



**MINISTRY OF
FOREIGN AFFAIRS
OF DENMARK**
Danida

**CALL FOR PROJECTS PROPOSAL
REPUBLIC OF LEBANON**

« Neighborhood Approach » program for local development, strengthening social cohesion and access to urban facilities and infrastructures in vulnerable neighborhoods impacted by the Syrian crisis

2022

The French Development Agency (Agence Française de Développement - AFD) is willing to finance International and National Lebanese Civil Society Organizations or other Non Profit Organizations (CSO/NPO) to implement a program aiming at improving local development, access to urban services, strengthening social cohesion and addressing gender inequalities in several vulnerable urban neighborhoods impacted by the Syrian crisis in Lebanon (see the Terms of Reference (ToR) in Section VII).

This project will be funded through AFD Minka Middle East Initiative and Denmark's development cooperation (DANIDA) grant. Established in 2017, the objective of [Minka Middle East Initiative](#) is to provide multiannual support to Syria's neighboring countries. This regional program seeks to finance development projects that mitigate the vulnerabilities generated by population displacements, strengthen the resilience of the host countries and build peace.

The collaboration between AFD and DANIDA in this grant take shape of a delegated partnership, where DANIDA contributes to a project that follows AFD's internal procedures and processes for selection, contracting, monitoring and evaluation. As part of this partnership AFD and DANIDA works together in a co-creation process where DANIDA gives input at essential stages of the process such as call, selection and refinement.

AFD and DANIDA have earmarked a grant of maximum EUR 10.748.941¹ to fund one single program, encompassing urban projects in several vulnerable urban neighborhoods in Greater Beirut, Tripoli and Saida, with a duration estimated to 3 to 4 years (the "project").

The project will be selected based on a project concept note (see template in Section III), to be provided together with an administrative folder (Section IV) and information sheets (Sections V and VI), to be submitted electronically **at the latest by 12 pm, Paris time, on 4th July 2022**. Late proposals will be rejected.

The selected CSOs/NPOs will be then invited to complete their appraisal processes, working closely with the AFD Project team, and submit a final comprehensive project note. This final note must include any points arising from the discussions with AFD, thus allowing the Project Manager to present the projects to AFD's governing bodies.

The documents of the call for proposals will be available from 17th May 2022 on the AFD website:

<https://www.afd.fr/en/call-crisis-post-crisis-projects-neighborhood-approach-program-lebanon>

<https://www.afd.fr/fr/appel-projets-crise-sortie-crise-programme-approche-quartier-liban>

¹ The budget amount is likely to change slightly between now and the granting of funding, due to the fluctuation of the DKK/Euro exchange rate.

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For further questions and enquiries, applicants may write to the following persons:

Reem KAED BEY (AFD – Project Officer, Beirut Office – kaedbeyr@afd.fr)

Fatima CHIOUKH (AFD – Project Manager, Paris Office – chioukhf@afd.fr)

Thibault NOTTEGHEM (AFD – Fragility & Conflict Advisor, Paris Office – notteghemt@afd.fr)

All questions and respective answers will be shared on AFD's website:

<https://www.afd.fr/en/call-crisis-post-crisis-projects-neighborhood-approach-program-lebanon>

<https://www.afd.fr/fr/appel-projets-crise-sortie-crise-programme-approche-quartier-liban>

Questions can be sent by the applicants until Thursday 23/06 included. AFD will be able to answer questions until Tuesday 28/06 included.

I. GENERAL FRAMEWORK DEFINED BY AFD

Article 1. General terms & conditions

1.1 The call for proposals "*« Neighborhood Approach » program for local development, strengthening social cohesion and access to urban facilities and infrastructures in vulnerable neighborhoods impacted by the Syrian crisis*" (the "Call") aims at financing one development project managed by Civil Society Organizations (international or local) or Non-Profit Organizations (CSO/NPO). The applicant can apply individually or as a consortium. In both cases, the Project Lead Institution (or PLI) :

- Must be registered in Lebanon (but can be an international or local organization);
- Must have a local office in Lebanon, and be used to working closely with local actors, including local authorities;
- Must have past experience in project implementation in Lebanon;
- Must have past experience and proven capacities in leading consortium, in coordinating the intervention of several entities and teams, and in monitoring and following-up activities in different sectors and in different locations;
- Must have sufficient expertise and capacity in all relevant sectors and thematic areas, and with respect to the target groups;
- Must have past experience and proven capacities in monitoring and reporting to international donors;

Should have the capacity to implement large and complex projects (multidimensional, multi-locations and multi-actors projects): must demonstrate a capacity to implement and manage, financially and logistically, projects of the scale of the proposal. In this regard and to be eligible, the Project Lead Institution must ensure that the budget of the project submitted does not represent more than 70% of its annual resources over the last 3 certified years. The PLI must therefore present an average annual budget equal or superior to 15.355.630 EUR. The Project Lead Institution will sign the financing agreement with AFD.

Finally, fiduciary risks related to the Lebanese crisis should be taken into account, particularly a possible decision by the Banque du Liban to significantly reduce the value of deposits. To avoid this, the project funds will be transferred, initially to a bank account held by a bank "acceptable" to AFD abroad, if the PLI deems it necessary. To do this, the organization that will sign the agreement with AFD and represent the consortium should be able to provide the requested information on the fiduciary scheme and the bank account used for the project's funds.

The applicant can apply individually or as a consortium. In both cases, the consortium:

- Must have past experience and skilled capacities in project implementation in Lebanon, especially in the urban development sector and in social cohesion and income-generating activities, and past experience in vulnerable neighborhoods, especially in the cities targeted through the Call;
- Must have the necessary expertise and capacity to support inclusion of refugees in local socio-economic development while also being able to identify and deal with specific protection challenges for refugees;
- Should be able to collaborate smoothly i) with the Lebanese authorities, as well as ii) with AFD local office in Lebanon and AFD headquarters in Paris;
- Must have the capacity to lead and dialogue with different actors with sometimes diverging interests;
- Should have past experience and capacities in implementing "neighborhood approach" methodology and analysis, and inclusive and participative approaches;
- Should have the capacity and past experience in implementing activities addressing gender issues, especially within the urban sector;
- Capacity to identify and mitigate environmental and social risks linked to urban sector, land management, local economic development and social cohesion activities.

- 1.2** The Call will make available a grant amounting to a total of maximum EUR 10.748.941² (Ten Million Seven Hundred Forty Eight Thousand Nine Hundred Forty One Euros) for one global operational project, with the aim to improve local development, access to urban services and strengthen social cohesion in several vulnerable urban neighborhoods in Lebanon (see the ToR in Section VII). Only one project (covering several locations) and implemented by one PLI/consortium will be selected through this Call.
- 1.3** **It is recommended** that the project targets two to three neighborhoods, in total, located in at least two of three main Lebanese cities (Greater Beirut, Tripoli and Saida), provided the choice is properly justified and will support reaching the objectives of the Project.
- 1.4** Only one proposal by PLI can be submitted.
- 1.5** Collaboration of national and international CSO/NPO within consortiums is expected, as well as close interactions with local and national Lebanese authorities. In case of a consortium, at least 25% of the budget should be allocated to local organizations together with decision power in the governance of the project. The planned activities and estimated remuneration of each organization involved in the consortium must be declared explicitly in the proposed budget detailing the different components of the project.
- 1.6** Under the provisions of Article L 562-4 of the Monetary and Financial Code, CSOs must carry out screening with regard to the French, European and UN lists (see the link <https://gels-avoirs.dgtresor.gouv.fr/>) which lists the natural and legal persons subject to financial sanctions. "Screening" is understood as a process intended to verify, prior to entering into a relationship or carrying out a financial transaction, that a natural or legal person, recipient of funds or economic resources, does not appear on the financial sanctions lists, as defined by the Financing Agreement. Proposed budget from the PLI should therefore covers needed resources to conduct these screening activities. The inter-ministerial decision issued on 29/11/2021 validated new methods of implementing article L.562-4 of the CMF, taking into account in particular the principles of humanitarian action and international humanitarian law applied to it. Exceptions to filtering are thus made possible in strict compliance with these inter-ministerial decisions.
- 1.7** AFD reserves the right to end this Call if deemed necessary.

Article 2. Procedural rules

- 2.1** Through this Call, AFD's intention is to support the financing of one project developed and defined by the PLI for a period of *approximately 36 to 48 months*.
- 2.2** AFD and DANIDA's financial support can contribute up to 100% of the budget of the project, including eligible taxes. However, other financial contributions are authorized, provided the overall financial feasibility of the project is justified and the securing of these additional funds is proven. It is recommended that the activities funded under AFD and DANIDA financial support are as independent as possible (to prevent a modification or blocking of these other financings from impacting the implementation of the project and the AFD / DANIDA financing).
- 2.3** Operational partnerships between national and international CSOs/NPOs, helping to strengthen the capacities of local organizations and institutions (operating processes in line with public policies and national strategies), are mandatory. Collaboration and strong operational synergies may be developed with local actors (public authorities and, if relevant, academia and private sector organisations).
- 2.4** This project has the main objective of responding to gender issues and equality between men and women. Therefore, gender issues should be specifically taken into account through the proposed projects and clearly visible within the budget of the proposed project.
- 2.5** The budget cannot be used for (i) services already provided in other AFD-funded projects for the same PLI, (ii) services already provided in projects other than those funded by AFD.

² The budget amount is likely to change slightly between now and the granting of funding, due to the fluctuation of the DKK/Euro exchange rate.

- 2.6** The cost of the operations of the selected PLI will be funded with advance payments, in coherence with the conditions precedent detailed in the financing agreement, which will be sent to the selected PLIs.
- 2.7** PLIs are responsible of all the costs related to the design of their proposal. Under no circumstances, AFD could be considered responsible for the costs incurred, nor can be required to pay for it. Only expenditure incurred after signing of the financing agreement will be considered as eligible expenses for AFD financial support.
- 2.8** Administrative and management costs cannot exceed 10% of the total budget and are not part of the budget flexibility offered. The cost of head-office staff in charge of the project must be fully detailed in the "Administrative costs" budget line. Only the expenses for mission of the staff from head-office may be transferred to another cost category such as "Support and monitoring". Special attention will be paid to minimize the project management costs versus activities benefiting directly to the targeted population.
- 2.9** Due to the highly volatile context in Lebanon, proposed budget will include an envelope of unallocated funds of maximum 10% of the overall budget ("miscellaneous and contingencies") to allow this flexibility and adaptation of the project to changes.
- 2.10** The proposal will also include budget lines for communication, audit and the realization of Anti-money laundering and terrorist financing due diligence.

Article 3. Submitting the proposals

- 3.1** Selection is based on a project concept note (see template in Section III), together with an administrative file (see Section IV), and information sheets (Sections V and VI) **to be all submitted at the latest by 12 pm Paris time on July 4th, 2022.**
- 3.2** For the selected proposal, the PLI will be invited to discussions with the AFD Project team and DANIDA team, so that additional technical or financial information may be added to the initial project note. The final complete proposal must include all the points arising from the discussions with AFD and DANIDA Project teams. It will be submitted to the decision-making bodies of AFD for final approval.

Article 4. Audit, reporting, review and learning, and visibility/communication

- 4.1** Applicants must include in their proposal a budget dedicated to external audits. The selected PLI will have to contract with an audit firm; the method of selection and the final choice of the auditor have to pass through AFD's no-objection. The auditor will need to carry out the necessary due diligence to check that the funds have been properly used. The cost of the audit is considered as part of the project, up to a limit of approximately 2% of the total project cost.
- 4.2** A semi-annual technical and financial report of the activities carried out as part of the project must be sent to AFD, and will be shared with the relevant national and/or local authorities and with DANIDA team. All reporting documents will be drafted in English. High quality writing in English is expected.
- 4.3** The PLI will carry out and finance a final external evaluation funded by the project. A mid-term evaluation can also be proposed by the applicant and be funded on the budget of the project.
- 4.4** AFD encourages the design of a dedicated component for monitoring, learning and communication in the project activities, in order to help to disseminate lesson learnt /good practices, and be part of the effort for the promotion of the project. This component is funded as part of the project.
- 4.5** Communication activities are required by AFD for this project. The proposal must include a communication and visibility action plan with related budget lines. The PLI must provide written information, photos and videos that can be used by AFD in its public and / or internal communication on the achievements of the project. The specific methods of public communication around the project will be subject to specific details as the project is implemented, depending on the sensitivity of the context, so as to communicate without endangering the final beneficiaries or the other stakeholders. The PLI is invited to take into account this imperative of communication in its proposal.

Article 5. Contract currency and payment currencies

5.1 PLIs must prepare their proposals in euros (EUR), which is the currency of the financing agreement. The budget must include all eligible taxes. During the project implementation, budget revision has to pass through AFD's no-objection.

Article 6. Knowledge of the terms & conditions of the call for proposals

6.1 When submitting their proposal, the PLIs are supposed to:

- have studied the terms & conditions related to the Call as described in this document; and to have accepted them;
- fully understand the nature and scope of the actions required, the local working conditions and all the constraints associated with the actions;
- have studied the general terms & conditions (Article 1 – Section I), the administration file and the information sheets (Sections IV, V and VI).

Article 7. Opening of the proposals and Selection Committee

7.1 The bids will be opened by the AFD Selection Committee, which **could include** representatives from the AFD Headquarters in Paris (the Project Manager from the Urban Development Division, a representative from the Crisis and Conflict Division, a representative from the Environmental and Social Division), representatives from the AFD office in Lebanon, and representatives from DANIDA Project team.

A bids opening report will be issued, stating whether the submitted proposals i) comply with the limit date/time of submission and ii) include the full set of documents (project note and administrative folder).

7.2 The complying proposals will be selected by the Selection Committee. After the opening, the scoring matrix and the chosen proposals will be sent beforehand to all Committee members. An external consultant and/or observers may also attend the Committee meeting to review and select the proposal. The AFD Selection Committee will issue an evaluation report, which will include an analysis for each project reviewed, justifying its selection or refusal. Results will be communicated to the PLIs involved.

Article 8. Clarification of the proposal

8.1 In order to make the proposals easier to review, assess and compare, the Selection Committee may ask PLIs to clarify some aspects of their proposal.

Article 9. Determining the compliance of the proposal

9.1 The Selection Committee may reject a proposal from a PLI if deemed not to have the human, technical and/or financial resources to implement efficiently the submitted project.

Article 10. Assessing and classifying the proposals

10.1 The Selection Committee will assess and compare proposals recognized as complying with defined criteria.

10.2 The proposals will be rated out of 100 points during the evaluation stage using the following scoring matrix:

TITLE	PTS	CRITERIA
In depth initial analysis (10)		
In depth initial analysis / problem statement in the proposed area/sector	10	<ul style="list-style-type: none">- Knowledge of Lebanese national policies/strategies for intervening in urban sector, especially in vulnerable areas;- Knowledge of the urban dynamics and urban vulnerabilities in Lebanon, especially in the cities targeted;

		<ul style="list-style-type: none"> - Knowledge of the impact of the Syrian crisis in the targeted area and specific needs of the Syrian refugee population; - Identification of gender vulnerabilities and inequalities within the context of the project, including the analysis of barriers and constraints to the participation of men and women to the project. This analysis should be a comprehensive gender analysis that will study access, resources, division of labor and control over assets/income, and ways to address the inequalities identified in the project areas; - Presentation of the context of the project: participatory needs assessments of the different targeted beneficiaries (differentiated analysis according to the different profiles of beneficiaries) and ex-ante needs assessments in the urban sector, and in terms of local economic development and social cohesion in the targeted areas of intervention – including a “neighborhood approach” methodology and a “do no harm” analysis. - Presentation of the stakeholders’ relations and dynamics in the proposed targeted areas (relations between local authorities and local communities, relations between the different communities, etc.) - Presentation and mapping of the various stakeholders (including <i>Team France</i> initiatives – cf. section “main guidelines and intervention principles” in the ToRs) intervening in the same area and dealing with the same (or complementary) topics, activities and sectors targeted by the Call.
Positioning of PLI(s) and their partners (10)		
Positioning of the PLIs in Lebanon	5	<ul style="list-style-type: none"> - Presentation of the PLIs and their partners, if any, past and ongoing work in Lebanon, with a focus on activities related to the Call for Proposals. - Activities planned in Lebanon in the coming years (including those not funded by AFD). - Added value and ability to innovate specifically by the PLI, its potential partner(s), and their respective approaches. - Expertise of the consortium on the Gender issue (Human Resources policy and the fight against harassment and SGBV, etc.); - Contribution of the PLIs to the "Women, Peace and Security" agenda (participation of women in the decision-making process, protection of women and girls, prevention of SGBV, etc.).
Positioning of the PLIs in the selected project area(s)	5	<ul style="list-style-type: none"> - Presentation of the overall involvement of the PLIs in the governorate/geographical area and sector(s) targeted they wish to target (other actors they are working with, projects already implemented in the area...). - Activities planned for the period of implementation in parallel with

		<p>the present proposal.</p> <ul style="list-style-type: none"> - Added value of the PLI and complementarity with its partners.
Presentation of the project (50)		
Operational scope and Methodology	25	<p><u>Relevance of the proposed activities in relation with the assessment of local needs and intervention principles:</u></p> <ul style="list-style-type: none"> - Detailed presentation of the planned activities; - Relevance of the proposed activities to address the specific objectives, and the intervention principles / main guidelines; - Relevance of the proposed areas of intervention with regards to the selection criteria; - Relevance of the proposed approach to identify targeted beneficiaries, taking into account their specific needs and the vulnerability criteria; - Feasibility of the proposed action, and capacity to ensure effective project's implementation; - Relevance of the proposal in terms of mobilization/participation of local authorities, and local communities, in articulation with the effective implementation of the project and risk analysis; - The proposal will clearly explain the intervention logic (theory of change), the main objectives pursued, the expected results, the performance indicators and the underlying assumptions, taking into account the need to implement tangible activities for the beneficiaries in the first 6-months of the project while planning more structuring activities at the same time. - Overall Coherence of the project design, - Overall implementation calendar of the proposed activities. <p><u>Methodology for the overall support process</u> with details for:</p> <ul style="list-style-type: none"> - Contributing to economic empowerment and improving work conditions for vulnerable populations through appropriate social support; - Strengthening the capacities of local partner(s); - Empowerment of end beneficiaries as individuals and/or formal and informal groups and associations (including persons with injury or disability, psychosocial traumas and other identified exclusion factors). <p><u>Humanitarian-Development-Peace Nexus</u></p> <p>Presentation on how the project will respond to humanitarian needs in the sector while looking for more sustainable solutions. The project document should detail how activities will contribute to the improvement of social cohesion in the project area, and/or how</p>

		<p>specific activities will contribute to strengthen it.</p> <p><u>Risk analysis</u></p> <ul style="list-style-type: none"> - Two main categories of risks will be distinguished: <ul style="list-style-type: none"> o Contextual risks (humanitarian situation, social and political context, institutional context / changes, economic situation, change in policies, security risks...) that may have an impact on the project (its implementation or its results); o Programme-related risks (implementation capacities, quality of the collaboration between stakeholders, frustrations or tensions generated by the activities or actors involved in the project – especially if labor-intensive, cash for work activities are proposed, technical and financial complexity...). - Quality of the risk analysis regarding social and environmental issues, and mitigation solutions proposed.
Gender	10	<ul style="list-style-type: none"> - Using the detailed assessment, the activities proposed are addressing identified issues of gender inequalities. They aim for sustainability and structural change in the way women participate to decision-making processes, and have enhanced access and control over resources. Gender will be mainstreamed in the proposed activities and should reflect in the way that the project is built, across all activities; - A provisional Gender Action Plan with the main forecasted activities, is submitted and specifies the budget for the implementation of the gender actions (human and financial resources), the entities in charge of their implementation, the objectives to be achieved, the results and monitoring indicators. A good-quality Gender Action Plan is an easy-to-follow template for gender mainstreaming and it participates to improve the follow-up of the project implementation. The Gender Action Plan is not a stand-alone project, nor a separate component for women. It mirrors and is closely aligned with the outputs of the project, as they are an integral part of the design; - The Gender actions are integrated into the logical framework of the proposal and include specific gender monitoring indicators.
M&E	5	<p>Proposed results-oriented framework for M&E.</p> <p>Context-sensitive and participatory M&E system and accountability mechanisms</p> <p>Learning and institutional knowledge building strategies</p>
Do no Harm approach and conflict	5	<p>Presentation on how the project will avoid or minimize negative</p>

sensitivity		impacts on its environment, including on conflict dynamics
Project sustainability and exit strategy	5	Transfer to local actors, sustainability of activities beyond project termination (exit strategy), upscaling potential, overall expected impact on the proposed area/sector.
Resources employed (30)		
Budget	10	<ul style="list-style-type: none"> - Relevance of the budget in relation to the areas and operational scope of the project; - Proportion of the budget that will directly benefit the end beneficiaries and the populations; - Proportion of the budget that will fund the management costs or other indirect costs in view of maximizing direct expenses for the beneficiaries; - Quality of the explanation to read/understand the budget and the main components; - Visibility and legibility of gender actions in the proposed budget; - Inclusion of communication, audit, anti-money laundering and terrorist financing due diligence and screening activities; - Inclusion of a “miscellaneous and contingencies” unallocated envelope (maximum 10% of the global budget).
Team, Organization and governance of the project	10	<ul style="list-style-type: none"> - Organizational chart proposed for the project (nameless, specifying only functions and roles); - Team organization; - If in consortium, organization inside the consortium (leadership, governance, etc.); - Ability to pursue a dialogue with representatives from AFD Headquarters and its local office in Beirut, and with the local and national authorities; - Coherence of the proposed organization in terms of required capacities, expertise and competences; - Based on the questionnaire attached to this call, ability to manage environmental and social risks.
Partnerships	10	<ul style="list-style-type: none"> - Aid localisation : involvement of local CSOs/NGOs in the development, management and implementation of the project (at least 25% of the grant dedicated to local CSOs), and capacity building strategy; - Collaboration with public institutions for project design, implementation and monitoring; - Synergy of actions with other organizations involved in the same intervention areas.

Article 11. AFD's right to reject any proposal

11.1 AFD reserves the right to reject any proposal and to cancel the Call as long as it has not awarded the grant, without incurring any responsibility towards the PLIs concerned and without having to give any reasons for cancellation nor refusal.

Article 12. Developing the project

12.1 Once the project has been selected, the AFD Project Team and DANIDA team will carry out an open dialogue with the PLI with the aim of finalizing jointly the proposal. The PLI from the selected consortium is free to incorporate or reject the suggestions and AFD is free to stop the process. Amongst many others, the following specific points may constitute a reason not to accept the PLI's final proposal:

- refusal to participate in a dialogue with the AFD Project team in order to develop/enrich the proposal,
- refusal to give arguments explaining why amendments suggested by the AFD Project team have not been incorporated,
- existence of a gap of more than 10 % between the budget presented in the project concept note and the final project note,
- the final proposal does not reflect the content of the initial project note while including satisfactorily all the items arising from the dialogue AFD has had with the PLI and its partners

Article 13. Confidentiality

13.1 No information relating to the review, clarifications, assessment, and comparison of proposals or recommendations relating to the award of the subsidy/subsidies may be disclosed to PLIs or to anyone else outside the review and assessment procedure, from the moment the envelopes are opened until the award of the subsidy or subsidies is announced to the selected PLIs.

13.2 Any attempt by a PLI to influence the Selection Committee during the procedure of reviewing, assessing and comparing the proposals will have as a consequence the exclusion of the PLI and its proposal from the process.

Article 14. Information on the selection process

14.1 The consortium whose concept note is selected by the Selection Committee will be informed by e-mail. The Selection Committee sets the timeframe for the consortium to draft the full technical and financial file that will support the dialogue and due diligence.

14.2 Once the technical and financial document has been formally validated by the consortium and the award procedure has been validated by AFD's and DANIDA's governing bodies, AFD will inform the lead PLI by letter and email.

Article 15. Information on the award and signing of the funding agreement

15.1 Upon final validation of the selected project, the AFD Project team will inform the consortium's lead PLI by letter and email, and send the draft financing agreement for approval before signature.

II. METHOD USED TO SELECT AND VALIDATE PROPOSALS

The process leading to the funding agreement is carried out in two stages:

- 1) Selection, by the Evaluation Committee, based on a project concept note (see template in Section III), together with an administrative folder (Section IV), and information sheets (Sections V and VI) to be submitted at the latest **by 12 pm Paris time on Monday, 4th July 2022.**
- 2) Sustained dialogue with the Project Team to further develop the concept note into a final project note that will be used as a basis for submitting the project to AFD's and DANIDA's governing bodies.

SELECTING THE PROPOSALS

Selection, by the Evaluation Committee, based on a project concept note and an administrative folder

Each lead PLI has to supply electronic copies in pdf format of:

- its proposal, using the template concept note with the cover sheet and the budget table signed by the authorized representative to request financing on behalf of the PLI;
- all the administrative documents required (Section IV), including the information sheet about the applicant (Section V) and the information sheet about the project partner(s) (Section VI);

Additionally, each lead PLI has to supply an electronic copy in MS Excel format of:

- the proposed budget for the Project and all relevant documents drafted under this format.

These electronic copies must be sent simultaneously by mail to the contacts reported below. Heavy files (larger than 5MB) should be sent through an online platform such as Wesend, Dropbox or other similar solutions.

Reem KAED BEY (AFD – Project Officer, Beirut Office – kaedbeyr@afd.fr)
Fatima CHIOUKH (AFD – Project Manager, Paris Office – chioukhf@afd.fr)

Proposals can be written in French or English.

Each page of the documents making up the proposal must be initialed by the lead PLI.

PREPARATION AND FINAL VALIDATION OF THE PROPOSALS

Once it has received notification that its project has been selected, the PLI/the consortium can start the process of compiling its final proposal. This process will start with a dialogue with AFD, who will keep the local authorities informed of its results.

Following this process, the Project Team will give its agreement on the final version of the project note, only if it considers that the final proposal reflects the content of the initial project note while including satisfactorily all the items arising from the dialogue it has had with the PLI and its partners. Once the PLI has sent the final project note, the project will be submitted to AFD's and DANIDA's governing bodies for final approval.

III. PROJECT NOTE TEMPLATE

“« Neighborhood Approach » program for local development, strengthening social cohesion and access to urban facilities and infrastructures in vulnerable neighborhoods impacted by the Syrian crisis”

Call for projects

Due date for submitting project notes: Monday, July 4th 2022, at 12 pm, Paris time (determined by date/hour of arrival)

Electronic submission (by email)

Name of applicant:

1) INFORMATION ABOUT THE LEAD PLI SPONSORING THE PROJECT (1-page maximum)

Title of call for projects	
Applicant	
Acronym	
Nationality	
Legal status	
Address	
Telephone no.	
Fax number	
E-mail address of the applicant	
Website of the applicant	
Project contact	
E-mail address of project contact	
Project title	
Year of establishment in Lebanon	
Partners for project implementation (international and national Lebanon)	
Locations (country, governorate, districts, if relevant, municipality)	
Total cost of the action	
Contribution requested from AFD	
Contributions from any other partners	
Duration of the action	

2. PROJECT OVERVIEW

2.1 Brief description of the proposed project (5 pages maximum)

- a) **Areas and context** of project implementation
- b) **Experiences** of the PLI(s) in the country, governorate, and neighborhoods targeted by the call for projects
- c) **Intervention logic and overall objectives** of the project
- d) **Results** expected from the project; its **impact** and **activities**
- e) **Partners:** description of partners (international, national, local), contributions of each and terms of the partnership
- f) **Beneficiaries:** description of target groups (including refugees) and local beneficiaries
- g) Key elements of the proposed **budget**

2.2 The project: relevance, objectives, mechanism, methodology, actions, risks (15 pages maximum)

- a) **Description of the relevance of the proposal with regard to the local context.**

Explain the relevance of the project with regard to (i) the needs expressed by vulnerable communities (host communities and Syrians refugees), inhabitants, users and economic actors of the vulnerable neighborhood proposed for the project, (ii) your assessment of the context, in particular on gender issues, (iii) national policies/strategies in the field addressed by the call for projects, (iv) the activities, past and ongoing, implemented by others actors in the field targeted by the call for projects in the country. Clearly explain the intervention logic and the underlying assumptions made for the project (theory of change).
- b) **Identification of the neighborhoods and beneficiaries**
 - Explain which neighborhoods will be targeted (in which cities), highlighting the coherence with the selection criteria defined by AFD (maps, visuals for intervention areas will be appreciated).
 - Explain which beneficiaries and how beneficiaries will be selected: what criteria will be taken into account? How to assess and respond to their differentiated needs? How to access them? How to get them involved in the project?
- c) **Outcomes expected locally, possible impact**

Describe the results expected for direct beneficiaries, as well as the potential impact on the area of activity. PLI will propose indicative targets in terms of number of people supported by the program, disaggregated by nationality, gender and age.
- d) **Organisational framework**

Answer in particular to these questions: with whom will the project be implemented? Who are the project partners? How will local communities and local stakeholders (in particular local authorities) be consulted during project design, implementation and monitoring, and for the exit strategy? What bodies and mechanisms will be put in place to oversee the project and manage partner relations? How will feedback from stakeholders be collected and taken into account during project implementation (monitoring, feedback and complaint mechanism, etc.)?
- e) **Operating procedures**

Describe the general methodology envisioned as well as procedures relating to actions that are especially decisive to the project's success (including Do no Harm approach and conflict sensitivity methodology)
- f) **Description of activities**

Describe all the activities to be carried out simultaneously or in the order in which they will be carried out. This description will highlight the coherence of the proposed activities with the expectations,

objectives, intervention principles and main guidelines defined within this Call for proposals. Proposed communication and visibility action plan/activities will also be detailed within the proposal.

g) **Cost of implementation**

Develop a one-page budget (including eligible taxes)³ that shows clearly each project component and the related financing needs. Most substantial expenditures may be accompanied by brief explanations. The budget presentation should allow for visualization of the cost for addressing gender issues. Administrative and management costs cannot exceed 10% of the total budget and are not part of the budget flexibility offered. Proposed budget will include an envelope of unallocated funds of maximum 10% of the overall budget ("miscellaneous and contingencies") to allow flexibility and adaptation of the project to changes. The total amount requested at the end of the review may vary by 10% above or below this indicative budget.

h) **Likely risks and resources to address them**

- Explain the contextual risks to consider and the measures envisioned to mitigate them,
- Identify the potential environmental, land management and social risks that the project could occur, propose methodology to manage them (see appendix 5),
- Provision with the proposals of the completed questionnaire to identify bidders' practices and knowledge of environmental and social risk management (see appendix 6).

2.3 Project implementation capability, expertise (4 pages maximum)

- a) Brief presentation of the organization / members' of the consortium / PLIs, including human resources policy on gender issue.
- b) **Capacity for implementing the project (organization and partners);** consortium agreement between the PLI and other stakeholders involved in the project.
Submission of this agreement is not a requirement to finalize the proposal, but a signed copy will be a condition precedent to the signing of the funding agreement between AFD and the PLI. If possible, a draft can be added as an appendix to the application. This agreement must be sufficiently detailed with regard to the sharing of responsibilities, operating procedures and internal project governance.
- c) **Expertise employed: proposed organizational chart for the Project (nameless, specifying only functions and role)** : presentation of the organization of the consortium/team specifying i) the team in charge of the piloting, general coordination of the project with a leader, ii) the teams in charge of implementing the activities by specifying the links with the project management and the interconnections between the various structures/teams, iii) coordination mechanisms within the consortium/team.
- d) **Ability to lead a dialogue with local authorities and AFD** Headquarters and local office in Beirut.
- e) Ability to articulate the project with other initiatives carried out by the NGOs/CSOs and carried out/funded by the *Team France* in the proposed project's locations.
- f) **Capacity to mobilize the expected experiences, expertise, competences and capacities for the implementation of the project, as requested in the Call.**
- g) **If applicable, projects previously implemented jointly by the members of the consortium.**

2.4 Provisional Gender Action Plan (3 pages maximum)

The Gender action plan (GAP) is the main tool to ensure a proper gender-inclusive design and implementation of projects, and a roadmap for visibility and accountability. It includes baseline, objectives, targets, activities and benefits that will be measured and monitored from the project.

A good-quality GAP results in (i) increased participation by women in project activities, (ii) more equitable access to project and program resources, (iii) improved practical benefits for women such as increased income and progress towards gender equality. It is an easy-to-follow template for gender mainstreaming and it participates to improve the follow-up of the project implementation.

³ The template provided in Appendix 2 may be used for this task.

However, a GAP is not a stand-alone project, nor a separate component for women nor confined to social sectors. It mirrors and is closely aligned with the outputs of the project, as they are an integral part of the design.

At the proposal submission stage, a provisional gender action plan is requested, which will be reviewed and discussed between AFD and the selected PLI.

Gender Action Plan – Requested template:

Activities	Targets / performance indicators	Implementing actors	Actors responsible for supervision	Monitoring indicators and means of verification	Timeframe	Cost estimation and source of funding
Outcome 1:						
Outcome 2:						
Outcome ...:						

2.5 Appendixes

- a) **Project overview letter** (see below)
- b) **Logical framework, including indicators disaggregated by nationality, gender, age**
- c) **Provisional implementation timetable** : presentation of the schedule of the project, for the overall duration of the activities, and allowing also to visualize the actions, results which will be "delivered" in the first 6 months and the first year of implementation.
- d) **Detailed budget**: *a table showing the overall projected expenses broken down by project components that clearly distinguishes administrative and personnel expenses (expatriate and local staff), and audit, evaluation and supervision expenses. The budget presentation should allow for visualization of the cost for addressing gender issues.*
If applicable, co-funding should be clearly explained. In this case, AFD resources should be clearly separated in the budget. Finally, the applicant must provide guarantees that all co-funding streams are secured.
See template in Appendix 2.
- e) **Where appropriate, studies and notes related to the sector of intervention and the project (max 40 pages)**
- f) **Registration Certificate from the Lebanese Authorities or any other document that would be required by the authorities (or proving that a registration request has been submitted to Lebanese authorities)** to work in the areas targeted by the project from the PLI and all members of the consortium if relevant. *Submission of this authorization and/or request is not a requirement to finalize the proposal, but a signed copy will be a condition precedent to the signing of the agreement with the PLI.*

Appendix 1 - PROJECT OVERVIEW LETTER template

SUBMISSION OF A PROJECT PROPOSAL

to

The Director of the Agence Française de Développement (AFD)

Dear Sir,

After examining the tender documents of the Call for projects "*« Neighborhood Approach » program for local development, strengthening social cohesion and access to urban facilities and infrastructures in vulnerable neighborhoods impacted by the Syrian crisis*", we, the undersigned, (given name(s), surname(s)), acting in our capacity as (position(s)) in the name and on behalf of..... (legal name and address of the tenderer or the members of the consortium), after reviewing all the items included in or mentioned in these tender documents and after assessing, from our own point of view and under our responsibility, the nature of this call for projects,

Submit, bearing our signatures, the following project proposal accompanied by a budget,

We jointly and severally undertake, with (*name of the PLI*) serving as agent and manager of the consortium, to carry out the project in accordance with the proposal expressed in our draft and at the costs that we have estimated ourselves, which show the amount of funding requested in EUR to be:

AMOUNT WITH ALL ELIGIBLE TAXES AND DUTIES: EUR (amount in figures and letters),

under the economic conditions of the month of the authorised deadline for submitting our proposal, **XX**.

We agree that AFD is not required to respond to any of the proposals it receives.

I confirm, under penalty of termination as a matter of right, that I am not subject to, and that the PLI or consortium of actors on whose behalf I am acting is not subject to legal prohibitions in France or in the State(s) where our associations are headquartered, nor in the country of proposed intervention.

Signed in, on

Signature

The signatory shall attach the instrument that delegates to him/her the power to commit his/her association. In the case of a temporary consortium of associations, attach the instrument which constitutes the consortium and names its manager and agent.

Appendix 2 - Budget template (in euros)

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Total</i>	<i>% of Grand Total</i>
Activities/programme (detailed by component / subcomponent)						
Human resources						
Logistics						
Monitoring/evaluation						
Stock-taking/lessons learnt						
Project-related communication activities						
Audits						
Safety (if applicable)						
SUBTOTAL, DIRECT COSTS						
Miscellaneous and contingencies (maximum 10% of direct costs subtotal)						
TOTAL, DIRECT COSTS						
<i>Administrative costs (maximum 10% of direct costs total)</i>						
GRAND TOTAL						

The funding consists in making available a grant amounting to a total of maximum EUR 10.748.941⁴ (Ten Million Seven Hundred Forty Eight Thousand Nine Hundred Forty One eleven million Euros) for one global operational project.

The proposals should allow for budget flexibility over the 3 to 4 years of the project's implementation in order to adapt to changes in the context of the intervention neighborhoods, to changes in vulnerabilities and to anticipate possible blockages in implementation or redefinition of activities.

To do so, organizations should propose an envelope of unallocated funds of maximum 10% of the overall budget ("miscellaneous and contingencies") to allow this flexibility and adaptation of the project to changes.

In addition, it will be requested that the proposed projects rely for the most part on the funding dedicated to the Call and are not dependent on complementary external funding, with the risk that a modification or blockage of this other funding will impact the implementation of the project and AFD/DANIDA's funding. In case of additional funding, tenderers will be asked to confirm the security of these funds and the financial feasibility of the project as a whole.

The budget presentation should allow for visualization of the cost for addressing gender issues.

Most substantial expenditures should be accompanied by brief explanations, highlighting the cost of the main project's components and activities, including explanations on the Human Resources / Administrative budget lines.

⁴ The budget amount is likely to change slightly between now and the granting of funding, due to the fluctuation of the DKK/Euro exchange rate.

IV. ADMINISTRATIVE RECORD OF THE PLI SPONSORING THE PROJECT

Each of the documents in the administrative file must be named in accordance with the numbers defined in the list below (for example, electronic documents to be named: “1. Information sheet... ..” or “9.a. Balance sheet and operating accounts 2018’ and ‘9.b. Balance sheet and operating accounts 2017’).

1. Applicant information sheet (section V);
2. Copy of signed articles of association;
3. A copy of the statement of registration with the prefecture and a copy of the publication in the Journal Officiel or its equivalent according to the State’s regulation where the PLI’s headquarters are established;
4. If available, any document demonstrating the capacity of the PLI carrying out the project to intervene in Lebanon in accordance with local regulations;
5. Dated list of board members, offices and senior executives with their contact information and date of the most recent elections;
6. Organisation chart dated and signed by the chief executive;
7. Activity reports from the last three years and excerpt or supplement on activities in the country where the call for projects is to be implemented;
8. Minutes of the most recent shareholders' meeting or at least the agenda of the most recent shareholders' meeting and key resolutions;
9. Certified and audited balance sheets and operating statements for the past three years (with appendixes and explanatory notes) that have been approved by the general assembly and show the origins (public or private) of financial resources. This information should then be updated each year.
10. Forecast budget for the fiscal year under way, both overall and for the country where the call for projects is to be implemented, that includes a list of anticipated public funding and indicates whether it has been requested or obtained, as approved by the general assembly and signed;
11. List of private funders contributing more than 10% of the PLI's most recent budget approved by the general assembly and/or more than 10% of the budget of the present project, and the members of their Boards of Directors.
12. Information sheets on project partner(s) (section VI).

Proposals must be submitted electronically no later than Monday, July 4th, 2022 at 12 pm, Paris time (time/date receipt at AFD, to be confirmed by a formal acknowledgement of receipt) and sent by mail to the following addresses: kaedbeyr@afd.fr; chioukhf@afd.fr.

All proposals received after the time and date indicated above will be rejected.

V. INFORMATION SHEET ON THE PLI SPONSORING THE PROJECT

Full name of organisation:	
Acronym:	
Mailing address: (to which all correspondence regarding this project should be sent)	
Location of registered office: (if different from mailing address)	
Telephone:	
E-mail address:	
Internet site:	

Purpose of the organisation:	
Geographic area(s) of action:	
Field(s) of action:	
Existence of a strategic document approved by the general assembly⁵:	
Main funding and partnerships established between the PLI and AFD over the past 3 years. (specify the purpose, amount of funding and AFD department involved)	
Main funding and partnerships established between the PLIs and the French Ministry of Foreign Affairs over the past 3 years. (specify the purpose, amount of funding and ministerial department involved) <i>[if applicable]</i>	
Membership in collectives, networks, platforms:	
Main publications of the PLI :	

Contact person(s) for this project	Name	Telephone	E-mail address
Technical contact:			
Financial contact:			
Administrative contact:			
Given name and surname of the Executive Director:			
Surname, given name and position of the person responsible for this application for co-funding⁶:			

⁵ Attach to the administrative record the NPO's strategic document, which is compulsory when applying for a grant in the framework of a programme agreement.

Date of creation:			
Legal status:			
References of registration with the prefecture:			
No.		Date	Department
Date of publication in the <i>Journal Officiel</i> or its equivalent:			
If appropriate, date of designation as "in the public interest" (non for profit):			
If applicable, the date of approval by a ministry and which one:			

Surname and given name of president:	
Surname and given name of secretary general:	
Surname and given name of treasurer:	
Number of members on the Board of Directors ⁷ :	
Does the organisation have a member working for Agence Française de Développement? If yes, specify their name and position	
Does the organisation have a politically exposed person ⁸ ? If yes, specify their name and position	
Date of the General Assembly during which the current members of the Board of Directors and executive committee were elected:	
Expiration dates of the terms of these members:	
Expected date of the next General Assembly:	

	31/12/2019	31/12/2020	31/12/2021
Number of members			
Number of contributors			
Amount of contributions			

⁶ Attach to the administrative record a list of persons authorised to sign agreements and any other official documents for the association.

⁷ Attached a detailed list to the administrative record.

⁸ A **politically exposed person (PEP)** is a person who exercises or has exercised important public functions; these include heads of state or government, politicians of high rank, senior officials within the government, magistrates or high-ranking military personnel, executives of a state-owned company or political party leaders. Business relations with the family members of a PEP or persons closely associated with them can involve risks, in terms of reputation, similar to those associated with PEPs themselves. This expression does not cover persons of middle or lower rank in the categories listed above.

Staff at the head office of the PLI (FTE⁹):	Total	Total	Total
Employee(s)			
Volunteer(s)			
Total			
Staff abroad:	Total	Total	Total
Expatriate employee(s)			
Local employee(s)			
Volunteer(s)			
Total			

Budget items by source of expenditures	Total amounts of funding allocated over the past three years (in euros)							
	2019	%	2020	%	2021	%	Total	%
Operating costs								
Personnel costs (employees in the field and at head office [expatriates and locals])								
Leasing fees								
Finance charges and taxes								
Communication and fund-raising expenses								
Subtotal								
Actions¹⁰								
Diagnostic, Identification of target groups, monitoring and evaluation, cooperation with other institutions								
Support to vocational training and other forms of skills development								
Support to employment creation and access to employment								
Other forms of assistance to vulnerable groups								
Missions								
Provision of volunteers (if relevant)								
Other								
Subtotal								
TOTAL								

⁹ Full time equivalent.

Amount of total financial resources for past three years (in euros)

Year	Turnover of the PLI	Of which public funds ¹¹		% of total turnover	Of which private funds		% of total turnover
2019		Total amount:			Total amount:		
		Of which AFD:			Of which contributor(s) giving more than 10% of the total budget of the PLI ¹² :		
		Of which other central ministries:					
2020		Total amount:			Total amount:		
		Of which AFD:			Of which contributor(s) giving more than 10% of the total budget of the PLI:		
		Of which other central ministries:					
2021		Total amount:			Total amount:		
		Of which AFD:			Of which contributor(s) giving more than 10% of the total budget of the PLI:		
		Of which other central ministries:					

¹¹ Record here all funds of public origin: grants and subsidies; public funds of local, national, international origin.

¹² Please list here all the private contributors who have made a contribution greater than or equal to 10% of the total budget of the NPO (relative to the most recent annual accounts approved by the General Assembly). If it is a legal person, provide the list of the members of this organisation's Board of Directors (surname, given name, position and address). If it is a moral person, provide their identity (surname, first name, position and address).

VI. INFORMATION SHEET ON PROJECT PARTNER(S)

To be completed for each partner involved in the project

Specify the total number of partners involved in the project:

Full name of organisation:	
Acronym:	
Mailing address:	
Location of registered office: (if different from mailing address)	
Telephone:	
Fax:	
E-mail address:	
Internet site:	

Contact person(s) for this project:	
Given name and surname of the Executive Director:	

Date created:	
Legal status: (Attach to the technical file the certificate of registration or its equivalent; if the structure is informal, indicate that here.)	

Surname and given name of president:	
Number of members on the Board of Directors:	
List of members of the Board of Directors:	

Purpose of the organisation:	
Primary areas of involvement:	
Human resources of the organisation:	
Total annual budget in Euros:	
Main donors:	
Membership in networks, federations, collectives, etc. :	
History and nature of cooperation with the partner(s): institutional and contractual ties	
Role and involvement in preparing the proposed project:	
Role and involvement in implementing the proposed project:	
Experience with similar actions with regard to its role in implementing the proposed action:	

VII. TERMS OF REFERENCE

Additional information can be found in appendixes attached to the present call for proposals.

1. INTRODUCTION – LEBANESE CRISES URBAN CONTEXT AND CRISES

The impact of successive crises on the country:

Lebanon is an increasingly fractured and dysfunctional country plagued by crises that are both acute and structural in their origins and trajectories. The country has suffered the consequences of the Palestinian crisis since 1948 with the arrival of more than 200,000 Palestinians. Since then, Lebanese cities such as Beirut and Tripoli have undergone strong demographic growth linked, among other things, to the influx of Lebanese refugees or displaced persons from the South, to urban expansion, to the consequences of internal rural migration and, finally, to the massive influx of Syrian refugees since 2011). Lebanon, whose population is estimated at around 4.5 million, has been hosting the largest per capita refugee population in the world since the Syrian crisis (more than 25%), resulting in an increase in national population density from 400 to 520 people per km².

Since October 2019, Lebanon has been facing economic and socio-political challenges that have led to high inflation, loss of income and livelihoods, a widespread closure of businesses and a reduced access to basic services. The Covid-19 pandemic and the explosion in the port of Beirut in August 2020 only aggravated the pre-existing crises affecting the entire population. According to the latest Multi-Sector Needs Assessment (MSNA)¹³, as of late 2021, 58% of the Lebanese population was in need of humanitarian assistance. For refugees, this figure is close to 90%. 36% of the Lebanese population lives in extreme poverty today, compared to 8% in 2019 and 23% in 2020. Living conditions and access to basic services for the most vulnerable Lebanese and Syrian refugees are deteriorating, with rising prices, increased unemployment, shortages, etc. The economic crisis has resulted in high inflation, estimated at 240% year-on-year in January 2022, leading to increased poverty rates affecting all host and refugee populations. Food prices have risen by 346%, clothing prices by 375% and housing expenses by 308% due to the cost of electricity which has risen by 512% following the increase in the price of fuel and generators to compensate for the collapse of the production of Electricité du Liban. On the transport side, the price increase exceeds 300% mainly due to the end of the Banque du Liban subsidies.

Thus, for the past two years, Lebanon has been experiencing a multidimensional and multifactorial historical crisis. The crises have amplified existing socio-spatial vulnerabilities and destabilized the country's fragile social, financial, security and economic balance.

A strong impact of the multidimensional crisis on inequalities and a rise in community tensions:

The consequences of these crises are diverse: loss of livelihoods, lack of access to urban infrastructure and services, increased psychological distress, increased exposure to risks induced by coping strategies (informal access to urban services, gender-based violence, child labor, reduced spending on education and health, quality and quantity of food, sale of goods, indebtedness, limitation of movement¹⁴, etc.) which increase the risk of expulsion, discrimination and exploitation for the refugees.

These crises affect men and women differently. According to the 2020 Gender Gap Report (GGGR), Lebanon ranks 145th out of 153 countries in terms of gender equality. Gender inequalities are particularly strong economically, with an income gap that is increasing sharply to the disadvantage of

¹³ <https://reliefweb.int/report/lebanon/lebanon-2021-multi-sector-needs-assessment-april-2022>

¹⁴ Vulnerability Assessment of Syrian Refugees in Lebanon (VASyR) 2019 : <https://reliefweb.int/sites/reliefweb.int/files/resources/73118.pdf>

women, who consequently rely more heavily than men on loans to pay for their food (54% of female heads of household must borrow money to feed themselves, compared to 38% of male heads of household, putting them at risk of being exploited to obtain this money¹⁵), as well as a growing gap in access to education and training (80% of young women aged 15 to 24 receive no education or training and are not employed, compared to 52% of young men in the same age group¹⁶). Gender-based violence in urban areas is also exacerbated: according to a survey by UN Women and UNFPA, 46% of women report fear of being attacked outside home; 55.2% of women living in medium-sized cities say that the risk of violence is exacerbated in the household, due to confinement and lock down.

In addition, according to the latest ARK/UNDP tensions monitoring survey, the propensity to violence is on the rise, negative perceptions between Lebanese and Syrians and increasingly between Lebanese communities are at their highest and speeches are very polarized, especially on social media. Trust towards national institution remains very low and affects now the local level (with only 43% of the surveyed individuals trusting municipalities in 2021 compared to 59% a year before).

Growing impoverishment in a highly urbanized Lebanon:

Lebanon is a highly urbanized country with more than 87% of its population living in urban areas (a proportion that is expected to rise to 90% by 2030) and 64% living in major urban areas (Beirut and its suburbs, Tripoli, Saida, Zahlé and Tyre), according to UN-Habitat. Over the past 50 years, urbanization rates have increased dramatically, mainly due to rural-urban migration, the creation of peri-urban areas, war-related displacement, and the influx of refugees and displaced persons. The 1990s also saw the emergence of growing Palestinian camps on the outskirts of cities.

This rapid and largely unplanned urbanization has not been accompanied by sufficient investment in public infrastructure and basic services (water and sanitation, health, housing), social service provision, and economic opportunities. Local governance is marked by political and sectarian tensions, and national and local authorities have limited capacity to provide infrastructure and services and to plan the development of cities.

This urbanization, coupled with poor local management, uneven development of urban areas, and lack of urban planning, has contributed to the growth of informality in cities, the concentration of poverty in urban pockets, and the creation of underserved urban neighborhoods in and around major cities, particularly Beirut, Tripoli, and Saida. Vulnerable neighborhoods have been hard hit by the ongoing multidimensional crisis, which has exacerbated existing inequalities and deteriorated access to and quality of basic infrastructure and services, access to adequate and affordable housing and access to health facilities.

The majority of Syrian refugees have settled in Lebanese municipalities and thus now live alongside local populations: 78% of Syrian refugees are settled outside informal camps and reside mostly in poor urban neighborhoods alongside host populations¹⁷. The pressure on Lebanese services and infrastructure has increased considerably and is particularly felt in urban services (including housing, electricity, water, sanitation, solid waste, mobility, access to health care, etc.) and public institutions (municipalities, Social Development Centers, etc.) which are overloaded. The deteriorated socio-economic situation of both refugee and Lebanese populations, aggravated by the COVID-19 pandemic and the explosion at the port of Beirut, has had a direct impact on the generalized impoverishment of urban neighborhoods and over-densification of low-income neighborhoods. In these neighborhoods, quality of life, social stability and livelihood opportunities have largely decreased. The provision of basic urban services is now almost non-existent or largely informal.

The population density in the cities varies considerably from one city to another, ranging from 11,427 persons/km² in Beirut, 12,220 in Saida, to 13,653 in Tripoli, the densest city. This overcrowding directly impacts access and quality of basic services for both refugee populations and Lebanese host

¹⁵ Source : Gender Analysis Report, UNWOMEN, 2022

¹⁶ Ibid

¹⁷ Source UNICEF, UNHCR and WFP, 2021

communities. UN-Habitat's pre-crisis data (published in 2021) already illustrated the high poverty rates and difficulties in accessing essential urban services in these three cities. These figures should be handled carefully, as the socio-economic situation has aggravated since the data collection was conducted by UN-Habitat:

- in Tripoli: the poverty rate in the neighborhoods varies from 25 to 50%; depending on the neighborhood, 15% to 50% of the buildings need structural repair/emergency intervention to avoid collapse, 13% to 57% of the buildings are connected with critical defects to the public electricity network (with high safety risks), and up to 26% of the buildings are not connected to a domestic water network.
- in Beirut: the poverty rate in neighborhoods varies from 25 to 30%; depending on the neighborhood, 17% to 53% of buildings need structural repair/emergency intervention to avoid collapse; in the most vulnerable neighborhoods, up to 57% of buildings are connected with critical faults to the public electricity network, and nearly 18% of buildings are not connected to a domestic water network.
- in Saida: the poverty rate in the neighborhoods reaches up to 19%; in the most vulnerable neighborhoods, more than 30% of the buildings need structural repair/emergency intervention to avoid collapse and more than 5% of the buildings are not connected to a domestic water network.

In addition to the above-mentioned, difficult conditions are faced by vulnerable families, challenges related to the occupation of neighborhoods and public spaces, particularly by youth. Public spaces occupied by the populations have shrunk considerably since the war years (1975-1990), as it was associated with possible hostilities, danger and therefore fear. The few gathering spaces are now either controlled by specific groups or privatized¹⁸. Since then, no national policy has sought to re-establish the link between the population and its urban environment. Fears of a hostile public space have not completely disappeared despite the occupation of public spaces in the context of the popular movements of October 2019, which promoted platforms for debate and expression, notably in Greater Beirut and Tripoli. A better appropriation of spaces by young people could allow them to participate to the life of the city/neighborhood and get involved in local governance, while reinforcing social cohesion.

Government policy and national strategies for urban development:

Various national and local state entities are involved in spatial or urban planning in Lebanon: the Directorate General of Urban Planning (DGU) responsible for the preparation and review of master plans; the Higher Council for Urban Planning (HCUP) responsible for making recommendations that guide urban planning at the national level and for approving master plans prior to their submission to the Council of Ministers; and the Council for Development and Reconstruction (CDR) responsible for preparing a Master Plan for Lebanese Territory Development (SDATL) to regulate urbanization.

The SDATL, approved by decree in June 2009, sets out the major orientations of the national development policy. In particular, it recommends structuring the country around powerful urban centers, involving all regions in national economic development and distributing major facilities in a targeted manner. Although this document is currently being updated to take into account the effects of the Syrian crisis, the overall guidelines remain valid. Since 2009, many unions of municipalities (inter-municipal level) have put in place strategic planning documents. These plans are not legally enforceable and are only valid as a declaration of intent, but they present action plans that can be translated into investments.

Local public investments are mainly made by the central level, through the CDR. The investment capacity of municipalities remains limited in a context of decentralization that is not very operational. Governed by a law adopted in 1977 and amended in 1997, municipalities are legally granted financial and administrative independence but remain under the control and supervision of the central

¹⁸ <https://metropolitiques.eu/Quand-la-revolution-reinvente-l-espace-public-a-Beyrouth.html>

government. In a highly centralized country like Lebanon, it was only in 2004 that the decentralization policy was revived. Lebanon has 945 municipalities that have considerable decision-making and implementation powers in key areas such as land, urban planning, waste management, housing, social services and culture. To implement these activities, local governments have resources from state allocations, local taxation and decentralized cooperation programs. In theory, municipal competencies cover almost all public services and urban planning, but in practice they are severely limited by lack of resources. Thus, the multidimensional national crisis that Lebanon has been experiencing since 2019 has led to a drastic reduction in all the resources of municipalities, now unable to fully play their role and respond to urban challenges.

➔ **Within that context, multi-sectoral and short-term and medium-term interventions are needed to improve the quality of life in Lebanese cities, foster social cohesion between the different communities living in the vulnerable urban neighborhoods and strengthen local economic development and income-generating activities for inhabitants and users of these urban areas.**

2. THE CALL « NEIGHBORHOOD APPROACH » PROGRAM FOR LOCAL DEVELOPMENT, STRENGTHENING SOCIAL COHESION AND ACCESS TO URBAN FACILITIES AND INFRASTRUCTURES IN VULNERABLE NEIGHBORHOODS IMPACTED BY THE SYRIAN CRISIS

2.1. OBJECTIVES

Strategic framework:

The Call « *Neighborhood Approach* » program for local development, strengthening social cohesion and access to urban facilities and infrastructures in vulnerable neighborhoods impacted by the Syrian crisis » is in line with the 2018-2022 [Strategy of the French government for « Prevention, Resilience and Sustainable Peace »](#) based on the implementation of the 2030 Agenda for Sustainable Development.

The Call is also based on the [2021-2025 AFD strategy in Lebanon](#), which aims to support the country in facing crisis and shocks and serving its populations. The strategy targets Lebanon's most vulnerable populations (hosting and refugees) with special emphasis on women and youth and those driving actors for building a better Lebanon. Five main pillars drive AFD's intervention in Lebanon:

- Build population's resilience and support economic revival through inclusive territorial development;
- Develop reform for good economic and financial governance;
- Ensure equitable access to quality education, vocational training and employment;
- Provide equitable access to quality health and care for psycho-social disorders;
- Develop access to quality water and sanitation services and improved governance mechanisms.

The call also is in line with Denmark's new development strategy from 2021: 'The World We Share', Which has increased focus on fragile contexts and nexus programming along the humanitarian, development and peace nexus [Strategy for Denmark's development cooperation \(um.dk\)](#). Among others this involves creating opportunities for people by promoting economic and social protection and development in fragile countries, regions and regions of origin impacted by conflict and disaster, as well as protecting the weakest and most vulnerable people, including refugees and displaced people, also in urban areas.

In addition to these strategic documents, the Call is launched in the framework of the [Minka Middle East initiative](#) which aims to support Syria's neighboring countries by financing multi-year projects that mitigate the vulnerabilities generated by population displacement and build resilience in host countries. To address the challenges imposed by forced displacement due to the wars in Syria and Iraq, AFD launched the Minka Middle East Initiative in 2017 with three main objectives:

- Sustainably improve living conditions and access to essential services (drinking water, primary health care, etc.);
- Support socioeconomic insertion through education, vocational training, and jobs;
- Reinforce the recovery of areas affected by the crisis (via infrastructures, economic sectors, and social cohesion).

Final objectives:

In coherence with this strategic framework, the project must contribute to the reduction of the fragilities linked to the economic and social pressures due to the successive crises in Lebanon and in particular the impacts of the Syrian crisis.

Through this Call, AFD and DANIDA aim at financing interventions in several urban vulnerable neighborhoods of Lebanon located in at least two of three main Lebanese cities (Greater Beirut, Tripoli and Saida). These 3 to 4 years interventions must contribute to improving the living conditions, livelihood opportunities and social stability of vulnerable populations (host communities and Syrian refugees – with a special emphasis on women and youth), and to reducing gender-based inequalities.

Specific objectives:

The project must support community recovery and reduce gender-based inequalities through the sustainable improvement of the:

1. Living conditions of inhabitants and users of vulnerable urban neighborhood (Syrian refugees and host communities) by improving access to essential urban services and infrastructures (such as water and sanitation, primary health care, education, housing, public spaces, socio-collective facilities, ...);
2. Economic and livelihood opportunities, and socio economic inclusion for the population of these vulnerable urban neighborhoods through for instance training, job creation and income-generating activities;
3. Stability and social cohesion within communities and between host communities and refugees in the targeted areas.

2.2. EXPECTATIONS

Through the Call, AFD and DANIDA seeks to finance a "neighborhood approach" program, with a strong social and gender equality dimension, targeting both Syrian refugees and host communities in vulnerable urban neighborhoods. The objective is to respond to the needs expressed by communities living in vulnerable neighborhoods, strengthen social cohesion, as well as enhance the trust between local authorities (notably municipalities) and the communities living in the neighborhoods.

The project will deploy activities in several urban vulnerable neighborhoods located in several main Lebanese cities (Greater Beirut, Tripoli and Saida) with a duration estimated to 3 to 4 years. It is recommended that the project targets two to three neighborhoods, in total, located in 2 cities among the 3 eligible Lebanese cities (Greater Beirut, Tripoli and Saida), provided the choice is properly justified and will support reaching the objectives of the Project. It is desirable to concentrate activities and investments to seek a real leverage effect and drive change through the project.

2.2.1. Main guidelines and intervention principles

The proposals are expected to structure projects addressing the following main guidelines and intervention principles for project design, content and activities:

1. A **multi-sectoral intervention** contributing to the reduction of multidimensional vulnerabilities is expected. The project must present a **comprehensive and integrated approach to respond to the different dimensions of vulnerabilities (including gender)** identified. This multi-sectoral approach will also allow to address the needs of different beneficiary profiles (communities, households, local authorities, economic actors, etc.). This multi-sectoral approach must also be deployed with the **objective of driving and accompanying change** (rather than implementing a purely remedial approach).
 - ***For instance**, with the objective of a holistic approach, the project could propose the establishment of a community center within the neighborhood that could offer several activities and services to the residents and users of the neighborhood (childcare services, educational support, awareness hub, legal support, health services, cultural / recreational activities, mental health/psycho-social support, food security activities, etc.).*
2. The project should **involve the local population and communities (host and refugees) in the needs analysis, project design/structuring, implementation and monitoring/evaluation phases**. **Consultation and participatory approaches** are key tools for achieving this. The objective of these approaches is to promote the ownership and sustainability of projects, to foster social cohesion and to reposition beneficiaries in the implementation of projects.
 - ***For instance**, if the proposed project encompasses rehabilitation of public spaces/areas, inhabitants of the neighborhood should be included in the design phase of the spaces but also in the works, and potentially in the operation and management of the equipment/public spaces.*
3. The project must ensure the **sustainability and durability of actions, equipment/infrastructure, results and impacts** by :
 - (i) involving relevant local stakeholders (populations, local authorities, grassroots organisations, etc.), in particular by fostering participation and reinforcement of preexisting local institutions or organisations contributing to institutional sustainability,
 - (ii) developing the project's capacity to adapt response to a changing context and changing needs over time,
 - (iii) developing the possibility to replicate or scale up the approach allowing for economies of scales, and the possibility to link this project to other existing projects/initiatives,
 - (ii) proposing an exit strategy for the project/neighborhood by CSOs/NGOs.
 - ***For instance**, if the proposed project encompasses rehabilitation / creation of a communal center, the medium- to long-term management of this center should allow the community itself or the local authorities to eventually manage the center, after the CSO/NGO has ended the project and left the area of intervention. Specific attention on the management set-up of the equipment could be further planned during the first phase of the project in order to determine which set-up is best. Hybrid set-up could also be relevant to progressively include local authorities, communities/inhabitants.*
4. The project will have to be designed in a participative manner to allow (i) **tangible activities to be implemented in the first 6 months**, acknowledging more urgent needs while planning (ii) **medium to long term activities ensuring structuring impacts** and accompanying change in the spirit of the **humanitarian-development-peace nexus**.
 - **Structuring activities (medium/long-term activities)** – type of activities and examples (***indicative list***) : Structuring interventions on urban services/infrastructures; medium-

term activities supporting socio-economic inclusion; structuring/comprehensive response to specific vulnerabilities and differentiated needs (gender-based vulnerabilities, youth issues); ...

Examples: improvement of urban essential services (water/sanitation, road, drainage, energy/electricity, transportation, waste management); collective facilities for social services (health, education); structural interventions on buildings/housing, improvement of buildings collective spaces; creation or rehabilitation of public/green/sports' spaces; improving the connection of neighborhoods to the rest of the city, including pedestrian access; creation, rehabilitation or improvement of commercial and economic spaces; medium/long-term activities for supporting shops/businesses and local economic development; technical assistance/support to local authorities on urban planning projects/tools/strategies and participative/inclusive approaches; supporting or setting up consultation and participation structures that reflect on the needs of the neighborhood in coordination with the various local stakeholders; ...

- ***For instance***, for public spaces creation/rehabilitation, tactical urbanism could be used by identifying and mobilizing low-cost public/semi-public spaces using existing skills and know-how within the neighborhood which could in turn contribute to income-generating for the inhabitants and foster ownership over the project. For example, a same space could be designed and used for multi-uses: playground, reading space, market, community center, outreach/awareness/support activities, etc.

- **Tangible activities for the populations in the first 6 months** – type of activities and examples (***indicative list***) : short-term urban interventions addressing the more urgent needs of the neighborhood's inhabitants; visible activities supporting socio-economic inclusion; rapid responses to more urgent and differentiated needs (gender-based vulnerabilities, youth issues); ...

Examples: minor housing repair/housing improvement works (repair of windows, doors, toilets, fixing sewage and draining system, repairs to limit water leaks and water infiltration in buildings/housing, etc.); small rehabilitation of road/public spaces (such as stairs, ramps or sidewalks in some neighborhoods); intervention on electrical cables/wires in some streets for safety purpose; garbage removal with labor-intensive programs; repairing and equipping the neighborhood businesses/shops; social and legal assistance activities for vulnerable populations; short term empowerment training or support activities to inhabitants (example: provision of childcare services and educational follow-up for children and for girls/boys; on-the-job training activities for the youth in coherence with the needs and sectors of the local businesses and MSMEs of the neighborhoods; etc.) or economic actors ; punctual cultural or sports activities/events fostering the inhabitants' participation regardless of their nationality/gender; workshops, consultation meetings with local stakeholders to identify needs and adjust project activities and implementation modalities; ...

- ***Labor-intensive / cash for work programs***: these programs are a mean and not an end by itself. Such activities should be carefully designed and implemented, in coherence with a “do no harm” and conflict sensitive approach, and taking into consideration the potential social risks and mitigate them. The promotion, when possible, of labor-intensive activities should be done in an intermediated approach (through contractors). The hiring phase should be inclusive, transparent and open to all type of beneficiaries. Gender issues must be considered in this type of activities. The contract with the beneficiaries must give (i) the rights and duties of each one (including working hours) to avoid abuses in terms of labor law, (i) information on amounts and methods of payment, (iii) working and safety conditions (e.g. work equipment).

As AFD is a 100% Paris Agreement compliant agency, it is recommended that applicants take into account AFD's ambition in their proposals by promoting, whenever possible and relevant, "green" investments, actions aiming at fighting/adapting to the effects of climate change and by limiting emissive equipment and investments.

5. The project must also **combine investments on urban infrastructures and services ("hard" component) and capacity building / support activities for populations, communities, economic actors and local authorities ("soft" component)**. In line with the previous guideline, it is important to have a balance between investment interventions that work on the urban fabric/infrastructure and soft activities that provide support, capacity building to the beneficiaries and allow a change in the mindset/self-perception of the people.

In addition, **short-term activities and soft activities should be articulated to the medium term activities and urban investments**. Both types of activities should be interlinked to contribute to accompanying change and strengthening the impact of the intervention at the scale of the neighborhoods.

- ***For instance**, soft component activities could be working closely with the youth on raising awareness on topics such as civic engagement, peacebuilding, volunteering; awareness raising and lobbying activities on access to urban services/infrastructures, to housing, etc.*

6. Regarding the previous guidelines/ intervention principles n°1, 2 and 3 :

- Activities should be proposed on the basis of the **"neighborhood approach" methodology** (detailed analysis of needs at the scale of a well-defined neighborhood). The neighborhood approach favors the analysis of multidimensional needs at a local territorial scale defined by social, economic and urban characteristics. This scale must allow for a good understanding of actions and ensure the coherence and relevance of short-term and longer-term multi-sectoral interventions based on the opportunities and potential, existing resources or those that may emerge from the neighborhood and its inhabitants, and identify constraints.
- A **"do no harm" analysis** should also be developed for the design, implementation and monitoring of the project, so as not to unintentionally exacerbate the tensions existing in the context, but on the contrary reinforce the elements contributing to peace and social stability. The proposal should demonstrate how the project will reduce factors of tension and conflict between communities and seek to strengthen factors of social cohesion. Proposals must show that the context, the stakeholders' interests and the dynamics of conflict have been analyzed at the neighborhood level and that the proposed activities will not harm pre-existing equilibriums and will seek to strengthen cohesion factors. In the current context, aid is increasingly perceived as a source of tension. It is perceived as unevenly distributed between Syrians and Lebanese, but also increasingly as unevenly distributed between neighbors or neighborhoods. In this context, visible activities such as food/cash distribution, cash-for-work or electricity provision are thus very sensitive to conflicts. **A robust risk analysis of the proposed activities** must therefore be provided within the proposals, in particular for investments in urban infrastructure and services which are perceived, in Lebanon, as a source of community tension, which may compete with informal economic actors and may lead to the theft or degradation of the equipment delivered (e.g. solar panels may represent a competition with the informal market of energy and electricity supply).

- Furthermore, proposals should identify the main **environmental and social risks** (including land use risks), and propose a methodology to manage them, in accordance with the Lebanese regulatory framework and the World Bank's Environmental and Social Framework ([Environmental and Social Framework \(ESF\) worldbank.org](https://www.worldbank.org/esf)). An Environmental and Social Screening Form is provided in Appendix 6 in order to help applicants to identify such environmental and social risks.

AFD will exclude projects with important environmental and social risks, such as:

- Mobilization of occupied land – or land with planned activities (inhabitants, economic activities – formal or informal), leading to expropriation procedures or relocation of population/activities. The proposed project should, if applicable, specify the possibility of mobilizing land (via the provision of unoccupied municipal land for instance) if it is free of any occupation and in adequacy with the tenderer's ability to obtain the necessary authorizations. The implementation of the activities must not require the acquisition of private land or the permanent displacement of the population residing there and/or having economic activities there (including in an informal manner). Temporary economic displacements are to be avoided or, failing that, reduced to a minimum (e.g., informal kiosks built on the roadside, in public spaces).
- Cash for work / labor-intensive programs which do not follow guidelines and recommendations listed above in the point 2.
- Waste management projects should be limited to the pre-collection phase, and will only be authorized if the collected waste is then transferred to a waste storage and/or treatment facility that complies with international best practices.
- Any other projects that are notified in the AFD exclusion list [Exclusion list for AFD Group in foreign countries | AFD - Agence Française de Développement](#)

Proposals should also precise if any environmental and social studies are required to be compliant with the Lebanese regulatory framework (as EIA, IEE) and explain the process that will be followed to obtain all the necessary authorization / certifications. In addition, it is recommended that the selected organizations set up a complaint management mechanism accessible to all project beneficiaries. Special attention will be given to GBV issues within the framework of the complaint mechanism.

7. The project must target both the **most vulnerable host populations (Lebanese but also Palestinians or migrant workers from other nationalities) and the Syrian refugees**, in order to prevent community tensions and to encourage social cohesion. The proposals should clearly describe how the different communities will be targeted, and how their common and their specific needs will be addressed within the global framework of the project and within each specific objective. Approaches and activities aiming at facilitating exchanges between communities will be valued.

The project will also have to pay **particular attention to young people and women** who are the categories most particularly affected by the crises. To this end, applicants must present an assessment **that also includes a differentiated analysis of needs** according to age category and gender in order to take into account the specific needs of youth and women, and identify barriers to the participation of women and youth to the project activities and how the project intends to address them. The proposal is encouraged to set realistic target for the inclusion of women and youth in its activities.

The project and activities can address the needs of **different types of beneficiaries: individuals/households, but also micro, small and medium enterprises, local authorities or service operators**. The methodology should propose an outreach strategy clearly identifying the different types of beneficiaries, potential public and private partners in the field, as well as relevant selection criteria. Selection criteria shall not be limited to vulnerability criteria but also assess capacity and willingness to work towards project objectives.

Activities should aim at reaching a significant number of beneficiaries through cost effective approaches while taking into consideration the trade-off between the number of beneficiaries and ensuring the project capacity to create impact at both individual, collective, and larger economic level.

8. Of one the project's main objective is also to **respond to gender issues and equality between men and women**; an [OECD DAC 2](#) scoring aims for sustainable structural changes, i.e. gender actions that have a geographical and/or temporal impact beyond the project's scope. Women empowerment and the structural reduction of inequalities between women and men is therefore one of the main objectives of the project. A detailed gender diagnosis must be carried out to understand the baseline situation (using gender-specific data and through an analysis of the barriers and constraints to the participation of men and women to the project, and an analysis of gender risks and opportunities), and to design the project. The analysis of gender inequalities will have to be integrated into the diagnoses of the neighborhoods proposed by the CSOs/NGOs and will contribute to justifying the design of the project and the choice of the proposed activities. Diagnoses are expected within the proposal. The selected NGO/group of NGOs could then carry out complementary detailed gender diagnoses in the project's intervention areas in order to refine its activities before launching the activities. A provisional gender action plan will also be expected at the proposal submission stage to the Call. This gender action plan will detail how the activities are addressing gender issues, but also how women are mobilized as actors of these activities. These activities will also have to be highlighted within the global budget of the proposed project.
 - ***For instance***, if the project proposes the creation or rehabilitation of a childcare center or service, the inhabitants, and especially women, should be involved in the center's/service's activities and received adequate training (caregivers training for example). Other activities addressing gender issues could be raising awareness activities on early marriage; raising awareness activities for strengthening women perception of their context and gender-based inequalities in the neighborhood.
9. The project must **include local authorities and all institutional actors, decision-makers and formal or informal communities' representatives** present or acting in the neighborhoods in which the applicant will present a project. On this point, the local presence and network of the applicant will have to be demonstrated as well as its capacity to mobilize decision makers and inhabitants and its knowledge of the context. The involvement of local authorities is a strong expectation for this Call: the mobilization of municipalities, in particular, in the design and implementation phases of the project and the management/maintenance of the equipment and infrastructure installed will foster ownership and sustainability of the actions and impacts. It is expected that the CSO/NGO proposals will identify the right level of involvement of these institutional actors to facilitate the progress and execution of the

project. The applicant need to demonstrate their understanding of the dynamics with local authorities and prove that they are able to navigate the different levels of relationships and of networks (past successful experiences; detailed explanation on how the municipality will be involved and to what extent; knowledge of the context and of the local authorities' perception within the neighborhood). In the case of a proposed intervention on access to urban services and infrastructure (in particular water and electricity) where the informal sector is strongly present, the applicant will also have to take into account the challenges of mobilizing these informal actors with a view to the feasibility and sustainability of these activities/investments.

10. The project must be built by integrating **feedback and lessons learned from past or existing interventions and initiatives** carried out by non-profit organizations in these urban vulnerable neighborhoods. In the same way, the proposed project must be **complementary, synergistic and coordinated with other actions and initiatives underway or planned in the areas of intervention**, in particular with those (i) carried out by the NGOs/CSOs present on the spot, and (ii) carried out/funded by the *Team France* in Lebanon (French Embassy, the French Institute, the IFPO, decentralized cooperation activities of French cities/local authorities, French schools, etc.) in the proposed neighborhoods. A quick/ initial mapping of existing/past NGOs/SCOs and *Team France* initiatives in the proposed neighborhoods could be presented if existing, especially the initiatives focusing on urban / local economic development activities. This mapping would be further detailed during the first design/implementation phase of the project.

2.2.2. Identification and selection of vulnerable urban neighborhoods

The projects proposed by the NGOs/CSOs must meet the selection criteria of the intervention neighborhoods defined by AFD:

- The proposed neighborhoods must be located in several cities, among the 3 cities targeted by the Call (Greater Beirut, Tripoli, Saida). In order to avoid diluting the funding over several intervention areas and several activities, it is recommended that the project targets two to three neighborhoods, in total, located in two cities among the three eligible Lebanese cities.
- The proposed urban neighborhoods must be qualified as « vulnerable »:
 - The tenderers can refer to the below vulnerability criteria/references when determining the neighborhoods, they want to work in. Although the list is not exhaustive or unique, it serves as a precise guidance on the process of selection of neighborhoods:
 - neighborhoods whose vulnerability has been analyzed and documented in previous studies (UN Habitat reports, UN agencies' reports, literature review, etc.);
 - situation of poverty of host communities and Syrian refugees (high poverty rate / number of people living below the poverty line, high rate of unemployment);
 - significant level of community tensions or risk of community tensions; recent history of social movements/violence;
 - reduced access to / reduced quality of basic and essential urban services;

- high level of informality (access/provision of services and infrastructures, economic activities, urban development/urban formation, etc.);
 - exacerbated gender inequalities in terms of participation to the decision-making processes and access and control over the resources (issues in terms of access to housing, basic urban services, public spaces; lack/issues for women participation in local governance in the neighborhoods ; issues for women socio-economic inclusion, etc.).
- The proposed neighborhoods must be urban areas impacted by the Syrian crisis and with a significant presence of Syrian refugees. The project will have to take into account the objectives of the Minka Middle East Initiative, i.e. to mitigate the risks of the Syrian conflict spreading beyond its borders by accompanying the humanitarian-development transition and by acting in response but also in prevention of future crises. The project should therefore **target the areas most affected by the Syrian refugee crisis**, aim to directly improve access to basic services for vulnerable populations and reduce community tensions. The project will nevertheless have to address all the inhabitants and users of the neighborhood without distinction of nationality or community belonging, in coherence with the "do no harm" approach. On this point, it is important to assess the potential backlash from increasingly vulnerable host communities on the inclusion of Syrian refugees in the project. The applicant should explain in what ways they will work around this potential risk/conflict and in what way their previous work can demonstrate their ability to address this issue.
 - The proposed neighborhoods will have to be urban areas and their geographic perimeter will have to be clearly delimited and justified with regard to urban and socio-economic dynamics, and according to the "neighborhood approach" methodology. The delimitation of the intervention perimeter must also be compatible with a "do no harm approach" in the sense that the delimitation of the perimeter must not exacerbate tensions but reduce them (the perimeter of the intervention must also be defined in a way that does not create conflictual distortions with the neighborhood). The geographic delimitation of the neighborhood is crucial in the "neighborhood approach". Provision within the project concept note of maps, visuals, explaining the proposed intervention perimeters will be highly appreciated.
 - The characteristics of the proposed neighborhoods in terms of vulnerabilities, urban degradation, actors and opportunities/leverage should ensure the feasibility of the project, allow for effective intervention and not block the implementation of activities. A pragmatic approach oriented towards the effective implementation of the planned activities must also justify the selection of the intervention areas.

➔ A detailed analysis of the vulnerabilities of the neighborhoods, the relevance of the proposed areas to the neighborhood selection criteria, and a documented presentation of the proposed project's contribution to the expectations and impact objectives will allow organizations to justify their project proposals and the choice of intervention areas.

An indicative list of vulnerable urban neighborhoods identified in the cities targeted by the Call is provided in appendix 3. This list is composed of **examples of neighborhoods pre-identified through the feasibility study conducted by AFD for the preparation of the Call**. These neighborhoods are illustrations of the different types of urban vulnerabilities observed in the 3 cities.

2.3. PARTNERSHIP

It is expected that, when relevant, partnership/concertation/collaboration should be sought with local or national level public services and institutions, as part of the project's design, implementation and exit strategy. The proposal should identify precisely which public entities will be engaged in the project implementation, whether on urban services/infrastructures, economic or social issues.

For proposals submitted by consortia, the proper integration and articulation of activities implemented by the different partners should be detailed. **The consortium should add value that goes beyond a simple juxtaposition of the activities of each of its members.**

2.4. EXPERIENCE OF THE IMPLEMENTING INSTITUTION(S)

Project implementation will be entrusted to one Non-Governmental Organization/Civil Society Organization, or a consortium. UN agencies and non-profit private entities are also eligible. **Consortiums without a local NGO/CSO partner will be not be considered.**

In case of a consortium, partner institutions are expected to demonstrate, as a collective entity, experience in working successfully in the fields of urban development sector and in social cohesion and income-generating activities related to the project objectives, especially in urban vulnerable neighborhoods.

The lead institution must demonstrate capacity to implement and manage projects both financially and logistically and within the same scale proposed. In this respect, to be eligible, the Project Lead Institution must ensure that the budget that it will be implementing of the project submitted does not represent more than 70% of its annual resources over the last 3 certified years. The PLI must therefore present an average annual budget equal or superior to 15.355.630 EUR. The lead institution will sign the financing agreement with AFD.

The lead institution must also demonstrate capacity to engage in an institutional dialogue with national and local structures/entities/institutions as well as AFD Lebanon office and headquarters in Paris. Significant operational experience on the field is required.

Lead institutions, as well as their partners, are expected to demonstrate that they combine capabilities and networks to fulfil the mission, including:

- past experience and skilled capacities in project implementation in Lebanon, especially in the urban development sector and in social cohesion and income-generating activities, and past experience in vulnerable neighborhoods, especially in the cities targeted through the Call and areas affected by the Syrian crisis;
- knowledge of actors and good understanding of the interplay of actors in the Lebanese vulnerable neighborhood, and capacity to mobilize the different formal and informal actors;
- past experience and capacities in implementing "neighborhood approach" methodology and analysis, and inclusive and participative approaches, as well as "do no harm" approach (capacity to reach out to vulnerable Lebanese and Syrian refugees over the lifespan of the project);
- capacity and past experience in implementing activities addressing gender issues, especially within the urban sector and vulnerable areas;
- capacity to identify and mitigate environmental and social risks linked to urban sector, land use, local economic development and social cohesion activities.

2.5. MONITORING, EVALUATION, ACCOUNTABILITY, LEARNING, AND VISIBILITY/COMMUNICATION

The proposal is expected to present a well-defined results-oriented monitoring framework (logical framework), 1) highlighting a theory of change, 2) link clear output and outcome indicators to activities and results, 3) be participative and accountable by collecting final beneficiaries feedback and 4) conflict-sensitive (i.e. allowing to monitor interactions between the context and the project).

This framework should include - when adequate - a baseline. The framework may be revised at mid-term review, or when deemed necessary in consultation with AFD.

Monitoring and evaluation activities and tools should also monitor the project's impacts (i) on the do no harm analysis and conflict sensitive and (ii) on addressing gender issues.

The monitoring and evaluation plan should include a final external evaluation, as well as a learning and dissemination strategy (and can include an external mid-term review).

Communication activities are required by AFD for this project. The proposal must include a communication and visibility action plan with related budget lines. The PLI must provide written information, photos and videos that can be used by AFD in its public and / or internal communication on the achievements of the project. The specific methods of public communication around the project will be subject to specific details as the project is implemented, depending on the sensitivity of the context, so as to communicate without endangering the final beneficiaries or the other stakeholders. The PLI is invited to take into account this imperative of communication in its proposal.

External resources to support the Monitoring, Evaluation and Communication Plans can be mobilized during the implementation of the project.

2.6. PROVISIONAL SCHEDULE OF THE CALL AND THE PROJECT

- **Call for Proposals :**
 - Submission of NGO/CSO proposals: July 4th 2022, 12 pm (Paris time)
 - Proposals' analysis by AFD and DANIDA: during summer 2022
 - Selection of the project and final co-construction of the project by the CSO(s)/AFD: September 2022
- Approval of financing by AFD and DANIDA Boards: October 2022
- Signature of financing agreement between AFD and PLI: November 2022
- Start of the project and activities: end of 2022

APPENDIXES

Appendix 3 – Indicative list of urban vulnerable neighborhoods

Appendix 4 – Presentation support of the Call

Appendix 5 - CSOs / NPOs Environmental and Social Scoping Note

Appendix 6 – Environmental and Social Screening Form

Appendix 7 – Procurement guidelines for AFD-financed contracts in foreign countries

Appendix 8 – Feasibility study – Inception report - Consultation and Research Institute

Appendix 3 – Indicative list of urban vulnerable neighborhoods

An indicative list of vulnerable urban neighborhoods identified in the cities targeted by the Call is provided below. This list is composed of **examples of neighborhoods pre-identified through the feasibility study conducted by AFD for the preparation of the Call**. These neighborhoods are illustrations of the different types of urban vulnerabilities observed in the 3 cities. This list is indicative and informative: the submitted projects may propose interventions in other urban vulnerable neighborhoods of Greater Beirut, Tripoli and Saida, as long as the above selection criteria are respected and justified in detail in the concept note.

Greater Beirut	
Area 1: Basta - Bachoura	
Bachoura Foncière (Khandak El-Ghamik)	Area 7: Beirut Southern Suburbs (Dahya)
Bachoura Foncière (Basta El-Tahta)	Choueifat El-Quoubbé
Zoukak Al-Blat	Choueifat El-Oumara
Area 2: Tarik El-Jdide	Choueifat El-Aamrousiyé (Souk El-Atiq)
Msaitbé Foncière (Wata El-Msaytbeh)	Choueifat El-Aamrousiyé (Sahra Choueifat)
Mazraa Foncière (Hayy Tamlis)	Choueifat El-Aamrousiyé (Hay Es Sellom)
Mazraa Foncière (Tarik El-Jdide)	Tahouitat El-Ghadir
Mazraa Foncière (Madine El-Riyadiye)	Burj el Brajneh
Mazraa Foncière (Sabra)	Area 8: Karm El-Zeytoun
Mazraa Foncière (Daouk-(Said) Ghawash)	Achrafieh Foncière (Karm El-Zeytoun)
Area 3: Chatila	Area 9: Mdaouar-Karantina
Chiyah (Horch El-Katil)	Mdaouar
Chiyah (Horsh Tabet - Chatila)	Karantina
Chiyah (Chatila)	Area 10: Bourj Hammoud
Area 4: Jnah	Bourj Hammoud (Nabaa)
Chiyah (Jnah)	Sinn El-Fil (Hayy El-Jadid)
Chiyah (Saint-Simon)	Bourj Hammoud (Maraash)
Chiyah (Bir Hassan)	Area 11: Jdeideh
Area 5: Ouzai	Jdeideh (RouwAysset)
Chiyah (Ouzai)	Jdaidet El-Matn
Area 6: Chiyah - Ein Al Roummana	Fanar (Zaatriye)
Chiyah (Hay El-Jwar)	Area 12: Dekouane
Chiyah (Souk El-Jamal)	Dekouané (Ras El-Dekwane)
Furn Ech-Chebbak (Hay El-Samout)	Baouchriyé (Sabtiye (Hay El-Siryen and Hay El-Ashouriyeh))
Chiyah (El-Masbagha)	Ras El Matn (Hay Beit el Ghazel)

Tripoli
Area 1: Al-Mina
Mina:3 (Hay El-Ziraa and Hay El-Hamam)
Mina:3 (Hosh El-Abid)
Mina:3 (Hay El-Tanak)
Al-Mina: Al-Masaken As-Shaebiah
Al-Mina Markets: Terab Al-Maseehiyin
Al-Mina Markets: Terab Al-Muselmeeen
Area 2: Tebbane - Qobbe
Trablous et Tabbaneh (Tabbaneh)
Trablous El-Qobbe (Jabal Mohsen)
<i>Trablous El-Qobbe (El-Qobbe)</i>
<i>Trablous El-Qobbe (Dahr El-Moghr)</i>
Al-Tabbane Attahta (Bael Ad-Dqour)
Al-Tabbane Al-Fawqa (Mahallat Al-Kewae)
Al-Tabbane Al-Maqaber (Mahallat Al-Hara Al-Barraniyeh)
As-Souwayqa
Area 3: Bab El-Ramel
Trablous El-Haddadine, El-Hadid, El-Mharta (Tripoli Souks)
Trablous El-Haddadine, El-Hadid, El-Mharta (Haddadine/Bab El-Ramel)
Tripoli Markets: Bab Al-Hadeed
Tripoli Markets: Mahallat An_Nourri

Saida
Area 1: Old Saida
Saida El-Qadimeh (Old Saida)
Area 2: Dekermane
Saida Ed-Dekermane (Ein El-Hilweh camp)
Miyé ou Miyé (Al-Hamchary)
Saida Ed-Dekermane (Khat al-Sikkeh)
Area 3: Sirob-Villate
Miyé ou Miyé (El Villat)
Darb Es-Sim (Sirob)
Area 4: Hopital Hammoud
Hay al-Baasiry, Sahl sabbagh
Hay al-Hajj Hafez



« Neighborhood Approach » program for local development, strengthening social cohesion and access to urban facilities and infrastructures in vulnerable neighborhoods

LEBANON

Call for Proposals (APCC)

April 2022

#MondeEnCommun
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AFD in LEBANON - Strategy 2021/2025

- ❑ Privileged relationship between France and Lebanon.
- ❑ AFD Group a recognized key partner for Lebanon's Gov, CSOs and donors.

The end goal is to support the country face crisis & shocks and serve its populations.

The strategy targets Lebanon's most vulnerable populations (hosting and refugees) with special emphasis on women and youth and those driving actors for building a better Lebanon.

Five pillars:

- Build population's resilience and support economic revival through inclusive territorial development
- Develop reform for good economic and financial governance
- Ensure equitable access to quality education, vocational training and employment
- Provide equitable access to quality health and care for psycho-social disorders
- Develop access to quality water and sanitation services and improved governance mechanisms

The main axes of the "Neighborhood Approach" program for local development

- Inclusive urban planning
- Support for economic and social actors in neighborhoods
- Governance and citizen participation

Responding to major structural urban challenges in Lebanon

➤ failing urban system

Rapid urbanization, coupled with **poor management** and **uneven development** of urban areas have contributed to the growth of **informality** and the creation of **underserved urban neighborhoods** around major cities.

Poverty in Lebanon in urban pockets surrounding major cities such as Beirut, Tripoli and Saida (and Tyre)

Problems of access to basic services, adequate and affordable housing and health facilities constantly haunt the urban poor.

Municipalities are unable to fully play their role and respond to urban challenges:

- weak financial capacities
- overreliance on centralized revenue
- weak human resources and technical bureaucracy

Theory of change

"If participatory local development planning and implementation are supported in vulnerable urban areas, it will lead to improved living conditions, through soft components and short-term actions ensuring access to urban basic services, livelihood opportunities and social stability.
»

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APCC « NEIGHBORHOOD APPROACH » CONTEXT – FRAMEWORK

➤ Strategic framework:

• 2018-2022 Strategy of the French government for « Prevention, Resilience and Sustainable Peace » - SDG 16:

- Integrated and comprehensive response to addressing vulnerabilities
- Collaborative, forward-looking and dynamic analysis of fragilities and risks
- Integrated response to the various aspects of fragility
- « do no harm » Analysis
- Support inclusion (between communities, between authorities and citizens, special attention to the most vulnerable groups → women, youth)

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The Minka Middle East Initiative at a glance

Countries concerned: Lebanon, Jordan, Syria, Iraq, Turkey

- **MINKA – the Peace and Resilience Fund**

- Launched in 2017 by AFD
- MINKA Middle-East Initiative

PURPOSE

Mitigate the vulnerabilities generated by population displacements and strengthen the resilience of the host countries.

OBJECTIVES

- Sustainably improve living conditions and access to essential services (drinking water, primary health care, etc.)
- Support socioeconomic insertion through education, vocational training, and jobs
- Reinforce the recovery of areas affected by the crisis (via infrastructures, economic sectors, and social links)

POLICY GUIDELINES

- Ensure the transition from humanitarian action to a development-focused response
- Preserve social cohesion between displaced populations and host communities
- Reinforce local structures and national policies
- Foster leverage effects by working in partnership with other development actors
- Mobilize essential research on the region, to help apply the «Do No Harm» philosophy

BENEFICIARIES

- Refugees and internally displaced persons
- Host communities
- Women and children (priority targets)
- National and local institutions (which are the most concerned by the crisis management)

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APCC « NEIGHBORHOOD APPROACH » SCOPE / ORIENTATIONS

- **Project's objectives and scope:**
 - Intervention in several vulnerable urban neighborhoods over a period of 3 or 4 years to support community recovery and sustainably improve:
 - Living conditions of inhabitants (Syrian refugees and host communities) by improving access to essential urban services (water and sanitation, health, education, housing, public spaces, socio-collective facilities, ...)
 - Economic and livelihood opportunities (job, income-generating activity, training, etc.)
 - Stability and social cohesion between host communities and refugees
- **Targeted areas: intervention in several urban vulnerable neighborhoods located in several main cities**
 - Greater Beirut
 - Tripoli
 - Saida

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APCC « NEIGHBORHOOD APPROACH » SCOPE / ORIENTATIONS

- **Type of intervention:** interventions urban infrastructures and/or facilities + capacity building / support activities for inhabitants, communities, local authorities
- **Two targeted intervention timeframes:**
 - **Structuring activities (medium-term activities)**
 - Structuring interventions on urban services/infrastructures; medium-term activities supporting socio-economic inclusion; structuring/comprehensive response to specific vulnerabilities and differentiated needs (gender-based vulnerabilities, youth issues); ...
 - Ex: improvement of urban essential services (water/sanitation, road, drainage, energy/electricity, transportation, waste management); socio-collective facilities for health, education; structural interventions on buildings/housing; creation of rehabilitation of public/green/sports' spaces.
 - **tangible activities for the populations in the first 6 months (short-term activities)**
 - Quick urban interventions; visible activities supporting socio-economic inclusion; rapid responses to more urgent and differentiated needs (gender-based vulnerabilities, youth issues); ...
 - Ex: minor housing repair/housing improvement works; garbage removal with labor-intensive programs, social and legal assistance activities for vulnerable populations; ...

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APCC « NEIGHBORHOOD APPROACH » SCOPE / ORIENTATIONS

- **Expectations: project's specific dimensions to be developed**
 - **Gender approach integrated in all project's activities/components**
 - Community-based approach – approach based on a differentiated analysis of population/communities needs
 - « Do no harm » approach

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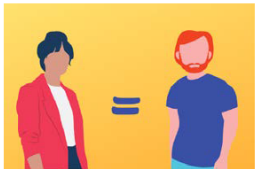
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THE GENDER APPROACH

- Improving the living conditions of women and men through equal access to resources, goods, services and socio-economic opportunities.
- Supporting major social and organizational changes to achieve the goals of equity and equality in a society.

Objective:
To promote equal rights and the equitable sharing of resources and responsibilities between women and men



What is it for?
Making women and men inequalities visible and take them into account in the design and implementation of development policies

- systematic consideration of a gender dimension in evaluation and decision cycles.
- Analyze the distribution of roles and activities of women and men
- Address the foundations of inequalities between men and women

Building "gender sensitive" projects that benefit women as well as men and not "women projects"

- integration of men, intersectionality, specificities of the context, question of "care"

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	What we don't want	What we are looking for
	Women in Development	Gender and Development
Center of attention	Women	Inequalities between women and men
Starting point	Women's exclusion	Ensure access and control of resources
Objective	Integration of women to enable a better sector participation	Transform power relations and access to resources
Strategy	« Women » projects focused on the needs of women	Strengthen women's empowerment and leadership (economic, social, political and ecological)

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Masculinities and the participation of men in gender equality



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DAC 2 CRITERIA		YES	NO
Women empowerment and the structural reduction of inequalities between women and men is one of the main objectives (the project is designed to reduce gender inequalities)			
This objective aims for structural change, i.e. gender actions have a geographical and/or temporal impact beyond the project's scope, and aims for sustainability. For example: <ul style="list-style-type: none"> A project that integrates an ambitious programme of capacity building of the MOA on gender, must cover all the activities of the MAO and not be limited to the project scope: AADD+3 / CAD2 A project aiming for the elimination of structural constraints, i.e. political, economic, educational, etc., must integrate actions involving national or regional institutional actors (in addition to the counterparty): AADD+3 / CAD2 			
The assessment of the counterpart's capacities has been carried out, and the counterpart is proactive and willing to move forward on the issue			
A detailed gender diagnostic was carried out during the appraisal process <ul style="list-style-type: none"> A substantial analysis of the baseline situation: gender-specific data, analysis of barriers and constraints to the participation of men and women in the project, analysis of gender risks and opportunities of the project The results of this gender based diagnostic help to design the project and are not confined to a side component. 			
Gender actions are detailed, with : <ul style="list-style-type: none"> A budget for their implementation is defined (human and financial resources); People in charge of their implementation are identified, and capacity building activities are offered, if necessary to ensure the sustainability at the end of the project; Objectives to be achieved as well as results and monitoring indicators are defined; A follow-up of the results is planned (reporting, ex-post evaluation, etc.); These actions are integrated directly into the logical framework and, if necessary, into a Gender Action Plan annexed to the agreement. 			
The project is presented as a gender project and is/will be presented as such during appraisal and implementation process (objectives, documents linked to the project, activities, communication, dialogue with the counterparty etc.).			

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APCC « NEIGHBORHOOD APPROACH » SCOPE / ORIENTATIONS

- **Expectations: project's specific dimensions to be developed**
 - **Gender approach integrated in all project's activities/components**
 - Community-based approach – approach based on a differentiated analysis of population/communities needs
 - « Do no harm » approach
 - **Neighborhoods identification criteria – preliminary / indicative list:**
 - Significant presence of Syrian refugees
 - Community tensions risks/events
 - Recent history of social movements and violence
 - Overrepresentation of populations living below the poverty line
 - Difficulties in accessing to essential / basic urban services (water/sanitation, electricity/energy, housing, transportation, waste management, health and education socio-collective facilities, public spaces, ...)
 - Exacerbated gender inequalities (access to housing, access to basic services, to public spaces; women participation to local governance)
- Scoping of the APCC/Call for Proposals is ongoing through the feasibility study – financed by AFD and conducted by a Lebanese consultancy firm (CRI - Consultation & Research Institute)**

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APCC « NEIGHBORHOOD APPROACH » EXAMPLES OF URBAN VULNERABLE NEIGHBORHOODS

- **Examples of neighborhoods preidentified through the feasibility study to further analyze the different types of urban vulnerability**
 - Neighborhoods have been gathered per zones using a preliminary screening of vulnerabilities' criteria:
 - Refugees and host communities
 - historical formation of the neighborhood; history of conflicts/tensions
 - Geographical location, level of informality (infrastructures, services, economic activities)
 - Significant level of poverty
 - Reduced access to basic / essential services
 - Gender inequalities issues
 - + interviews with local key informants
 - + ongoing or conducted field researches to better identify the vulnerability criteria and the population needs
- A detailed analysis is conducted in the neighborhoods to feed the conclusions of the APCC feasibility study – these neighborhoods are illustrations of the different types of urban vulnerabilities in the 4 cities. NGOs/CSOs/IOs are not required to propose projects in these pre-identified neighborhoods.**

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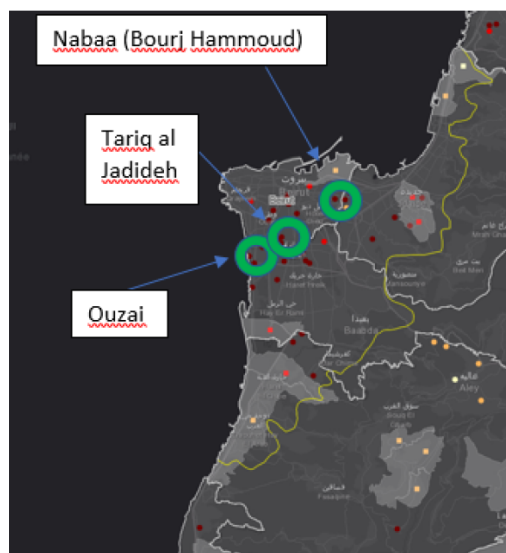
APCC « NEIGHBORHOOD APPROACH » EXAMPLES OF URBAN VULNERABLE NEIGHBORHOODS

- Greater Beirut :

- Identification of 12 vulnerable urban areas (41 neighborhoods)
- Field analysis (feasibility study) conducted in 3 illustrative neighborhoods

Greater Beirut

Area 1: Basta - Bachoura	Area 7: Beirut Southern Suburbs (Dahya)
Bachoura Foncière (Khandak El-Ghamik)	Choueifat El-Quoubbé
Bachoura Foncière (Basta El-Tahta)	Choueifat El-Oumara
Zoukak Al-Blat	Choueifat El-Aamrousiyé (Souk El-Atiq)
Area 2: Tarik El-Jdide	Choueifat El-Aamrousiyé (Sahra Choueifat)
Msaïtbé Foncière (Wata El-Msaytbeh)	Choueifat El-Aamrousiyé (Hay Es Sellom)
Mazraa Foncière (Hayy Tamlis)	Tahouitat El-Ghadir
Mazraa Foncière (Tarik El-Jdide)	Burj el Brajneh
Mazraa Foncière (Madine El-Riyadiye)	Area 8: Karm El-Zeytoun
Mazraa Foncière (Sabra)	Achrafieh Foncière (Karm El-Zeytoun)
Mazraa Foncière (Daouk-Said) Ghawash)	Area 9: Mdaouar-Karantina
Area 3: Chatila	Mdaouar
Chiyah (Horch El-Katil)	Karantina
Chiyah (Horch Tabet - Chatila)	Area 10: Bourj Hammoud
Chiyah (Chatila)	Bourj Hammoud (Nabaa)
Area 4: Jnah	Sinn El-Fil (Hayy El-Jadid)
Chiyah (Jnah)	Bourj Hammoud (Maraash)
Chiyah (Saint-Simon)	Area 11: Jdeideh
Chiyah (Bir Hassan)	Jdeideh (RouwAysset)
Area 5: Ouzai	Jdaïdet El-Matn
Chiyah (Ouzai)	Fanar (Zaatriye)
Area 6: Chiyah - Ein Al Roummana	Area 12: Dekouane
Chiyah (Hay El-Jwar)	Dekouané (Ras El-Dekwane)
Chiyah (Souk El-Jamal)	Baouchriyé (Sabtiye (Hay El-Siryen and Hay El-Ashouriyeh))
Furn Ech-Chebbak (Hay El-Samout)	Ras El Matn (Hay Beit el Ghazel)
Chiyah (El-Masbaeha)	



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APCC « NEIGHBORHOOD APPROACH » EXAMPLES OF URBAN VULNERABLE NEIGHBORHOODS

- Tripoli :

- Identification of 3 vulnerable urban areas (11 neighborhoods)
- Field analysis (feasibility study) conducted in 3 illustrative neighborhoods

Tripoli

Area 1: Al-Mina
Mina:3 (Hay El-Ziraa and Hay El-Hamam)
Mina:3 (Hosh El-Abid)
Mina:3 (Hay El-Tanak)
Al-Mina: Al-Masaken As-Shaebiah
Al-Mina Markets: Terab Al-Maseehiyin
Al-Mina Markets: Terab Al-Muselmeen
Area 2: Tebbane - Qobbe
Trablous et Tabbaneh (Tabbaneh)
Trablous El-Qobbe (Jabal Mohsen)
Trablous El-Qobbe (El-Qobbe)
Trablous El-Qobbe (Dahr El-Moghr)
Al-Tabbane Attahata (Bael Ad-Dqour)
Al-Tabbane Al-Fawqa (Mahallat Al-Kewae)
Al-Tabbane Al-Maqaber (Mahallat Al-Hara Al-Barraniyeh)
As-Souwayqa
Area 3: Bab El-Ramel
Trablous El-Haddadine, El-Hadid, El-Mharta (Tripoli Souks)
Trablous El-Haddadine, El-Hadid, El-Mharta (Haddadine/Bab El-Ramel)
Tripoli Markets: Bab Al-Hadeed
Tripoli Markets: Mahallat An-Nourri



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APCC « NEIGHBORHOOD APPROACH » EXAMPLES OF URBAN VULNERABLE NEIGHBORHOODS

- Saida :

- Identification of 4 vulnerable urban areas (8 neighborhoods)
- Field analysis (feasibility study) conducted in 1 illustrative neighborhood

Saida

Area 1: Old Saida

Saida El-Qadimeh (Old Saida)

Area 2: Dekermane

Saida Ed-Dekermane (Ein El-Hilweh camp)

Miyé ou Miyé (Al-Hamchary)

Saida Ed-Dekermane (Khat al-Sikkeh)

Area 3: Sirob-Villate

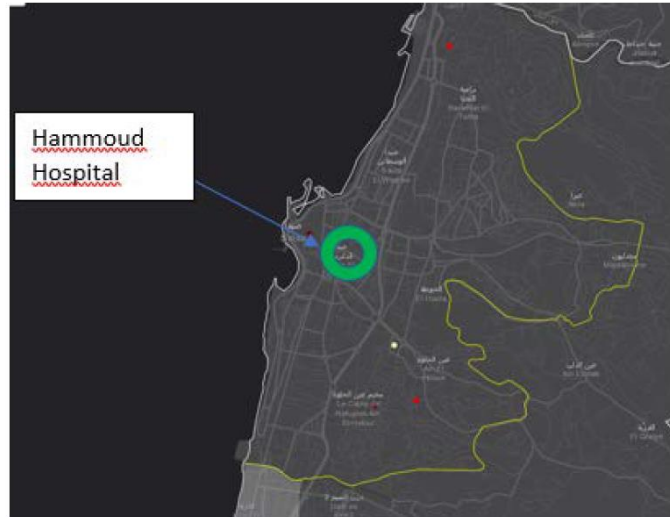
Miyé ou Miyé (El Villat)

Darb Es-Sim (Sirob)

Area 4: Hopital Hammoud

Hay al-Baasiry, Sahl sabbagh

Hay al-Hajj Hafez



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APCC « NEIGHBORHOOD APPROACH » CALL FOR PROPOSALS & FINANCING

- **Projects, interventions will be led/implemented by Lebanese, international CSOs or IO selected through a call for proposals (APCC)**

- Content of the project (activities, means) and areas/sites of intervention (neighborhoods) will be proposed by the CSOs (or CSOs consortium)
- Added value of mobilizing Lebanese and international CSOs:
 - Knowledge of fragilities/vulnerabilities contexts, of stakeholders and needs
 - Territorial presence and anchorage
 - Potential / capacity to mobilize communities and local authorities for developing a community-based / neighborhood approach

- **The Call for Proposals « Appel à Projets Crise et Sortie de Crise »**

- Proposals are designed and made by CSOs based on the criteria and expectations integrated into the APCC ToRs and based on MINKA Fund eligibility criteria
- Deliverable: Submission of a detailed project proposal

- **Financing : overall budget of ≈11 million euros grant:**

- AFD (MINKA)
- Danish cooperation contribution (DANIDA)

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APCC « NEIGHBORHOOD APPROACH » CALL FOR PROPOSALS' SCHEDULE

- **Call for Proposals' schedule :**
 - Finalization of the feasibility study (April - May 2022) and framing of the APCC's expectations
 - **APCC / Call for Proposals Launch (May 2022) – 7 week response time**
 - Submission of NGO/CSO proposals: early July 2022
 - Finalization of the proposals' analysis by AFD: during summer 2022
 - Selection of the CSO/CSOs consortium and final co-construction of the project by the CSO(s)/AFD: September 2022
 - Approval of financing by AFD and DANIDA Boards (October 2022)
 - Signature of financing agreements (November 2022)
 - Start of the project and activities (end of 2022)

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Appendix 5 – CSOs / NPOs Environmental and Social Scoping Note

This scoping note has been designed to assess whether CCOs (Civil Society Organizations / NPOs (Non for Profit Organizations) have the capacity to identify and then continuously manage the environmental, social and land use risks of the project they will implement.

1. Functioning and experience of the CSOs / NPOs

- a. What is the main role of your CSO / NPO?
- b. On which development project has your CSO / NPO worked in the past year? *Complete the table below.*

Project	Place	Role	Implementation difficulties	Solutions provided

- c. With which partners (local, national, international) does your CSO / NPO usually work? On what subject?
- d. Has your CSO / NPO (or the ones in your consortium) already worked with international donors (World Bank, AFD, etc.)?
- e. Within your CSO / NPO (or the ones in your consortium), do you have the following expertise....
 - Environment?
 - Land tenure and land use?
 - Community engagement, consultation and participatory approach?
 - Environment – Health – Safety on construction sites?
 - Gender promotion?
- f. In case of consortium, who will be in charge of these issues? How will the coordination be done between the other members of the consortium?
- g. Do your teams (or the ones in your consortium) have access to training on these issues? *If yes, develop*

2. Security context management

- a. What is your policy in tense social context / in areas of socio-political insecurity ?
- b. How do you follow the evolution of the security context?
- c. How do you communicate about the security context with ...

Internal employees	
Local labor (construction workers, surveyors, etc.)	
Client	
Local authorities	
Other (detail)	

- d. What are your rules / practices if the security conditions deteriorate to the point of no longer ensuring safety of your employees (including local labor recruited for construction site)?
- e. How do you adapt your work, especially in the field and construction site?

3. Environmental, social and land use risks management

- a. What types of environmental, social and land use¹⁹ operational risks are you most often confronted with in the implementation of your projects? How do manage and monitor them?
- b. Have you internal process / operational tools in terms of...

	<i>Yes / No</i>	<i>Explanation</i>
Procurement?		
Supervision / control / audit of construction sites?		
Environmental risks management?		
Social and land use risks management?		
Sexual harassment within teams and for community?		
Actors mapping / population consultation?		
Monitoring and evaluation?		

- c. Do you know the main national regulations in terms of...

	<i>Yes / No</i>	<i>If yes, specify those that concern you most often</i>
Environment (including environmental and biodiversity protection, pollution management, etc.)?		
Construction sites management, health and safety?		
Labor law?		
Land tenure?		
Protection of vulnerable groups?		
Etc.		

- d. Have you ever had to carry out environmental and social studies (EIA – Environmental Impact Assessment, IEE – Initial Environmental Examination) to comply with the national regulatory framework? How did you conduct them? In internal or via experts? If yes, precise which studies and who conduct them.
- e. Did you have to obtain environmental authorization / certification from public authorities (in addition to land use issues) to implement your projects?
- f. Do you have a mechanism for collecting and managing complaints on your projects that you deploy locally? *If yes, develop the answer.*

¹⁹ This includes issues of availability, security and / or informal occupation of land.

4. Construction sites and labor recruitment

- a. Do you lead or supervise construction sites or rehabilitation of buildings / infrastructures (including small-scale sites) ? *If no, do not answer the following questions.*
- b. What kind of labor do you generally need to run your construction sites?
- c. How do you communicate about labour needs and to whom?
- d. How is the labour recruited for work construction? Do you recruit locally or do you recruit labor from another region ? *Detail your answer as much as possible (area, profile, recruitment process)*
- e. Do you resort to Cash for Work and/or Employment intensity approach for labor mobilization/recruitment? *If yes, explain your approach and methods.*
- f. How do you guarantee the good representation of the entire local population (women, community groups, refugees, etc.)? And how do you ensure that the recruitment of local labor will not create / exacerbate tensions locally ?
- g. How do you include vulnerable and minority populations? And women? Do you put in place specific measures for these populations (such as the fight against discrimination and harassment, including sexual harassment)?
- h. Are other actors involved in the labor recruitment process (public or traditional authorities, civil society, etc.)?
- i. Has the labour you recruit : ...

	Yes / No	Explanation
Employment contract?		
Protection for the payment of wages (basis and methods of remuneration)?		
Social security, health insurance?		
EHS (Environmental – Health – Safety) training?		
Safety equipment?		
Hygiene equipment (toilets, soap, etc.)?		

- j. How do you ensure and verify safety on your sites?
- k. How do you guarantee at or near construction sites...

Waste management?	
Traffic?	
Raising awareness of sexual harassment, communicable diseases, trafficking (including prostitution), etc.?	
Other (precise)	

- l. What are your internal process / operational tools for monitoring and evaluating the proper conduct of construction sites? Are there dedicated staff?

Appendix 6 – Environmental and Social Screening Form

The form below has been designed to help CSOs (Civil Society Organizations) / NPOs (Non for Profit Organizations) to assess, at the project identification stage, potential environmental and social risks, applicable government of Lebanon regulation and AFD Standards, and impacts associated with the project activities on a particular site. The findings will facilitate the scoping of impacts and drafting of Environmental studies that need to be developed according to the Lebanese national framework (EIA – Environmental Impact Assessment, IEE – Initial Environmental Examination).

	Yes	No	Comment
Environmental Aspects			
1. Is the site prone to climatic events (as flood, seism, etc.)?			
2. Is the site located in or at a short distance (250-500m) from a natural reserve (forest, classified site)?			
3. Will the site's natural resources be used for construction work (wood, water, sand, etc.)?			
4. Is the site located at a short distance (less than 250m) from equipment as market, slaughterhouse, factory, drinking water plant, wastewater plant, etc.?			
5. Is the site located in a polluted area (including with asbestos in Beirut due to harbor blast)?			
6. Will the project result in an increase in solid waste or other pollutant waste (oil, etc.)?			
Social Aspect			
7. Does the project require construction work?			
8. Is the site located near a popular or highly attended location (park/ school/ hospital, main road, etc.) and could construction pose a danger for the local population?			
9. Will the project lead to a loss of economic activity of some individuals / business (even informal)?			
10. Will the project require the recruitment of local labour, particularly unskilled?			
11. Will the local labour be recruited according to a cash-for-work / Employment intensity approach?			
12. Will the project lead to a loss of cultural heritage (physical or non-physical assets including graves or sacred locations)?			
13. Will local communities have equal access to the site once the subproject ends?			
Land use Aspects			
14. Will the project require land?			
15. Will there be land acquisition?			

16. Will a change in land zoning status be necessary?			
17. Are there houses or occupied lots for economic activities, whether formal or informal, on the site?			
18. Are there other landowners in addition to the municipality?			
19. Is there a conflict in terms of land use at the time of the screening?			

Appendix 7 – Procurement guidelines for AFD-financed contracts in foreign countries

<https://www.afd.fr/en/ressources/procurement-guidelines-afd-financed-contracts-foreign-countries>

<p>Appendix 8 – Feasibility study – Inception report <i>Consultation and Research Institute</i></p>

Please see the PDF document attached