LEBANON RECOVERY FUND
PROJECT DOCUMENT COVER SHEET

<table>
<tr><td>Participating UN organization:
International Labour Organization (ILO)</td><td></td><td>Sector:
Environment</td></tr>
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Name:
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<tr><td>Project Title:
Green Jobs: Promotion of environmental sustainability through local economic development and employment creation in Akkar
(Green Jobs – Akkar)
Project Number:</td><td></td><td>Project Location:
North Lebanon – Akkar</td></tr>
<tr><td rowspan="2">Project Description:
The proposed project, which will be implemented jointly by ILO and the SAFADI foundation, in close collaboration with the Ministry of Environment and the Ministry of Labour, seeks to reduce the environmental impact of economic activities and enhance long-term sustain-ability in Akkar through local economic development and employment creation in green sectors and business activities. In achieving these objectives, the project will focus on two core areas and interlinked activities with green potentials in Akkar, namely organic agriculture and sustainable construction and refurbishment, and seek to create an enabling environment for green jobs and decent work at the local level by involving local institutions, businesses and workers.
The planned project activities include engaging local institutions in identifying and supporting sustainable green economic activities and green jobs; improving the local business environment, support services and access to financial resources for green businesses; as well as enhancing skills for green jobs and improving working conditions for men, women and youth in Akkar.
The project will also directly support the creation of green jobs in organic agriculture and sustainable construction and refurbishment through green pilot interventions, funding for green business ventures, as well as paid job placements, thus contributing to the overall economic recovery, employment creation and environmentally sustainable development in Akkar.</td><td rowspan="2"></td><td>Total Project Cost:
LRF: US$ 1,000,000
Government Input:
Other:
ILO (In-Kind/In-Cash contribution):
US$ 100,000
Total: US$ 1,000,000</td></tr>
<tr><td>Project Duration:
24 months</td></tr>
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Development Objective:

To reduce environmental impact, improve management of environmental resources and strengthen conservation and protection of biodiversity in Akkar through the promotion of green jobs and decent work in organic agriculture and sustainable construction and refurbishment.

Immediate objectives:

1. To create an enabling environment in Akkar for the promotion of green jobs and decent work in organic agriculture and sustainable construction and refurbishment through the engagement and capacity-building of local institutions, businesses and workers;
2. To directly contribute to green jobs creation in Akkar in organic agriculture and sustainable construction and refurbishment through green pilot projects, funding for green business ventures and paid green jobs placements for men, women and youth in Akkar.

Outputs and Key Activities:

Using a participatory approach involving relevant stakeholders at the national and community levels, the project will implement the following:

Component 1: Creating an Enabling Environment for Green Jobs and Decent Work in Akkar

Output 1.1: Green Jobs interventions are identified and developed in organic agriculture and in sustainable construction and refurbishment in consultation with local stakeholders;

Output 1.2: Enhanced capacities of and improved support structures for entrepreneurs to start-up businesses in organic agriculture and sustainable construction and refurbishment;

Output 1.3: Skills needs in organic agriculture and sustainable construction and refurbishment are identified and relevant training material is developed and trainings are carried out.

Component 2: Green Jobs Creations through Direct Interventions

Output 2.1: Local interventions and demonstration projects are successfully implemented by local institutions

Output 2.2: Access to financial resources for business activities in organic agriculture and sustainable construction and refurbishment is enhanced.

Output 2.3: Employment opportunities in organic agriculture and sustainable construction and refurbishment are enhanced through targeted job placements.

Output 2.4: Project management and advocacy

Working Group Review Date: _____

RRC Review Date _____

Steering Committee/Project Approval Group Approval Date _____

	Signature	***Date***	***Name/Title***
On behalf of:			
ILO:			_____
Chair, LRF SC			_____

1. Project Justification

The Green Jobs Programme is a joint global initiative by the United Nations Environment Programme (UNEP), the International Labour Organization (ILO), the International Organization for Employers (IOE) and the International Trade Union Confederation (ITUC) launched in 2007 in response to increasing challenges of climate change and environmental degradation and the need to provide decent work for all. The programme supports a concerted effort by national and local governments, employers and workers to promote economic growth and employment creation that integrates the environmental, economic and social pillars of sustainable development.

Green Jobs can broadly be defined as direct employment and decent work created in different sectors of the economy, and through related activities, which reduces the environmental impact of those sectors and activities, ultimately bringing it down to sustainable levels[1]. Combined with value chain development, enterprise development, and measures to enhance skills and employability, the Green Jobs approach can be adopted as an effective strategy at the local level to advance a development path that promotes economic growth and job creation while at the same time safeguarding environmental sustainability.

This proposed project seeks to achieve these objectives in the Caza of Akkar by supporting environmental sustainability through promoting employment creation and decent work in two areas and interlinking activities with green potentials, namely organic agriculture and sustainable construction and refurbishment. By engaging local institutions and stakeholders in identifying and promoting sustainable economic activities and green jobs, improving the local business environment, support services and access to financial resources for green businesses, as well as enhancing skills for green jobs and improving working conditions for men, women and youth, the project seeks to create an enabling environment for green jobs and long-term sustainable development in Akkar. The project also directly supports the creation of green jobs in organic agriculture and sustainable construction and refurbishment in Akkar through green pilot interventions at the local level, funding for green business ventures, as well as through job placements.

1.1 Socioeconomic situation in Akkar

Akkar is often classified as one of the most deprived regions in Lebanon, with the highest overall poverty and unemployment rates. The Caza of Akkar, with 203 villages and towns and an estimated total population of 285,000, is characterized as a relatively isolated but densely populated rural community, with inadequate infrastructure and limited sources of income and access to basic public services. According to estimates, Akkar is home to 12.5 percent of the poorest segment of the Lebanese population. 63.3 percent of families in Akkar live in poverty and 23.3 percent in extreme poverty. Akkar has the lowest average individual income level and the highest illiteracy rate in Lebanon. The housing situation in Akkar is poor, as over 42 percent of housing units are overcrowded and up to 20 percent lack access to electricity or running water. Transportation also constitutes a problem, due to poor road conditions and the lack of any viable public transit. The 2006 war and the Nahr al Bared war had devastating effects on the entire region, with severe direct and indirect

[1] UNEP and ILO (2008): *Green Jobs: Towards Decent Work in Sustainable, Low-Carbon World.*

damages to economic activities and trade, further aggravating the socioeconomic and poverty related challenges in Akkar[2].

Labour force participation in Akkar is estimated at 26.2 percent, compared to a national average of 34.1 percent. This low rate is partly attributed to low female participation in economic activities – 5.2 percent in Akkar compared to a national average of 14.8 percent – and partly to the demographic age structure, with 41 percent of the population in Akkar being less than 15 years of age. The high age-dependency rate constitutes a large burden on the working population, who have to support a larger than average number of dependants[3].

The main sources of employment in Akkar are agriculture and fishing (29.6% of the labour force), public administration and armed forces (17.6%), trade (14.3%), education (8.4%), industry (8.4%), construction (8.2%) and transport and communications (6%). The core economic activity in Akkar has traditionally been based around agriculture and farming. Agricultural land covers some 45,000 hectares or 56 percent of the total surface area of Akkar, divided into two major agricultural regions: the plain (Sahel) where potato, citrus trees and other agricultural products are cultivated, and the mountainous region, known for its olive trees and different kind of fruit trees. Livestock is also practiced throughout the region, involving sheep, goats, bees and poultry, while fishing is practiced in the coastal region. Other commercial activities in Akkar include wholesale and retail trading, services, construction, materials and mining, vehicle sales and maintenance, handicrafts and small-scale industrial activities, such as iron welding and aluminium. According to estimates, some 12,000 enterprises operate in Akkar, most of them defined as micro or small-sized, typically employing less than five employees[4].

The unemployment rate in Akkar is 13.5 percent, which is more than double the national average of 6.4 per cent. Difficulties securing productive employment are particularly common among youth, people with disabilities and women. Young people are often unqualified and face difficulties in entering the labour market, while people with disabilities, aside from a few exceptions, are often completely excluded from the economic life of the community. Women in particular face severe challenges in the labour market, as reflected in the low rate of female participation in the labour force in Akkar (5.2%). Major issues hindering female employment include the entrenchment of conventional gendered economic roles represented in limited available career options, limited professional skills among women, as well as the lack of policy or measures for skills upgrading and job market placements for women in Akkar. Women in Akkar work mainly in the households, while some are also employed in education, agriculture and handicrafts[5].

1.2 Environmental Challenges in Akkar

In terms of environment, Akkar is characterized by beautiful natural landscapes and rich biodiversity. It is home to the main green reservoir in the country, as well as important surface and groundwater

[2] MoSA, CAS and UNDP (2004): *The National Survey of Household Living Conditions 2004*; MoSA and UNDP (2007): *Progress in the Living Conditions in Lebanon between 1995 and 2004*; International Poverty Centre and UNDP (2008*): Poverty, Growth and Income Distribution in Lebanon*; YMCA (2009): *Vocational Training in Akkar – Current Status and Future Windows of Opportunity.*

[3] Ben-Sichou, Jean-Charles (2010): *Northern Akkar: Socio-Economic Assessment*; MoSA and UNDP (2000): *Akkar: a Story of Deprivation.*

[4] Mouchref, Aicha (2008): Forgotten *Akkar: Socio-Economic Reality of the Akkar Region.*

[5] Ben-Sichou, Jean-Charles 2010

resources. The 798 km^2 that constitute the Caza of Akkar contains a variation of landscapes and habitats, ranging from the long coastline and agricultural plain in the west to wild valleys, caves, cliffs and rocky landscapes in the east. The region boasts many varieties of forest, including junipers, cedars, turkey oaks and pines, rich avifauna and fish stocks. The rich natural environment in Akkar supports productive agriculture for a wide variety of crops as well as fishing. It provides different regulatory services (e.g. carbon sequestration, waste decomposition and detoxification, purification of water and air, crop pollination, pest and disease control) and supporting services (e.g. nutrient cycling and seed dispersal). The natural environment in Akkar also offers ample opportunities for recreational activities and nature-based tourism[6].

Regrettably, a combination of factors including a general lack of environmental awareness, inadequate basic infrastructure and poverty are posing serious threats to the environment in Akkar. Several natural areas are being threatened by overgrazing of livestock, logging, forest fires, haphazard urban development and overexploitation of biotic and abiotic resources, while fauna is reduced both in terms of variety and numbers by habitat destruction and indiscriminate hunting.

Air pollution is a major environmental and health problem in Akkar. A number of sources – including residential energy use (especially the use of firewood, charcoal or diesel for heating homes and water for domestic use), vehicle emissions, construction activities as well as the common but damaging practice of burning domestic and agricultural waste – are contributing to increasing greenhouse gas emissions and a range of local air pollutants in Akkar, such as carbon monoxide, lead, sulphur oxides and nitrogen oxides. The overall energy situation in Akkar is weak, which further ingrains people's dependence on environmentally unfriendly sources of fuel. Whereas the majority of villages in Akkar receive their electricity from Electricite du Liban, not all houses are connected to the grid. Significant instabilities and power supply interruptions are common in Akkar and the average electricity available per day ranges from only ten hours to twenty hours. Frequent power cuts put an additional burden on an already deprived population, forcing the ones that can afford it to invest in diesel generators[7].

Unsustainable agricultural practices, deforestation, and the poor management of solid waste and sewage in Akkar also constitute serious environmental challenges. While improper agricultural practices are contributing to soil erosion and impoverishment, and the depletion of underground water resources, over-fertilization, excessive and improper use of pesticides as well as the absence of proper waste management arrangements in the agricultural and livestock sectors are effectively contaminating sources for drinking and irrigation water and increasingly presenting serious threats to human health[8]. Overfishing and illegal fishing techniques, such as using nets with illegal mesh-size and the use of dynamite, are also having a damaging effect on coastal marine habitats and the long-term sustainability of fisheries[9].

In a number of villages, solid domestic waste is collected by private contractors or by the municipality and transferred to open dumpsites nearby. In others, where no waste collection systems exist, solid waste is burned or dumped directly into valleys and rivers. The situation is worse in the commercial

[6] MoE and UNDP (2011): *State and Trends of the Lebanese Environment 2010*; MA and WRI (2005): *Millennium Ecosystem Assessment - Ecosystems and Human Well-being: General Synthesis*
[7] Mouchref, Aicha 2008
[8] MoE and UNDP 2011; MoE and LEDO (2001): *Lebanon State of the Environment Report*
[9] YMCA 2009

and agricultural sectors, as waste products such as old machinery, slaughterhouse waste, batteries and other hazardous waste materials are dumped directly into the natural environment. Akkar ranks second to last in Lebanon in terms of residential connections to the public sewage network, with only 24.8 percent of houses connected (Lebanon 66%, Beirut 98 %). Villages that have sewage networks often lack wastewater treatment plants, while others use sewage pits that do not meet minimum environmental or health requirements. As a result, untreated wastewater is regularly discharged directly into valleys and rivers, thus contaminating soils, surface and groundwater sources[10].

The socioeconomic and environmental challenges facing Akkar are often reinforcing each other. Limited economic alternatives, unsustainable agriculture and fishery, insufficient basic infrastructure for the handling of solid waste and sewage, and poor energy-provision, are all causing environmental degradation in Akkar through mounting air pollution and contamination of soils and water. The degradation of the natural environment, in turn, is also negatively affecting income and employment generating activities such as agricultural production, fisheries and opportunities for tourism, while also posing increasing threats to human health, detrimentally affecting people's opportunities to attain education and secure productive employment. In a vicious circle, all of these factors are further aggravating poverty and environmental degradation in the region.

1.3 Promoting Green Jobs and Decent Work in Akkar

Preventing further deterioration of Akkar's natural environment requires increased emphasis on local economic development and employment creation that supports rather than hampers environmental sustainability. Given the severe socioeconomic and poverty related challenges in Akkar, simply prohibiting certain environmentally damaging activities and practices will not be effective, especially if people's livelihoods depend on these activities. Instead, there is a need to promote a local development path that supports income and employment generation while at the same time reducing environmental impact and pollution, that enhances the sustainable use of environmental resources, and that protects or restores ecosystems and biodiversity.

The Green Jobs approach seeks to achieve the objectives of employment creation and environmental sustainability concurrently, thus making them mutually supportive rather than conflicting. Green Jobs are understood as direct employment created in different sectors of the economy, and through related activities, which reduces the environmental impact of those sectors, and ultimately brings it down to sustainable levels. This includes jobs that help to reduce consumption of energy and raw materials, de-carbonize the economy, protect and restore ecosystems and biodiversity and minimize the production of waste and pollution. The ILO, along with worker advocates, rightly emphasize that green jobs also need to be decent jobs, thus pairing concerns like energy efficiency and low emissions with traditional labour concerns, including wages, career prospects, job security, occupational safety and health, as well as other working conditions and workers' rights.

Activities that are income and employment generating as well as environmentally beneficial, and that have potentials for generating green jobs, are found in a number of different sectors in the economy[11]. This proposed project focuses on promoting green jobs in two specific areas and

[10] Mouchref, Aicha 2008

[11] Globally such green sectors and activities include: Delivering improvements in energy and resource efficiency, particularly in the building sector (new and existing built stock), but also industry and transport; Renewable energy (including biofuels and renewable technologies, such as solar thermal and photovoltaic); Sustainable mobility (i.e. mass transportation); Waste

interlinked activities in Akkar, namely organic agriculture and sustainable construction and refurbishment. The broader agricultural and construction sectors in Akkar provide employment for an estimated 28 thousand people, or about 37 percent of the active labour force, while a majority of local SMEs and micro-enterprises are concentrated in these sectors and in supporting activities. At the same time, however, conventional agricultural and construction practices carried out in Akkar incur the bulk of environmental impacts in the region, including intensive energy-use, greenhouse gas emissions, mounting air, water and soil pollution, as well as excessive waste generation. Promoting green jobs and decent work in organic agriculture and sustainable construction and refurbishment is therefore an effective strategy to support employment creation while at the same time reducing environmental impact in these sectors, thus enhancing both long-term economic and environmental sustainability in Akkar.

Organic agriculture can be defined as "*a production system that sustains the health of soils, ecosystems and people. It relies on ecological processes, biodiversity and cycles adapted to local conditions, rather than the use of inputs with adverse effects. Organic agriculture combines tradition, innovation and science to benefit the shared environment and promote fair relationships and a good quality of life for all involved*"[12]. Organic agriculture seeks to reduce the environmental impact of agricultural production, while at the same time providing income and employment generation in rural areas, through adopting techniques such as crop rotation, efficient irrigation systems, green manure, compost and biological pest control to maintain soil productivity and control pests, while avoiding chemical and synthetic fertilizers and pesticides that are harmful to the environment, agricultural workers as well as consumers[13].

The environmental, economic as well as social benefits of organic agriculture are well established. Organic agriculture enhances biodiversity, protects fragile soils, improves the nutrient quality of food, and ensures high standards of animal welfare. Organic agriculture also reduces greenhouse gas emissions and fossil fuel energy use, effectively sequesters carbon in the soil, cuts nutrient and pesticide pollution and stops potentially harmful pesticide residues entering the food chain, and further builds resilient farming systems capable of adapting to climate change and securing local food supplies[14].

Organic agriculture is practiced worldwide by 1.2 million producers in 141 countries, with production of organically grown food continuing to steadily increase by at least 15 percent per year. In 2009 the global market for organic agricultural products was estimated to be worth approximately USD 50

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management, composting and recycling of raw materials; Eco-industries related to prevention and pollution control (forest fire management, air, water, waste and site decontamination); Eco-friendly services (conservation, ecotourism, etc.); and activities involving the sustainable use of natural resources, including agriculture, forestry and fisheries, and activities relating to adaptation to climate change.

[12] Definition retrieved from the International Federation of Organic Agriculture Movements - IFOAM (*http://www.ifoam.org/growing_organic/definitions/doa/index.html*)

[13] Directorate General for Agriculture and Rural Development of the European Commission (*http://ec.europa.eu/agriculture/organic/organic-farming/what-organic_en*)

[14] Organic agriculture is widely recognized for its environmental sustainability. A recent study by the Asian Development Bank Institute recommends organic agriculture for its climate-friendly and resilient farming practices (International Food Policy Institute/Asian Development Bank 2009: *Building Climate Resilience in the Agriculture Sector of Asia and the Pacific*). FAO has specified organic agriculture as a promising way for agriculture to mitigate and adapt to climate change (FAO 2009: *Low Greenhouse Gas Agriculture: Mitigation and Adaptation Potential of Sustainable Farming Systems*) and the IPCC's Fourth Assessment Report – without mentioning organic agriculture explicitly – recommended many practices for reducing agricultural emissions already common practice in organic agriculture, such as recycling biomass waste as a nutrient source and integrating crops and animals into single farming production systems.

billion (constituting an increase of 207% from the year 2000). While the majority of markets for organic goods are in developed countries, developing countries are rapidly becoming important suppliers as organic practices are particularly suited for their climatic conditions and agricultural systems[15]. From an employment perspective, organic agriculture is both more labour-intensive than conventional agriculture and also provides a more evenly distributed labour demand throughout the year, as opposed to conventional agriculture, in which the demand for labour is much higher in the fall and spring. Organic agriculture also has a positive employment effect on interlinked activities, such as waste composting for organic fertilizers, conservation activities and eco-tourism[16].

Nationally, organic agriculture is still in its initial stages in Lebanon, however, it is forecasted to expand substantially in the coming years. According to the Green Jobs Assessment for Lebanon in the Agriculture and Forestry Sectors, organic agriculture currently provides green jobs for an estimated 680 people throughout Lebanon. According to a business-as-usual scenario, assuming a linear trend in the increase of organic area until 2020, the projected number of green jobs in organic agriculture, including farming, processing, labelling, marketing and trading activities, is expected to increase by at least 130 percent to 1,620 by 2020. Recent improvements in both marketing support and certification provided by Libancert and the Instituto Mediterraneo de Certification (IMC), and an increased consumer demand for organic agricultural products that meet environmental, health and safety standards both domestically and regionally, are further indicating that the sector has growth potentials far beyond the current forecasts. If provided with sufficient support to improve organic agro-businesses and enhance skills and knowledge of agricultural workers, and especially if potential export markets in the Gulf countries as well as in the European Union for organic products are successfully utilized, the expected increase in green jobs in organic agriculture in Lebanon during the coming decade is assumed to be substantially higher[17].

Although agriculture and farming, is the main economic activity in Akkar, employing an estimated 29.6 percent of the labour force, the introduction of organic agriculture in the region is still relatively modest in relation to other regions in Lebanon. Currently there are only three certified organic farms by Libancert active in Akkar, producing organically olives and olive oil, vegetables, aromatic plants as well as fruits and citrus. The main barriers for further expansion in this sector include lack of support to farmers for transition into organic agriculture, limited support structures and access to start-up funding for organic agriculture in Akkar, lack of support for certification, inadequate market access as well as limited awareness and available skills and training opportunities in Akkar on organic agricultural practices and techniques[18].

Sustainable construction and refurbishment, is understood as "*the creation and operation of a healthy built environment based on ecological principles and resource efficiency*"[19]. The sustainable construction of new buildings or the refurbishment of existing buildings seeks to reduce environmental impact emanating from the built environment by reducing resource consumption, applying re-use and recycling of materials and energy, and by protecting the natural environment

[15] IFOAM (2009): *Organic Agriculture – a Guide to Climate Change and Food Security*
[16] ILO (Draft 2011): *Green Jobs in Agriculture in Developing Countries*
[17] ILO and UNDP (2011): *Green Jobs Assessment for Lebanon: Agriculture and Forestry*
[18] Information provided by Safadi Foundation.
[19] Kibert, C.J. (1994): *Principles and a Model of Sustainable Construction*

and human health by minimizing or eliminating pollution, toxins and waste involved in the construction and operation of buildings[20].

Sustainable construction and refurbishment involves applying a number of different technologies, practices and solutions that minimize the environmental impact of the built environment. These can include architectural planning and insulation that reduces heating and cooling needs in houses, using energy-efficient appliances for lightning and cooking, and adopting renewable energies for electricity provision, space and water heating; using alternative and recycled materials in construction processes; as well as making use of rainwater tanks, water recycling and water-efficient designs and appliances to reduce water consumption. Apart from environmental benefits, such solutions also offer important cost-reductions for poor households, especially in energy-use, and improve the provision of electricity and water in marginalised and rural areas[21]. In terms of employment generation, sustainable construction and refurbishment, if sufficient support for technology transfer and skills training is made available, further provide significant opportunities for creating new jobs in a broad range of occupations involved in the construction sector and interlinked activities, including managers, foremen, architects, engineers, electricians, plumbers, carpenters, construction workers, builders, bricklayers, etc.[22]

The introduction of sustainable construction and refurbishment in Lebanon is a relatively recent phenomenon, but the sector is nonetheless growing rapidly. According to the Green Jobs Assessment for Lebanon in the Construction Sector, ongoing and planned green building projects in Lebanon, adhering to international green building standards, are expected to generate between 700 and up to 1,400 new green job opportunities annually during 2012-2020[23]. Energy-efficient sustainable refurbishment, especially installation of solar water heaters and energy-efficient lighting in existing buildings, is also showing strong growth potentials in Lebanon and has gained increased governmental backing and access to financial incentives in recent years. While this sub-sector currently employs an estimated 500 people in Lebanon, the number of green jobs in construction, assembly, installation and maintenance of renewable energy and energy-efficiency appliances in both public and residential buildings is expected to increase up to 2,600 by the year 2020[24].

Construction activities currently employ an estimated 8.2 percent of the active labour force in Akkar. The adoption of sustainable technologies, practices and solutions for increasing energy-, water- and materials-efficiency in construction of new buildings or in refurbishment of existing buildings is still relatively new in Akkar. With the support of the Country Energy Efficiency and Renewable Energy Demonstration Project Recovery of Lebanon (CEDRO) and international organisations photovoltaic panels and large scale solar water heaters have been installed in schools and hospitals in Akkar to increase energy-efficiency, reduce costs and provide relief from frequent electricity outages[25]. In residential houses in Akkar the use of solar water heaters (SWH) and rainwater tanks is still modest, predominantly installed on the initiative of private residents. Overall, the sector in Akkar is still however mainly relying on conventional practices, technologies and solutions for constructing new

[20] ILO (2010): *Green Jobs Creation Through Sustainable Refurbishment in the Developing Countries*
[21] ILO (Draft 2011): *Formulating Projects and Studies Concerning Labour Issues in Greening the Built Environment*
[22] ILO 2010
[23] ILO and UNDP (2011): *Green Jobs Assessment for Lebanon: Construction*
[24] ILO and UNDP (2011): *Green Jobs Assessment for Lebanon: Energy*
[25] On of these is the Abdallah Rassi Hospital, in which 48 SWH panels have been installed on the roof, effectively reducing costs of heating water via diesel generators. IRIN (2009): *Lebanon: Solar power helps schools, hospitals*

houses or for refurbishing existing ones. To facilitate a growth and employment in sustainable construction and refurbishment in Akkar, there is a need to engage local institutions in identifying and supporting green buildings initiatives, especially initiatives targeting energy-efficient refurbishment in public buildings; support entrepreneurs to start-up businesses in installation and maintenance of efficient technologies; as well as enhance available skills and training opportunities for workers in the sector.

Decent Work needs to be central in any strategy working towards promoting Green Jobs in Akkar. Decent work is defined as opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity[26]. There are today millions of jobs in sectors that are nominally in support of environmental goals but whose day-to-day reality is characterized by extremely poor practices, exposing workers to hazardous circumstances and substances that endanger their health and lives and involve indecent labour conditions. Agriculture and construction in Lebanon are considered as particularly precarious in terms of working conditions and occupational safety and health. The ILO identifies the two sectors, along with mining, as the most dangerous occupations, often lacking proper safety regulations and monitoring, insufficient workers' rights and regularly involving child labour. Every year agricultural and construction workers in Lebanon die or are seriously injured through work related accidents and neglect of proper safety rules, while workers are often exploited and seldom enjoy any social safety nets[27]. Any measure related to green jobs in these sectors needs therefore to be fully attentive to these problems and work towards their improvement and assure that the green jobs created also are decent.

Considering the difficulties for vulnerable groups to secure productive employment in Akkar, it is important to emphasize their involvement. Especially women and youth are often excluded from most economic activities and job opportunities in Akkar due to a number of social and economic barriers. In order to encourage their participation and assure that green jobs and decent work opportunities are also extended to them, it is necessary to involve these vulnerable groups from the outset of any measures and activities aimed at promoting green jobs.

[26] Decent work sums up the aspirations of people in their working lives – their aspirations for opportunity of income; rights, voice and recognition; for family stability and personal development; for fairness and gender equality. Ultimately these various dimensions of decent work underpin peace in communities and society and are central to reduce poverty. ILO and UNEP (2008): *Green Jobs: Towards Decent Work in Sustainable, Low-Carbon World*

[27] ILO and UNDP 2011

2. Project Approach

2.1 Project Objectives

In its pursuit of long-term environmental sustainability as an ultimate goal, this proposed project seeks to promote green jobs and decent work in Akkar as a local economic development strategy to generate employment and viable businesses at the local level, while at the same time reducing the environmental impact of economic sectors and activities in Akkar. The project will focus on two core areas and interlinked activities with green potentials in Akkar, namely organic agriculture and sustainable construction and refurbishment, and work towards engaging and strengthening the capacities of local institutions and stakeholders to identify and promote green jobs opportunities, improve the local business environment, support services and access to financial resources for green businesses, as well as enhancing skills for green jobs and improving working conditions for men, women and youth in Akkar. The project will also directly support the creation of green jobs in organic agriculture and sustainable construction and refurbishment in Akkar through green pilot interventions and projects, funding for green business ventures, as well as paid green job placements, thus contributing to the overall economic recovery, employment creation and environmentally sustainable development in Akkar.

The development objective of the project is to:

> To reduce environmental impact, improve management of environmental resources and strengthen conservation and protection of biodiversity in Akkar through the promotion of green jobs and decent work in organic agriculture and sustainable construction and refurbishment.

The immediate objectives of the project are to:

1) Create an enabling environment in Akkar for the promotion of green Jobs and decent work in organic agriculture and sustainable construction and refurbishment through the engagement and capacity-building of local institutions, businesses and workers;
2) To directly contribute to green jobs creation in Akkar in organic agriculture and sustainable construction and refurbishment through green pilot projects, funding for green business ventures and paid green jobs placements for men, women and youth in Akkar.

Towards achieving these objectives, the project will adopt a participatory approach, which consists of supporting local actors, including the public and private sectors, NGOs, CBOs, business development service providers, microfinance institutions, and target beneficiaries in the identification of local priorities and implementation of the corresponding interventions. The project will further work together with different local, regional as well as national organisations, stakeholders and networks relevant to organic agriculture and sustainable construction and refurbishment in order to support the implementation and sustainability of the project activities.

2.2 Project Strategy

The main activities in the project strategy are grouped into two components that directly support the immediate objectives and contribute towards achieving the development objective of the project. The components are closely linked and are planned to have a multiplier effect in terms of creation of

green employment opportunities in the sectors focused upon as well as in interlinked activities. The project strategy will be specifically achieved through:

Component 1: Creating an Enabling Environment for Green Jobs and Decent Work in Akkar

In order to promote green jobs and decent work in organic agriculture and sustainable construction and refurbishment in Akkar, it is necessary to create an enabling environment involving the local community and stakeholder, both public and private, that together can contribute to advancing employment in and the growth of environmentally sustainable sectors in Akkar. The project will therefore commence activities by engaging and strengthening capacities of local institutions to identify and support green jobs interventions in organic agriculture and sustainable construction and refurbishment; work towards improving the business environment, support structures and access to financial resources for green businesses; as well as enhancing skills for green jobs and improving working conditions for men, women and youth in Akkar.

To create an enabling environment for green jobs and decent work in Akkar, the project will at the outset carry out a territorial diagnosis and institutional mapping (TDIM) in the agricultural and construction sectors in Akkar to specify target areas and to identify key stakeholders. This will be followed by Participatory Value Chain Development (PVCD) for Green Jobs[28] in both organic agriculture and sustainable construction and refurbishment to identify and prioritize needed green jobs interventions, including pilot projects, business opportunities and skills needs in the two targeted sectors. In connection with the PVCDs, the management and technical capacities of local institutions to implement specified green jobs interventions will also be assessed and needed capacity-building conducted, in addition to training on green jobs concepts.

The project will seek to enhance the capacities of, and support structures for, entrepreneurs to start-up businesses in organic agriculture and sustainable construction and refurbishment in Akkar. This will include adaptation of ILO entrepreneurship training material, namely Start-Your-Business (SYB) and Simplified-Start-Your-Business (SSYB), to the targeted sectors as well as the local context in Akkar incorporating a green module in the trainings focusing on environmental sustainability and green jobs[29]. Furthermore, the project will deliver a training of trainers' workshop to train and certify Business Development Service (BDS) providers and Micro-Finance Institutions (MFI) in providing support for green businesses and start-ups in the targeted sectors, as well as carry out trainings for individual entrepreneurs and small and medium-sized enterprises interested in starting business activities in organic agriculture and sustainable construction and refurbishment.

In order to enhance skills for green jobs in organic agriculture and sustainable construction and refurbishment, the project will conduct a competency-based skill needs assessment in the two sectors and develop criteria for the selection of beneficiaries. In relation to the competencies to be

[28] Participatory Value Chain Development (VCD) for Green Jobs, builds on the well-established ILO Participatory Value Chain Analyses (PVCA), which is used to analyse economic sectors to understand the actors, processes and relationships within a given value chain, and provide a basis upon which to make evidence-based recommendations for interventions and policy. The Green Jobs VCD methodology seeks to integrate this approach with an assessment of the environmental and social outcomes generated by a given sector, with the aim of creating employment that is environmentally, socially and economically sustainable.

[29] Within green entrepreneurship, the ILO has integrated green modules within its training packages on Know About Business (KAB) and Start Your Business (SYB), which seek to provide support to entrepreneurs in greening existing business activities and starting new business in green sectors.

achieved, and the learning patterns of the students, the project will conduct short training courses to provide selected beneficiaries with needed skills for green jobs in the two sectors. To extend the sustainability of skills training in the area beyond the project lifetime, the project will also develop a strategy for incorporating green skills training in vocational training in North Lebanon with a proper certification system.

Finally, in order to promote the employment of women and youth and support Decent Work in the two sectors and the identified interventions, the project will develop a specific strategy for women and youth-participation in organic agriculture and sustainable construction and refurbishment, as well as conduct trainings for relevant local institutions, businesses and workers to enhance awareness of and knowledge on occupational safety and health in the two sectors.

Component 2: Green Jobs Creation through Direct Interventions

The project will further work towards generating Green Jobs in Akkar in organic agriculture and sustainable construction and refurbishment through direct interventions, including pilot projects, grants for green business ventures and paid green jobs placements in the targeted sectors.

Following the identification and prioritization in the PVCDs of needed green jobs interventions in the two sectors, the project will provide funds amounting to 220,000 USD for six green jobs pilot and demonstration projects that will be implemented by local institutions, thus contributing directly to the growth of and the creation of green jobs in organic agriculture and sustainable construction and refurbishment in Akkar. The interventions will be developed in close consultation with municipalities and detailed implementation plans will be formulated. While the responsibility for implementing the interventions will rest primarily with the selected municipalities and local institutions, the ILO and project partners will provide technical support and monitoring throughout the implementation.

In the area of sustainable construction and refurbishment, some examples of pilot projects that could be implemented by municipalities include replacement of conventional lamps with energy efficient Compact Fluorescent Lamps (CFL) and installation of solar water heaters (SWH) and Photovoltaic solar panels in public schools, administrative buildings and hospitals. Other small-scale projects could also include expansion of schools or hospitals (i.e. construction of units or classrooms), while utilizing sustainable construction techniques and solutions to increase energy-efficiency through for example alternative construction materials and improved insulation, lighting, water and space-heating. In terms of organic agriculture, municipalities and other relevant local institutions could use grants for implementing small-scale interventions to produce organic fertilizers that could be used in organic farms. The fund would cover the cost of collecting both domestic organic waste and crop residues from farms, in addition to the procurement and operation of the equipment needed for shredding and composting this waste.

In order to enhance access of financial resources for business activities in organic agriculture and sustainable construction and refurbishment, the project will provide grants (in-kind or in-cash) for green businesses in the two targeted sectors amounting to 220,000 USD. The grants will be allocated on competitive tender and business plans, in consultation with BDS providers and MFIs. In organic agriculture, the grants will be mainly targeted at providing financial support for organic farmers during the transition period from conventional to organic farming, providing financial support for certification, as well as for marketing services, while in sustainable construction and refurbishment

the grants will be targeted at businesses and start-ups entering the sector. The project partners will further provide technical support and counselling to the grant beneficiaries in order to ensure successful implementation of business plans.

Finally, the project will seek to enhance employment opportunities in organic agriculture and sustainable construction and refurbishment through targeted and paid job placements. This will involve identification of suitable job placement opportunities in consultation with employers and workers' organizations, provision of funds for job placements amounting to 60,000 USD for selected beneficiaries in green business activities, as well as monitoring and follow-up actions.

It is worthwhile noting that through the PVCAs the project will seek to identify linkages between the three types of direct interventions mentioned above and implement them in a synchronized manner in order to maximize benefits both in terms of environmental sustainability and creation of green jobs. For example, workers trained on sustainable construction and refurbishment could be employed through the project to support municipalities in the construction of green buildings or in green refurbishment of existing buildings, while municipalities investing in organic waste to fertilizer production in connection with organic agricultural farms will open up opportunities for both green business ventures and job placements.

The direct beneficiaries of the successful implementation of project activities include:

- **Local institutions**, including municipalities, local authorities, NGOs and CBOs, which will be involved in participatory value chain analyses and development for green jobs and capacity building in promoting and implementing green jobs interventions (25 local institutions and 100 beneficiaries will be provided participating in the activities and provided with capacity building and training);
- **Municipalities**, who will receive funding for the implementation of identified green jobs pilot interventions to promote environmental sustainability through local economic development and employment creation (funding will be provided for 6 green jobs interventions);
- **BDS providers and MFIs**, which will receive training and certification in conducting training courses on green start your business modules (25 beneficiaries will receive training and at least 6 trainers will be certified);
- **Entrepreneurs and SMEs**, which will receive training on starting businesses in organic agriculture and sustainable construction and refurbishment in addition to grants provided for green business ventures (60 individual entrepreneurs and/or SMEs will be provided with training and 20 green business ideas will be provided with grants); as well as
- **Men, women and youth in Akkar**, provided with skills training for green jobs and apprenticeships in green sectors (100 will be provided with targeted skills training, while 60 will be provided with paid job placements).

In order to assure the inclusion of young people and women, all trainings and capacity-buildings and job placements have specific targets to involve at least 20 percent youth and 20 percent women as participants or beneficiaries. A separate strategy for achieving these targets will be developed in the outset of the project.

As several project activities involve direct interventions channelled to the target areas, through funds for local green jobs interventions and pilot projects in organic agriculture and sustainable

construction and refurbishment constituting of USD 220,000, grants for entrepreneurs and SMEs in green business activities in the targeted sectors constituting of 220,000 USD, as well as paid green jobs placements for USD 60,000, the project will also indirectly benefit the wider community and households in Akkar.

The project strategy further foresees a range of **Project Advocacy Activities** to increase visibility and disseminate the results of the project to a broader audience as well as a **Project Advisory Committee (PAC)** to oversee project implementation. In line with the LRF guidelines on visibility, the project will implement a series of advocacy activities to raise awareness of the project objectives and interventions. This will include documenting lessons learnt and success stories, preparing policy briefs, and other awareness raising activities. A PAC will be established to monitor all the project activities and interventions to ensure national ownership, sustainability, and replicability of results in other areas in Lebanon (see further Management Arrangements).

2.3 Links to National Development Frameworks

The overall objectives of the project are in line with the national priorities; and the approach that will be adopted to achieve those objectives contributes to the overall vision of the recently launched "National Social Development Strategy for Lebanon". In particular, the project is directly linked to three elements of the strategy, namely: i) ***improving opportunities for equitable and safe employment*** through the promotion of green jobs and creation of decent employment opportunities; ii) ***revitalizing communities and encouraging the development of social capital*** through protecting the environment and preserving natural resources; and iii) ***encouraging socio-economic development*** through reducing regional disparities, improving the business environment for creation of green sectors in the more deprived communities of North Lebanon. Moreover, the project will partly contribute to a fourth element on ***protecting and empowering children and youth*** through engaging young people in the planning, needs assessments, and prioritization process in the project and through including some of the out-of-school youth in the training on green entrepreneurship and skills development for green jobs.

The project is very much in line with the Work Program of the Ministry of Environment (2011-2013), particularly in relation to climate change adaptation, promotion of biodiversity and natural reserves, municipal solid waste management, and mainstreaming environmental considerations into energy projects. In this context, the project also contributes to the implementation of some of the responses highlighted in the 2010 "State and Trends of the Lebanese Environment Report" jointly prepared by the MoE and UNDP. Thematic areas of particular relevance include: biodiversity conservation, land resources, energy, air quality, and solid waste. Moreover, the achievement of the project outputs related to promoting green entrepreneurs and development of individual skills possibly in the solar energy sector will support the realization of some of the objectives of the Policy Paper and Action Plan of the Ministry of Energy and Water Resources (2010).

Furthermore, given its focus on organic agriculture as one of the two sectors, on the hand and its dual objective to achieve environmental sustainability and promote employment creation, on the other, the project is also directly linked to the Agricultural Strategy and Programme of Action 2010-2014. As such, the project will contribute to the economic, social, and environmental dimensions of the Agricultural Strategy. In particular, the project – through its two immediate objectives and set of outputs and activities - will contribute to several priorities of the strategy, including: creation of job

opportunities, achieving balanced development between the regions, strengthening the role of women and youth in rural development, and conservation of natural resources.

The project also supports Lebanon's efforts in pursuing its international commitments, notably the Millennium Declaration and the Millennium Development Goals (MDGs). Specifically, the project will contribute to two of the eight Millennium Development Goals (MDGs), namely MDG 1 (poverty reduction), including both target 1A on halving poverty for those whose income is less than 1 dollar a day; and 1b on achieving full and productive employment and decent work, and MDG 7 on environmental sustainability. Through mainstreaming women in all decision-making processes, training and skills development activities, and improving their access to financial resources, the project will also indirectly contribute to MDG 3, namely: promoting gender equality and empowering women.

Finally, the project is also directly linked to Lebanon UNDAF (2010-2014), whereby it contributes to both outcome 4 on socio-economic development and regional disparities and outcome 5 on environmental sustainability. Specifically, through the promotion of employability and livelihoods in one of the most vulnerable areas in Lebanon, the project has an added value in the achievement of sub outcome 4.4 "I*mproved access to sustainable livelihood and employment opportunities in underserved areas, with specific focus on vulnerable groups*". Finally, the link to outcome 5 on environmental sustainability is specifically made through sub outcome 5.2, namely "*Increased effective national response to climate change reflected in national programmes and external assistance programmes" where there is a specific focus on the promotion of renewable sources of energy*.

3. Management Arrangements

3.1 Project Management and Role of Project Partners

The project will be implemented by the ILO in close collaboration with the Safadi Foundation and the Ministry of Environment and the Ministry of Labour. ILO will have the overall responsibility for the appropriate use of the recovery funds. In accordance with its administrative rules and regulations, the ILO will take responsibility for decisions regarding staff recruitment, contractual agreements, technical assistance, backstopping and project supervisions, procurement of equipment, monitoring and reporting.

Considering the complexity and multi-disciplinary nature of the project activities that have to be coordinated on a daily basis with diverse stakeholders at the local level, there is a need to work through a well-established organization that has strong presence in North Lebanon. Hence, after a series of consultations with local stakeholders, the ILO decided to collaborate with the Safadi Foundation in the implementation of this project.

The rationale behind the selection of the Safadi Foundation as a key implementing partner is three-fold. First, the Foundation - since its establishment in 2005 - has worked extensively in the domain of rural, agricultural and sustainable development in North Lebanon. In this context, it has proven its capacity to provide sustainable support to the local communities in Akkar region as well as its ability to collaborate and coordinate with international, national and local institutions. Second, it has succeeded in adopting participatory approaches in its interventions with proven ability to work with and closely engage young people and marginalized groups. Third, it has a wide network of local institutions and partners in North Lebanon in general and in Akkar, in particular, which can greatly facilitate the implementation of the project activities. Fourth, it has a well-established development center that is based in Akkar (Deir Dalloum). Since its establishment in 2007, this center has been providing technical and marketing services to farmers and agricultural cooperatives and has the appropriate technical and managerial human resources.

The ILO will take overall responsibility of project activities, and in particular in carrying out the planned activities relating to PVCAs, training of trainers' with BDS providers and MFIs, green entrepreneurship training, developing needed skills training material and promoting occupational safety and health and decent work, as well as advocacy. The ILO will furthermore, in close collaboration with the other project partners, prepare and oversee the implementation of green jobs pilot projects, grants for green business ventures, as well as job placements. The ILO has extensively carried similar activities both in Lebanon and in other countries, and can draw upon its global experience in implementing these activities.

The Safadi Foundation will especially focus on establishing relationship and communication with local communities and stakeholders in Akkar, and providing input in the two sectoral PVCAs, considering their extensive experience and knowledge of the local context. The Safadi Foundation will furthermore, take a primary role in selection of beneficiaries, grant distribution to green business ventures, and in overseeing and monitoring the implementation phase of green jobs pilot projects. An agreement will be signed between the ILO and the Safadi Foundation[30] to reflect the specific

[30] The Safadi Foundation will be subcontracted to implement specific components in the project in accordance with ILO rules and procedures.

components/activities for which the Safadi Foundation will have direct implementation responsibility based on its comparative advantages.

The Ministry of Environment will provide technical support to the project on environmental issues in relation to capacity building and awareness raising, assessment of sectors, and the identification and implementation of direct interventions. The Ministry will also ensure alignment of the project activities with the environmental strategy and the relevant environmental legislation and regulations. It will also coordinate with other line ministries and engage NGOs at the national and local level in order to support the project.

The Ministry of Labour will be directly involved in this project through assigning a focal point who will closely follow up on the implementation process through the project duration. In addition, the National Employment Office, which is affiliated to the Ministry of Labour, will support in establishing linkages between employers and workers, and identifying apprenticeship opportunities.

The project will recruit a National Project Coordinator (NPC) who will be responsible for the day-to-day implementation and coordination activities on behalf of the ILO. The NPC, in addition to short-term consultants will be physically placed in the premises of the Safadi Foundation; hence facilitating daily communication and coordination with the Safadi team responsible for this project (Safadi project team). Moreover, this arrangement will allow the NPC and short-term staff/consultants to benefit from the administrative and operational services provided by the Safadi Foundation, including support staff, facilities, communication and transportation equipment, etc. and have easy and quick access to Safadi's network and contacts of local stakeholders; which in turn is expected to contribute to the timely implementation of project activities.

The NPC will be specifically responsible for all managerial and key technical aspects of the project and coordination of its activities in line with the counterparts' priorities. S/He will also be responsible for communicating with the Safadi project team and following up on the day-to-day implementation of their project component. Ad hoc support staff may be recruited if needed and if they cannot be provided by the Safadi Foundation, while ensuring that the total personnel cost, including consultants does not exceed 20% of the total funds requested from the LRF. Technical support will also be provided by the ILO Regional Office for Arab States through its technical specialists in the fields of green jobs, small and medium-sized enterprises (SMEs), employment and skills, and in other fields as deemed necessary during the implementation of the project. This in-kind support that also includes the cost of conducting a final evaluation constitutes an amount of 100,000 USD[31]. Moreover, additional technical support from ILO HQ will be tapped on, particularly in terms of the application of the ILO standards tools, methodologies, and guides referred to in the previous section.

In order to ensure ownership of the project by the key stakeholders at the national and local level and sustainability of its results, a Project Advisory Committee (PAC) will be formed with representation from key stakeholders. As is the case in most projects implemented by the ILO, the PAC will be tasked with the following functions:

- Advise the project on strategic directions/decisions and support activities to be provided;
- Ensure the effective cooperation between all key stakeholders; and

[31] The amount of 100,000 USD constitutes 3.3 w/m of ILO ROAS specialists at the rate of 21,500 USD/month (standard rate for P staff) divided as follows: 1.8 w/m by the Green Jobs Focal Point, and 0.5 w/m by each of the Skills Specialist, SMEs Specialist, and Gender Specialist, in addition to 14,050 USD to cover the cost of the external evaluation of the project, and 15,000 USD corresponding to the cost of the car that will be provided by the ILO.

- Advise on the effectiveness of the ongoing activities, including any adjustments that need to be made to the annual work plan.

In addition to the ILO, the Safadi Foundation, and the Ministry of Environment (the key implementing partners of this project), the PAC will include representatives from key stakeholders, namely: Ministries of Labour and Agriculture, trade unions, Association of Lebanese Industrialists (ALI) and the Chamber of Commerce of Tripoli, and UNDP (given its engagement with the ILO in the implementation of socio-economic development initiatives in Akkar within the framework of the MDG-F programme). This committee will meet every six months during the project lifetime to undertake close coordination and monitoring of the project progress. The regular interaction among the key stakeholders and between them and the project team through the PAC meetings and stakeholders' workshops will build trust and enhance inter-organizational coordination and cooperation. Particular attention will be paid to equally involve women and men in the PAC and in the decision-making process.

The NPC will assume the secretariat function within the PAC; and therefore will be responsible for: preparing in advance the agenda and all documents that will be discussed during the meeting, including progress reports, updates on key achievements, issues and challenges that need to be addressed; and drafting the minutes of the meetings for the group's approval.

3.2 Monitoring and Evaluation

The project will be subject to monitoring, review, reporting and evaluation processes in line with the ILO policies and procedures and the M&E and LRF reporting requirements stipulated in the 2011 "Guidelines for Applicants".

One month after the recruitment of the NPC, the ILO will provide an inception report detailing a comprehensive work plan and any suggested changes to the activities envisaged to successfully achieve the projective objectives and outputs.

The NPC will prepare quarterly progress reports on project activities detailing progress achieved in terms of the scheduled programme of work, the problems and constraints emerging over the period, and recommendations for correcting them. In addition, a detailed workplan will be prepared identifying activities to be implemented for the following period. The ILO ROAS will send the reports to the LRF Steering Committee (SC).

As part of the standard monitoring activities of the ILO, technical specialists, programme backstopping officer(s), and M&E specialist at the ROAS will undertake regular field visits to project sites, meet with project counterparts and beneficiaries, and prepare technical reports detailing the project's progress, achievements/findings, and lessons learnt. These field reports will be discussed thoroughly with the NPC and the Safadi project team for any action that needs to be taken; and will be made available, upon request to the LRF M&E unit.

The NPC shall prepare a report at the end of the first year (annual report) to be submitted to the LRF Steering Committee for review and approval. The report shall reflect progress made in the first half of the implementation phase: whether activities are being carried out according to the project timeline, measuring progress made towards achieving project outcomes and evaluating the recorded impact and results of activities using performance indicators. A financial report will also be annexed

to this report reflecting project delivery. In this annual report, the risk assessments will be reviewed and the work plan may be slightly adjusted to reflect the lessons learned in the first half of project implementation. The report may recommend complementary measures that are required to improve project performance and advance or expedite the achievement of the project's expected objectives. Yet, in accordance with the LRF guidelines, any recommendations or adjustments in the workplan suggested by the annual report that will have financial implications such as inter-budgetary transfers exceeding 15% of the budget line amount will require separate submission to and approval by the LRF SC.

During the last month of project implementation, the project shall prepare and submit to the LRF SC a completion report for their review and approval. This completion report will assess the extent to which the project's scheduled activities have been carried out, the outputs produced, and the progress made towards achieving the immediate and longer term development objectives of the project. It will also make recommendations for any follow-up actions that may help to support the sustainability of the project.

A final independent evaluation will be conducted by an external evaluator upon project completion, in line with ILO evaluation guidelines (the cost of this evaluation will be directly borne by the ILO as part of its in-kind contribution to the project).

4. Assumptions and Risks

4.1 Lessons Learned and Sustainability

The project will draw upon the experiences gained through the implementation and lessons learned from the evaluation of the LRF (I and II) "Local Economic Development Programme in South Lebanon", particularly in terms of applying PVCA tools, and working closely with local institutions and stakeholders. Within the specific context of Akkar, the project will be informed by and draw on the lessons learnt from the mid-term evaluation of the ongoing MDG-F joint programme on "Conflict Prevention and Peace Building in North Lebanon". In particular, it will look closely into the recommendations of the recent evaluation of the ILO component in this programme, which is being implemented jointly with UNDP and focusing on local socio-economic development in Akkar. In this context, the project will build on the local capacities that have been developed within the local institutions in applying ILO methodologies.

This modality of work will ensure inclusiveness of key actors and ownership of the project by the local community; hence contributing to the sustainability of its results. Yet, in order to guarantee the integration of even some of the most vulnerable within the project (e.g. youth and women), the project will make additional effort and work directly with the local departments and field workers of the relevant line ministries, municipalities, and other local NGOs to facilitate a multi-cross screening of potential beneficiaries.

Moreover, the project will invest - throughout its activities – in the capacity building and training of local institutions, businesses and workers in Akkar; which in turn will enable them to continue supporting initiatives that promote environmental sustainability and the creation of employment opportunities. Likewise through capacitating and working through local BDS providers and MFIs , the project will create an improved business environment that continuously supports green entrepreneurship development, including green businesses, enterprises, and entrepreneurs that are expected to extend beyond the targeted sectors of organic agriculture and sustainable construction and refurbishment. Although in the short-term providing direct grants for green business ventures in Akkar is considered the most effective approach, in the long-term it is foreseen that MFIs will take over the role of supporting green businesses in Akkar in the form of micro-finance and loans, allocated on the basis of environmental performance and green jobs creation potential of prospective business plans. The knowledge gained among those institutions, businesses and individuals in the area of green economic activities and entrepreneurship can be built on and used in other areas of Lebanon.

While the skills development component will essentially target direct end beneficiaries, a strategy will still be developed in consultation with vocational training centres (VTCs) in order to assess the extent to which the developed modules can be integrated into the relevant curricula on green jobs. This strategy and consultative process with the VTCs will also contribute to the institutionalization of some of the developed curricula. In this context, the project will build on ILO's experience in other skills development projects that have worked closely with VTCs and employment offices to integrate certain training modules into their curricula and training programs.

Finally, the role of the Project Advisory Committee (PAC) will also be essential to ensuring project sustainability. The project will dedicate sufficient human and financial resources for the

documentation of lessons learned throughout the course of project implementation. These lessons learned will be presented to the PAC, which will subsequently internalize these lessons to avoid future repetition of mistakes and compile a list of best practices. These collected best practices will be endorsed by the PAC; and in turn widely disseminated at the national level in accordance with the LRF visibility guidelines. On its part, SF will build on its experience in this project and ensure, through its existing structures on the ground, that the lessons learnt in relation to the promotion of green jobs and implementation of local green interventions and activities be disseminated and the success stories replicated in other areas in the North.

4.2 Risks

The greatest risk would be that the volatile political and security situation in the region or in the country deteriorates, thereby impacting negatively on project implementation. With regards to the nature of this particular project, one major risk would be restrictions on movements to and within Akkar; which would also affect the pace and efficiency of the intended activities. Moreover, any conflict that may arise among the local institutions and parties in Akkar could also have a significant impact on the project as most of the activities require a great deal of coordination and collaboration among local players. Yet, in order to mitigate these risks, the project will build on the conflict prevention mechanisms developed in the MDG-F programme. Moreover, the engagement of local institutions and beneficiaries, including women and youth in all stages of the decision-making processes in the project will further mitigate these risks and help to enhance ownership, trust, and sustainability. To avoid underperformance by local partners, further capacity building activities will be implemented based on needs assessments. A comprehensive risk management and mitigation strategy will be developed by the ILO Regional Monitoring and Evaluation officer in the initial project phase.

Appendix B: Logical Framework

	Target	Measurable Indicators	Means of Verification	Important Assumptions
Immediate Objective 1				
To create an enabling environment in Akkar for the promotion of Green Jobs and Decent Work in organic agriculture and sustainable construction and refurbishment through the engagement and capacity-building of local institutions, businesses and workers				
Output 1.1				
Green Jobs interventions are identified and developed in organic agriculture and in sustainable construction and refurbishment in consultation with local stakeholders	- At least 20 municipalities and 15 institutions working in either of the two sectors are mapped -At least 25 representatives of municipalities and relevant local institutions participate in the whole VCD process -At least 100 beneficiaries are part of selected working sessions of the VCD -2 Sectoral working groups formed with representation of key local institutions and local representatives of workers and employers; at least 20% participation of women. -At least 20% women participation in the VCD exercise -At least 20% youth participation in the VCD exercise -At least 12 local interventions/projects identified	-Territorial diagnosis and Institutional Mapping (TDIM) report produced -Number of people (representatives of relevant local institutions) who participate in the whole VCD process. -Number of relevant stakeholders participating in selected sessions of the VCD to take part in the analysis. - Sectoral working groups formed with representation of key local institutions and local representatives of workers and employers (Y/N); % of women participation. -% of women participation in trainings & VCD - % of youth participation in trainings & VCD -Total number of identified interventions (per sector)	-TDIM Report -VCD workshop/ report -VCD attendance sheets disaggregated by gender and age group	-High level of cooperation among implementing partners -Stability of key institutions and staff involved in the project throughout the project period. -Movement to and work in Akkar is not restricted -Collaboration and active participation of local partners, stakeholders, and the local community.

	in the two sectors (on average six in each sector) -At least 6 interventions are prioritized and further developed (project concepts developed) - Strategy for the inclusion of women and youth developed and successfully implemented	-Number of prioritized interventions with project concepts -Strategy for the inclusion of women and youth developed and successfully implemented (Y/N)		-Social barriers hindering access of women and youth to employment opportunities in the two sectors in Akkar are overcome.
Activities		**Inputs/Means**	**Costs**	
1.1.1: Conduct territorial diagnosis and institutional mapping (TDIM) in the agricultural and construction sectors to specify target areas and to identify key stakeholders based on pre-defined criteria (mapping will also include BDS providers and MFIs).		Sub-Contract	5,000	
1.1.2: Carry out Value Chain Development (VCD) for Green Jobs in organic agriculture and sustainable construction and refurbishment and prioritize key green jobs interventions (including pilot projects, business opportunities and skills needs).		-PVCD consultant -Mission cost – ILO Geneva -Travel cost – ILO Green Jobs Focal point (Regional Office-Beirut) -Local workshops & meetings	10,624	
1.1.3 Assess management and technical capacities of local institutions to implement specified green jobs interventions and conduct needed capacity-building, in addition to training on green jobs concepts as well as Occupational Safety and Health (OSH).		Assessment, preparation, and delivery of training: - Sub-contract -ILO Geneva Green Jobs Team (travel cost) ILO ROAS Green Jobs Team (internal travel cost) -Green Jobs Research Assistant	11,100	
1.1.4 Develop a strategy for the inclusion		-ILO ROAS –Gender Specialist /Skills Specialist(travel)	5,000	

of women and youth in the identified interventions and trainings.		-Gender consultant -local workshops/focus groups discussions		
Output 1.1 Sub- total			**32,624**	
	Target	**Measurable Indicators**	**Means of Verification**	**Important Assumptions**
Output 1.2				
Enhanced capacities of and improved support structures for entrepreneurs to start-up businesses in organic agriculture and sustainable construction and refurbishment.	-Green SYB and SSYB training packages adapted to the needs of Akkar and produced in Arabic. -At least 25 selected trainers from BDSs/MFIs trained on ILO SYB and SSYB training packages with an integrated module on green businesses (at least 20% of them females) -At least 6 of the trainers certified by the ILO, of which at least two are women -Baseline study on potential entrepreneurs and SMEs in the two target sectors is developed -60 entrepreneurs/SMEs trained on how to start green businesses in the two sectors; at least 20% of participants are women and 20% are youth.	--Green SYB and SSYB training packages adapted to the needs of Akkar and produced in Arabic (Y/N) -Number of trainers from BDSs and MFIs trained on the Green SYB and SSYB -Number of trainers certified by the ILO on delivering the Green SYB and SSYB -% of female trainers trained -% of female trainers certified - Baseline study on potential entrepreneurs and SMEs in green businesses in Akkar developed (Y/N) -Number of entrepreneurs/SMEs trained on how to start green businesses in the two sectors (disaggregated by gender and age group)	-Project progress reports -Report of ILO consultant (Master trainers)	- Stability of key institutions and staff involved in the project throughout the project period. -Collaboration of BDSs and MFIs - Effective participation in training -Movement to and in Akkar is not restricted. - Social barriers hindering women and youth from starting their own business access of women in the two sectors in Akkar are overcome.
Activities		**Inputs/Means**	**Costs**	

1.2.1. Review, adapt, and print the latest version of the SYB and SSYB manuals to incorporate the green aspect and to be in line with the Lebanese/Akkar context (material on green topics to be developed in Arabic and included in the business plan)		Preparation of final green SYB/SSYB training packages: -Adaptation of global packages -Translation of training packages into Arabic -Printing	28,000	
1.2.2: Deliver one training of trainers' workshop (2 weeks) to 25 trainers on SSYB and SYB, including the selection of trainers and follow-up		Delivery of TOT: -Selection of trainers -Conducting training	18,000	
1.2.3: Conduct monitoring visits during implementation of the training to assess the delivery of the trainers and certify them.		-Consultant -ILO ROAS technical specialist (only travel cost) -Travel	8,000	
1.2.4: Establish criteria to identify potential beneficiary entrepreneurs/SMEs and develop a baseline study.		-ILO ROAS (travel) -project team (no cost)	1,000	
1.2.5: Conduct training for entrepreneurs/SMEs on the SSYB and SYB packages		- Delivery of 3 trainings - travel cost	10,000	
1.2.6 Conduct training for entrepreneurs/SMEs on basic OSH standards.		-Preparation of training material and delivery of training	5,000	
Output 1.2 Sub-total			**70,000**	
	Targets	**Measurable Indicators**	**Means of Verification**	**Important Assumptions**
Output 1.3				
Skills needs in organic agriculture and sustainable construction and refurbishment are identified and relevant training material is developed and trainings are carried out	-Skills assessment conducted per sector -Selection criteria for beneficiaries developed and validated	-Skills assessment conducted (Y/N) -Selection criteria for beneficiaries developed and validated (Y/N)	-Skills assessment report -Training reports	-Stability of key institutions and staff involved in the project throughout the project

	-Training material developed -At least 3 trainings conducted per sector -At least 100 beneficiaries participate in the training -At least 20% of trainees are women -At least 20% are youth	-Training material developed (Y/N) -Number of trainings conducted -Number of beneficiaries receiving skills training (disaggregated by gender and age group, employment status, and level of education)	-Pre and post skills' assessment tool -Relevant Partner' qualitative and quantitative documents -Customized training material developed	period. -Movement to and work in Akkar is not restricted. -Sufficient/effective participation in the training session -Collaboration of partners and stakeholders
Activities		**Inputs/Means**	**Costs**	
1.3.1: Conduct a competency-based skills needs assessment for organic with the two sectors in consultation with local stakeholders.		Sub-contract	5,000	
1.3.2 Develop criteria for the selection of beneficiaries		ILO ROAS (Skills Specialist) –travel	2,000	
1.3.3: In relation to the competencies to be achieved, and the learning patterns of the students, conduct short training courses to provide selected beneficiaries with skills for green jobs in the two sectors with specific modules on occupation safety and health (OSH)		Development of targeted training modules in the two targeted sectors and delivery of training	14,000	
1.3.4: Develop a strategy for incorporating green skills training in vocational training in North Lebanon with a proper certification system.		- Skills Consultant -ILO ROAS Skills Specialist (only travel cost)	6,000	
Output 1.3 Sub-total			**27,000**	
Immediate Objective 1 Total			**128,724**	

	Target	**Measurable Indicators**	**Means of Verification**	**Important Assumptions**
IMMEDIATE OBJECTIVE 2				
To directly contribute to Green Jobs creation in Akkar in organic agriculture and sustainable construction and refurbishment through green pilot projects, funding for green business ventures and paid green job placements for men, women and youth in Akkar				
Output 2.1				
Local interventions and demonstration projects are successfully implemented by local institutions	At least 6 projects in either of the two sectors funded and implemented by local institutions (on average 3 in each sector)	Number of green interventions (in the two sectors) funded and successfully implemented in target areas as pilot projects	VCD Report with a list of identified and project concepts developed Project Progress reports Relevant Partner' qualitative and quantitative documents Final evaluation report	-Stability of key institutions and staff involved in the project throughout the project period. -Movement to and work in Akkar is not restricted Stakeholders make full benefit from acquired managerial and technical skills Local stakeholders and institutions exchanging practices and adopting new skills -Capacity to follow

				up and monitor implemented demonstration projects
Activities		**Inputs/Means**	**Costs**	
2.1.1: Develop, in close consultation with selected municipalities detailed implementation plans for prioritized interventions (as identified in the PVCD).		- PVCD consultant ILO ROAS green jobs team (travel)	3,000	
2.1.2: Implement interventions and demonstration projects.		-Sub-contracts for implementation of demonstration projects -Green Jobs Research Assistant	220,000	
2.1.3 Monitor implementation of interventions, including provision of technical support.		-Sub-contract	3,000	
Output 2.1 Sub-total			**226,000**	
	Target	**Measurable Indicators**	**Means of Verification**	**Important Assumptions**
Output 2.2				
Access to financial resources for business activities in organic agriculture and sustainable construction and refurbishment is enhanced.	At least 20 beneficiaries/institutions have access to grants At least 20% of grants accessed by female entrepreneurs/SMEs At least 20% of grants accessed by young entrepreneurs Each of the two sectors benefits from at least 10 grants	-Number of beneficiaries/institutions who accessed grants -% of total grants accessed by female entrepreneurs -%of total grants accessed by young entrepreneurs - % of grants allocated to each of the two sectors -% of grants beneficiaries per sector.	Local implementing partners' qualitative and quantitative documents and reports Monitoring and evaluation progress reports Implementing partners financial report Contract with local implementing partners	Buy-in from local partners to participate in activities Local businesses and entrepreneurs are willing [and able] to invest in order to green and/or improve their existing green economic activities Proper follow up by the implementing

			Grant system established and operational Report on successful grant integrated projects and set up guidelines for replication	organization and collaboration of partners and stakeholders
Activities		**Inputs/Means**	**Costs**	
2.2.1: Formulate criteria for providing grants (in-kind and/or in-cash in consultation with BDSs/MFIs		Project Team (no cost) ILO ROAS (no cost)	0	
2.2.2: Provide grants for sectors based on competitive tender and business plans.		Sub-contracts	220,000	
2.2.3 Provide technical support and counselling to grant beneficiaries to ensure successful implementation of business plans.		Sub-contracts	5,000	
Output 2.2 sub-total:			**225,000**	
	Target	**Measurable Indicators**	**Means of Verification**	**Important Assumptions**
Output 2.3				
Employment opportunities in organic agriculture and sustainable construction and refurbishment are enhanced through targeted job placements.	- At least 60 beneficiaries are provided with job placements in the two sectors; At least 20% are women and 20% are youth	- Number of beneficiaries provided with job placements in the two sectors; % of women and % of youth beneficiaries.	- Job placement contracts	-Suitable job placement opportunities are identified -Collaboration of employers in the two sectors and interest in providing job placements
Activities		**Inputs/Means**	**Costs**	

2.3.1: Identify suitable job placement opportunities in consultation with employers and workers' organizations.		-Internal travel -workshops	1,000	
2.3.2: Provide job placements for selected beneficiaries in green business activities.		-Sub-contract (Cost of an average of 3-month apprenticeships for 60 beneficiaries)	60,000	
2.3.3 Undertake regular visits to employers in order to monitor the performance of employees who received job placements.		-Skills consultant	4,000	
Output 2.3 sub-total:			**65,000**	

	Target	Measurable Indicators	Means of Verification	Important Assumptions
Output 2.4				
Project management and advocacy	-PMU established with core staff -Project follow-up team established at Safadi -PAG established with representation of key stakeholders -Project progress report prepared on a quarterly basis -PAC meetings conducted at least biannually -Report produced at the end of the first year marking mid-term progress of project -At least two policy briefs produced -At least five articles published in local newspaper -Final evaluation report prepared (Y/N)	-PMU established with core staff (Y/N) -Project follow-up team established at Safadi (Y/N) -PAG established with representation of key stakeholders (Y/N) -Project progress report prepared on a quarterly basis -PAC meetings conducted at least biannually -Report produced at the end of the first year marking mid-term progress of project (Y/N) - Number of policy briefs produced (Y/N) -Number of articles published in local newspaper (Y/N) -Final evaluation report prepared (Y/N)	-Project progress reports –Project annual report -Project field visit/monitoring reports -Project final evaluation report -Policy Briefs	-Collaboration and active engagement of key partners and stakeholders -Stability of key institutions and staff involved in the project throughout the project period.
Activities		**Inputs/Means**	**Costs**	
2.4.1: Establishment of a Project Advisory Committee (PAC) to ensure national ownership of the project.		Travel (from and to Akkar)	1,000	
2.4.2: Establish a project management structure, including recruitment of core project staff, setting up project office, and		-National Project Coordinator -Sub-contract (implementation) -1 laptop, 1 printer, office supplies, 1 vehicle*	254,589	

creating implementation arrangements.		-Miscellaneous (security, sundries) -transport		
2.4.3: Undertake field visits and prepare monitoring reports		ILO ROAS travel (Green Jobs Team/Programme/Specialists)	1,000	
2.4.4: Conduct final evaluation		National/International Consultant	**	
2.4.5: Document success stories and lessons learned from implemented interventions as well as policy briefs and community awareness tools		-Green Jobs Research Assistant -Printing	10,000	
Output 2.4 Sub-total			**266,589**	
Immediate Objective 2 Total			**782,589**	
	Target	**Measurable Indicators**	**Means of Verification**	**Important Assumptions**
PROJECT TOTAL			**911,313**	
Programme Management support services (7"%)			**63,792**	
Provision for cost increase (5% of second year, i.e. of 497,902)			**24,895**	
PROJECT GRAND TOTAL			**1,000,000**	

* The project vehicle will be provided by the ILO as in-kind contribution.

** The cost of final evaluation will be covered by the ILO as parallel contribution.

Appendix C. Project Budget

CATEGORY	ITEM	UNIT COST (USD)	NUMBER of UNITS (year 1)	Number of Unit (year 2)	TOTAL COSTS (USD) Per Two YEARS	Requested amount (USD)
1. Personnel (Incl. staff and consultants)	National Project Coordinator	6,189.5/month	10 months	12 months	136,169	
	PVCD consultant	5,500/month	2 months		11,000	
	Skills consultant	5,500/month	2 months		11,000	
	Green Jobs Research Assistant	2,500/month	4 months		10,000	
	Short-term Consultancies	291.6/day	30 days	14 days	12,831	
	Sub-total				181,000	181,000
2. Contracts (Incl. companies, professional services)	Grants for local institutions	36,666.7	2	4	220,000	
	Grants for entrepreneurs/SMEs	8,800	14	11	220,000	
	Job placements (three-month apprenticeships)	1,000 /3 months	30	30	60,000	
	Sub-contract for operational/administrative services	4,400	10	12	96,800	
	Sub-contracts (studies/assessments)	4,000	1	1	8,000	

	Sub-contracts (printing)		7,000	8,000	15,000	
	Sub-total				619,800	619,800
3. Training	Training courses/sessions (including preparing and printing materials and delivering training) -Local workshops		30,000	30,000	60,000	60,000
4. Transport	Fuel		2,500	2,500	5,000	5,000
5. Supplies and commodities	Office supplies		8,000	5,000	13,000	13,000
6. Equipment	Laptop	2,500	1		2,500	
	Printer	1,000	1		1,000	
	Sub-total				3,500	3,500
7. Travel	External & In-Country Travel		11,979	7,036	19,015	19,015
8. Miscellaneous	Security Sundries		5,830	4,168	9,998	9,998
9. Agency Management Support			31,219	32,573	63,792	63,792
10. Provision for cost increase (5%) on the second year (US$ 497,902, including agency management support)				24,895	24, 895	24,895
Total					1,000,000	1,000,000