ensuring inclusion of women and youth representatives.

Capacity building and technical assistance on efficient irrigation, sustainable water use, soil conservation, climate-smart agriculture will focus on institutional and cooperative actors rather than direct farmer training, in order to guarantee ownership from the main stakeholder, that will guarantee dissemination of good practices among farmers, assuring long term sustainability patterns.

Municipalities will be supported in implementing QIP in the first phase, and then to shift from urgent service delivery to strategic and participatory local development planning, through structured capacity building programs and participatory local development planning.

They will be supported in aligning LDPs with national strategies and institutions (MoIM, MoA, GDC, Green Plan), guaranteeing coherence of the action at institutional and political / programmatic level.

To ensure coherence, the project will leverage the Advisory Group (AG) of the consortium — a multi-stakeholder body of the governance structure, bringing together MoIM, CDR, Green Plan, key line ministries (MoA, MoSA, MoE), municipal unions, CSOs, private sector, academia, and donors (observer role). By channeling lessons and data from local recovery processes (QIPs, MAPs, LDPs) into this forum, the AG will serve as the main venue for dialogue and alignment between local and national levels. This pragmatic approach avoids creating new structures while ensuring national visibility, legitimacy, and policy uptake. Policy dialogue sessions under the AG and targeted technical support to line ministries will disseminate and scale up lessons learned from conflict-affected municipalities and align them with national strategies and donor frameworks.

Social sustainability, citizenship, and cohesion

Beyond institutional and financial sustainability, the project promotes **social cohesion, belonging, and citizenship** as essential elements of long-term recovery. Through participatory planning, inclusive training, and shared livelihood initiatives, communities will strengthen mutual trust and cooperation across social and regional lines. Municipal, cooperative, and community committees established under the project will remain active beyond its lifespan, serving as local dialogue platforms and reinforcing accountability between citizens and institutions. By promoting local ownership and collaboration, the project contributes to restoring public confidence, strengthening the social contract, and sustaining peace and recovery in Lebanon.

Environmental sustainability

The project both directly targets at environmental protection as well as having put conditions in place to avoid negative effects on natural resources. It adopts the Environmental Clinics Approach, a tool to strengthen municipal capacities in post-conflict land rehabilitation and environmental governance, recommended by the Lebanese Ministry of Environment itself.

Environmental and climate diagnostics at municipal level (building on the Environmental Clinics model) will be held to identify priority risks, opportunities, and investment needs and municipal environmental/climate investment plans developed, feeding into LDPs and national planning frameworks.

The project ensures environmental sustainability and promotes environmental protection by:

- Complying with the requirement of conducting an environmental screening and an Environmental Impact Assessments (EIA) if considered necessary by the Ministry of Environment .
- Reducing water loss / inefficient use through infrastructure rehabilitation and construction of irrigation channels with a long life span, that provide water more regularly, to ensure crops are irrigated not based on availability, but rather considering the crop water requirement and thus reduce waste and low quality of the final product due to wilting and loss of taste. At time of handover of rehabilitated sites (A1.1.6), an operation-and-maintenance (O&M) plan and handover memorandum will be provided to the concerned municipality or cooperative to sustain functionality of the target sites beyond the project period.
- Increasing farm irrigation efficiency through environmental interventions.
- Reducing water, soil and air pollution and enhancing sustainable crop production, ensuring environmental and human health by reducing the use of fertilizer and pesticide.
- Practical training on plots at LARI's stations to determine best farming techniques, improved crop varieties, agroecological practices, and climate-smart solutions.
- Sourcing the majority of equipment and inputs from Lebanon, which reduces CO2 emissions.
- Reducing food losses through better sorting, cooling and storage and saving CO2 from losses not being transported (resulting from CEP program, A1.4.2).
- Providing better quality products, encouraging Lebanese consumers to buy local, rather than imported produce.
- Supporting efficiency in businesses management, ensuring efficiency of operational costs such as energy.
- Provision of solar systems.

8. Monitoring, evaluation, audit

WeWorld and partners will implement a robust Monitoring, Evaluation, Accountability and Learning (MEAL) framework, harmonizing monitoring activities, outcomes, tools and objectives. The framework

will be established and implemented with oversight from the MEAL Working Group (MEAL WG) which is composed of the MEAL personnel of the five partners led by the CMU MEAL Coordinator. The **MEAL WG** will meet on a quarterly basis and will ensure transparency and accountability in all MEAL-related processes. This include compliance with organizational policies such as PSEAH and Child Safeguarding policy; adherence to data security practices in line with the EU General Data Protection Regulation (EU GDPR 2016/679), maintain general data safety and security best practices through digital solutions used such as Kobo for data collection and Power-Bi for visualization and data analysis. This will also be complemented by tailored trainings for partners on key thematic topics including Monitoring, Evaluation, Accountability and Learning (MEAL), Protection from Sexual Exploitation and Abuse (PSEA) and Accountability to Affected Population (AAP)

The MEAL plan, which will be validated at the inception phase, will define responsive and harmonized methodologies through Indicator Calculation Guidelines (ICGs), monitoring activities and methods, and learning plan. The action's **monitoring** will rely on several activities including baseline and endline assessments to measure the results achieved by the project; technical support for research, studies and data collection methodologies; output monitoring through follow-up surveys, post implementation monitoring (PIM) and field visits; ensure the integration of status, gender, age and disability considerations in all project tools, methodologies and processes, guaranteeing the relevant disaggregation of the data collected; and outcome monitoring to evaluates impact. Additional monitoring tools, including qualitative tools, will be developed on an ad-hoc base to better understand trends emerging from regular monitoring. This will not only enhance engagement of participants in the implementation but also evaluate and re-adjust activities when needed and document learnings.

Throughout the action, WeWorld and partners will also ensure **accountable** programming that is in line with the Core Humanitarian Principles (CHS), the Inter-Agency Standing Committee (IASC), and Accountability to Affected Population (AAP) and the Sphere Handbook. Partners will ensure the presence of a harmonised and robust feedback mechanism that includes a combination of reactive (e.g., hotline, email, feedback boxes, online form, interaction with staff, text messages, etc.) and proactive (e.g., on-site monitoring, FGDs, KIIs, surveys, etc.) channels to ensure the reach to every population groups. WeWorld's Lebanon Feedback, Complaints and Response Mechanisms (FCRM) will be adopted for the action. The mechanisim adopts a people cantered approach designed to collect and handle information in an accessible, inclusive and safe manner by the targeted groups, communities and stakeholders. Cases received through the FCRM channels are responded to and further used to learn and improve programming that is responsive to needs and context. Access to feedback trackers and databases will be restricted and confidentially managed, ensuring they are updated promptly for grading, action-taking, and closure of feedback loops.

Partners will also engage in **learning and evaluation** activities to regularly review the project results and relevance. These include 1) Capitalization and knowledge management of best practices and lessons learnt; 2) Project review and Learning workshops; 3) Mid-term Evaluation and 4) External Final Evaluation. These activities will contribute to regular assessment of the design and relevance of the Action, results and activities as per the initial proposal and logical framework; the implementation process and perception of the beneficiaries on the impact; the extent to which the community/target groups were involved; the level of other stakeholders' consultation and coordination with other actions and stakeholders. The capacity building component to the national partners will also include dedicated sessions on systemizing learning and evaluation within the project cycle and will be regularly reviewed as part of the CMU learning and evaluation component.

An independent **external auditor** will be contracted in accordance with AFD rules to verify the eligibility, accuracy, and compliance of all project expenditures. In addition, the Consortium and its implementing partners shall submit verification of 100% of

expenditures, supported by invoices, receipts, and supporting documentation, together with each financial report and prior to any installment (payment) request, in line with AFD's financial procedures.

List of Annexes to the Proposal:

Annex 1: Logframe

Annex 2: Organization chart of the consortium and financial flow

Annex 3: Budget

Annex 4: Workplan

Annex 1: Logical framework

Overall objective: Contribute to inclusive, sustainable, and climate-resilient recovery in conflict-affected areas of Lebanon through improved livelihoods, revitalized local economies, restored ecosystems, and effective local and national governance structures.

Disclaimer: All data collected through MEAL activities will be digitalized using standard platforms (e.g., KoboToolbox, ActivityInfo, etc.). Even when not explicitly stated in the project indicators or in the baseline and target values, all project data will always be collected and analyzed in a disaggregated manner, taking into account variables such as age, gender, disability, location and displacement status. This approach ensures a comprehensive analysis of the intervention's inclusivity and allows for the identification of possible inequalities in access, participation, and outcomes across different groups

Objectives, outcome and goal	Indicators (*Indicator disaggregated by age, gender and status)	Data Source	Baseline	Target Value	Hypotheses
<u>Overall objective.:</u> Contribute to inclusive, sustainable, and climate-resilient recovery in conflict-affected areas of Lebanon through improved livelihoods, revitalized local economies, restored ecosystems, and effective local and national governance structures.	*1. Total number of beneficiaries benefiting from improved access to basic infrastructure and services supported by the project	Beneficiaries' Tracker	0	TBD	N/A
	*2. % of supported farmers and cooperative members reporting improved livelihood due to the project	Baseline and Endline Assessments	0%	50%	N/A
	*3. % of MSMEs that report business expansion (e.g. increased revenue or access to market, etc)	Baseline and Endline Assessments Field visits, Follow-up surveys	0%	60%	
	*4. % of target individuals able to retain employment for at least 3 months after completion of support	Baseline and Endline Assessments Follow-up surveys	0%	70%	
	*5 % of community members perceiving the community projects implemented by the local governance structures as inclusive and relevant	Endline Assessment	0%	70%	
<u>Specific objectives (outcomes)</u> SO1: Climate-smart and productive agriculture practices are adopted and contribute to improved gender-equitable access to livelihoods and environmental restoration in the South and Bekaa Valley.	1.1. Surface of land which have been subject to sustainable resources or land tenure management program	Reports of site visits, infrastructure work reports	0	1460	Security and political stability are maintained in the South and Bekaa Valley, enabling farmers to continue agricultural activities and access support services;
	1.2. Number of persons with improved access conditions to basic equipment, infrastructures and services	Reports of site visits, infrastructure work reports	0	3100	Farmers and cooperatives maintain their willingness to adopt climate-smart practices introduced through the project; National agricultural policies remain supportive of sustainable and inclusive agriculture, and

Objectives, outcome and goal	Indicators (*Indicator disaggregated by age, gender and status)	Data Source	Baseline	Target Value	Hypotheses
					there are no major changes in land use regulations; Markets remain functional and accessible, including infrastructure and local distribution chains; No extreme climatic conditions, undermining gains from climate-smart practices; National and local institutions and target stakeholders maintain their engagement in agriculture and environmental sectors; Social cohesion allows collaboration and communication throughout project implementation.
	*1.3. % of farmers in conversion to agroecological system	Baseline and Endline Assessments Follow-up surveys	0	50%	Security and political stability are maintained in the South and Bekaa Valley, enabling farmers to continue agricultural activities and access support services;
	1.4. % of women involved in agricultural decision making	Baseline and Endline Assessments Follow-up surveys	0	TBD	Farmers and cooperatives maintain their willingness to adopt climate-smart practices introduced through the project;
	1.5. % increase in individuals' membership to supported cooperatives	Baseline and Endline Assessments	0%	60%	National agricultural policies remain supportive of sustainable and inclusive agriculture, and there are no major changes in land use regulations;
	1.6. % of cost reduction of essential services (e.g. storage and cooling) offered by the cooperatives	Baseline and Endline Assessments	0%	10%	Markets remain functional and accessible, including infrastructure and local distribution chains; No extreme climatic conditions, undermining gains from climate-smart practices; National and local institutions and target stakeholders maintain their engagement in agriculture and environmental sectors; Social cohesion allows collaboration and communication throughout project implementation.
Specific objectives (outcomes) SO2: Vulnerable populations (including women and	*2.1. # of individuals employed as a result of project support to MSMEs	Baseline and Endline Assessments Follow-up surveys	0	450	Women and youth remain interested and able to participate; access to markets and capital improves progressively despite crises

Objectives, outcome and goal	Indicators (*Indicator disaggregated by age, gender and status)	Data Source	Baseline	Target Value	Hypotheses
displacement affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery	*2.2. % of individuals employed as a result of project support via the employability or vocational training programs	Baseline and Endline Assessments Follow-up surveys	0%	60%	
Specific objectives (outcomes) SO3: Governance capacities at local and national levels are strengthened to enable effective, equitable and inclusive recovery, ensuring that women and men have equal agency, access and influence recovery decision making and resource management .	3.1. Number of recovery initiatives or community services effectively coordinated through improved governance capacities	Endline Assessment	0%	15	Governmental institutions remain functional and stable, allowing sustained capacity building and implementation of recovery plans; Security conditions allow local authorities to operate and serve their communities; Citizens and civil society maintain their willingness to participate in governance and recovery efforts; Basic service delivery from local institutions is supported by uninterrupted availability of minimum funds and resources; Recovery and reconstruction efforts are not disrupted by broader regional instability or new conflict dynamics.
	3.2. % of actors (local and national institutions, humanitarian organizations, development agencies, CSOs, etc) reporting improved collaboration.	Endline Assessment	0	70%	
	3.3. Number of monitoring tools adopted by municipalities	Endline Assessment	0	1	
Output 1.1: Agricultural land, water infrastructure, and ecosystems affected by conflict are rehabilitated, and systems for their sustainable management are established	1.1.1. Total length of irrigation infrastructure rehabilitated	Reports of site visits, infrastructure work reports	0	12	Security conditions allow access to target areas; Institutions and local authorities approve and facilitate rehabilitation efforts; Weather and climate conditions allow for rehabilitation works; Necessary equipment for infrastructure works is available and affordable; Workers for the intense labor initiative are available and interested to participate in short term jobs
	1.1.2. Surface of land which have been subject to biodiversity conservation or restauration program	Reports of site visits, infrastructure work reports	0	20	
	1.1.3. Number of people who benefit from a biodiversity conservation or restauration action	Reports of site visits, infrastructure work reports	0	6000	
	1.1.4. Surface of land in conversion to agroecological system	Reports of site visits, infrastructure work reports	0	70	
	*1.1.4. Number of workdays created	Attendance sheets Contracts for daily workers and contractors	0	20560	

Objectives, outcome and goal	Indicators (*Indicator disaggregated by age, gender and status)	Data Source	Baseline	Target Value	Hypotheses
Output 1.2: Farmers and cooperatives in the South and Bekaa Valley improve their productive capacity and promote climate-smart, and market-oriented agricultural practices	*1.2.1. Number of farmers benefiting from capacity building through improved access to agricultural sector services	Attendance sheet Follow-up surveys	0	2750	Farmers and cooperatives are interested and willing to adopt alternative agricultural practices; Climate-smart technologies and inputs are accessible and affordable; Market conditions remain stable enough to support increased productivity in target areas.
	*1.2.2. Number of farmers benefiting from efficient irrigation systems	Follow-up surveys	0	208	
Output 1.3: Agroecological practices are developed, disseminated, and promoted to support Lebanon's transition to climate-smart and inclusive agriculture	1.3.1. % of farmers adopting at least two sustainable agricultural practices	Follow-up surveys	0%	60%	National and sub-national institutions and local authorities continue to be supportive of climate-smart approaches;
	1.3.2. Number of didactic practical kit and on-the-job training integrated into the MoA/GDC/LARI digital platforms	Didactic practical kit and on-the-job training material	0	30	Local agricultural actors (farmers and cooperatives) actively participate in the identification of priorities; Required agricultural tools continue to be available and locally provided; Farmers are open to improving their knowledge and attending training opportunities.
Output 1.4: Agricultural cooperatives are supported to upgrade infrastructure, strengthen governance, access finance, and improve value-chain linkages.	*1.4.1. Number of cooperatives' members with access to sustainable production services	Follow-up surveys	0	650	Value chain actors and the General Directorate of Cooperatives (GDC) confirm their willingness to collaborate; GDC's existing Funds Mechanism is operational and effective; Political, security and economic conditions in target areas support trade and transport; Cooperative members confirm their willingness to adopt additional or alternative quality standards and food safety measures.
	1.4.2. Number of cooperatives' infrastructure built or renovated	Reports of site visits, infrastructure work reports	0	16	
	1.4.3. Number of targeted cooperatives that comply with GDC audit procedures	Follow-up surveys	0	12	
	1.4.4. Number of cooperatives in the target areas accessing credit from the established financial mechanism	Follow-up surveys	0	10	
Output 1.5: Institutional digital tools and coordination systems are strengthened and interconnected to improve agricultural service delivery and data sharing	1.5.1. Number of institution mechanisms, tools and services enhanced to respond to farmers' and producers' needs	Activity report	0	4 FJPII: 2	The Ministry of Agriculture's digital infrastructure is in place and operational; Target municipalities and local cooperatives support digital initiatives and, registration to the national farmer registry; target municipalities establish community-level helpdesks; Target stakeholders agree to share data and maintain positive collaboration.
	1.5.2. Number of farmers and producers alerted through institutional mechanisms	List of farmers and producers	0	3000	
	1.5.3. Number of new farmers registered in the national farmer registry	List of new farmers	0	1500	

Objectives, outcome and goal	Indicators (*Indicator disaggregated by age, gender and status)	Data Source	Baseline	Target Value	Hypotheses
Output 2.1 – Support to MSMEs, in particular women-led MSMEs affected by crisis, with equipment provision, training, and entrepreneurial development	*2.1.1. Number of people who have benefited from capacity building through the entrepreneurship program	Attendance sheets	0	900	Demand for business support from MSMEs remains high; economic activity resumes post-war; MSMEs adopt digital tools; infrastructure supports access to mobile apps
	*2.1.2. % of people who reported improved business competence after completing the training phase of the entrepreneurship program	Pre/post test Self-reported surveys	0%	80%	
	*2.1.3. Number of MSMEs that received seed funding to establish or scale up their businesses	Funding committees documentation and report	0	250	
	2.1.4. % of seed-funded MSMEs that are women-led	Funding committees documentation and report	0	50%	
	*2.1.5. % of seed-funded MSMEs that gained access to online platforms (e.g. Izraa)	Platform user list/export	0%	50%	
Output 2.2 – Youth, women and vulnerable groups, including IDPs, improve their employability and access to decent work opportunities through vocational training, apprenticeships, and entrepreneurship programs	*2.2.1. Number of students who received training on basic entrepreneurship or career guidance	Attendance sheets	0	3100	Participants have access to learning centers or online platforms; security allows sessions to continue Online learning remains feasible in case of movement restrictions or conflict Participants have access to schools or online platforms; security allows sessions to continue
	*2.2.2. % of students who reported improved knowledge on career path clarity or entrepreneurship	Pre/post tests Self-reported surveys	0%	75%	
	*2.2.3. Number of employment and insertion staff benefiting from training or capacity building	Attendance sheets	0	252	
	*2.2.4. Number of youth who completed the employability program	Attendance sheets	0	200	
	*2.2.5. Number of youth whose vocational training was supported	Attendance sheets	0	1400	
	*2.2.6. % of youth who reported improved knowledge on employability and/or vocational skills	Pre/post tests Self-reported surveys	0	75%	
	*2.2.7. Number of youth who participate in implementing community actions	Community Actions report Attendance sheet	0	125	
	*2.2.8. Number of youth who attend job fairs	Attendance sheet	0	1000	

Objectives, outcome and goal	Indicators (*Indicator disaggregated by age, gender and status)	Data Source	Baseline	Target Value	Hypotheses
	*2.2.9. Number of youth who register to the employability platform	Employability platform list/export	0	2000	
Output 3.1: Municipalities in conflict-affected areas restore essential local functions through Quick-Impact Projects (QIPs), contributing to renewed community trust	3.1.1. Number of Quick impact projects implemented	Reports of site visits, infrastructure work reports	0	20	Municipality staff's collaboration is maintained in the identification of capacity gaps and attendance to training sessions; Local communities are receptive to municipalities' communication efforts; Security conditions allow access to target areas; Community participation is continuous throughout project implementation; Target municipalities have minimum staffing and internal stability.
	3.1.2. Number of Municipal Recovery Plans (MRPs) developed and implemented including The Green Plan developed by LRI	Municipal action plan Attendance sheets	0	15	
Output 3.2: Municipalities and Unions of Municipalities are supported to develop inclusive, participatory and environmentally sensitive recovery planning processes that improve institutional capacity for effective service delivery	*3.2.1. Number of national and/or sub-national entities staff trained and/or capacitated	Attendance sheets	0	45	Municipalities and target community members willingness to engage in local development planning processes is maintained; Inter- or intra-community conflicts do not undermine local planning or coordination; Security conditions allow access to target areas and organization of community-level meetings; Local authorities and economic stakeholders ensure transparency in the selection of Quick Impact Projects and their alignment to the priorities identified at community-level.
	3.2.2. % of supported national and sub-national institutions/structures reporting improved capacity to adequately respond to relevant community needs	Pre/post tests Follow-up surveys	0%	60%	
	3.2.3. Number of Municipal Recovery Plans developed	Local Development plan	0	15	
	3.2.4. Number of community projects implemented	Activity report Monitoring reports	0	15	
	3.2.5. Number of environmental clinics established in the targeted municipalities	Activity report Monitoring reports	0	15	
	*3.2.6. Number of people who have benefited from awareness campaigns related to environmental topics	Attendance sheets	0	320	
Output 3.3: National monitoring and dialogue Mechanisms are established	3.3.1. Number of monitoring tools developed	Monitoring tools	0	1	Political commitment exists at both national and local level to establish effective and transparent dialogue; Municipalities and cooperatives provide reliable data to inform national recovery actors; Institutional trust is sufficient for effective dialogue and monitoring; Municipality members ensure proper usage of monitoring tools.
	3.3.2. Number of roundtables organised to disseminate lessons learnt and facilitate national level dialogue	Roundtable Report Attendance sheets	0	4	
	3.3.3. Number of Communication materials/publications produced and disseminated	Communication materials/publication	0	35	

Objectives, outcome and goal	Indicators (*Indicator disaggregated by age, gender and status)	Data Source	Baseline	Target Value	Hypotheses
Output 3.4 Selected public institutions are supported to restore service delivery and strengthen coordination with municipalities in recovery efforts	3.4.1. Number of institutions equipped with tools and equipment to enhance service delivery and institutional capacity	Follow-up surveys	0	4	Public institutions are willing to collaborate and strengthen coordination at sector and municipal level; Security conditions allow access to target areas

Definitions of Technical Terms

Improved Livelihoods: In agroecological transitions, “improved livelihood” is the outcome of integrating ecological processes with socio-economic systems, resulting in co-benefits for income, food security, environmental services, and social resilience within rural communities (adapted from Gliessman, 2018; FAO, 2020). (Relevant to indicator 2)

Business Expansion: Refers to any form of growth or improvement in a business’s operations, products, or market reach. It may include developing additional services or products beyond the original business idea, purchasing new equipment or machinery, expanding production or sales capacity, reaching new markets beyond the local area, improving marketing strategies, or hiring and retaining staff. It is not required that all these types of expansion be achieved simultaneously; the presence of any one of them is sufficient to be considered as business expansion. Other relevant forms of growth may also be recognized as the project progresses, depending on the business context. (Relevant to indicator 3)

Retain Employment: Engagement in paid work (either with the same employer or through self-employment) for at least three months after completion of project support. The indicator will be measuring employment months including continued employment and seasonal work in order to account for various employment types. (Relevant to indicator 4)

Improved Access Conditions: Refers to enhanced opportunities for individuals or groups to obtain and utilize basic equipment, infrastructure, or services that support their livelihoods and agricultural productivity. This includes beneficiaries who have gained access to individual productive assets (such as seedlings, tools, animals, beekeeping equipment, or micro-irrigation systems), collective assets (such as rehabilitated water canals, agricultural roads, or cooperative resources), or improved services (such as field extension support, the LARI and IZRAA applications, and services provided by cooperatives or relevant public institutions). A person is considered to have *improved access conditions* when such support enables them to use or benefit from these resources more effectively than before the intervention. (Relevant to indicator 1.2)

Conversion to an agroecological system: Refers to the process through which farmers and farming systems transition from conventional, input-intensive, and resource-depleting practices toward diversified, knowledge- and ecosystem-based management. This transition reduces reliance on chemical inputs, tailored fertilization plans, improves soil, water, and biodiversity management, enhances environmental, economic, and social resilience, and incorporates collective and participatory approaches such as cooperative resource management and knowledge sharing. Conversion is gradual and progressive, reflecting the adoption of agroecological principles at both the plot and system level. (Relevant to indicator 1.3)

Cost reduction of essential services: Refers to the cost of services provided by the coops to their members compared to the average market price. The services offered by the cooperatives covers a wide variety of services: certification of production, inputs, storage, calibration, sales (commission of sales), technical assistance etc. The calculation of the economic indicators will follow the 'ARED economic indicators calculation guideline', applying a methodology of adjustment to inflation. (Relevant to indicator 1.6)

[illegible]

Administrative cost
% on total to cover the structure not directly related to the project (which is necessary for the organisation to exist)

INITIAL REQUEST					ALL PARTNERS	SPLIT by CO-PARTNER				
					TOTAL initial budget	Partner 1	Partner 2	Partner 3	Partner 4	Partner 5
Budget codes					Name	WWGVC	JPII	LRI	NN	IECD
						Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation
						Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR
01		PROGRAMME COSTS	Unit	# of units	Unit value (in EUR)	Amt in EUR				
01.01		Programme Staff costs								249,113
		Programme staff Salaries (incl. per diem, fringe benefit, severance pay, risk premium, R&R, etc.)								
01.01.01		International Programme Staff								
		Head of Programme	month	6	5,700.00	34,200.00	34,200			
		Project Officer	month	6	4,500.00	27,000.00	27,000			
		LED Expert	day	15	450.00	6,750.00	6,750			
01.01.02		Agri business and value chain expert (senior) (80%)	month	9.6	5,400.00	51,840.00		51,840		
		Local Programme Staff								
		Project Manager	month	12	4,291.30	51,495.60	51,496			
		4 Community Engagement Officers (2 in Beqaa& 2 in the South)	month	48	2,282.61	109,565.28	109,565			
		2 Civil Engineer (Technical Interventions Coordinator)	month	24	2,967.39	71,217.36	71,217			
		2 Agricultural/Irrigation Engineer	month		2,967.39	0.00	-			
		Digital Tools & Data Systems Specialist	month	6	2,739.13	16,434.78	16,435			
		Mechanical& electrical consultant	month	2	2,551.70	5,103.40	5,103			
		Enumerators	service		3,000.00	0.00	-			
		Agricultural engineer (senior) (90%)	month	10.8	2,929.00	31,633.20		31,633		
		Agricultural economist - CEP development (senior) (90%)	month	10.8	2,929.00	31,633.20		31,633		
		Field extension service and macro level areas development (4 field)	month	40	1,772.00	70,880.00		70,880		
		COOP Empowerment program (2 community mobilizers)	month	22	1,772.00	38,984.00		38,984		
		Program Manager	Per month	12	3,568.24	42,818.88			42,819	
		Program Coordinator	Per month	12	2,140.95	25,691.40			25,691	
		Field Manager	Per month	12	2,051.74	24,620.88			24,621	
		Senior Field Officer 1	Per month	12	1,427.30	17,127.60			17,128	
		Field Officer 2	Per month	12	1,962.53	23,550.36			23,550	
		Marketing and Communications Manager	Per month	12	1,784.12	21,409.44			21,409	
		Insurance for staff	Per year	1	1,471.90	1,471.90			1,472	
		Director	Month	4.8	7,070.02	33,936.09		33,936		
		Program Manager	Month	6	3,988.04	23,928.23		23,928		
		Program Coordinator	Month	12	2,221.53	26,658.36		26,658		
		Project Coordinator	Month	6	1,521.82	9,130.95		9,131		
		Restoration Specialist	Month	2.4	3,117.96	7,483.10		7,483		
		Restoration Senior Specialist	Month	1.2	4,431.83	5,318.19		5,318		
		Project officer	Month	12	1,662.15	19,945.85		19,946		
		Field officer	Month	72	1,521.82	109,571.37		109,571		
		Mapping and Surveying	Month	2.4	1,843.97	4,425.53		4,426		
		Program Manager	Month	4.8	3,861.36	18,534.55				18,535
		Project Manager	Month	24	3,126.06	75,025.45				75,025
		Coordinator	Month	48	1,916.53	91,993.55				91,994
		Placement officer	Month	24	1,734.09	41,618.18				41,618
		Team training	Per Year	1	4,538.64	4,538.64				4,539
01.01.03		Regional Office Programme Staff								
		Regional Programme Manager	month	1.8	7,500.00	13,500.00	13,500			
		Regional Technical Engineer	month	2.4	7,500.00	18,000.00	18,000			
01.01.04		Headquarters Office Programme Staff								
		Technical advisor for value chain development (35%)	month	4.2	3,800.00	15,960.00		15,960		
		Headquarters Office Programme Staff IECD	month	3.6	4,833.93	17,402.16				17,402
01.01.05		Total Direct Programme Staff costs				1,240,397.48	353,266.42	240,930.40	240,397.67	156,690.46
		Programme staff Travel and Subsistence costs								249,112.5290
		International flights	travel	4	800.00	3,200.00	3,200			
		Local transportation	month	12	100.00	1,200.00	1,200			
		Per diem for mission	days	21	120.00	2,520.00	2,520			
		Technical experts missions (auditing, new varieties, cooperative cr	day		0.00	0.00		-		
		Local staff assigned to the Action	day	35	10.00	350.00		350		
		International flights and other travelling costs	flight	9	700.00	6,300.00		6,300		
		Visa and related costs JPII	person	5	150.00	750.00		750		
		Local transportation JPII	month	12	120.00	1,440.00		1,440		
		Total Programme staff Travel and Subsistence costs				15,760.00	6,920.00	8,840.00	-	-
01.02		Activities								
		SO1								
		Output 1.1(SO1)								
		Restoration of damaged agricultural land areas	Per dunum	300	550.00	165,000.00		165,000		
		Improved seedlings for planting and propagation	Per Unit	18800	9.00	169,200.00		169,200		

					TOTAL initial budget	Partner 1	Partner 2	Partner 3	Partner 4	Partner 5
Budget codes				Name		WWGVC	JPII	LRI	NN	IECD
						Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation
		Unit	# of units	Unit value (in EUR)	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR
	A.1.1.6 Rehabilitation of small scale infrastrucure	KM		68,930.44	0.00	-				
	In Kind Farmers Assistance (in kind and labor support)	Farmer	50	4,818.74	240,936.85			240,937		
	Reforestation activities (seedlings + fencing+irrigation)	Per tree	15000	4.00	60,000.00			60,000		
	Beekeepers Support	Per Person		0.00	0.00			-		
	Soil Testing (heavy metals)	Per Farmer		0.00	0.00			-		
	Soil testing (Pre and Post intervention soil testing + sampling bags)	Per Farmer	50	30.00	1,500.00			1,500		
	Research and Development (beekeeping demo plots)	Lumpsum		0.00	0.00			-		
	eDNA	Unit	2	5,182.50	10,365.00			10,365		
	Unskilled labor for reforestation activities	Workmen days	2400	15.00	36,000.00			36,000		
	Skilled labor for reforestation activities	Workmen days	240	17.00	4,080.00			4,080		
	Third party Payment	Lumpsum	1	1,466.64	1,466.64			1,467		
	Workmen Compensation Insurance	Lumpsum	1	2,500.00	2,500.00			2,500		
	Tools (tools + protective gloves)	Lumpsum	1	3,000.00	3,000.00			3,000		
	Output 1.2(SO1)									
	A.1.2.5 Provision of efficient irrigation systems	Systems		800.00	0.00	-				
	Tools and materials for IPM and GAP in macro level areas	Per area	10	4,500.00	45,000.00		45,000			
	Farmer baseline	Baseline	1	16,000.00	16,000.00		16,000			
	GAPs specialists for different fruits species	Per day	30	200.00	6,000.00		6,000			
	Improved seedlings propagated in LARI station and local private nurseries	Per Unit	30000	4.00	120,000.00		120,000			
	Exchange visit to international stakeholders of interest for the value chain	Per visit	1	10,000.00	10,000.00		10,000			
	Training cost for workers in harvesting, post harvesting, gender sensitization	Per person	200	19.00	3,800.00		3,800			
	Market analysis and strategies for VC selection	Per VC	4	2,400.00	9,600.00		9,600			
	Consultants	Per day		0.00	0.00			-		
	Logistics and transportation for participants	Lumpsum		0.00	0.00			-		
	Output 1.3(SO1)									
	Certification including audit and tests	Per group		0.00	0.00		-			
	QMS guidelines for production and post harvest, elaboration, design and validation	Per copy	2600	12.00	31,200.00		31,200			
	Training and focus group cost for GAP and Certification: demonstration plots	Per person	400	3.00	1,200.00		1,200			
	Demo plot management at LARI and LU	Per day		0.00	0.00		-			
	Demo plots	Per Unit		0.00	0.00		-			
	LARI nursery empowerment to reactivate seedling production	Per nursery	0.5	15,000.00	7,500.00		7,500			
	Contracts farming's developments	Per Unit		0.00	0.00		-			
	Guidelines and dissemination (guidelines development, catering for dissemination)	Lumpsum		0.00	0.00			-		
	Solis Bot	Per year		0.00	0.00			-		
	Output 1.4(SO1)									
	Training course on auditing	Per course	1	12,000.00	12,000.00		12,000			
	Training and focus group cost for agriculture business management	Per person	400	3.00	1,200.00		1,200			
	Business development specialist	per BP	4	2,200.00	8,800.00		8,800			
	Cooperative Audit and Compliance Expert	Per day	21	600.00	12,600.00		12,600			
	Credit system specialists for the introduction of the credit system in the value chain	Per day	21	600.00	12,600.00		12,600			
	Cooperative Business Model Strategy Supervisor	Per day	30	200.00	6,000.00		6,000			
	Equipment for agri coop development, including solarization	Per center		0.00	0.00		-			
	Equipment for agri food processing coop development including solarization	Per center		0.00	0.00		-			
	Administrative and warehouse management control system for cooperatives	Per coop		0.00	0.00		-			
	Co-investment fund for construction/extension/rehabilitation of post-harvest facilities	Per provision	0.1	230,000.00	23,000.00		23,000			
	Co-investment fund for construction/extension/rehabilitation of food processing facilities	Per provision	0.1	230,000.00	23,000.00		23,000			
	Fresh fruit & veg post harvest specialist	Per day	10	200.00	2,000.00		2,000			
	Food processing specialists	Per day	20	200.00	4,000.00		4,000			
	Setting Up and Initial Funding of Cooperative Loan Scheme	lumpsum		0.00	0.00		-			
	Packaging materials for cooperatives production lines	Per coop		0.00	0.00		-			
	Participation to international fairs: cost of stand and visibility, promotional material	Per fair		0.00	0.00		-			
	National Fairs and Open Days: Costs for visibility and promotional material	Per event	1	20,000.00	20,000.00		20,000			
	Market promotional deliveries	Per delivery		0.00	0.00		-			
	Exchange visits to international stakeholders for cooperative governance	Per visit		0.00	0.00		-			
	Producer's promotional material & brand design	Per design		0.00	0.00		-			
	Marketing and promotions specialist	Per day		0.00	0.00		-			
	Apprenticeship for young agri business technician and skilled workers	Per month		0.00	0.00		-			
	Output 1.5 (SO1)									
	Support to LARI, GDC and GDA on different institutional and operational aspects	Per institution	0.5	40,000.00	20,000.00		20,000			
	IZRA APP development (pest detention)	Per App	0.5	120,000.00	60,000.00		60,000			
	Internship programs for university students (3 months internship)	Per student		0.00	0.00		-			
	Studies and papers for revision of coop regulations	lumpsum		0.00	0.00		-			
	Awareness raising on cooperativism (initiatives, video clips, social media)	lumpsum	0.5	17,300.00	8,650.00		8,650			
	Videography for training material and guidelines	Per day		0.00	0.00		-			
	Sub-total SO1				1,158,198.49	-	798,350.00	359,848.49	-	-
	SO2									

Budget codes					Name	TOTAL initial budget	Partner 1	Partner 2	Partner 3	Partner 4	Partner 5
							WWGVC	JPII	LRI	NN	IECD
						Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation	
		Unit	# of units	Unit value (in EUR)	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR
	Output 2.1 (SO2)										
	Develop/Optimize Training Modules	Training Modules	4	2,676.18	10,704.72					10,705	
	Printables	Printing Booklets	350	10.70	3,745.00					3,745	
	Establishment of Business Hubs for MSMEs	Per Unit	0.7	312,221.23	223,015.00					223,015	
	Creation an umbrella brand/label	Per Unit		0.00	0.00					-	
	Inclusion in local Fairs or Festivals	Per fair	1	4,460.30	4,460.30					4,460	
	Inclusion in Urban Fairs & Festivals	Per month	1	2,230.15	2,230.15					2,230	
	Inclusion in supermarket specialty zones [National chains]	stands	1	4,460.30	4,460.30					4,460	
	Service of Graphic Designer	Per Batch of MSMEs	4	3,568.24	14,272.97					14,273	
	Business Development Training for MSMEs	Training Sessions	10	3,050.85	30,508.50					30,509	
	Coaching of MSMEs	Per year	1	44,603.03	44,603.03					44,603	
	Support and Booster Grants for MSMEs	Grants	70	1,784.12	124,888.40					124,888	
	Peer-to-Peer Program - meeting expenses	Meetings	2	446.03	892.06					892	
	Mentorship program - speed clinic & job fair expenses	Meetings	2	1,070.47	2,140.94					2,141	
	Output 2.2 (SO2)										
	Creating Business Support Specialists	Business Specialists	50	1,177.52	58,876.00					58,876	
	Youth Entrepreneurship Education	Per year	1	13,380.91	13,380.91					13,381	
	Consummables Career guidance	Training	4	1,596.10	5,636.36						5,636.36
	Training implementation cost Career guidance	Training	4	363.64	1,454.55						1,454.55
	Trainer fees Career guidance	Training	4	1,527.27	6,109.09						6,109.09
	Equipments Vocational training	Year	1	26,136.36	31,818.18						31,818.18
	Consummables Vocational training	Training	21	1,578.50	32,618.18						32,618.2
	Training implementation cost Vocational Training	Training	16	545.45	8,727.20						8,727.20
	Trainer fees Vocational Training	Training	22	2,818.88	61,927.27						61,927.27
	Local expertise	Year	1	4,318.18	6,363.64						6,363.6
	Transportation of beneficiaries Vocational Training	Training	22	2,766.61	60,681.82						60,681.8
	Ceremonies and events	Ceremonies and events	2	2,727.27	5,454.55						5,454.5
	Job fair / open day	Job fair / open day	1	7,792.21	9,090.91						9,090.912
	Online employability platform	Year	1	5,454.55	5,454.55						5,454.55
	Community action	Community action	5	13,737.23	72,727.28						72,727.28
		Sub-total SO2				846,241.85	-	-	-	538,178.28	308,063.57
		SO3									
		Output 3.1 (SO3)									
		A3.1.3 Implementation of QIPs	Provision	4	75,000.00	300,000.00	300,000				
		QIP Projects (planting projects)	Per village	4	13,592.40	54,369.60			54,370		
		Output 3.2 (SO3)									
		A3.1.2 Publications (MRP) including Design, translation and printing	Publication		400.00	0.00	-				
		A3.2.1 Municipal Recovery Plans (MKP) Workshops& consultations	Provision	6	2,850.00	15,900.00	15,900				
		A3.2.2 Implementation of Community Projects	Provision		101,533.33	0.00	-				
		ArcGIS Licences	Licenses*year	2	500.00	1,000.00	1,000				
		Consultancies for Green Action Plans	Per day	16	364.00	5,824.00			5,824		
		Refreshments	Per day	16	100.00	1,600.00			1,600		
		Output 3.3 (SO3)									
		A3.2.4Trainings for Municipalities	Training sessions	6	2,000.00	12,000.00	12,000				
		Output 3.4 (SO3)									
		A3.3.2 Advisory Group Meetings	Session	1	1,000.00	1,000.00	1,000				
		A3.3.4 Learning& Communication products	product		1,666.67	0.00	-				
		Output 3.4 Public institution support (Civil Defense, WE, GDC, LARI, GDA)	Per institution	2	46,671.59	93,343.18	93,343				
		Sub-total SO3				485,036.78	423,243.18	-	61,793.60	-	-
		Miscellaneous & unforeseen 7%/contingency 5%	percentage	12%	27,495,859.81						
		Miscellaneous & unforeseen 7%/contingency 5%				0.00	-	-	-	-	-
		TOTAL PROGRAMME DIRECT COSTS				3,745,634.60	783,429.60	1,048,120	662,039.76	694,868.74	557,176.10
	02	SUPPORT COSTS									
02.01	Support Staff costs										
	Support staff Salaries (incl. per diem, fringe benefit, severance pay, risk premium, R&R, etc.)										
02.01.01	International Support Staff					73,200					
	International Support Staff WW				73,200.00						
	International Support Staff JPil				48,600.00		48,600				
02.01.02	Local Support Staff										

Budget codes		Name	TOTAL initial budget		Partner 1	Partner 2	Partner 3	Partner 4	Partner 5
					WWGVC	JPII	LRI	NN	IECD
					Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation
		Unit	# of units	Unit value (in EUR)	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR
02.01.03	Local Finance Staff WW				54,349.79	54,350			
	Local Proc&Log Staff WW				141,339.07	141,339			
	Local MEAL Staff WW				65,026.97	65,027			
	Other Local Staff WW				64,438.34	64,438			
	Local Finance Staff JPII				21,300.00		21,300		
	Local Proc&Log Staff JPII				25,320.00		25,320		
	Local MEAL Staff JPII				24,000.00		24,000		
	Other Local Staff JPII				8,000.00		8,000		
	Local Finance Staff NN				26,761.80			26,762	
	Local Proc&Log Staff NN				17,127.60			17,128	
	Local MEAL Staff NN				34,255.08			34,255	
	Other Local Staff NN				13,024.20			13,024	
	Local Finance Staff LRI				34,672.18		34,672		
	Local Proc&Log Staff LRI				6,519.76		6,520		
	Local MEAL Staff LRI				38,931.69		38,932		
	Other Local Staff LRI				24,261.87		24,262		
	Local Finance Staff IECD				12,960.00				12,960.00
	Local Proc&Log Staff IECD				11,160.00				11,160.00
	Local MEAL Staff IECD				10,200.00				10,200.00
	Other Local Staff IECD				40,156.80				40,156.80
	Regional Office Support Staff								
	Regional Office Support Staff WW				32,400.00	32,400			
	Headquarters Office Support Staff								
	Headquarters Office Support Staff WW				13,842.00	13,842			
	Headquarters Office Support Staff JPII				27,360.00		27,360		
Total Direct Support Staff costs					869,207.16	444,596.17	154,580.00	104,385.50	91,168.68
Support staff Travel and Subsistence costs									
02.01.04	Support staff Travel and Subsistence costs WW				9,160.00	9,160			
	Support staff Travel and Subsistence costs JPII						-		
Total Support staff Travel and Subsistence costs					9,160.00	9,160.00	-	-	-
Running costs									
02.02.01	Office / Warehouse / Building expenses (rent, utilities, furniture, consumable, insurance and supplies)								
	Office / Warehouse / Building expenses (rent, utilities, furniture, consumable, insurance and supplies) WW				73,654.90	73,655			
	Office / Warehouse / Building expenses (rent, utilities, furniture, consumable, insurance and supplies) JPII				19,425.00		19,425		
	Office / Warehouse / Building expenses (rent, utilities, furniture, consumable, insurance and supplies) NN				10,788.28			10,788.28	
	Office / Warehouse / Building expenses (rent, utilities, furniture, consumable, insurance and supplies) LRI				22,800.00		22,800.00		
	Office / Warehouse / Building expenses (rent, utilities, furniture, consumable, insurance and supplies) IECD				30,152.68				30,152.68
02.02.02	IT/office/communication equipment - maintenance & running costs					-			
	IT/office/communication equipment - maintenance & running costs WW				14,977.50	14,978			
	IT/office/communication equipment - maintenance & running costs JPII				8,640.00		8,640.00		
	IT/office/communication equipment - maintenance & running costs NN				4,710.12			4,710.12	
02.02.03	IT/office/communication equipment - maintenance & running costs LRI				4,929.75			4,929.75	
	Contracted transport (cars, truck, plane, etc.)								
	Contracted transport (cars, truck, plane, etc.) WW				36,800.00	36,800			
	Contracted transport (cars, truck, plane, etc.) JPII				23,500.00		23,500.00		
02.02.04	Contracted transport (cars, truck, plane, etc.) NN				12,845.64			12,845.64	
	Contracted transport (cars, truck, plane, etc.) LRI				39,272.73			39,272.73	
	Vehicle running costs (fuel, maintenance, spars, insurance)								
	Vehicle running costs (fuel, maintenance, spars, insurance) WW				9,415.32	9,415			
02.02.05	Vehicle running costs (fuel, maintenance, spars, insurance) JPII				15,650.00		15,650.00		
	Vehicle running costs (fuel, maintenance, spars, insurance) NN				8,563.68			8,563.68	
	Vehicle running costs (fuel, maintenance, spars, insurance) LRI				19,636.36			19,636.36	
	Vehicle running costs (fuel, maintenance, spars, insurance) IECD				11,454.54				11,454.54
02.02.05	Other running costs								
	Other running costs WW				8,700.00	8,700			
Other running costs JPII					1,050.00		1,050.00		

						TOTAL initial budget	Partner 1	Partner 2	Partner 3	Partner 4	Partner 5
Budget codes					Name		WWGVC	JPII	LRI	NN	IECD
							Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation
			Unit	# of units	Unit value (in EUR)	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR
		Other running costs NN				8,920.60				8,920.60	
		Other running costs LRI				1,500.00					
		Other running costs IECD				2,390.15					2,390.15
		Total Running costs				389,777.25	143,547.72	68,265.00	88,138.84	45,828.32	43,997.37
02.03		Equipment costs									
02.03.01		Vehicles (including depreciation)									
02.03.02		IT, office and communication equipment				40,000.00	40,000				
		IT, office and communication equipment WW				5,600.00		5,600.00			
		IT, office and communication equipment JPII				6,244.42				6,244.42	
		IT, office and communication equipment NN				13,600.00			13,600.00		
		IT, office and communication equipment LRI				2,727.27					2,727.27
02.03.03		IT, office and communication equipment IECD									
		Safety and Security equipement									
		Safety and Security equipement WW				613.33	613				
02.03.04		Other Equipment									
		Other Equipment WW									
		Total Equipment costs				68,785.03	40,613.33	5,600.00	13,600.00	6,244.42	2,727.27
02.04		Capacity Building Local IP									
02.04		To be detailed as relevant for partner				0.00					
		Total support to subcontracted local IP				0.00	-	-	-	-	-
02.05		Specialised services									
02.05.01		External quality and quantity controls				0.00					
02.05.02		External evaluation				0.00					
02.05.03		External audit				0.00					
02.05.04		Specialised services									
		Specialised services WW				3,310.00	3,310				
		Specialised services JPII				5,500.00		5,500.00			
		Specialised services NN				6,958.07				6,958.07	
		Total Specialised Service costs				15,768.07	3,310.00	5,500.00	-	6,958.07	-
02.06		Visibility & Communication activites									
02.06.01		Visibility and communication activities costs									
		Visibility and communication activities costs JPII						-			
		Visibility and communication activities costs NN				2,676.18				2,676.18	
		Visibility and communication activities costs IECD				3,636.36					3,636.36
		Total Visibility & Communication				6,312.54	-	-	-	2,676.18	3,636.36
02.07		Field office costs (Simplified allocation method)									
02.07.01		Simplified allocation for field Office costs IECD				0.00					-
		Total Simplified costs				0.00	-	-	-	-	-
		TOTAL SUPPORT DIRECT COSTS				1,359,010.05	641,227.23	233,945.00	206,124.34	152,875.67	124,837.81
03		Consortium management costs									
03.01		Consortium management staff									
		Support staff Salaries (incl. per diem, fringe benefit, severance pay, risk premium, R&R, etc.)									
03.01.01		International Support Staff									
03.01.01.01		MEAL Coordinator	month	12	5,500.00	66,000.00	66,000				
03.01.02		Local Support Staff									
03.01.02.01		CMU Manager	month	12	5,500.00	66,000.00	66,000				
03.01.02.02		CMU Finance Coordinator	month	12	3,500.00	42,000.00	42,000				
03.01.02.03		Procurement specialist	month	12	3,500.00	42,000.00	42,000				
		Total Direct Support Staff costs				216,000.00	216,000.00	-	-	-	-
03.01.05		Support staff Travel and Subsistence costs									
		International travel	flight	1	800.00	800.00	800				
		Local transportation	month	12	41.71	500.55	501				
		Total Support staff Travel and Subsistence costs				1,300.55	1,300.55	-	-	-	-
03.02		Running costs									
03.02.01		Office / Warehouse / Building expenses (rent, utilities, furniture, consumable, insurance and supplies)	month	12	3,724.38	44,692.56	44,693				
03.02.02		IT/office/communication equipment - maintenance & running costs	month	12	630.83	7,570.00	7,570				
03.02.03		Contracted transport (cars, truck, plane, etc.)	vehicle*month	12	800.00	9,600.00	9,600				
03.02.04		Vehicle running costs (fuel, maintenance, spars, insurance)	vehicle*month	12	204.90	2,458.80	2,459				
03.02.05		Financial services				0.00					
03.02.06		Other running costs									
		Total Running costs				64,321.36	64,321.36	-	-	-	-
03.03		Equipment costs									

Budget codes		Name	TOTAL initial budget		Partner 1	Partner 2	Partner 3	Partner 4	Partner 5
					WWGVC	JP11	LRI	NN	IECD
					Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation	Direct Implementation
		Unit	# of units	Unit value (in EUR)	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR	Amt in EUR
03.03.01		Vehicles (including depreciation)			0.00				
03.03.02		IT, office and communication equipment	office	14,800.00	14,800.00	14,800			
03.03.03		Safety and Security equipment	office	505.00	505.00	505			
03.03.04		Furniture for office	office	3,800.00	3,800.00	3,800			
03.03.05		A/C & Fan	office	1,940.00	1,940.00	1,940			
		Total Equipment costs			21,045.00				
03.04		CMU Activities							
03.04.01		Consortium roundtable, workshop and meetings	lumpsum	2,000.00	2,000.00	2,000			
		Gender and Social Inclusion Analysis	lumpsum	10,000.00	10,000.00	10,000			
		Total support to subcontracted local IP			12,000.00				
03.05		Specialised services							
03.05.01		External quality and quantity controls			0.00				
03.05.02		Final external evaluation	evaluation	1	0.00	-			
03.05.03		External audit	service	1	36,250.00	36,250			
03.05.04		Initial and Final event	event	1	15,000.00	15,000			
03.05.05		Publications			0.00				
		Total Specialised Service costs			51,250.00				
03.06		Visibility & Communication activities							
03.06.01		Visibility and communication activities costs			0.00	-			
		Total Visibility & Communication			0.00				
03.07		Field office costs (Simplified allocation method)							
03.07.01		Simplified allocation for field Office costs			0.00	-			
		Total Simplified costs			0.00				
		TOTAL SUPPORT DIRECT COSTS			365,916.91	365,916.91	0.00	0.00	0.00
		TOTAL DIRECT COSTS			5,470,561.56	1,790,574	1,282,065	868,164	847,744.41
III.		ADMINISTRATIVE COSTS							
		%			0.07	7.00%	5.00%	5.00%	5.00%
		TOTAL: ADMINISTRATIVE COSTS			382,939.31	198,939.92	64,103.27	43,408.20	42,387.22
		TOTAL COSTS			5,853,500.87	1,989,513.66	1,346,168.67	911,572.30	890,131.63

11709403.17
9,719,889.52

6398274.928

4636431.107

3338230.397

3338230.397

	WW	JPII	NN	LRI	IECD
1st year	1,989,513.66	1,346,168.67	890,131.628	911,572.30	716,114.61
2nd year	2,957,520.72	1,639,336.44	820,387.48	1,248,510.38	1,119,134.74
3rd year	3,035,927.37	1,540,359.87	770,481.59	1,048,182.39	1,016,653.84
4th year	3,726,441.42	1,872,409.95	857,229.70	1,428,166.03	486,327.20
	11,709,403.17	6,398,274.93	3,338,230.40	4,636,431.11	3,338,230.40

TOTAL
5,853,500.87
7,784,889.76
7,411,605.07
8,370,574.30
29,420,570.00

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

ANNEX I – DESCRIPTION OF THE ACTION

Economic recovery in conflict-affected areas	
Country	Lebanon
Geographic areas of intervention	Conflict-affected areas in South Lebanon and The Bekaa Valley
Budget	32 150 000 €
EU Contribution	24 800 000 € (delegated to AFD)
Other contributions	AFD: 2 000 000 € DFMA: 5 350 000 € (40 MDKK delegated to AFD, counter-valued in EUR on the disbursement date to AFD)
Description	<p>The overall objective of the Action is to contribute to inclusive, sustainable, and climate-resilient recovery in conflict-affected areas of Lebanon through improved livelihoods, revitalized local economies, restored farmlands, and effective local and national governance structures.</p> <p>The 3 specific objectives are:</p> <ul style="list-style-type: none"> - SO1: Climate-smart and productive agriculture practices are adopted and contribute to improved gender-equitable access to livelihood and environmental restoration in the South and Bekaa Valley - SO2: Vulnerable populations (including women and displacement-affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery - SO3: Governance capacities at local and national levels are strengthened to enable effective, equitable and inclusive recovery, ensuring that women and men have equal agency, access and influence recovery decision making and resource management <p>The 10 outputs are:</p> <p>Output 1.1: Agricultural land, water infrastructure, and ecosystems affected by conflict are rehabilitated, and systems for their sustainable management are established</p> <p>Output 1.2: Farmers and cooperatives improve their productivity and implement climate-smart and market-oriented agricultural practices</p> <p>Output 1.3: Agroecological practices are developed, disseminated, and promoted to support Lebanon's transition to climate-smart and inclusive agriculture</p> <p>Output 1.4: Agricultural cooperatives are supported to upgrade infrastructure, strengthen governance, access to finance, and improve value-chain linkages</p>

	<p>Output 1.5: Institutional digital tools and coordination systems are strengthened and interconnected to improve agricultural service delivery and data sharing</p> <p>Output 2.1: Support to MSMEs, in particular women-led MSMEs, affected by crisis with equipment provision, training, and entrepreneurial development</p> <p>Output 2.2: Youth, women and vulnerable groups, including IDPs, improve their employability and access to decent work opportunities through vocational training, apprenticeships, and entrepreneurship programs</p> <p>Output 3.1: Municipalities in conflict-affected areas restore essential local functions through quick-impact projects, contributing to renewed community trust</p> <p>Output 3.2: Municipalities and Union of Municipalities are supported to develop inclusive, participatory, and environmentally sensitive recovery planning processes that improve institutional capacity for effective service delivery</p> <p>Output 3.3: Selected public institutions are supported to restore service delivery and strengthen coordination with municipalities in recovery efforts</p> <p>Output 3.4: National monitoring and dialogue mechanisms are established</p>
Duration	48 months (2026-2029)
Implementation arrangements	<p>AFD is the EU entrusted implementing agency in charge of managing the donors' contributions as well as supervising the action</p> <p>The activities will be implemented by a consortium of NGO: We World GVC (Lead of the consortium), Jean-Paul II Foundation, Lebanon Reforestation Initiative, Nawaya Network, Institut Européen pour la Coopération et le Développement (IECD)</p> <p>The other main stakeholders are: Ministry of Agriculture (MoA), Ministry of Social Affairs (MoSA), Ministry of Interior and Municipalities (MoIM), Ministry of Environment (MoE), Ministry of Education and Higher Education – Directorate General of Technical and Vocational Education (DGTVE) Green Plan, General Directorate of Cooperatives (GDC), Lebanese Agricultural Research Institute (LARI), Council for Development and Reconstruction (CDR) CNRS (National Council for Scientific Research)</p>

LIST OF ABBREVIATIONS AND ACRONYMS

AFD: Agence Française de Développement
BSS: Business Support Specialists
CDR: Council for Development and Reconstruction
CEP: Cooperative Empowerment Program
CoC: Chambers of Commerce
CNRS: National Council for Scientific Research
CRM: Customer Relationship Management
CSA: Climate-smart Agriculture
CSO: Civil Society Organizations
DMFA: Danish Ministry of Foreign Affairs
DGLAC: Directorate General of Local Authorities and Councils
DGVTE: Directorate General of Vocational and Technical Education
EU: European Union
FAO: Food and Agriculture Organization
FJPII: John Paul II Foundation
GAP: Good Agricultural Practices
GDA: General Directorate of Agriculture
GDC: General Directorate of Cooperatives
GDP: Gross Domestic Product
GIL: Generation of Innovation Leaders
ICRC: International Committee of the Red Cross
IDPs: Internally Displaced Person
IECD: Institut Européen de Coopération et de Développement
LAF: Lebanese Armed Forces
LARI: Lebanese Agriculture Research Institute
LCEC: Lebanese Center for Energy Conservation
LDPs: Local Development Plans
LMAC: Lebanon Mine Action Centre
LMS: Learning Management System
LPSN: Lebanese Private Sector Network
LRI: Lebanon Reforestation Initiative
MEHE: Ministry of Education and Higher Education

MFI: Microfinance Institutions
MoA: Ministry of Agriculture
MoE: Ministry of Environment
MoET: Ministry of Economy and Trade
MoEW: Ministry of Energy and Water
MoI: Ministry of Industry
MoIM: Ministry of Interior and Municipalities
MoSA: Ministry of Social Affairs
MSMEs: Micro, Small and Medium Enterprises
NAS: The National Agriculture Strategy
NGO: Non-governmental Organization
PLI: Project Lead Institution
PWD: Person with Disabilities
QIPs: Quick Impact Project
SDCs: Social Development Centers
TEI: Team Europe Initiatives
TVET: Technical and Vocational Education and Training
UX/UI: User Experience and User Interface
WFP: World Food Programme

1. CONTEXT AND RATIONALE

1.1 CONTEXT

The escalation of hostilities across Lebanon witnessed in 2024 came after six years of economic and social crises, compounded by decades of structural political, security and governance challenges. The escalating hostilities have deepened the country's economic crisis, causing 118 million USD in agricultural damage, 586 million USD in sector losses, and over 5.1 billion USD in broader economic losses¹. **Water infrastructure** was particularly targeted: attacks damaged at least 34 facilities, disrupting clean water access for over 400,000 residents².

¹ "Lebanon Agricultural Damage & Loss Assessment" - FAO, 2025 [Lebanon: Agricultural damage and loss assessment on the impact of conflict](#)

"Lebanon Interim Damage & Loss Assessment (DaLA)" - World Bank, 2024 [Lebanon's Recovery and Reconstruction Needs Estimated at US\\$11 Billion](#)

² "Lebanon Situation Report" - Anera, 2024 [November 2024 Lebanon Situation Report](#)

Commercial and agricultural assets also sustained heavy destruction, with 14,748 businesses and 14,762 agricultural assets reportedly damaged³. The **workforce and business sector** of Lebanon were significantly affected: private sector employment fell by 25%, and around 25% of war-affected businesses no longer have any employees. The most severe impacts were in areas directly targeted by airstrikes, specifically in the governorates of Baalbek-Hermel, Nabatieh and South Lebanon, where job losses reached 36%: more than double the 17% rate in areas that did not experience attacks. Even after the ceasefire, recovery remained uneven, with 1 out of 4 workers in hardest-hit regions still unemployed by December 2024, compared to 7% across other regions. Women were disproportionately affected, sustaining an average of 18% of job losses versus 12% for men. Business needs are considerable, with 80% of businesses identifying access to finance as their top priority, followed by affordable energy (40%), market access (35%) and wage subsidies (25%). **The MSMEs sector**, which forms the backbone of the Lebanese economy (90 % of all businesses), was deeply impacted. The Nabatieh governorate bore the most severe destruction with 31% of businesses damaged, followed by the South Lebanon governorate (23%). Due to the war, 15% of MSMEs permanently closed down. **The agricultural sector** (8% GDP) endured particularly heavy losses. Artillery shells and chemical agents, including white phosphorus, damaged or destroyed 2,193 hectares of forest and farmland. Missed harvests caused farmers significant income losses⁴.

Manufacturing was also severely impacted. Only 1 out of 5 businesses resumed normal operations post-ceasefire, while 13% closed permanently and 45% are operating at reduced capacity.

The gradual **withdrawal of the United Nations Interim Force in Lebanon (UNIFIL)**, expected by the end of 2026, marks a major turning point for South Lebanon. While UNIFIL's presence has contributed to relative security stability and generated significant local economic activity, its departure could create an economic and social vacuum, further increasing the fragility of the affected areas. UNIFIL employs a large number of people in the project zones, which makes the activities under the project's second component particularly relevant. A study assessing the impacts of this withdrawal is currently underway, and its findings will be taken into account by the project.

The **Conflict Sensitivity Monitoring Facility Baseline Survey** (Southern Perceptions Study - 2025) funded by the DMFA, highlights that communities in South Lebanon and the Bekaa face compounded challenges combining economic collapse, insecurity, and weak governance structures. Local residents express limited trust in public institutions and a growing dependence on non-state actors to access basic services and livelihoods, while social cohesion remains fragile due to competition over scarce resources and uneven recovery prospects. These dynamics underscore the importance of context-sensitive livelihood and employment interventions that strengthen local governance, build economic resilience, and foster inclusive collaboration across community lines.

³ "From Crisis to Recovery - Rapid Impact Assessment" - UNDP, 2025 [From Crisis to Recovery: Local Authorities Confronting Post-War Realities in Lebanon Rapid Impact Assessment | United Nations Development Programme](#)

⁴ "The socioeconomic impacts of the 2024 war on Lebanon", https://www.undp.org/sites/g/files/zskgke326/files/2025-07/report_socioeconomic-impacts-lebanon-2024-war-english.pdf

1.2 PROBLEM ANALYSIS AND THEORY OF CHANGE

Lebanon's agricultural systems, local economies, and governance structures have been severely strained by years of underinvestment, recurrent crises, and now the compounding effects of conflict and climate stress. In the Bekaa region and South Lebanon, disrupted irrigation networks, degraded ecosystems, and damaged rural infrastructure have undermined livelihoods and weakened the social fabric. At the same time, farmers, cooperatives, and MSMEs face limited access to finance, markets, and institutional support, while municipalities struggle to meet growing demands for recovery and service delivery.

The Action grounded in the understanding that sustainable recovery in Lebanon requires simultaneous progress in three interdependent dimensions: restoring productive agricultural systems, enabling inclusive economic revival, and rebuilding the capacity and legitimacy of local institutions. In conflict-affected regions such as the Bekaa region and South Lebanon, the collapse of infrastructure, disruption of livelihoods, and weakening of public governance have deepened socio-economic inequalities and eroded public trust.

The Action assumes that IF agricultural land, irrigation infrastructure are rehabilitated taking environmental considerations into account, and farmers and cooperatives improve their productive capacity through climate-smart and market oriented agricultural practices (SO1); and IF MSMEs, and most vulnerable population including youth, women and displacement-affected population are supported to regain their productive and entrepreneurial capacity through access to skills, finance, and markets (SO2); and IF municipalities and public institutions are empowered to plan, deliver, and monitor recovery services in an inclusive and accountable manner (SO3); THEN affected communities will experience restored livelihoods, improved social cohesion, and renewed confidence in local governance structures.

Through these combined efforts, grounded in inclusion, gender equality, and social cohesion, the project will contribute to economic stability, community resilience, and renewed trust between citizens and the State, enabling sustainable and climate-resilient recovery in Lebanon.

2. STRATEGIC COHERENCE AND SYNERGIES WITH OTHER ACTIONS

2.1 COHERENCE WITH EU PRIORITIES (AND THOSE OF OTHER DONORS)

The Action aligns with projects funded by the European Union (EU), the French Development Agency AFD (AFD) and the Danish Minister of Foreign Affairs (DMFA) in Lebanon and with their shared strategic commitment to inclusive economic recovery, local development and reinforced governance in conflict-affected areas.

The Action is coherent with the *EU Multiannual Action Plan in favour of Lebanon (2024-2025)* by supporting post conflict recovery through improved services for MSMEs and economic actors, promoting decent jobs and reinforcing local institutions, and the *EU Multiannual Indicative Programme for Lebanon (2021-2027)*, which stresses the need for resilient and sustainable economic development, local service delivery through municipalities and civil society, and specific support for vulnerable groups as women, youth and people with disabilities. The Action aligns with the priorities set out in the *EU's NDICI-Global*

Europe strategy, and particularly with Priority 2 (Inclusive and Resilient Economy) and Priority 3 (Green and Sustainable Recovery).

The Action is in line with major focus areas from the *Denmark's Strategy for Development Cooperation 2025*, especially job creation, economic growth, trade, and investment, with a focus on job creation for young people through supporting entrepreneurship and SMEs. Productivity will be increased and digitalization democratized, by creating sustainable jobs and growth opportunities at local level, and by promoting digitalization and artificial intelligence.

Aligned with the objectives of the **AFD-Minka Middle East Initiative**, the Action makes a significant contribution to the various dimensions of sustainable development, in particular climate resilience, social cohesion, gender equality, sustainable economy, and inclusive governance. It will also have positive impacts on biodiversity.

2.2 RELEVANCE TO NATIONAL PRIORITIES

The Action is aligned with ministerial plans and strategies developed by the Lebanese authorities, particularly:

- The *National Agriculture Strategy – NAS* - (2020–2025) by the ministry of Agriculture (MoA), since it focuses on the agrifood sector to contribute to absorb the crises-induced economic shocks as well as to recover the Lebanese economy. The proposal is aligned with all its 5 pillars: restoring the livelihoods and productive capacities of farmers and producers (Pillar 1), increasing agricultural production and productivity (Pillar 2), enhancing efficiency and competitiveness of agrifood value chains (Pillar 3), improving climate change adaptation and sustainable management of agrifood systems and natural resources (Pillar 4) and strengthening the enabling institutional environment (Pillar 5).
- The *National Strategy for Cooperative Development* (2025-2030) developed by the General Directorate of Cooperatives in Lebanon in coordination with Foundation Jean Paul II (FJPII) throughout the implementation of the EU-funded ARED project. The Strategy envisages multiple programs for the sustainable growth of the sector, most of which are integrated into the present proposal: strengthening cooperative-market linkages, promoting cooperative products, fostering networking among cooperatives, enhancing digital literacy and post-war reconstruction.
- The *Lebanon's Livelihoods LRP Strategy*, developed in collaboration between the Government of Lebanon and the UNHCR, IOM, FAO and WFP. This integrated plan aims to respond to the country's humanitarian and stabilisation needs, with a particular focus on supporting the livelihoods of vulnerable populations through quick impact projects (QIPs) on rapid, labor-intensive job creation for vulnerable groups, including vulnerable Lebanese, displaced Syrians, and Palestinian refugees, investing in the skills of young people and adolescents, adopting the “Making Markets Work for the Poor” (M4P) approach, stimulating labour-intensive sectors to create jobs, improve skills, boost local markets and promote local economic growth, and promote social inclusion and stability through interventions that strengthen social cohesion and reduce inequalities.
- The *Economic Inclusion Strategy* recently developed by the Ministry of Social Affairs (MoSA), planned to be launched in the upcoming period, outlining the ministry's role in promoting and

actively supporting local economic development, in coordination with its operational local branches (Social Development Centers) and local authorities.

2.3 COMPLEMENTARITY WITH OTHER ACTIONS AND LESSONS LEARNT

The Action shall further complement economic growth and recovery current projects promoted by World Bank and United Nations Agencies with the Lebanese Government, including:

- the “*GATE: Green Agri-food Transformation for Economic Recovery*” (2023-2028) project financed by the World Bank. The Action will align with its 3 components, by providing technical and financial support to farmers, farmer groups, agribusinesses operators in support of diversified livelihoods and jobs retention and creation (Component 1), restoring selected public services and infrastructure at local and service area levels, including greening and improving access to services such as irrigation and community-scale water and wastewater facilities through the rehabilitation and introduction of renewable energy sources (Component 2) and improving the enabling environment for agri-food development at national level, including building capacity to accelerate the use of climate smart innovation and digital technologies, and improving the enabling environment for food safety and export (Component 3).
- the “*Lebanon Emergency Assistance Project*” (LEAP) funded by the World Bank for critical public infrastructure and lifeline services reconstruction in conflict-affected areas under the Government’s lead and in coordination with Lebanese Ministries.

The Action will be in synergy with the EU-funded *ENABLE* program, implemented by ILO in strict coordination with ministries and local authorities across Lebanon, which supports vulnerable populations (specifically youth, women and people with disabilities) by providing job placements, skills training, and financial education.

At operational level, the Action shall leverage existing cooperative structures and farmer networks developed throughout previous projects to maximize impact while minimizing redundancy and duplication.

The Action also builds on lessons learnt from previous projects:

- the EU-funded “*Promoting the local economy in North-East Bekaa*” project (ENI/2020/419-040, 2020-2025) which supported farmers and cooperatives in the Bekaa Valley by enhancing sustainable agri-food production, while generating livelihood opportunities and mainstreaming environmental protection.
- the ongoing RDPP-funded “*Sustainable Agri-Food Economy for refugee and local communities in vulnerable Governorates of Lebanon - SAFE*” project (RDPPIII 23/23613, 2024-2026) in Bekaa, Baalbek Hermel and Akkar, which supports vulnerable groups (women and youth particularly) across refugees and local communities through decent, gender-sensitive and sustainable livelihoods opportunities, and mobilization of institutional and civil society actors. Lessons learnt and best practices from *SAFE* on business and value chains development, IMSD and market access will be built upon during project implementation.
- EU- and AFD-funded WASH interventions: “*WASH Assistance to support Water Governance and Public Water and Wastewater Services for Host and Refugee Communities in Lebanon*”. project (TF-MADAD/2021/T04.272, 2021-2025) and AFD “*Improving drinking water services in 4*

villages in North-East Bekaa” project (2021-2025), which intertwined infrastructural, institutional and social components.

- the FAO-funded “*Enhancing Food and Nutrition Security in Lebanon*” project (GCP/LEB/043/CAN), targeting the apple and vegetables value chains, empowering farmers and cooperatives and the GDA field extension, contributing to tailoring the intervention to the needs of cooperative.
- the AFD-funded *PARSIFAL* project (since 2019), which aims to strengthen community resilience through short-term job creation via reforestation activities, medium-term improvement of small-scale farming productivity through irrigation infrastructure, and long-term enhancement of rural employability through training programs. Led by the CDR, the project involves municipalities, local businesses, NGOs, and training providers.
- the AFD-funded *BASATINE* project (2021-2025), supporting small farms in Akkar and the Bekaa, focusing on vegetable and cereal value chains. The project included support to the Izraa application, improved access to markets and financial tools.
- the AFD-funded *Maharat Li Lubnan* project (phase 1: 2017-2021; phase 2: 2018-2025) focusing on boosting the employability of young people by offering vocational training that meets current job-market needs.

3. INTERVENTION LOGIC

RESULT CHAIN

Overall objective (Impact)

The overall objective of the Action is to contribute to inclusive, sustainable, and climate-resilient recovery in conflict-affected areas of Lebanon through improved livelihoods, revitalized local economies, restored farmlands and effective local and national governance structures.

Specific objectives (Outcomes)

The three specific objectives of the Action are:

- **SO1: Climate-smart and productive agriculture practices are adopted** and contribute to improved gender-equitable access to livelihood and environmental restoration in the South and Bekaa Valley.
- **SO2: Vulnerable populations (including women and displacement-affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities**, contributing to local economic recovery
- **SO3: Governance capacities at local and national levels are strengthened** to enable effective, equitable and inclusive recovery, ensuring that women and men have equal agency, access and influence recovery decision making and resource management

Overall approach

At its core, the project applies a territorial recovery model in the framework of humanitarian–development–peace (HDP) Nexus approach.

Rather than considering agriculture, economy, and governance as separate sectors, interventions are designed to be mutually reinforcing within defined geographic areas.

- In the short term, rehabilitation of land, water systems, and municipal infrastructure restores productive and basic services.
- In the medium term, farmers, cooperatives, and MSMEs are supported to expand production, employment, and local markets.
- In the long term, strengthened municipal institutions, participatory planning, and national coordination platforms ensure sustainability and inclusive governance.

This integrated design ensures that early recovery investments directly contribute to resilience, stability, and institutional legitimacy. A “*Building Back Better*” approach shall be included in all the activities

See section 7.1. for the Methodology of Work – selection of the Area of Intervention

4. INDICATIVE ACTIVITIES

The below list of outputs and activities may be adapted and modified according to (i) evolving conditions, (ii) government’s reconstruction plans, and (iii) other projects to be implemented.

SO1: Climate-smart and productive agriculture practices are adopted and contribute to improved gender-equitable access to livelihoods and environmental restoration in the South and Bekaa Valley.

Output 1.1 – Agricultural land, water infrastructure, and ecosystems affected by conflict are rehabilitated, and systems for their sustainable management are established

This output would adopt a labor-intensive, inclusive, and conflict-sensitive approach, generating short-term jobs for youth and women under decent work standards, which would serve as a transitional recovery measure to inject income into conflict-affected households and stabilize local economies. Continuity of income and longer-term sustainability would be ensured through complementary activities that, under both SO1 and SO2, would support farmers, cooperatives, and MSMEs to restore production, enhance market access, and create lasting livelihood opportunities.

In complementarity with the World Bank’s GATE project, which will undertake large-scale works, the proposed intervention would focus on small- to medium-scale rehabilitation and complementary ecosystem measures identified as urgent by local stakeholders.

Any needed debris removal, clearance of hazardous materials, soil testing, remediation and plantation would be coordinated and conducted first-hand by the Lebanese Armed Forces (LAF) through the LEAP project. Constant coordination with national authorities (MoA, Lebanese Agricultural Research Institute (LARI), Green Plan, Ministry of Environment (MoE), National Council for Scientific Research (CNRS), Ministry of Interior (MoI), Civil Defense, and the LAFs), municipalities, and local partners would be guaranteed along the entire project duration, to ensure coherence and effectiveness.

Implementation would be sequenced geographically and thematically, with joint site selection and design coordinated among relevant institutions.

Assessment data, design standards, and work schedules would be shared with the Green Plan and CNRS where relevant to align investment planning and technical specifications. In areas targeted by the Project where GATE is implementing large-scale works, the Action would focus on smaller complementary sites and on ecosystem measures that enhance the climate resilience and sustainability of those investments.

All works would follow environmental and social screening procedures (ESMP-lite when required), chance-find protocol, and permitting through MoA/MoE. No interventions would be undertaken in contested or environmentally sensitive sites. Labor-intensive interventions would comply with ILO-aligned Health, Safety and Environmental (HSE) standards, including mandatory induction training, personal protective equipment, no child labor, and grievance mechanisms at each worksite.

Implementation would follow a conflict-sensitive phasing approach, prioritizing safer-access sites in Bekaa first and gradually expanding to South Lebanon depending on security conditions.

Indicative activities:

- Restoration of natural-forest areas (based on species suitability maps and community stakeholder analysis) and agroforestry Ecotones
- Intensive farming ecosystems restoration (informed by rapid technical assessment, farmer baseline, soil and market surveys)
- Rehabilitation of irrigation canals, small-scale water infrastructure, agricultural access roads, and degraded land and ecosystems (guided by rapid technical and recovery assessment)

Output 1.2 - Farmers and cooperatives in the South and Bekaa Valley improve their productivity and promote climate-smart and market-oriented agricultural practices

This output would adopt a *building back better* approach to enhance agricultural resilience, productivity, and market access in the South and the Bekaa. The output aims to help farmers and cooperatives transition toward more climate-smart, productive, and market-oriented agriculture through improved practices, stronger value chains, and better resource management. The Action would foster complementary pathways for recovery that strengthen both livelihoods and environmental resilience.

Indicative activities:

- Promoting of climate-resilient, market-oriented, and nutrition-sensitive value chains, in coordination with the MoA and aligned with the National Agriculture Strategy
- Advancing Agroforestry Ecotones for improved beekeepers' productivity and climate resilience
- Developing intensive farming ecosystems for enhanced resilience and marketability.
- Supporting farmers to adopt more productive and climate-smart agriculture

Output 1.3 - Agroecological practices are developed, disseminated, and promoted to support Lebanon's transition to climate-smart and inclusive agriculture

This output would build the capacity of agricultural extension agents to act not only as providers of information, but also as facilitators of technology adoption, interpreters of innovation in local contexts, and enablers of inclusive access to new practices.

Indicative activities:

- Dissemination of technical national manuals/guidelines for key crops, in coordination with the Ministry of Agriculture (MoA)
- Delivering of trainings and outreach in coordination with General Directorate of Agriculture (GDA) centers, LARI branches, and local NGOs
- Documenting and communicating results through videography and visual learning tools,

Output 1.4 - Agricultural cooperatives are supported to upgrade infrastructure, strengthen governance, access finance, and improve value-chain linkages.

This output would focus on strengthening selected value chains by enabling farmers and cooperatives to improve product quality, expand market access, and grow sustainably, with particular attention to women- and youth-led initiatives and their active participation in leadership and decision-making.

Selected cooperatives would receive technical support to develop business models, feasibility plans, and governance structures, alongside infrastructure and equipment investments, gender equality measures, and apprenticeships for women and youth. The plans would then be implemented through ongoing training, coaching, standardization, and market access support, including branding, packaging, and participation in national and international fairs to expand visibility and sales.

Cooperatives would be assessed and selected based on governance, membership, inclusivity, gender approach, child protection measures, and job creation potential. Efforts will be made to reduce the existing barriers to entry for new members.

Output 1.5 - Institutional digital tools and coordination systems are strengthened and interconnected to improve agricultural service delivery and data sharing

The agriculture sector in Lebanon remains constrained by limited access to timely data, weak coordination between institutions, and fragmented service delivery to farmers and cooperatives. Digital tools for monitoring land, water, and production exist (e.g. the Izraa platform, LARI's early warning systems, the MoIM's Municipal Observatory) but are underutilized, disconnected, and poorly tailored to local stakeholders' needs. Strengthening digitalization and coordination is therefore essential to improve transparency, efficiency, and resilience in the sector. At the same time, the General Directorate of Cooperatives (GDC)'s National Strategy for Cooperative Development 2025–2030 explicitly prioritizes digital transformation through initiatives such as the CoopConnect digital platform for cooperative branding and e-commerce, a national cooperative registry, and a Distance Learning Platform to strengthen cooperative capacity. This Output would therefore focus on operationalizing and integrating digital solutions across MoA, LARI, GDC, and municipalities. By reinforcing coordination, building digital literacy, and linking cooperatives to market-oriented tools, the Action would directly support the implementation of the GDC strategy, while avoiding duplication and ensuring complementarity with the World Bank's GATE project and other national initiatives.

SO2: Vulnerable populations (including women and displacement affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery

Output 2.1 - Support to MSMEs, in particular women-led MSMEs, affected by crisis with equipment provision, training, and entrepreneurial development

This output would enhance the resilience and competitiveness of MSMEs affected by the crisis and conflict, while promoting inclusive and locally anchored economic recovery. Activities would strengthen entrepreneurship capacities, facilitate access to finance, promote digital transformation, and foster local economic networks and social cohesion, in alignment with the MoSA Economic Inclusion Strategy and NSPS Pillar 5. According to the Ministry of Industry, a great part of the MSMEs in the South and Bekaa

regions are from the agribusiness sector. The Action could primarily target this sector but would not be limited to it. A close coordination will be organized with the GATE project and other relevant projects.

To be confirmed with assessments and to complement undergoing programs on the ground, but activities would take place in Nabatieh and Sour in the South, as well as in Baalbeck and Hermel in the Bekaa, and will be concentrated during the recovery phase (Years 1–3), focusing on direct MSME support, incubation, and capacity-building, before gradually transitioning in Year 4 toward sustainability and system strengthening. During this final phase, a close work would be done with municipalities, business hubs, and peer-to-peer support networks to embed the entrepreneurship model within local governance structures and economic development strategies. By institutionalizing peer-to-peer and enterprise support mechanisms – such as municipal business hubs, alumni networks, and local facilitators – the Action would ensure that entrepreneurship promotion continues beyond the program’s lifespan. These efforts will also align with regional and national employment frameworks, reinforcing the project’s contribution to Lebanon’s long-term economic recovery and resilience.

Indicative activities:

- MSME mapping, Needs Assessment and Tailored Entrepreneurship Training, covering Design Thinking and Business Development (dual-track: subsistence and transformational)
- Incubation, seed funding, and digital capacity building for MSMEs.
- Setting-up a pilot cooperative hub for MSMEs and farmers with shared infrastructure and skills support.
- Digital Market Access

Output 2.2 - Youth, women and vulnerable groups, including IDPs, improve their employability and access to decent work opportunities through vocational training, apprenticeships, and entrepreneurship programs

This output would enhance economic inclusion, employability, and entrepreneurial capacities of vulnerable populations, especially youth, women, and persons in conflict-affected areas, by delivering market-relevant training, business support placements, and entrepreneurship education. This approach would integrate national strategies (MoSA’s NSPS Pillar 5), prioritize inclusion, and reinforce social cohesion. Activities under this output would be implemented primarily during the early recovery phase (Years 1–2) and would transition to institutional partnerships and system strengthening (Years 3–4), ensuring continuity with municipal and national employment frameworks.

Indicative activities:

- Market-driven Skills Training, business support specialists Apprenticeships, follow-up and employment tracking
- Early-stage entrepreneurship education in schools
- Career orientation and professional Integration across schools and vocational centers
- Market-driven vocational and technical training in key sectors (such as agriculture, renewable energy, information and communication technologies/artificial intelligence, hospitality, construction, and healthcare) using a market-driven methodology with curricula co-designed with employers, combining classroom learning and on-the-job practical experience.
- Internships and On-the-Job Training

Overall, an emphasis will be placed on fostering synergies among the various activities under Output 2, building on existing tools and curricula, and promoting ownership and long-term sustainability through close collaboration with public institutions

SO3: Governance capacities at local and national levels are strengthened to enable effective, equitable and inclusive recovery, ensuring that women and men have equal agency, access, and influence recovery decision-making and resource management

Output 3.1 - Municipalities in conflict-affected areas restore essential local functions through Quick-Impact Projects (QIPs), contributing to renewed community trust

The methodology for municipal recovery would combine rapid assessments, participatory planning, and early visible interventions to restore services and strengthen community trust. Standardized tools would be used to map conflict-related damages, identify short-term high-impact projects (QIPs), and prioritize interventions based on vulnerability, feasibility, cost-effectiveness, and potential for labor-intensive implementation. Comprehensive consultations would engage municipalities, unions of municipalities, civil society, cooperatives, and especially women and youth to ensure inclusiveness, shared ownership, and alignment with national recovery frameworks. Findings from these assessments would guide the design of QIPs, inform Municipal Recovery Plans, support capacity-building, and enable coordinated, area-based solutions for sustained post-conflict recovery.

Coordination with Ministry of Interior and Municipalities/ Directorate General of Local Authorities and Councils (MoIM/ DGLAC), the Green Plan, MoA, CDR, and the LAF's Civil-Military Cooperation (CIMIC) units would operate as a cross-cutting mechanism across all activities, ensuring alignment with stabilization and national recovery frameworks (LEAP, GATE) and complementarity with rehabilitation works under SO1.

Indicative activities:

- Developing Municipal Recovery Plans (MRPs) as practical internal management tools to guide early recovery efforts and strengthen institutional capacity. They would identify priorities, assign responsibilities, integrate participatory mechanisms, and incorporate gender, social inclusion, and environmental considerations.
- Implementing Quick Impact Projects (QIPs) addressing urgent service delivery and cohesion needs. Based on rapid recovery assessments and participatory consultations, QIPs would restore essential municipal and community functions, generate short-term employment, and strengthen social cohesion in conflict-affected areas. Interventions would vary based on the needs (rehabilitating public facilities, repairing local infrastructure, establishing shared services at the Union of Municipalities level, solarizing public buildings....)

Output 3.2 - Municipalities and Unions of Municipalities are supported to develop inclusive, participatory, and environmentally sensitive recovery planning processes that improve institutional capacity for effective service delivery

In parallel with QIP implementation and initial MRPs, municipalities and Unions of Municipalities would lead inclusive recovery-planning processes engaging women, youth, persons with disabilities (PWDs), civil society, cooperatives, and the private sector to define short- and mid-term recovery objectives aligned with

community priorities and local economic potential. Environmental and climate diagnostics would inform updated MRPs and investment plans, ensuring climate resilience, ecosystem restoration, and evidence-based, participatory governance aligned with national frameworks.

Indicative activities:

- Participatory recovery planning
- Implementation of Community Projects derived from Municipal Recovery Plans (MRPs) such as infrastructure improvements, shared services, environmental and greening initiatives, and community facilities. Green Plans could also be developed where applicable.
- Capacity strengthening for municipal governance and management

Output 3.3 Selected public institutions are supported to restore service delivery and strengthen coordination with municipalities in recovery efforts

The project would provide targeted support to key public institutions (such as GDC, LARI, MoA, Water Establishments, Civil Defense...) to restore core functions, improve operational coordination, and strengthen digital and technical capacities. Interventions would include equipment, software, and training tailored to each institution's needs, informed by an Institutional Digital Capacity Assessment and consultations. Support would be coordinated with relevant ministries and aligned with national recovery frameworks to ensure complementarity and effective service delivery.

Collaboration with relevant ministries and agencies, including MoIM/DGLAC, MoEW, CDR, and the Green Plan, would ensure technical alignment and complementarity with the recovery and rehabilitation initiatives under SO1 and national frameworks such as LEAP and GATE.

Output 3.4 - National monitoring and dialogue Mechanisms are established

The output would promote evidence-based and transparent recovery governance, ensuring that information generated through municipal recovery processes is consolidated, shared, and used to inform policy and resource allocation. Gender and social inclusion would remain cross-cutting principles within these mechanisms through disaggregated data, equitable representation in coordination spaces, and attention to the differentiated impacts of recovery policies on women and men.

Indicative activities:

- Developing and institutionalizing Recovery Monitoring and Reporting Systems
- Knowledge Management and Capitalization into a range of learning and communication products

5. MAINSTREAMING

The project adopts an area-based, integrated, and conflict-sensitive recovery approach following these guiding pillars:

- **Territorial Integration:** Activities are clustered geographically to maximize synergies between agriculture, MSMEs, and municipal governance within each intervention area.

- Phased and Adaptive Implementation: Interventions start in safer zones, expanding progressively based on security and institutional readiness, with built-in contingency and remote management mechanisms.
- Multi-stakeholder Participation: Local authorities, cooperatives, women's groups, and youth are engaged from design to implementation to ensure ownership and accountability.
- Environmental and Climate Mainstreaming: All rehabilitation and infrastructure works integrate climate resilience, green procurement, and environmental safeguarding measures.
- Gender Equality and Diversity Inclusion: The intervention would prioritize inclusive skills development by tailoring training programs to the specific needs of women and youth, addressing barriers related to inflexible schedules, childcare support, and limited foundational skills. The project would ensure gender- and age-sensitive job matching that aligns with participants' interests and capabilities. Special attention would be given to preventing the perpetuation of unequal norms and traditional gender roles, such as assigning men exclusively to male-dominated roles or overburdening women. Safety/'do no harm' considerations would be duly integrated, particularly when promoting women's entry into non-traditional sectors, ensuring that all activities are safely accessible, empowering and economically relevant. A comprehensive gender and social inclusion analysis would run to all thematic assessments to identify disparities in access to resources, participation, and decision-making, particularly for women, girls, and other population groups in vulnerable situations based on their gender, age, disability or other intersecting identities, and addressing these inequalities throughout the action.
- Inclusion of Persons with Disabilities (PWDs): PWDs represent one of the priority target groups of the proposed intervention, and the identification and selection of beneficiaries would give particular attention to the specific needs of this group, by directly engaging them and the active Organizations of Persons with Disabilities (OPDs) in the development and tailoring of context-specific inclusive response strategies. PWDs-sensitive activities would be implemented in line with the international standards defined in the "IASC Guidelines on the Inclusion of Persons with Disabilities (2019)" and the Sphere Standards on Disability. In line with the latter, this project would adopt the approach whereby "the humanitarian strategy for persons with disabilities should be based on a participatory approach, which provides for the inclusion of PWDs, their families and the organizations that represent them from the early stages of program and intervention formulation."
- Refugees, Displaced Persons, and Minorities: Activities would engage community members without discrimination based on their status, and beneficiaries would be selected based on vulnerability criteria, including their status. Furthermore, multiple categories of beneficiaries would be involved, adopting a holistic approach that considers the multiple aspects of vulnerability and engaging them equally in the action, which is recognized as a necessary approach to providing sustainable assistance and strengthening community resilience. Particular attention would be given to promoting social cohesion and preventing the risk of conflict and perceptions of injustice or imbalance, specifically related to access to resources and aid.
- Institutional Partnership and Sustainability: Strengthened coordination with Ministry of Agriculture (MoA), Ministry of Interior and Municipalities (MoIM), Ministry of Industry (MoI), and the Council for Development and Reconstruction (CDR) ensures complementarity with national recovery frameworks (including Green Plan, LEAP, GATE, 3RF) and facilitates handover to local institutions. Coordination would be sought with the National Council for Scientific Research (CNRS) to leverage its scientific expertise and environmental data in support of evidence-based planning, climate-risk analysis, and ecosystem restoration.

6. RISKS AND ASSUMPTIONS

The project will operate in a highly volatile context marked by overlapping security, economic, and institutional crises affecting South Lebanon and the Bekaa Valley. The main risks identified concern security and access, economic and institutional fragility, logistical and supply chain-related arrangements, programmatic and social aspects, and environmental stress. Based on the previous projects in the areas of intervention in South Lebanon and the Bekaa Valley, a series of mitigation activities for each identified risk have been identified, including an initial assessment of the likelihood of these risks occurring, the potential impact on the project's success and, consequently, on the achievement of the objectives set.

Overall, the project context presents medium-to-high operational risk, primarily driven by security volatility and economic uncertainty. In case of significant deterioration of the security situation, AFD will share with the EU and the DMFA a formal security update, sharing the adapted contingency workplan, revised timeline, and proposed mitigation measures for review and approval when needed. This ensures transparency, rapid decision-making, and joint coordination on adaptive management measures.

Below are the main risks identified and the planned response, that will be adjusted depending on the evolution of the context.

Risks	Planned Risks Response
Security and Access Risks: Ongoing conflict along Lebanon's southern border, intermittent airstrikes in Bekaa Valley, sporadic hostilities, presence of unexploded ordnance (UXO), potential confrontations between state and non-state armed groups.	Adherence to Security Plan and area-specific contingency procedures; UXO awareness SOPs and training for staff; coordination with local authorities; access mapping and zone classification; remote management plans and data collection modalities in restricted areas; continuous incident monitoring and updates via communication channels. Close coordination with the different deconfliction and humanitarian assistance access mechanisms will be done. Flexibility in the programming is included in the Action to be able to adjust the content of the project as well as the activities if needed.
Economic Risks: Protracted economic crisis, currency depreciation, hyperinflation, liquidity shortages, increased costs, delays in payments to suppliers.	Regular market and cost analyses to adapt procurement and budgeting; budget and operational plan adjustments if necessary; expenditures primarily in USD to limit currency risk; close monitoring of exchange rates; contingency funds for urgent, unforeseen economic shocks.
Institutional Risks: Budgetary constraints and structural weaknesses of public institutions, limited	Early engagement and coordination with public institutions; formalized MoUs clarifying roles and responsibilities; leveraging existing coordination

coordination with municipalities, community-based committees.	networks; participatory planning to ensure accountability and flexibility.
Logistics and Supply Chain Risks: Road closures, fuel shortages, power cuts, import restrictions, customs delays, shortages of construction materials.	Timely procurement planning; framework agreements with local suppliers; pre-positioning of essential materials; close coordination with logistics and local authorities; contingency arrangements for prolonged disruptions.
Programmatic and Social Risks: Social tensions between host and refugee communities, sectarian influences, competition over resources, gender and cultural barriers affecting participation, political interference	Context-sensitive, inclusive engagement approach; transparent selection criteria; coordination with local actors to prevent duplication and reduce tensions; participatory planning; robust Feedback and Complaint Response Mechanism (FCRM) to address tensions and complaints.
Environmental Risks: Environmental degradation, water scarcity, unsustainable use of natural resources, extreme weather events, unsustainable agricultural practices.	Adherence to Green Procurement Guidelines and Environmental Safeguarding Policy; climate-resilient approaches in WASH and agriculture; environmentally friendly materials; local sourcing and waste reduction; implementation of ESC Framework including ESMP-lite for sites/works; community health and safety measures

7. IMPLEMENTATION ARRANGEMENTS

7.1. GEOGRAPHIC SCOPE

The proposed action will focus on **South Lebanon** (Saida, Jezzine, Nabatiyeh, Sour, Tyre, Bint Jbeil, Tebnin, Sarafand) and the **Bekaa region** (Zahlé, Baalbek, Hermel), the two regions most severely impacted by the 2024 war. The selection of municipalities will follow an area-based and cluster-driven approach that integrates agricultural recovery, MSME revitalization and local governance to maximize synergy, efficiency, and community ownership, and will be based on transparent and inclusive criteria, including:

- Areas most heavily impacted by the war, particularly in terms of destroyed infrastructure, productive assets, farmland and ecosystems;
- Potential for revitalizing local value chains, especially in agriculture, to support livelihoods and contribute to economic recovery;
- Presence of highly vulnerable populations, including women, youth and IDPs/refugees;
- Areas where recovery efforts will facilitate the voluntary, safe and dignified return of displaced populations.
- institutional readiness and commitment of municipalities to engage in participatory planning processes;
- inclusion of women, youth, and marginalized groups in decision-making processes.

Methodology of Work – selection of the Area of Intervention

The Action will apply an area-based and cluster-oriented recovery model, focusing exclusively on war-affected areas in South Lebanon and the Bekaa Valley. This model builds directly on the selection criteria above, ensuring consistency between geographic targeting and programmatic design.

Area of Intervention

The project will intervene in districts and municipalities directly affected by the 2024 hostilities, prioritizing zones with significant destruction of infrastructure, productive assets, and livelihoods. While the specific clusters of villages are not yet defined, their selection will take place during the inception phase through the Security and Access Analysis, the Gender and Social Inclusion Analysis as well as rapid technical and recovery assessments. These assessments will guide the identification of coherent clusters of municipalities that are geographically connected, share similar socio-economic characteristics, and present strong potential for integrated recovery interventions.

Final selection will be validated with the concerned authorities (MoIM, MoA, MoI, Green Plan, CDR and any relevant authorities) to ensure complementarity with national recovery frameworks (LEAP, GATE, and Green Plan).

The targeted clusters will be relatively safe areas within the war-affected zones, where security conditions allow for the presence of field teams and community engagement despite the persistence of sporadic hostilities.

This flexible and conflict-sensitive approach will enable activities to start in safer locations and expand progressively as conditions permit, ensuring operational continuity and maintaining responsiveness to evolving security dynamics.

While the primary focus remains on the identified clusters, certain activities of broader thematic scope, such as national-level training, cooperative digitization, or value-chain development, may extend beyond the identified clusters, while maintaining full coherence with the project's integrated area-based logic.

7.2. STAKEHOLDERS

The Action is jointly funded by the European Union, the Danish Ministry of Foreign Affairs and the Agence Française de Développement (AFD).

The Danish and EU contributions will be indirectly managed by AFD (through delegation of funds).

Present in Lebanon since 1999, AFD is a key actor in the development sector, active in a lot of sectors (agriculture, environment, water, energy, health, education, governance, digital) with a conflict-sensitive approach that allows its portfolio to be adapted to local dynamics and to promote social cohesion. Its proven experience in supporting both local and national authorities, in the agriculture sector and with MSMEs, as well as its established relationships with key public stakeholders, will help facilitate coordination and foster inclusive, locally driven recovery. AFD is actively engaged in public policy dialogue with the relevant ministries and public institutions involved in the project, as well as in all sector-specific coordination platforms.

AFD will then sign a grant agreement with a consortium of international and local NGOs: We World GVC (Lead of the consortium), Jean-Paul II Foundation, Lebanon Reforestation Initiative, Nawaya Network,

Institut Européen pour la Coopération et le Développement (IECD). The consortium will be in charge of implementing the Action under AFD supervision.

A multi-stakeholder implementation model will be employed, ensuring joint ownership, state legitimacy, decentralization, and community engagement. A Stakeholders Engagement Plan (SEP) will be developed during the inception phase of the project.

The consortium will work in close collaboration with **national and local authorities**, specifically:

- **the General Directorate of Local Authorities and Councils at the Ministry of Interior and Municipalities (MoIM/DGLAC)**, core institutional partner, in coordinating with municipalities and local governance and in municipal service delivery;
- **the Ministry of Agriculture (MoA)**, through **GDC, LARI, GDA and the Green Plan**, in identifying the potential value chains and cooperatives, ensuring alignment with national policies (mainly NAS 2020-2025), CSA national guidelines (including coordination in delivering training) and in supporting farmers registration in the MoA- Agricultural Register in line with the MoSA;
- **the Ministry of Industry (MoI)** in supporting the branding promotion of Lebanese heritage products together with the **LPSN** and more generally on the support to SMEs ;
- **the Ministry of Environment (MoE)** through the **CNRS** in identifying the areas of interventions considering environmental and safety issues (such as debris removal) and for any activities related to restoration of land;
- **the Ministry of Education and Higher Education (MEHE)**, through the **DGVTE** and other educational institutions to ensure alignment in TVET programmes;
- **the Ministry of Social Affairs (MoSA)**, through the **SDCs**, in selecting beneficiaries of Output 2.1, especially with reference to PWD and IDPs and in job referrals;
- **the Ministry of Energy and Water (MoEW)** and the **Litani River Authority (LRA)** in strengthening climate-smart and water-sensitive agriculture components;
- **the Lebanese Armed Forces (LAF)** through the **Lebanon Mine Action Centre (LMAC)**, the **United Nations Mine Action Service** and the **Civil Defense** to secure clearance of unexploded ordnance, rubble and contamination prior to intervention and to identify safe areas;
- the target **Municipalities**, leveraging their community acceptance and field presence.

The Action will also coordinate with the Conseil National de la Recherche Scientifique (CNRS), **national and sub-national Working groups and clusters, research centers, Lebanese Universities, trade unions and workers organizations** including the Humanitarian Country Team, the Lebanon Humanitarian Development NGOs Forum and the Lebanon Humanitarian INGO Forum, the PSEA Network and other I/NGOs to ensure coordination, complementarity and avoid duplications; the Water Establishments to strengthen climate-smart and water-sensitive agriculture components. The Action will foster active collaboration with the **private sector** as well.

7.3. ORGANISATIONAL SET-UP

AFD will supervise the technical and financial implementation of the Action, for its own account and on behalf of the EU and the Danish Cooperation. For that purpose, AFD will recruit two external consultants to be fully dedicated to the monitoring, reporting and strategic communication of the Action (project officer and strategic communications and coordination expert).

A Consortium Management Unit (CMU), managed and budgeted by the consortium's Lead Partner, will be established to act as a neutral entity, ensuring smooth coordination among all consortium members and supporting the Action's implementation through centralized management of reporting, finance, procurement, and other operational functions. The CMU will work in close coordination with AFD dedicated team for the Action.

To ensure effective oversight, coordination, and decision-making throughout the project, several governance bodies will be established at strategic, technical, and advisory levels:

- Strategic Steering Committee: Comprising EU, Danish, and French Ambassadors and/or Head of Cooperations; representatives from the Prime Minister's Office; relevant ministers and directorates (MoA, MoE, MoSA, DG TVE, DG LAC, MoEW, MoI) with one designated line ministry serving as the main focal point; and municipalities/Unions. Responsible for strategic decisions and project adaptations. Meetings are expected twice a year in Year 1, potentially reduced later, with ad hoc meetings as needed. Donor coordination occurs beforehand.
- Technical Steering Committee: Comprising EU, DMFA, AFD, and consortium technical staff. Responsible for technical-level decisions on implementation and adaptations. Meetings twice a year with ad hoc sessions if required. Donors meet beforehand to coordinate positions.
- Advisory Board: Ensures ongoing technical coordination with governmental partners, donors, UN agencies, World Bank, and NGOs. Membership and frequency are flexible depending on project phase and coordination needs.

7.4. DURATION – WORKPLAN

The duration shall be of 48 months, which could be structured in 4 phases (for information only):

Inception phase (0-6 months): the consortium will implement an integrated assessment package to generate baselines, targeting criteria, and designs that feed all Specific Objectives. This phase will also define and prioritize Quick-Impact Projects (QIPs), directly linked to the Municipal Recovery Assessments. This package might include the followings:

A security and access analysis will be conducted to ensure safe, conflict-sensitive, and risk-aware implementation.

In parallel, the project will operationalize the Environmental & Social Commitments (ESC) Framework including: (i) screening and risk-categorization for all sites/works; (ii) the use of ESMP-lite templates (and full ESMP where needed); (iii) a project-wide exclusion list; (iv) labor and OHS requirements (including PSEAH, Code of Ethics and Conduct); (v) community health and safety (traffic, UXO, chance-finds); (vi) pesticides and waste management; (vii) the stakeholder engagement and grievance redress mechanism (GRM) integrated with the project FCRM; and (viii) reporting and incident management.

A comprehensive gender and social inclusion analysis will run in parallel to all thematic assessments to identify disparities in access to resources, participation, and decision-making, particularly for women, girls, and other population groups in vulnerable situations based on their gender, age, disability or other intersecting identities, and addressing these inequalities throughout the action.

Furthermore, the analysis will allow the pre-identification of gender-based violence (GBV) risks associated with the intervention that may arise as a result of women's or girls' participation in project activities or from shifts in local gender and power dynamics. With the participation of the interested population groups, it will assess mobility, safety, and social norms that could increase exposure to GBV, and recommend preventive context-specific mitigation measures throughout the intervention (such as safe meeting spaces, appropriate scheduling, and gender-balanced facilitation). These insights will ensure that all project activities are gender-responsive, inclusive, and in compliance with the 'do no harm' principle.

Findings of these 2 cross-cutting analyses (plus the ESC operationalization) will directly inform selection of the specific areas of intervention, targeting criteria, training activities, and the Municipal Recovery Plans, ensuring that all recovery processes are feasible in terms of access and security, gender-responsive, socially inclusive, and conflict-sensitive.

In addition to the above-mentioned analysis, the Action foresees a set of structured and sectorial technical surveys, aimed at guiding the implementation of the specific activities. Hereby an indicative package of thematic/sectoral assessments/surveys/mapping to be held, depending on the activities:

- 1) A rapid, inclusive, and conflict-sensitive technical assessment to identify and prioritize urgent rehabilitation and recovery needs across target municipalities. The assessment, complemented by additional information collected through Municipal assessments and community discussions, will support the identification and selection of the final target areas and, consequently, prioritization of QIPs.
- 2) Farmer baseline survey, a farmer-level diagnostic to document irrigation systems, production practices, and land degradation patterns, providing a reference for water-saving and climate-smart agriculture measures. Info sessions and behavioral changing exercises including MHPSS approach will be included to select farmers for the agroforestry module.
- 3) Land identification and contamination mapping, for agroforestry ecotones to assess both agriculture and environmental conditions of each land, necessary to select farmers for the agroforestry module.
- 4) Species suitability maps and community stakeholder analyses, to select the natural-forest areas.
- 5) Market analysis, to dig into the marketability aspect for intensive farming ecosystems.
- 6) Value chain assessment and crop-suitability/adaptation analysis, to identify climate-resilient and nutrition-sensitive crops with strong market potential.
- 7) Market needs assessment, to identify modern hives and needed equipment for market-oriented production.
- 8) Mapping and assessing of cooperatives within selected value chains, operating in priority agricultural and agroforestry value chains to identify gaps between producer needs and cooperative capacities.
- 9) Digital tools mapping and comprehensive assessment of institutional digital capacities.
- 10) MSME and informal businesses mapping and needs assessment, including a structured diagnostic tool and using a dual-track approach, to identify needs, constraints and gaps to structure trainings.
- 11) Labour market assessment and mapping, to identify local and regional employment opportunities.

- 12) Municipal assessments and community discussions, to identify and prioritize QIPs and Early Recovery Projects for responding to the most urgent community needs.
- 13) Environmental and climate diagnostics, enabling municipalities to identify risks, degradation patterns, and opportunities for greening and ecosystem restoration.

First 6 to 10 months: Conduct Quick Impact Project Assessments to identify urgent recovery and service delivery needs, designed to be conflict-sensitive, gender- and youth-inclusive, but rapid and pragmatic in relatively safe zones, particularly in the Bekaa and selected areas of the South not exposed to ongoing security risks. Participatory socio-economic studies and diagnostics to identify priority needs; initial rehabilitation works launched in relatively safe zones, particularly in the Bekaa and selected areas of the South not exposed to ongoing security risks.

Months 12 to 24: Scale-up of farmland and forest landscapes restoration, infrastructure rehabilitation (irrigation canals, agricultural roads), installation of solar and drip irrigation systems, and farmer support packages, progressively expanding to other affected areas as the security situation permits. Capacity building to cooperatives/SME on climate smart agriculture and CSA practices, distribution of in-kind assistance to farmers in line with CSA practices, market linkages.

Months 24 to 48: Consolidation of cooperative governance, municipal capacities, and integration of lessons into national-level dialogue and monitoring mechanisms, alongside the continued implementation of QIPs. Activities aimed at reinforcing the system and support medium development, such as digitalization, certification, scaling of contract farming, value chains development and marketing support. In the last 6 months, identification of good practices to be disseminated and evaluation of the intervention.

Detailed workplan is provided in [Annex...](#)

8. SUSTAINABILITY

The project's sustainability and exit strategy is built on financial, institutional and political, social, and environmental dimensions, ensuring that capacities, systems, and ownership structures continue beyond the project's duration.

Interventions will be anchored in municipal structures, cooperatives, and national institutions, ensuring long-term ownership. Capacity building focuses on institutional actors, supporting efficient irrigation, climate-smart agriculture, and cooperative management. Gradual handover plans and O&M committees enable local responsibility for infrastructure and services. Participatory Recovery Plans and alignment with national strategies guarantee coherence and continuity.

Through participatory planning, inclusive training, and shared livelihood initiatives, the project fosters social cohesion, trust, and collaboration across communities. Municipal, cooperative, and community committees serve as lasting local dialogue platforms, reinforcing accountability between citizens and institutions and strengthening the social contract.

The governance of the Action, through the Steering committee that will include national and local authorities and the Advisory board which will include technical and financial implemented partners, will

ensure that the authorities' ownership of the project as well as the coherence, complementarity and sustainability of the Project on the ground.

Environmental and climate diagnostics guide municipal investment plans, integrated into local and national frameworks. Interventions improve water efficiency, reduce pollution, promote agroecological and climate-smart practices, and ensure sustainable use of natural resources. Local sourcing, reduced food loss, improved energy efficiency, and integration of solar systems contribute to long-term environmental protection.

9. MONITORING-EVALUATION & AUDIT

9.1. MONITORING AND REPORTING

The on-going monitoring of the Action will rely on the NGO consortium in 1st line and on AFD project in 2nd line. In particular, they will: i) ensure a comprehensive approach to management and monitoring of the different components of the initiative; ii) provide technical support to activities relating to management of funds and financial reporting; iii) submit a comprehensive communication and visibility plan and report on its implementation; v) promote coordination and synergies with other institutional and international partners on the field.

Annual Progress Reports shall be submitted by AFD to the EU and the DFMA, according to the terms of the respective contribution agreements. Those implementation reports shall contain at least an accurate description of the activities executed, the difficulties encountered, the changes introduced, the results achieved (outputs and outcomes), measured against the corresponding indicators, as well as the costs incurred (financial report) and the results of the control thereof if any (cf. 9.2)

9.2. AUDIT AND CONTROLS

AFD will oversee the financial and operational implementation of the Action to ensure full compliance with AFD procedures as well as EU and DMFA requirements. An independent external auditor will be contracted by the ONG Consortium in accordance with AFD rules to verify the eligibility, accuracy, and compliance of all declared expenditures on the previous advance payment by AFD before AFD makes the next advance payment.

In addition, AFD will ensure that the consortium implements a robust Monitoring, Evaluation, Accountability, and Learning (MEAL) framework, including baseline and endline assessments, output and outcome monitoring, and the integration of gender, age, and disability considerations. A harmonized feedback mechanism will allow communities to provide input safely and inclusively, informing programmatic adjustments.

Structured learning and evaluation activities will be conducted to regularly assess the project's results, relevance, and implementation. This includes capitalization of best practices and lessons learnt, project

review and learning workshops, a mid-term evaluation, and an external final evaluation. These activities will evaluate the design and relevance of the Action, beneficiary engagement, stakeholder consultation, and coordination with other interventions.

10. STRATEGIC COMMUNICATION AND VISIBILITY

Communication and visibility are integral to this project, in line with the legal obligations set by the European Union for externally funded actions. A dedicated communication and visibility plan will be developed, following the principles outlined in the *Communication and Visibility Manual for EU External Actions*.

EU visibility will be ensured as a co-financer, alongside AFD and DMFA, for all activities. Legal obligations concerning communication and visibility will be implemented by the European Commission, AFD, DMFA and the consortium in charge of implementing the activities, with appropriate contractual arrangements specified in the contract.

A budget for communication activities will be allocated to cover key visibility activities, managed by the consortium. In addition, AFD will recruit a Coordination and Communication Expert (who will be one of the 2 project officers under the AFD's project management team) to oversee the implementation of the visibility plan and ensure coherence across all communication actions.

A comprehensive communication plan will be developed by AFD and submitted to the EU and DMFA during the inception phase. A draft Communication strategy of the action has been attached to the present document (See Annex V).

EU-AFD Budget of the Action - Indicative as of 21 Novembre

SO1 activities*	13,486,750
Procurement costs	7,831,175
Operational staff & related costs	2,548,955
Support staff & related costs	1,503,137
Running costs & equipment	670,489
Overhead costs of Consortium members **	932,995
SO2 activities*	6,857,724
Procurement costs	3,679,868
Operational staff & related costs	1,660,657
Support staff & related costs	662,582
Running costs & equipment	384,857
Overhead costs of Consortium members **	469,760
SO3 activities*	7,511,993
Procurement costs	4,132,470
Operational staff & related costs	1,051,759
Support staff & related costs	1,322,150
Running costs & equipment	483,658
Overhead costs of Consortium members **	521,955
Project Management (cross-cutting)*	2,321,103
Consortium management unit (external consultants & associated costs)	1,218,533
Coordination and communication	877,570
Audit and evaluation	225,000
TOTAL DIRECT COSTS	30,177,570
AFD remuneration (7% of EU and DFMA contributions)	1,972,430
TOTAL COSTS	32,150,000
EU contribution	24,800,000
DFMA contribution***	5,350,000
AFD contribution	2,000,000

*Budget heading

** Indirect costs (flat rate) of Grant Beneficiaries considered as direct costs of the Action according to art 16.3 of EU CG (CA Manual Oct 2025)

***Indicative conversion in EUR of 40M DKK

er 2025



Appendix V:

Communication Strategy

This communication strategy is designed to support inclusive, sustainable, and climate-resilient recovery in conflict-affected areas in South Lebanon and the Bekaa. It emphasizes a citizen-centered approach, demonstrating how public institutions enable recovery while fostering trust, participation, and social cohesion. The strategy aligns with the EU, Denmark, and AFD's collective commitment, while ensuring national ownership and responsiveness.

1. Communication Context and Challenges

- Low institutional trust: Citizens in conflict-affected areas often associate state institutions with inefficiency, corruption, and clientelism.
- Vulnerability and exclusion: Women, youth, refugees, and displaced populations face barriers to participation and economic recovery.
- Influence of non-state actors: Local militias, armed groups, and informal authorities may affect perceptions, access, and participation.
- Security and access constraints: Ongoing conflict, sporadic hostilities, and environmental risks limit mobility and community engagement.
- Information gaps and misperceptions: Communities may not perceive the link between institutional action and tangible benefits.
- Cynicism toward donor messages: Visibility without credible evidence risks appearing as propaganda. Communication must be participatory, credible, inclusive, evidence-based, and adaptable to evolving risks.

2. Communication Theory of Change

IF the Action delivers outcomes on the ground and IF the population have a better access to basic services thanks to participatory planning and inclusive communication across field and media channels, then there will be an increased perception of legitimacy and state sovereignty, trust, and ownership in local and national recovery processes, supported by the EU, Denmark and France.

3. Strategic Communication Objectives (Audience-Centered)

- Enable citizens to recognize tangible¹ improvements in public services through participatory recovery projects.
- Promote the return of the state/the state sovereignty. Build understanding of state-led and participatory recovery processes facilitated by municipal and other local national state institutions.
- Deepen public awareness of Team Europe's long-term commitment to Lebanon's recovery, emphasizing coordinated, locally owned initiatives.
- Strengthen stakeholder perception of a coherent, coordinated recovery effort through evidence of collaboration across institutions, donors, and local actors.

¹ should be measured through visible outcomes, community feedback, and field observations.

- Foster inclusive² engagement and social cohesion by highlighting women's, youth's, and vulnerable groups' active roles in recovery.
- Demonstrate sustainable, green, and digital recovery through climate-smart agriculture, ecosystem restoration, and digital tools.

4. Target Audiences

- Primary: Citizens in conflict-affected areas, including farmers, cooperatives, youth, women, refugees, and IDPs.
- Institutional: Ministries (MoA, MoE, MoIM, MoSA, MoI), municipal authorities, unions of municipalities, and associated public institutions.
- International: EU Delegation, DMFA, AFD, UN agencies, European institutions (European Commission, European Parliament, French Parliament and oversight authorities).
- Local and media actors: MSMEs, community-based organizations, and regional/national media.

5. Communication Channels and Tools

- Direct engagement: Community forums, town hall meetings, participatory assessments, field visits, and employment fairs.
- Digital and print: Social media, websites, newsletters, infographics, visual storytelling, and success stories.
- Media outreach: Joint press releases, ministerial statements, interviews, and field visits with journalists.
- Donors and implementing partners coordination: Internal briefings, collaborative platforms, and joint event documentation.

6. Guiding Principles

- Citizen-centered: Emphasize community participation and local ownership.
- Conflict-sensitive: Apply "do no harm" principles; avoid politicization.
- Inclusive: Integrate gender, youth, PWDs, and refugee perspectives.
- Evidence-based: Communicate tangible results, metrics, and real-life stories.
- Adaptive and flexible: Adjust messaging to evolving security, social, and operational contexts.
- Transparent and accountable: Showcase project impact without overstating outcomes.

7. Key Messages

- State-led and citizen-centered recovery: " Led by state national and local institutions, recovery empowers communities to rebuild together through fair, transparent, and accountable service restoration."
- Jobs, livelihoods, and dignity: "From farmers returning to land to youth gaining skills and work, recovery restores livelihoods and strengthens communities."
- Green and digital recovery: "Climate-smart agriculture, restored ecosystems, and digital tools build a resilient, sustainable future."
- European joint partnership: "The EU, Denmark, and France (AFD) collaborate to support citizens and institutions in inclusive, long-term recovery."
- Coordinated and coherent action: "Recovery efforts are integrated, demonstrating collaboration across state institutions (municipalities, ministries,...) and international partners."

8. Feedback, Monitoring, and Contingency

² Include communities influenced by non-state actors to ensure engagement and perception are addressed across all local authorities.

- Implement a Feedback and Complaint Response Mechanism to capture community perceptions and concerns.
- Integrate communication evaluation questions in project assessments to track message recall, trust, and understanding.
- Develop contingency plans for communication under security disruptions or project delays, including remote engagement methods and targeted messaging.

Annex B – MFA Partner Assessment

1. Brief Presentation of Partner

The Agence Française de Développement (AFD) is France's public development bank and agency, fully owned by the French government. It is one of three entities under the AFD Group, focusing on financing public sector and civil society, while Proparco is its subsidiary for private-sector financing and Expertise France is a technical cooperation agency. Together they implement France's policies for sustainable development and international solidarity.

AFD is EU pillar-assessed and has had an established operational presence in Lebanon for over 25 years. AFD has extensive experience in managing and coordinating complex, multi-stakeholder projects, and is a key development stakeholder in Lebanon. Between 2019 and 2024, the AFD Group financed or implemented 76 projects in Lebanon with a commitment valued at approximately EUR 405 million.¹

AFD's original focus areas in Lebanon were water and hygiene, support for the production sector, and urban development. From 2012, AFD began developing projects targeting the social sectors and addressing the consequences of the Syria crisis in Lebanon. AFD provides support through grants, loans, guarantees, technical assistance, etc., and collaborates with public authorities (ministries, municipalities), civil society and the private sector.

The Danish Embassy in Beirut has three times previously delegated funds to be implemented by AFD in Lebanon: Shabake project 2018-2024 (DKK 30M), Disaster Risk Management project 2020-2026 (DKK 20M) and the Haretna project 2021-2029 (DKK 30M). The experience of AFD as the recipient of delegated funds has been positive, with inclusive and transparent information sharing and decision-making.

2. Summary of Partner Capacity Assessment

The Embassy assesses that AFD is well positioned as a delegated partner, both given the thematics covered by this specific project and the positive experience of previous delegated partnerships. The EU has also, based on consultations with various pillar-assessed partners, selected AFD as a delegated partner for their recovery funding based on AFDs extensive experience in Lebanon in the sectors covered by the project, as well as its proven track record in managing large-scale budgets in technically complex and geographically challenging contexts.

AFD has demonstrated solid expertise in promoting agricultural resilience and rural development through initiatives that enhance food security, strengthen value chains and support smallholder farmers. It has a longstanding engagement in the environmental sector, including programmes aimed at improving water and wastewater management, promoting renewable energy and energy efficiency and enhancing climate change adaptation and natural resource protection.

¹ [Lebanon | AFD - Agence Française de Développement](#)

Additionally, AFD actively contributes to skills development and employability through technical and vocational training initiatives that align education with labour market needs, particularly for youth and vulnerable populations. It also supports private sector development by fostering entrepreneurship, improving access to finance for MSMEs and encouraging innovation and sustainable business practices.

AFDs approach is rooted in collaborating closely with local institutions, municipalities and civil society organisations, strengthening their capacities to design, implement and sustain development interventions. AFD is recognized for its technical expertise and proven ability to engage constructively with both governmental and non-governmental actors across Lebanon, making it a reliable implementing partner.

Moreover, AFD has demonstrated its ability to work across the development-humanitarian-peace nexus in Lebanon, ensuring adaptive management in the fragile context of Lebanon.

AFD also benefits from representing France in development discussions, and close connections to the French embassy. Given France's strong historical and political links to Lebanon, this connection provides privileged access to politicians and decision-makers, which is important in the highly politicised Lebanese context – also potentially in terms of project implementation.

Since 2005, AFD has implemented for more than EUR 3 billion in delegated funds. The partnership with Denmark is among AFDs strongest partnerships – others include the EU, USAID, GCF, GPE, CAFI, and Irish Aid.

3. Summary of Key Partner Features

Name of Partner	Core business <i>What is the main business, interest and goal of the partner?</i>	Importance <i>How important is the project / programme for the partner's activity-level (low, medium high)?</i>	Influence <i>How much influence does the partner have over the project (low, medium, high)?</i>	Contribution <i>What will be the partner's main contribution?</i>	Capacity <i>What are the main issues emerging from the assessment of the partner's capacity?</i>	Exit strategy <i>What is the strategy for exiting the partnership?</i>
Agence Française de Développement (AFD)	AFD has a dual mandate to fight poverty and inequality and preserve common goods using socially responsible and sustainable	Low. AFD has a vast and varied engagement (approx. EUR 405 million in the period 2019-2024) in Lebanon and does not rely on delegated	High. While AFD is lead donor, the EU is the largest project donor. Additionally, AFD will not implement directly but through a consortium led	AFD will be the main donor managing and monitoring project implementation by the chosen consortium on behalf of the EU and Denmark. Additionally, AFD will also contribute	<u>Strength:</u> AFD has a strong sectoral expertise in the areas covered by the project, and benefits from longstanding relationship with government entities at the	No special requirements after the end of the partnership agreement. AFD will lead discussions with consortium partners on

	<p>investments in the least developed and vulnerable countries, in middle-income countries and in French Overseas Territories.</p>	<p>funds to operate.</p> <p>While the AFD contribution to this project is low (EUR 2 million out of approx. EUR 32 million), it is the EU that is the most significant contributor (EUR 24.8 million). The Danish contribution (approx. 16% of the total budget) allows the project to cover a larger geographic area.</p>	<p>by the INGO We World, in collaboration with the INGOs Institut Européen de Coopération et de Développement (IECD) and the John Paul II Foundation (FJPII) and the NNGOs Lebanon Reforestation Initiative (LRF) and Nawaya.</p>	<p>directly to the project components related to strategic communications and coordination with national State entities through the hiring of a dedicated staff member.</p>	<p>technical and political level.</p> <p><u>Weaknesses:</u> AFD will not be implementing directly through governmental entities, but through an NGO-consortium. On the one hand there are many risks associated with channeling recovery funding through national institutions given the continued lack of financial and public sector reforms necessary to re-establish trust post-economic crisis. On the other hand, building government sovereignty, leadership and service delivery without directly channeling funding through government entities will be a challenge.</p> <p><u>Opportunities:</u> That AFD will be managing funds for the only three donors currently ready to provide</p>	<p>how to ensure a sustainable project exit throughout the project period.</p>
--	--	--	---	---	---	--

					<p>recovery funding will provide a strong joint platform for engaging with the government.</p> <p><u>Threats:</u> The external context of insecurity related to the ceasefire mechanism and the associated disarmament discussions are not something that AFD can entirely mitigate. If war breaks out again or insecurity escalates further, project activities will not be implementable as designed.</p>	
--	--	--	--	--	---	--

Annex C – MFA Detailed Results Framework (Indicative)

Project Title		Economic Recovery in Conflict-Affected Areas of Lebanon 2026-2030	
Project Objective		Contribute to inclusive, sustainable, and climate-resilient recovery in conflict-affected areas of Lebanon through improved livelihoods, revitalized local economies, restored farmlands, and effective local and national governance structures	
Outcome 1		Climate-smart agricultural and eco-system restoration practices in conflict-affected areas are adopted and contribute to improved gender-equitable access to livelihood and environmental conservation in the South and Bekaa Valley	
Outcome indicator 1.1		<i>Surface of land which has been subject to sustainable resources or land tenure management program (in hectare)</i>	
Baseline	Year 0	2025	0
Target	Year 4	2029	1460
Output 1.1		Agricultural land, water infrastructure, and ecosystems affected by conflict are rehabilitated, and systems for their sustainable management are established	
Output indicator 1.1.1		Total length of irrigation infrastructure rehabilitated (km)	
Baseline	Year 0	2025	0
Target	Year 4	2029	12
Output 1.2		Farmers, cooperatives, and other relevant groups adopt climate-smart, market-oriented agricultural practices, along with ecosystem-friendly land and water management approaches that improve both productivity and environmental conservation	
Output indicator 1.2.1		Number of farmers benefiting from capacity building through improved access to agricultural sector services	
Baseline	Year 0	2025	0
Target	Year 4	2029	2750
Outcome 2		Vulnerable populations (including women and displacement affected population) in the South and the Bekaa Valley have improved employability and entrepreneurship opportunities, contributing to local economic recovery	
Outcome indicator 2.2		<i>% of individuals employed as a result of project support via the employability or vocational training programs</i>	
Baseline	Year 0	2025	0
Target	Year 4	2029	60%
Output 2.1		Support to MSMEs in particular women-led MSMEs affected by crisis with equipment provision, training, and entrepreneurial development	
Output indicator 2.1.2		% of people who reported improved business competences after completing the training phase of the entrepreneurship programme	

<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	80%
Output indicator 2.1.3		Number of MSMEs that received seed funding to establish or scale up their businesses	
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	250
Output 2.2		Youth, women and vulnerable groups, including IDPs, improve their employability and access to decent work opportunities through vocational training, apprenticeships, and entrepreneurship programs	
Output indicator 2.2.2		% of students who reported improved knowledge on career path clarity or entrepreneurship	
<i>Baseline</i>	<i>Year 0</i>	2025	0%
<i>Target</i>	<i>Year 4</i>	2029	75%
Outcome 3		Governance capacities at local and national levels are strengthened to enable effective, equitable and inclusive recovery, ensuring that women and men have equal agency, access and influence in recovery decision-making and resource management	
Outcome indicator 3.1		<i>Number of recovery initiatives or community services effectively coordinated through improved governance capacities</i>	
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	16
Output 3.1		Municipalities in conflict-affected areas restore essential local functions through quick-impact projects (QIPs), contributing to renewed community trust	
Output indicator 3.1.1		Number of quick impact projects implemented	
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	20
Output 3.2		Municipalities and Unions of Municipalities are supported to develop inclusive, participatory and environmentally sensitive recovery planning processes that improve institutional capacity for effective service delivery	
Output indicator 3.2.2		% of supported national and sub-national institutions/structures reporting improved capacity to adequately respond to relevant community needs	
<i>Baseline</i>	<i>Year 0</i>	2025	0%
<i>Target</i>	<i>Year 4</i>	2029	60%
Output 3.3		National monitoring and dialogue mechanisms are established	
Output indicator 3.3.2		Number of roundtables organised to disseminate lessons learnt and facilitate national level dialogue	
<i>Baseline</i>	<i>Year 0</i>	2025	0

<i>Target</i>	<i>Year 4</i>	2029	4
Output 3.4		Selected public institutions are supported to restore service delivery and strengthen coordination with municipalities in recovery efforts	
<i>Output 3.4.1 indicator</i>		Number of institutions equipped with tools and equipment to enhance service delivery and institutional capacity	
<i>Baseline</i>	<i>Year 0</i>	2025	0
<i>Target</i>	<i>Year 4</i>	2029	4

The indicators above will – where possible – be disaggregated based on age, gender and status (e.g. refugee, IDP, host community member).

Annex D – MFA Budget Details (Indicative)

The overall envelope for the project is approximately EUR 32 million for the period 2026-2030, with an EU contribution of EUR 24.8 million (~77%), an AFD contribution of EUR 2 million (~6%) and a Danish contribution of DKK 40 million (~17%). The funding from Denmark and the EU will be delegated to AFD through separate agreements, but to the same pooled project fund, with no earmarking from either partner. As such, the Danish contribution is to the project as a whole.

Out of the full project amount of approximately EUR 32 million, AFD will deduct a 7% administrative fee (approximately EUR 2 million) for managing the delegated funds on behalf of Denmark and the EU. In addition, AFD will be setting aside approx. EUR 880,000 for strategic communications and coordination staffing and activities to provide national-level support to the consortium. Given the ongoing budget refinement discussions between AFD and the EU, including about the budget division between the consortium and AFD, the overall DK-AFD-EU budget will need to be revised and aligned during the inception phase.

An indicative budget summary can be found below, which is currently being fine-tuned in dialogue with AFD and the EU. It will first be finalized during the inception phase.

SO1 activities	13,486,750
Procurement costs	7,831,175
Operational staff & related costs	2,548,955
Support staff & related costs	1,503,137
Running costs & equipment	670,489
Overhead costs of Consortium members	932,995
SO2 activities	6,857,724
Procurement costs	3,679,868
Operational staff & related costs	1,660,657
Support staff & related costs	662,582
Running costs & equipment	384,857
Overhead costs of Consortium members	469,760
SO3 activities	7,511,993
Procurement costs	4,132,470
Operational staff & related costs	1,051,759
Support staff & related costs	1,322,150
Running costs & equipment	483,658
Overhead costs of Consortium members	521,955
Project Management (cross-cutting)	2,321,103
Consortium management unit (external consultants & associated costs)	1,218,533
Coordination & Communication (AFD)	877,570
Audit and evaluation	225,000
TOTAL DIRECT COSTS	30,177,570
AFD remuneration (7% of EU and Danish funding)	1,972,430
TOTAL COSTS	32,150,000

Approx. EUR 3.3 million have been set aside for unforeseen events and contingencies related to SOs 1-3 (amounting to 12% of each SO), in order to facilitate adaptive management. This budget line has been added based on previous experience in DK-AFD funded projects (i.e. AFD-Disaster Risk Management and AFD-Haretna), where the flexibility provided by these budget lines has allowed projects to be responsive and adaptive to the various crises that have emerged during project implementation. Use of the contingency line needs to be approved by all donors within either the Strategic or Technical Steering Committee.

With regard to environmental and climate targeting, it is estimated that approx. 30% of the budget of SO1 contributes to climate adaptation. Considering the current indicative budget for SO 1 is EUR 13,561,750, the Danish share (approx. 17%) of this 30% climate adaptation would be EUR 691,649.27/ DKK 5,165,350.87.

Annex E – Partner Risk Management Matrix

The risk matrix below provides an overview of key contextual, programmatic and institutional risks. It includes both risks provided by consortium partners in their proposal, as well as risks identified by the Danish Embassy.

Risks will be reassessed and the matrix revised regularly in order to facilitate adaptive management.

Contextual Risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Security and Access Instability	Likely	Significant	Continuous context monitoring; maintain adaptive planning and remote management capacity; strengthen coordination with local authorities, UNDSS, and INSO for timely alerts; when relevant, deconfliction by AFD through the French-US ceasefire mechanism and the LAF B2 FAL Military Intelligence Services; apply WeWorld's Country Security Plan (CSP) and contingency plan and put certain activities on pause if necessary; in case of an escalation, use of the OCHA humanitarian notification system.	Residual risks will remain as long as there is no political settlement of the conflict and disarmament has not taken place	Despite the ceasefire agreement, sporadic airstrikes and armed group activity persist in South Lebanon and Bekaa. Restricted mobility and field access could disrupt works, monitoring, and community engagement.
Economic and Financial Fragility	Almost certain	Major	Adaptive financial management; conduct rolling cost and market analyses; maintain flexible procurement and multi-currency budgeting; establish contingency reserve to offset exchange volatility. The project itself seeks to address poverty, especially for vulnerable groups through varied livelihoods support.	Residual risks likely to remain	Persistent hyperinflation, currency depreciation and liquidity shortages continue to undermine payment systems and procurement reliability, risking delays and cost escalations. This could trigger challenges with partner budgets as prices increase and exchange rates become unstable. Increasing poverty, especially impacting vulnerable groups.
Sectarian Tensions	Likely	Major	Maintain focus on inclusion of all groups, no matter background. Ensure that criteria for the provision of support are transparent and well-communicated. Where possible, include inter-communal activities within programming to encourage peaceful coexistence. Ongoing monitoring of the situation to inform decision-making and adaptive management.	Residual risks remain, especially in terms of refugee-host community tensions which have reached high levels and local trigger points are unpredictable	There has been mounting pressure in recent years within Lebanon's confessional system but the regional tensions, not least those related to disarmament, alongside the demographic changes occurring, have compounded the situation making it much more inflammable, especially at local level.

Negative Sentiments towards Refugees	Likely	Major	Ensure that programming is conflict sensitive, inclusive, needs-based and participatory (including both refugees and host communities). Where possible, include inter-communal activities within programming to encourage peaceful coexistence. Ensure that criteria for the provision of support are transparent and well-communicated. Ongoing monitoring of the situation to inform decision-making and adaptive management.	Residual risks likely to remain	There is an increasing scapegoating of Syrian refugees who are being blamed for Lebanon's economic and social problems. While this has varied causes and contributing factors, the fall of the Assad regime in Syria and upcoming elections are expected to cause increased pressure for forced returns / deportations, further restrictions and discrimination against refugee communities.
Socio-economic and Security Consequences of UNIFIL Closure as of 2027	Almost certain	Major	With regard to the security aspects – see the risk response for "Security and Access Instability". With regard to the socio-economic aspects – see the risk response for "Logistics and Supply Chain Disruptions".	Residual risks likely to remain	With UNIFILs expected drawdown in early 2027, there will be security consequences given the support that UNIFIL has provided to the LAF, but also socio-economic consequences given that UNIFIL was a large employer and its contingent contributed to the local economy through consumption.
Further Cuts to Humanitarian and Development Aid and no IMF deal	Almost Certain	Major	While decisions are usually made in capitals, present the project – and the case for investment in recovery at this time – to other donors in order to encourage investments or at least to discourage large-scale cuts. Project implementation through an area-based approach to try to centralize the limited resources to make a tangible difference.	Risk likely to remain while other major crises taking priority (e.g. Ukraine, Syria, Gaza) and no reforms from the government	Cuts to humanitarian and development aid to Lebanon have already been felt in 2025 and are expected to worsen in 2026 and onwards, including with funding potentially reprioritized by donors to recovery in Syria given increasing refugee returns. With these cuts, and a high risk of no IMF deal to trigger larger-scale loan funding for reconstruction and recovery, the majority of needs in conflict-affected areas will be not be addressed in the near future.
Change of Political Leadership after the Next Election	Likely	Major	Build strong connections at the technical level with staff likely to remain in their roles; sign MoUs where possible to try to ensure ongoing collaboration despite political changes; ensure a government engagement approach that does not rely too heavily on specific persons. At a political level, engage with possible new ministers.	Residual risks likely to remain	Parliamentary elections are expected for May 2026 and it is uncertain what the outcome will be, including the changes in the ministers. Depending on the outcome at both the PM/Presidential level and the line ministry level, the project goal of strengthening government leadership will be more or less challenged.

Programmatic Risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Access Constraints	Likely	Major	Maintain effective and regular contacts with approving authorities and communities at various levels. Present initiatives as benefitting all groups present in the area. Undertake joint visits and escalate access concerns when necessary. Information-exchange with other actors operating in the same areas.	Residual risks remain and will be unpredictable.	Local power holders may control access to certain areas. There are also likely to be security concerns restricting access, especially if war breaks out again.

Logistics and Supply Chain Disruptions	Likely	Major	Pre-position critical materials, diversify suppliers, and establish framework agreements to ensure continuity. Implement flexible delivery schedules.	Residual risks likely to remain	Power outages, road closures, and import bottlenecks may delay delivery of materials for WASH and agriculture rehabilitation works.
Social and Political Tensions	Likely	Significant	Promote social cohesion and inclusive participation through transparent selection, robust community dialogue/consultations, and accessible Feedback, Complaint and Response Mechanisms (FCRMs). Use of the DK-funded CSMF data to track tensions.	Residual risks likely to remain	Deep sectarian divisions and host-refugee competition for scarce resources risk triggering grievances or local opposition to project interventions.
Environmental Stress and Climate Risks	Likely	Major	Integrate climate-resilient approaches in agriculture and WASH; apply WeWorld's Environmental Safeguards and Green Procurement Policy; promote local reforestation and soil protection.	Residual risks likely to remain	Recurrent drought, pollution, and poor waste management threaten project sustainability and increase environmental degradation in the South and Bekaa.
Rising Humanitarian Needs	Likely	Major	Focus on HDP-nexus approaches, including learning from similarly fragile contexts; explore collaboration with Ministry of Social Development (MoSD) to identify cash-beneficiaries, who could be supported to access work; generally consider vulnerability and marginalisation in beneficiary selection.	Residual risks likely to remain	With funding cuts from donors, no sustainable resolution to the security situation with Israel, and the withdrawal of UNIFIL, humanitarian needs will increase, making it difficult to focus on longer-term resilience/nexus approaches to build sustainability.
Increasing restrictions on refugee inclusion	Likely	Major	Highlight the importance of inclusion as coming from the donors; do not bring too much attention to the issue of inclusion at the national level unless absolutely necessary; if no other way, identify ways to include refugees and other marginalized groups in separate activities.	Residual risks likely to remain	Lebanon has had increasingly tough political rhetoric related to refugee inclusion, including restrictive measures at the local level. With the change in regime in Syria, there is increased focus on return as opposed to providing opportunities in Lebanon. With the upcoming parliamentary election, this is likely to be exacerbated further.
Interference by authorities in programme decision-making (especially at the project level)	Likely	Major	Ensure authorities are consulted at the local level and utilize potential for exemptions/flexibility to restrictive policies. Ensure existing inclusive and equitable approaches are maintained. Through adaptive management, partners are to redirect funding from areas where interference crosses red lines. Ensure a unified, principled approach from donors and the consortium regarding red lines. Engagement at ambassador level with relevant ministers, where necessary/relevant.	Residual risks likely to remain. However, all partners are experienced in navigating local bureaucracies, which will reduce this risk.	Depending on the specific ministers/ministries involved, as well as municipalities, there may be attempts at steering project funding to specific partners or beneficiaries.
Complexity of the planning and operating environment means that project	Likely	Minor	Ensure robust monitoring and regular dialogue with partners so that issues are detected and resolved early on. Apply adaptive management approaches.	Residual risks likely to remain	The partners have been selected because of a proven track record, although the complex and changeable context presents some clear challenges. Nonetheless, all partners have systems that promote participatory planning and include

objectives are not met or not met in full or that timelines are not met.					monitoring arrangements enabling them to detect issues and propose solutions.
Bureaucratic delays to approval processes	Likely	Major	Ongoing consultations with relevant authorities to ensure project buy in and clarity about existing approval processes. Maintain effective and regular contacts with approving authorities including at high levels. Present initiatives as benefitting host communities as well as refugees/ returnees, and in line with governmental priorities. Ensure partners have considered bureaucratic approvals – when and where necessary - in their work plans.	Residual risks likely to remain	Previous projects have been delayed due to slow processes with approving, for example, selection processes for beneficiaries or Environmental Impact Assessments. The reasons for delays include attempts at political interference or a lack of capacity in the given public institution. In the end these projects succeeded by using a combination of measures described in the risk response column.
Partners lack sufficient capacity to implement according to plan and/or prove unadaptable to changes in context	Unlikely	Major	Ensure robust monitoring and regular dialogue with partners so that capacity issues are detected and resolved in a timely manner. Apply adaptive management approaches so that areas requiring stronger capacity are prioritised and programming is adjusted based on need.	Risks will be reduced but not eliminated	The partners have been selected because of a proven track record, although the complex and changeable context presents some clear challenges. Nonetheless, the partners have systems that promote participatory planning and include monitoring arrangements enabling them to detect issues and propose solutions.
Negative perception by government of implementing partner(s)	Likely	Major	Ensure authorities are consulted at an early and ongoing basis at various levels (national, regional, local) to identify any issues early on. Transparent and open dialogue to understand root causes, and identify ways to address negative perceptions/ disagreements. Serious disagreements to be escalated to the technical or strategic steering committees for donors to decide on a joint way forward.	Risks will be reduced but not eliminated	The partners have been selected in a transparent process, based on a proven track record of collaboration with either the EU or AFD. There is potential for various types of frustration between the government and implementing partners, such as government preferring funding by be provided directly to them, technical disagreements about approach or focus, as well as more conflicts between specific persons.
Complex and labor intensive governance and management arrangements make partners unable to implement according to plan and/or unadaptable	Unlikely	Major	Ensure a thorough review of governance and management structures during the inception phase to clarify division of responsibilities and decision-making authority. During the inception phase, assess at the consortium and donor level whether current structures require adaptations to be more efficient/clear/suited to the context. Ongoing fine-tuning during project implementation of the governance and management arrangements.	Residual risks likely to remain	The number of partners in the consortium was limited to five to avoid a more complex setup. Several of the partners have worked together previously and all have consortium experience, which means they will not be starting from scratch. While having a two-level Steering Committee adds an element of complexity, engaging both the technical and political level is necessary to support the aim of building government ownership and engagement.

to changes in context					
Internal disagreement/ collaboration challenges between consortium partners	Unlikely	Major	Ensure a thorough review of governance and management structures during the inception phase to clarify division of responsibilities and decision-making authority. Development of clear guidelines on how to address disagreements, and when to raise these with donors/ with the Technical Steering Committee.	Residual risks likely to remain	The partners in the consortium have worked together previously and all have consortium experience, which should reduce the likelihood of major collaboration challenges.

Institutional Risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Institutional weakness resulting in limited ability to engage in the project and limited long-term sustainability	Likely	Major	Early and ongoing engagement relevant governmental institutions to clarify roles, responsibilities, priorities and capacities; formalize partnerships through MoUs; ensure regular joint monitoring; and provide technical support to municipalities and ministries to improve capacity and accountability; develop a detailed exit and sustainability plan incl. a roadmap for progressive handover of services and activities.	Residual risks likely to remain	Public institutions operate under severe fiscal and capacity constraints, affecting coordination and accountability. Structural weaknesses, staff turnover, and political fragmentation limit institutional capacity and slow coordination with public bodies.
Institutional Legitimacy / State Authority Risk	Likely	Significant	Support state-led recovery and visibility through collaboration with different local authorities and ministries; where possible reinforce state-led service delivery and coordination mechanisms; focus on participatory service delivery and accountability; ensure visibility for state actors.	Residual risks likely to remain	Weak state presence and parallel governance systems – particularly in the South - risks undermining legitimacy and allowing non-state actors to fill service gaps. Strengthening public institutions is critical for stabilization.
Indirect/ unintentional support to non-state actors or legitimisation of an actor perceived illegitimate	Likely	Significant	Funding will not be given directly to municipalities to manage, though they will be part of the prioritization exercise and will receive capacity support; contractors will be screened against AFD exclusion criteria, including UN, EU and French sanctions listings and will be required to ensure and certify (in the form of an integrity statement) that their subcontractors and vendors are not subject to any exclusion case; strong strategic communication plan to ensure that credit for delivered activities goes to legitimate actors; community outreach and communication to address any misinformation; close coordination with other actors operating in the South and the Bekaa, particularly countries engaged in CIMIC activities with the LAF.	Residual risks – including reputational - likely to remain	Politically elected Hezbollah officials take credit for development projects funded by Denmark and partners, thereby strengthening the position of the party in the eyes of local communities, as opposed to the central government.
Inadvertent harm caused through	Unlikely	Major	Ensure that partners use conflict-sensitive, inclusive and participatory planning processes that bring to	Residual risks likely to remain	Poorly planned activities can cause unintended consequences at the local level potentially affecting power dynamics,

programme interventions			light potential risks. Ensure that monitoring focuses on these risks. Ensure feedback from beneficiaries.		exacerbating existing inequalities and local tensions and potentially contributing to localized violent conflict.
Safety risk to implementing partners	Likely	Minor	All partners have rigorous safety procedures that will be utilised. Adaptive management whereby project activities will be revisited should the security situation change	Residual risks likely to remain	Unpredictable and ongoing violence in the South and the Bekaa means there is a chance of personal safety risks that may affect partners and beneficiaries.
Substitution risk by providing support through INGOs instead of through the government	Likely	Major	Continual push by donors for partners to identify different state institutions at the local, regional and national level to be engaged actively in the project, and to the extent possible not create parallel systems but make use of government service providers. Where it is not possible, ensure support provided is aligned with national systems to facilitate future integration. Capacity building of state entities during the project period to prepare them to take over activities in the medium term.	Residual risks likely to remain	At the current time there was no government-led recovery project available, and therefore, given time sensitivities, donors have gone ahead for an NGO consortium. This means that there is need for innovative and strategic thinking about how to involve government entities – especially given their reduced capacity, resources and staffing – and to build their leadership and ownership.
Financial irregularities or diversion of funds	Likely	Major	Financial management procedures and compliance checks/audit. Communication to partners on MFA zero tolerance towards corruption and continuous dialogue with partners on how to mitigate risks and detect possible cases of irregularities. Ensure whistle blower hotline/mailbox and other reporting mechanisms. Ongoing outreach to communities to transparently share selection criteria and project goals, as well as sharing the Complaint, Feedback and Response Mechanism (CFRM).	Residual risks likely to remain	Project resources may be misused or diverted. In worst case there may be corruption/fraud.
Weak harmonization amongst aid agencies leading to duplication of efforts – lowers cost effectiveness and value for money	Unlikely	Minor	Creation of a project Advisory Board, which includes other actors and donors engaged in similar geographic or thematic areas, to help support cross-project learning and reduce the risks of duplication. Consortium partners to participate in relevant technical working groups and other fora to ensure coordination. Donors, incl. Denmark, to ensure coordination of the project vis-à-vis other projects they fund.	Risk reduced	Provision of overlapping services/inputs from over-crowding or weak harmonisation of assistance, leading to resource wastage and beneficiary confusion, and potentially reduced aid efficiency
Sexual exploitation and abuse by partner staff	Unlikely	Major	Ensure partner due diligence and compliance with protocols, including the maintenance of several accessible reporting channels. Awareness raising by partners to beneficiaries about unacceptable behaviours and how to report it. Training of all consortium staff on PSEA and reporting requirements.	Risk reduced but cannot be eliminated	There is a risk of SEA that is exacerbated by the focus on vulnerable groups, especially women, girls, refugees, people with disabilities, etc.



Annex F – Partner Selection (Direct Award)

On 18 August 2025, the Embassy received a concept note from Agence Française de Développement (AFD) for a project they were designing with the Delegation of the European Union focused on recovery in conflict-affected areas of Lebanon. The project builds upon partnerships and lessons learned from previous AFD and EU engagements in terms of agricultural, employability, entrepreneurship and local governance.

At the time, the Embassy was in the identification phase for the DKK 40 million recovery funding that had been approved in January 2025. The Danish scoping process was guided by the following considerations: (1) how to support the extension of (non-military) State sovereignty and legitimacy, particularly in the South, (2) how to quickly address the vast post-conflict needs, and (3) to do so in sustainable manner, while (4) ensuring inclusivity across different population groups (i.e. age, gender, disability and refugee/IDP/host community status), and (5) work with other likeminded donors, to mitigate risk and increase aid-efficiency.

During the scoping process, the Embassy also considered a programme formulated by the United Nations, a World Bank recovery programme (LEAP), as well as proposals from INGOs.

The Embassy made an assessment of whether the engagement should be put out as a call for proposals, but decided to opt for a direct award approach with a grant to AFD based on the following considerations:

- 1) The Embassy had been closely following the reconstruction and recovery agenda from January 2025, and thereby mapping the existing initiatives. The only directly government-led programme related to recovery and reconstruction was the World Bank USD 250 million loan-funded *Lebanon Emergency Assistance Project (LEAP)*. However, the only donor considering complementing the LEAP funding is France, who are assessing whether to provide an additional EUR 75 million loan focusing on the water sector. No other donors have considered providing grant funding through the LEAP at this time, and the Embassy assessed that the funds available would have a bigger impact and visibility if targeted at recovery (soft) activities rather than reconstruction (largely

infrastructure) activities. Also it was clear that the programme would not be able to deliver swift support due to complicated approval processes – it has, for example, yet to be ratified in Parliament.

- 2) The Embassy's scoping also indicated that there were few donors that had allocated additional grant funding for post-conflict recovery. Most other donors had hard conditionalities related to reconstruction and recovery linked to the passing of financial reforms by the Government of Lebanon, including an IMF deal, or disarmament. Others continued to await stronger government leadership on the recovery agenda. The Embassy assessed, based on dialogue with like-minded donors, that given that opportunity currently open to support the government to reassert State sovereignty in line with UNSCR 1701, as well as large unaddressed needs stemming from the conflict, that such hard conditionalities should not be put on smaller scale recovery funding, such as the DKK 40 million that Denmark had available.
- 3) Meanwhile, the two other donors, who had recovery grant funding available – the EU and AFD – had conducted their own scoping exercises based on what projects existed and an assessment of the lessons learned from their previous investments. This led to the development of a joint concept note for a project entitled *Economic Recovery in Conflict-Affected Areas of Lebanon, 2026-2030*.
- 4) Given that Denmark, the EU and AFD/France, were the only donors currently ready to provide grant funding for recovery, and that there was alignment between the donors' respective approach to recovery, the Embassy assessed that it would be strategically preferable to pool resources, also with a view to sharing risks and expertise. AFD has longstanding experience in implementing projects in Lebanon, including on agriculture, support to MSMEs and local governance. Beyond their in-house technical expertise, they also have high-level policy access through their affiliation with the French Embassy and long-standing political relations between France and Lebanon. The EU equally has technical expertise in the thematic areas of the project, as well as technical and political/policy access with the government. Collaborating together under the same project framework ensures a harmonized donor approach and reduces the likelihood of duplication, which is appreciated by the government. The project thereby also supports an unofficial Team Europe approach, facilitating

joint messaging about the commitment of European partners to Lebanon's stability and recovery.

- 5) Providing the Danish funds to this joint project also allows Denmark to maximise the impact and visibility of its contribution.
- 6) Last, but not least, delegating the funding allows Denmark to benefit from AFDs systems of fiduciary control, results monitoring and thematic expertise. It also simplifies project management given that the EU also intends to delegate their funds to AFD. The Embassy has three times previously delegated funding to AFD in Lebanon – two projects which remain ongoing – with positive results.

Annex G – Synergies with Other Danish Interventions

The project has been designed to operate in close synergy with five complementary interventions supported by Denmark and other international partners: (1) the *Strengthening the Defensive Posture of the Lebanese Armed Forces in the South of Litani Sector* project, (2) the *Supporting Stability in South Lebanon* project, (3) the *Promotion of Agricultural Livelihoods and Employment through Investment in Land Reclamation and Water Reservoirs* project, (4) the *PSF Programme on LAF Support 2024–2025*, and (5) the *Conflict Sensitivity Monitoring Facility (CSMF) 2025–2027*. Together, these projects constitute a coherent, mutually reinforcing approach to stabilisation, recovery, and the re-establishment of State authority in the aftermath of the conflict.

The Danish support project for LAF (non-ODA funds) entitled *Strengthening the Defensive Posture of the Lebanese Armed Forces in the South of Litani Sector* funded through the Peace and Stabilisation Fund and initiated in October 2024, aims at provide immediate support to the multi-donor Southern Border Security Support (SBSS) project in the form of equipment and training support to the LAF to increase its presence in the South of Litani Sector in line with UNSCR 1701. The present project will be highly supportive by focusing of the non-military ways of expanding Lebanese State authority.

The *Supporting Stability in South Lebanon* project, which was approved in 2023 before the war and now adapted to the post-ceasefire context, provides the security and governance foundation for recovery by reinforcing the presence of legitimate state institutions and promoting community trust in national structures. Its focus on municipal capacity, local dialogue, and inclusive service delivery creates the enabling environment in which the *Economic Recovery in Conflict-Affected Areas of Lebanon* project can advance livelihoods rehabilitation, agricultural recovery, and employment generation. Coordination mechanisms between the two projects will ensure that economic investments are aligned with evolving stability and governance conditions, avoiding duplication and maximising impact.

The PSF Programme entitled *Comprehensive Support for Implementation of the Ceasefire Agreement in Lebanon 2025–2027* underpins the broader stabilization framework by strengthening the Lebanese Armed Forces' operational readiness, and civil-military coordination (CIMIC), and role in maintaining security and the rule of law across southern Lebanon. The present project will complement these efforts by supporting the non-military dimensions of recovery in the same geographic areas. The synchronisation of LAF deployments and recovery interventions will be critical to demonstrating the state's capacity not only to secure but also to serve its citizens. This coordinated approach will enhance confidence in public institutions and reduce the vacuum that non-state actors could otherwise exploit.

The proposed project will be implemented in complementarity with Denmark's regional Programme for *Support to Syria and Syria's Neighbourhood (3SN) (2024–2028)*, managed by the Danish Embassy in Beirut. While the 3SN Programme focuses on protection, basic services, and livelihood opportunities for refugees, internally displaced persons, returnees, and affected host communities in Syria, Lebanon, and Jordan, it shares a strong

geographical and thematic intersection with the present project's activities in South Lebanon. In particular, the Lebanon component of 3SN — implemented through the UNHCR and the Lebanese Red Cross — aims to maintain protection space and access to essential health and emergency services for refugees and vulnerable Lebanese. These objectives directly reinforce the stabilisation and recovery outcomes pursued under the *Economic Recovery in Conflict-Affected Areas of Lebanon* project. By improving local service delivery, livelihoods, and community trust in public institutions, both initiatives contribute to social cohesion and mitigate tensions between refugees and host communities.

In addition, the project builds on lessons from the Danish-supported FAO project *Promotion of Agricultural Livelihoods and Employment through Investment in Land Reclamation and Water Reservoirs*. This project faced delays due to political interference by the former Minister of Agriculture, who sought to influence grant distribution and beneficiary selection. Cooperation has since improved, but close alignment with the Ministry remains essential to strengthen institutions and public trust. Future interventions must ensure transparent selection processes, defined in consultation with the Ministry, but free from political influence. Clear governance mechanisms should outline roles and prevent bias, ensuring fairness, accountability, and consistency with national priorities.

Finally, the *Conflict Sensitivity Monitoring Facility (CSMF) 2025–2027* offers an independent, data-driven mechanism for monitoring community perceptions of recovery and security operations. Its risk monitoring and analysis will serve as an early-warning and adaptive management tool for all state-building interventions in the South. By linking the Economic Recovery in the South project to the CSMF platform, stakeholders will gain access to continuous, evidence-based insights on social cohesion, institutional legitimacy, and the inclusiveness of recovery processes. This feedback loop will strengthen the conflict sensitivity and responsiveness of project delivery.

Together, these interventions provide an integrated framework that combines security, governance, and socio-economic recovery. Their complementarity ensures that efforts to rebuild infrastructure and livelihoods in South Lebanon occur in tandem with the re-establishment of security, improved service delivery, and the consolidation of state authority. By coordinating closely with the LAF, local authorities, and monitoring mechanisms, the *Economic Recovery in Conflict-Affected Areas of Lebanon* project will help translate stabilisation gains into visible, inclusive recovery outcomes for affected communities.

Annex H - Process Action Plan (PAP)

Status	Action/product	Deadlines	Responsible /involved units	Comment/status
Done	Request and approval of financing	<i>January 2025 (1st frame hearing)</i>	Beirut	The funds were requested in order to respond to the new reality in Lebanon post-ceasefire, to address the large needs caused by the war and support the newly created reform-oriented government
Identification				
Done	Scoping exercise and final project selection	<i>February to mid-August 2025</i>	Beirut	Donor mapping of other countries with recovery funding + the results of the AFD scoping mission, identification of available recovery projects amongst UN, World Bank + INGOs, dialogue with RCO and UNDP as UN-lead on the recovery file about government priorities, review of general + sector-specific recovery needs assessments
Done	Review of AFD-EU Concept Note and decision to go ahead with this project	<i>18-22 August 2025</i>	Beirut	Based on a review of all available recovery project options, the AFD-EU concept note on "Economic Recovery in Conflict-Affected Areas, 2026-2030" was selected as the most promising
Formulation, quality assurance and approval				
Done	Kick-off meeting for the restricted partner consultation/ call for proposals	<i>1 September 2025</i>	AFD and EU	Based on AFD and EU scoping, the following partners have been invited to participate in the restricted consultations: WeWorld GVC, CIHEAM, LRI, JPII, Al Majmoua, IECD, NAWAYA, BeryTech, Concat, Codebrave
Done	Receipt of partner proposals under the restricted call for proposals	<i>14 September 2025</i>	Shortlisted partners	Each partner will submit a max. 4-page concept note outlining their potential contribution to a project consortium
Done	Beirut to share samples of concept notes with LÆRING	<i>17 September 2025</i>	Beirut	

Done	Evaluation of proposals	<i>15-17 September 2025</i>	AFD leads with input from EU and DK	
Done	Meeting with partners	<i>18-19 September 2025</i>	AFD leads with input from EU and DK	
Done	Meeting between donors to decide on partner selection	<i>22 September</i>	AFD leads with input from EU and DK	
Done	Beirut to provide input for DK desk appraisal TOR	<i>26 September 2025</i>	Beirut	
Done	Beirut to share the AFD appraisal ToR	<i>Once received from AFD</i>	Beirut	
Done	LÆRING to revert on DK desk appraisal TOR	<i>29 September 2025</i>	LÆRING	
Done	Beirut to organise a meeting btw LÆRING and AFD head of delegated partnerships and team lead for the appraisal mission	<i>02 October</i>	Beirut in coordination with AFD and LÆRING	
Done	Selected consortium partners start the development of the Project Document	<i>29 September – 15 October 2025</i>	Selected partners in dialogue with AFD, EU and DK	
Done	Project brief to be submitted to AFDs 3rd Committee	<i>13 October 2025</i>	AFD	
Done	Send draft project document from consortium partners to LÆRING for desk appraisal	<i>16 October 2025</i>	DK after receipt from AFD	Will send as soon as it is received from AFD
Done	Beirut to share finalized AFD appraisal ToR & programme	<i>17 October 2025</i>	Beirut	Will send as soon as received from AFD
Done	Agreement with LÆRING and TILSKUD on a simplified PAP	<i>28 August – 20 October 2025</i>	Beirut, LÆRING and TILSKUD	
Done	Beirut and LÆRING to finalize DK appraisal ToR		Beirut and LÆRING	
Done	AFD HQ Appraisal Mission	<i>20-24 October 2025</i>	AFD in coordination with EU and DK desk appraisal	
Done	DK LÆRING Desk Appraisal	<i>20 October – 18 November 2025</i>	LÆRING with input from Beirut and in coordination with AFD	
Done	Joint AFD-DK appraisal debrief	<i>23 October 2025</i>	AFD + LÆRING	All key issues to be raised to ensure time to incorporate changes

Done	AFD 3rd Committee	<i>27 October 2025</i>	AFD	Feedback to EU and DK afterwards
Done	AFD to send a report incl. conclusions from their appraisal mission	<i>14 November 2025</i>	AFD	
Done	Updating of the EU "Description of Action"	<i>07 November 2025</i>	AFD	
Done	Drafting of the internal MFA project document and annexes	<i>15 October- 31 October 2025</i>	Beirut	To be submitted to Pelle. <u>Guidelines for programmes, projects, country strategic frameworks & hard earmarked multilateral support</u>
Done	Finalisation of the project document	<i>17 November 2025</i>	Consortium partners and AFD, with input from EU and DK	LÆRING to have provided any feedback from the desk appraisal that requires changes in the partner project document prior to this date
Done	First draft of desk appraisal report sent to Beirut	<i>110 November 2025</i>	LÆRING	
Done	Feedback from Beirut on first draft of appraisal report	<i>12 November 2025</i>	Beirut	
Done	Final desk appraisal report integrating feedback from DK and potentially AFD and EU	<i>18 November 2025</i>	LÆRING	
Done	Signed appraisal (summary of recommendations)	<i>21 November 2025</i>	Beirut	Signed by the responsible desk officer and the Head of unit and attached to the project documents
Done	Checklist for approval by the Under-secretary for development policy: QA of required documentation	<i>21 November 2025</i>	Beirut	The filled-in checklist to be attached to the project document, appropriation cover note and signed appraisal (summary of recommendations and follow up)
Done	All documentation sent in P360 for the Under-secretary's endorsement via the Head of unit and LEARNING (Modtagelse i Bevillingssekretariatet)	<i>21 November 2025</i>	Beirut	*Note: "godkendelse betinget på AFDs board godkendelse d. 11. december". Follow <u>guidelines for approval</u> for projects 10-43M on pg. 6 <u>Required documentation:</u> <ul style="list-style-type: none"> • Forelæggelsesnotits – incl. expansion of geographical scope

				<ul style="list-style-type: none"> • Appropriation cover note • Final Project Document, including annexes A-G (new KIS format) • Signed appraisal (summary of recommendations and follow up) • <u>Checklist for approval by Under-secretary for Development Policy (DKK 10-43 million)</u> <p>P360 approval flow – check with Lotte Blom prior to initiating the approval to ensure the right approvers are selected:</p> <ol style="list-style-type: none"> 1) Ambassadøren i Beirut 2) "Bevillingssekretariatet" (Distributionsgruppe på P360) 3) Direktør for udenrigspolitik med vicedirektøren i cc (Ole på ferie fra d. 24. november) <p>Other relevant colleagues in cc.</p>
	LEARNING presents the grant for final approval by the Minister	<i>At latest 28 November 2025</i>	LÆRING	
	The minister approves the project	<i>1-3 weeks (19 December 2025)</i>	LÆRING submits the proposed project together with the minutes of meeting	<p>When Elsebeth or Ole have approved, then the bevillingssekretariat will submit the forelæggelsesnotits and cover note for the ministers approval with ref. to the approval of the Under-secretary. This can take up to 3 weeks from the case has been put in flow until the minister has approved as it needs to pass by direktionen. Sometimes it is quicker (5 working days), but it is calendar dependent. Therefore, important to submit in good time so there is time to resubmit in case of any</p>

				additional details from direktionen or the minister prior to approval.
	Beirut to agree on financial format for delegated partnership in dialogue with AFD and TILSKUD	<i>Mid-October to end-November 2025</i>	Beirut in dialogue with TILSKUD and AFD	<p>Marlene to lead. The following to considered:</p> <ul style="list-style-type: none"> • Agreement on 7% admin fee + potential staffing at AFD on coordination + StratCom • Governance structure – incl. that DK is not just an observer, what decisions DK + EU are involved in, how often it will meet • Report: annual or semi-annual • Audit: how to handle the non-audited costs at AFD level • Mandatory DK clauses <p>Potentially something on conversion rates of funds</p>
	Finalization of the AFD-DK grant agreement	<i>28 November 2025</i>	Beirut	
	AFD Board Approval	<i>11 December 2025</i>	AFD	<p>AFD to communicate board approval to EU and DK as quickly as possible</p> <p>Archiving of the confirmation of board approval with the minister approval</p>
Initial actions following the Minister's approval				
	LÆRING facilitates that grant proposals are published on Danida Transparency after the Minister's approval	<i>Mid-December 2025</i> <i>After Minister's approval</i>	LÆRING	
	Signing of delegated grant agreement with AFD	<i>Ideally 12 December 2025</i> <i>After Minister and AFD Board Approval</i>	Beirut	
	Register commitment(s) in MFA's financial systems within the planned quarter	<i>Ideally 13 December 2025</i> <i>After agreement is signed</i>	Beirut	

	Processing of payment request from AFD for the first transfer	<i>Early 2026</i>	Beirut	
	First transfer for AFD initiated	<i>Early 2026</i>	Beirut	