

General objective	*Contributing to the right to an adequate, sustainable and gender-sensitive standard of living for vulnerable Lebanese and displaced Syrian communities in South Lebanon in a context of social stability.					
Specific Objective 1	Indicator	Baseline	Sources of verification	Risks/Hypotheses	Actions	Other remarks
Promote the socio-economic and sustainable empowerment of women and youth (vulnerable Lebanese and displaced Syrian population) in South Lebanon.	IOV 1. At least 70% of Lebanese women in the South Lebanon region who strengthen their capacities and start an enterprise have improved their economic income at the end of the Agreement. IOV2. Number of enterprises started (70% initiated by women) in the framework of the Agreement that continue to develop their activity one year after having started. IOV3. 70% of female RHs participating in entrepreneurship training activities report improved levels of security, autonomy and confidence.	N/A N/A N/A	*Surveys among RHs trained and starting up *Final Evaluation Report Microcredits Fund Database/Report *Microcredit Fund Database/Report".	Hypothesis: The security situation allows for field work, both for the staff of the local partner and the other actors involved, as well as for the staff of the clustered entities.	Both ADR and the grouped entities have security protocols in place.	ADR, a local partner, has a long and solid presence in the South Lebanon region, which enables it to deal with any possible security situations that may arise. FPS also has experience working in the area, with relevant projects of the Spanish Cooperation, without any incident ever having been recorded and without the activity being affected.
Results		Baseline	Sources of verification	Risks/Hypotheses	Actions	Other remarks
R1 Vulnerable Lebanese and displaced Syrian women and youth from the South Lebanon region (Tyre Fighters, Nabatieh, Bint Jbeil and Marjeyoun) acquire technical-vocational competencies and skills in sustainable business entrepreneurship.	IOV 1.1 700 RHs (of which 350 women and 120 young, vulnerable Lebanese RHs and 150 women and 80 young, displaced Syrian RHs) improve their technical vocational skills by the end of the Agreement. IOV 1.2. At least 80% of training participants successfully complete the training according to the evaluation criteria of the expert trainers (achievement assessment). IOV 1.3. At least 30 % of the enterprises launched after 18 months of activity incorporate environmentally friendly practices.	N/A N/A N/A	* Training attendance records * Pre- and post-test results to assess achievement. * Teachers' reports * Surveys of entrepreneurs"	RISK: COVID-19. Government restrictions eventually imposed by an increase in pandemic incidence may hinder the development of trainings	The pandemic forced the local partner to develop online training strategies so that the training processes would not be interrupted, relying on the availability of smartphones for course participants.	The installation of photovoltaic energy systems in the facilities of the TRs, linked to training, reinforces the sustainability of training activities by ensuring the supply of energy.
R2: Financial inclusion of vulnerable Lebanese women and youth & displaced Syrian women with access to self-employment & small business in South Lebanon (Tyre, Nabatieh, Bint Jbeil & Marjeyoun)	IOV 2.1. At least 600 women (390 vulnerable Lebanese women and 210 displaced Syrian women) have access to financial resources for the first time through ADR's Microcredit Programme by the end of the implementation period. IOV 2.2 The repayment rate of disbursed microloans is 95% within 18 months of the start of the microcredit programme. IOV 2.3. At least 550 RHs (vulnerable population and entrepreneurs affected by the economic and social crisis in Lebanon) have access to financial resources in South Lebanon.	N/A N/A N/A	* Reports from the Microcredit programme manager (number of applications received, number of loans approved, committee report, monthly disbursement, repayment report, outstanding reports, portfolio at risk, repayment schedule with rating, portfolio statistics report) * Applications for seed capital assistance * List of RHs receiving seed capital	RISK: The depreciation of the Lebanese currency (GBP) has an impact on the microcredit fund.	ADR manages the funds it receives from international aid using the tool offered by the Central Bank of Lebanon: the SAYRAFA platform. Based on a bank account in US dollars, SAYRAFA offers a more secure official exchange rate, ensuring the supervision of transactions by the Central Bank.	
R3: Implementation of a local network of entrepreneurs from the Lebanese population in vulnerable situations, especially women and young people.	IOV 3.1. 20% of the businesses promoted in the framework of the Agreement made visible through the web or social networks. IOV 3.2. 70% of young (H and M) RHs from the South Lebanon region report improvements in their business management skills 6 months after completing the training. IOV 3.3. 30% of enterprises participating in the microcredit programme apply for a new microcredit throughout the Agreement to give continuity and sustainability to their business.	N/A N/A N/A	*Publications on the ADR website *Reporting and attendance at the annual meeting of entrepreneurs *Interviews/surveys of entrepreneurs with entrepreneurs *Interviews/surveys with entrepreneurs	Hypothesis: Technical, financial and life skills training, together with the follow-up and support of the ADR team, maintain the motivation of the RHs to continue growing in their productive activity.		
ACTIVITIES	Description	Resources	Start date	End date	Cost	Entity or person in charge
R1 Vulnerable Lebanese and displaced Syrian women and youth from the South Lebanon region (Tyre Fighters, Nabatieh, Bint Jbeil and Marjeyoun) acquire technical-vocational competencies and skills in sustainable business entrepreneurship.						
A1.1 Selection of the beneficiary population on the basis of vulnerability criteria	The target group of the intervention, established on the basis of an agreed selection criterion, is defined as "rural and urban women aged 19-40 in vulnerable situations in any of the 4 Faces of South Lebanon, and young men aged 18-30 not in education and not in employment (NEETS)", both Lebanese and displaced Syrians. both Lebanese and displaced Syrians. ADR has the necessary human resources to make this selection.	Project manager, project coordinator, field officers, field officers, vulnerability assessment questionnaire, mobile phone,	March, June, September and December 2023, 2024 and 2025; March and June 2026	March, June, September and December 2023, 2024 and 2025; March and June 2026		ADR

<b>A1.2.</b> Technical vocational training programme in income-generating activity lines in welfare, food processing and appropriate technology branches	<p>The prioritised population will be offered vocational technical training courses in the following areas:</p> <p>1. wellness: hairdressing (120h), Beautician(80h), Clothes repair(50h) or Soap making (80h) aimed at 290 Lebanese and displaced Syrian RHs between 18 and 40 years old.</p> <p>2. Food processing under an energy sustainability approach (Climate Smart Products): Processing of agricultural products (60h), Processing of dairy products (40h), Beekeeping (40h), targeting 240 RH Lebanese and displaced Syrian women between 18 and 40 years old.</p> <p>Technology: Maintenance and repair of household appliances (40h), Marketing oriented to online business (40h) and Basic office automation (20h) addressed to 170 RH, young women and men between 18 and 30 years old.</p> <p>The trainings are carried out in small groups -usually a maximum of 10 people- in order to allow the monitoring of individual progress, and in this way to be able to quickly detect difficulties in the training process. Most of the training will take place in the spaces available to the local partner, and municipal spaces will also be used. LEDA will make its classrooms available to the Agreement for training courses related to food processing, such as the agricultural products processing course or the dairy products course. LEDA will also help the trained RHs and women's production groups to market their production through its sales channels.</p>	Training venue, laptop, screen, projector, project manager, project coordinator, field officers, banner, trainer (expert), training equipment, usable training materials, catering, printed training materials, COVID materials	March, 2023	September, 2026		ADR
<b>A1.3</b> Training in basic financial literacy for entrepreneurship and self-employment.	RHs will receive a 24-hour course that will provide them with the financial training they need for business success, including the following subjects: 1. Separating Personal and Business; 2. Transactions and Accounts; 3. Knowing how to plan Cash Flow; 4. Fixed and Variable Costs and Point of Equivalence; 5. Personal Budget and Debt Management; 6. How to deal with microfinance institutions; 7. Entrepreneurship training (idea development and feasibility studies); 8. Transforming the idea into an opportunity; 9. How to set SMART objectives; 10. Business canvas; 11. SWOT analysis. This training will take place in ADR spaces.	Training venue, laptop, screen, projector, project manager, project coordinator, field officers, banner, trainer (expert), catering, printed training material	March, 2023	September, 2026		ADR
<b>A1.4</b> Training in Soft Skills (soft skills) in communication, leadership and personal project for entrepreneurship and self-employment.	The Agreement will also offer the target group life skills that contribute to generate changes in attitude, such as communication, leadership and personal projection, understood as necessary aspects for a comprehensive training that complements the technical and financial training for entrepreneurship and self-employment.	Training venue, laptop, screen, projector, project manager, project co-ordinator, field officers, field officer, banner, trainer (expert), catering, printed training materials	March, 2023	September, 2026		ADR
<b>A 1.5</b> Training on women's labour rights and Woman Protection	RHs will receive a total of 8 hours of training that includes modules on protection, COVID-19 prevention measures, gender basics and protection principles, prevention of sexual exploitation and abuse in the workplace, women's rights, decision-making and participation in the public space, analytical thinking, communication and negotiation skills, stress management and self-confidence, as well as gender roles and community dynamics. Although this training is aimed at both men and women, the approach varies depending on the context and social reality.	Training venue, laptop, screen, projector, project manager, project co-ordinator, field officers, field officer, banner, trainer (expert), catering, printed training materials	March, 2023	September, 2026		ADR
<b>R2: Financial inclusion of vulnerable Lebanese women and youth &amp; displaced Syrian women with access to self-employment &amp; small business in South Lebanon (Tyre, Nabatieh, Bint Jbeil &amp; Marjayoun)</b>						
<b>A 2.1.</b> Digitization of the system and creation of databases for microcredit management by the local partner.	The microcredit application form is partially completed electronically through the online application form and the creation of databases that allow for detailed reporting on microcredit activity.	Project Manager, Project Coordinator, Field Officers, Microcredit, Operational Manager, IT Technicians	January, 2023	February, 2023		ADR
<b>A.2.2.</b> Receipt and examination of applications for micro-credits or seed capital for start-up ventures	The first step in the microcredit process is to promote and publicise the loan product to the target group. This will be done by loan officers, who will disseminate posters and an information leaflet that will publicise this opportunity in their area to interested potential RHs, local organisations and institutions, such as village civil mayors (makhateer), cooperatives, etc. In addition, loan officers will hold meetings with key figures to explain the mission, objectives, operational methods and conditions of the programme. Door-to-door promotion will also be carried out, which remains the main mode of marketing the loans. RHs interested in accessing microcredit should contact the microcredit officer in their region by phone or visit an ADR centre.	Project Manager, Project Coordinator, Field Officers, Application Forms, Electronic Preliminary Application, Loan Officers, Loan Officer, Loan Supervisor	March, 2023	November, 2026		ADR

A 2.3. Processing and disbursement of loans and signing of microcredit agreements	To process the loan, the Loan Officer visits the RH at his/her business or residence, explains in detail the microcredit instrument and the necessary documentation to process it, and answers all the questions that the RH asks. Once the RH informs the Loan Officer that he/she has filled in the loan application form, a second visit of the Loan Officer takes place in his/her business or home (some productive activities take place at home), to collect the necessary documentation. With the form and the documentation, the Officer now has the elements that will enable him to assess the proposed project and the RH's capacity to repay the loan on time. Information is also collected on the guarantor submitted by the RH. For a loan to be approved, all three members of the Credit Committee must approve it unanimously. Once approved, the loan is processed with the support of ADR's MIS and disbursed through the bank branch. It is estimated that of the total 550 microloans expected to be granted under the Agreement, 12% will go to RHs who have received technical, financial and life-skills training, with the remainder going to vulnerable Lebanese: small entrepreneurs from the areas where ADR is operational, whether they are in the Microcredit Programme portfolio or not, who have been affected by the severe economic and financial crisis in the country. The minimum loan amount is 500USD and the maximum is 3,000USD, with a repayment period of between 6 and 24 months and an annual interest rate of 16% payable monthly, plus a 2% fee and 10USD for life insurance.	Project Manager, Project Coordinator, Field Officers, IT Technicians, Operations Manager, Supervisor, Micro-credit Committee	March, 2023	November, 2026		ADR
A.2.4. Delivery of seed capital (products in kind) to entrepreneurs, vulnerable Lebanese women and displaced Syrian youth and signing of delivery agreements.	100 entrepreneurs (75 women and 25 youth), belonging to the group of vulnerable Lebanese women and displaced Syrian youth, inhabitants of the Shooting Ground, will benefit from this activity. The first step is to prepare a Call for Project Ideas where entrepreneurs can apply (eligibility criteria of the proposal, eligible sector, level of evaluation, Request for Proposal, etc.). The second step is the evaluation of the application received, by an ADR committee (first selection) and at project level (different project partners). The next step would be the signature of a MoU with those who have successfully passed the selection process, to finally deliver the in-kind support. As any other financial resource granted by ADR, it will be monitored by the specialised staff of the local partner.	Project Manager, Project Coordinator, Field Officers, IT Technicians, Operations Manager, Supervisor, Microcredit Committee. Seed capital.	September 2023; november 2024, 2025, 2026	December 2023, 2024, 2025, 2026		ADR
A 2.5. Delivery of seed capital and provision of space for women's productive units.	Six women's productive units will be created, each comprising between 10 and 15 RHs, with the main objective of integrating small groups of women into a production and marketing network so that they can generate income, self-managing their projects through training in a specific productive activity. At the beginning, the groups will be promoted through the delivery of seed capital, with the objective that the group's activity evolves towards self-sustainability thanks to the income generated by the productive processes. The productive activity of these groups will be developed in municipal spaces in order to provide a safe environment for the participating women. LEDA will support the commercialisation of the	Project manager, Project coordinator, Field officers, , Call documents (Call document, evaluation grade, Request for proposal, MoU template, etc...),	June, 2025	September, 2026		ADR
A 2.6. Follow-up and personalised advice for entrepreneurs and productive units	The Loan Officer will carry out a personalised follow-up of the RHs in order to ensure the smooth running of the enterprises. To achieve this objective, he/she will be in close contact with the borrowers in order to anticipate any problems that may cause them to become delinquent. Regular visits will be made to the RHs, approximately once every two months, as long as it is not a social case. Note that if there is a social case, there is a committee and protocol to evaluate the case and help the family, and a life insurance is paid so that in case of death the family does not have to take care of the debt. In addition, advice will be given to the RH on basic aspects of business operation, which will help the loan manager to attract new applicants who may be referred by existing RHs. In the event that the RH does not repay on time, the loan manager is responsible for following up with him/her to ensure repayment.	Project Manager, Project Coordinator, Field Officers, Loan Officer, Supervisor, Operational Manager	November, 2023	December, 2026		ADR
R3: Implementation of a local network of entrepreneurs from the Lebanese population in vulnerable situations, especially women and young people.						
A 3.1. Annual meeting of entrepreneurs, presentation of success stories.	Meeting of entrepreneurs for entrepreneurs: once a year, with the collaboration of the Lebanese Alumni Association of the Instituto de Empresa, a meeting will be organised between entrepreneurs of the ADR Microcredit Programme. With a focus on peer-to-peer learning, a space will be created for the exchange of good practices and the sharing of successful business experiences in different areas of economic activity. The aim is to motivate new entrepreneurs through direct contact with people like them, and to learn first-hand about the challenges they have faced and how they have overcome them.	Project manager, project coordinator, field officers, venue, catering, micro-credit operations manager, loan officer, etc.	November 2023, 2024, 2025, 2026	Decembre 2023, 2024, 2025, 2026		ADR, le Alumni Lebanon
A 3.2. Creation of 6 thematic working groups by productive sector to assess challenges and good practices.	In the first Meeting of Entrepreneurs, working groups will be formed by economic sector of activity and/or by geographical area, under the leadership and direction of a coordinator, as a space to gather and channel the concerns, demands and aspirations of the RHs, the community, the services and society in general. Their work enriches the professional profile of RHs and contributes to improving the quality of their practice and revaluing the role of synergies. Entrepreneurs with common aspects; needs, interests, goals, cultural similarity, physical proximity.	Technical expert (for each production sector), project manager, project coordinator, field officers, catering, venue, screen, projector, office material, etc.	March 2023, 2025	July 2023, 2025		ADR

<b>A 3.3.</b> Capitalisation of knowledge through the creation of an (annual) portfolio of best experiences to be included in the ADR website.	With a focus on knowledge management as a tool for process improvement, the best experiences of the entrepreneurs will be collected for systematisation and publication. As part of the joint communication strategy between the ADR and FPS communication and project management teams, the most successful ventures will be widely disseminated, as well as the communication of achievements as part of a process of transparency and socialisation of results.	Project manager, project coordinator, micro-credit operational manager, IT expert	September 2023, 2024, 2025, 2026	Dicembre 2023, 2024, 2025; Novembre 2026		ADR
<b>Specific Objective 2</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Sources of verification</b>	<b>Risks/Hypotheses</b>		<b>Other remarks</b>
Strengthen social cohesion between the vulnerable local Lebanese and Syrian displaced population in the South Lebanon region, generating an enabling environment for inclusive and sustainable development.	IOV 2.1. At least 60% of target group members report a positive impact of local institutions on their lives. IOV 2.2. At least 80% of vulnerable Lebanese women who participate in awareness-raising activities say they have gained new knowledge about their rights.	N/A N/A N/A	* Report issued by the Agreement coordinator on the basis of surveys/interviews conducted with RHs.	Hypothesis: The municipality continues to be a positive reference for citizens as a service provider to meet basic needs.		The social cohesion sought contributes to building resilience both in host communities and among displaced persons, and aims to strengthen the social contract between communities and authorities.
<b>Result</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Sources of verification</b>	<b>Risks/Hypotheses</b>		<b>Other remarks</b>
<b>R1</b> Strengthened capacities of Duty Bearers (DB) and RH (Right Holders) in contributing to the maintenance of social cohesion among Lebanese communities and the Syrian displaced population, with a gender and sustainable development approach	IOV1.1. 30 Rapid Response Unit volunteers have skills and mechanisms to improve health and hygiene training for the population. IOV1.2 One DB and 2 RHs have a photovoltaic energy source that ensures sustainable electricity supply for the provision of their services to the community. IOV1.3.25 people (30% women) from the ADR team improve their knowledge and skills to implement the gender approach in their activities.	LB value: 0. The entire team of the RRU needs to update and strengthen its preparedness. LB value: 0. The DB and the RHs participating in the Convenio do not have any source of renewable and clean energy, and are subject to continuous power cuts, with direct negative consequences on the provision of services of their competence and/or mission. ADR staff have received gender training in the framework of recent projects, but have not yet incorporated gender in a systematic way in the organisation's strategy.	* List of attendance at training sessions for members of the RCU *Gender ADR Needs Assessment Report nergia fotovoltaica. * Report on the technical characteristics and installation of photovoltaic energy systems.	Hypothesis: Photovoltaic energy systems are available on the local market.		AIDA, a grouped NGO, has experience in this type of activity and has identified Lebanese suppliers, who also ensure the maintenance of the equipment.
<b>R2</b> RHs, especially vulnerable groups (women and youth) know their rights and improve their resilience to social, economic and environmental disasters.	IOV 2.1. At least 80% of RHs participating in awareness-raising activities in rural communities in the South Lebanon region, mostly women, identify a situation of rights violations or gender-based violence in their community. IOV 2.2. At least 1 space for discussion and reflection created in the framework of the Agreement. "	Value of LB: 0. The rural communities in vulnerable situations in which work will be carried out have never hosted an initiative such as the one being proposed. WP value: 0.	* Interview/surveys with those attending the awareness-raising sessions * Report of the local partner on the space for debate and reflection created within the framework of the Agreement	RISK: A resurgence of the pandemic could be an obstacle to the planned development of awareness-raising activities.		
<b>ACTIVITIES</b>	<b>Description</b>	<b>Resources</b>	<b>Start date</b>	<b>End date</b>		<b>Entity or person in charge</b>
<b>R1</b> Strengthened capacities of Duty Bearers (DB) and RH (Right Holders) in contributing to the maintenance of social cohesion among Lebanese communities and the Syrian displaced population, with a gender and sustainable development approach						
<b>A1.1</b> Training of RUR trainers in the field of health and hygiene in situations of vulnerability	30 team members of the Rapid Response Unit of the Union of Tyrian Municipalities will be trained in the following capacities: - Family hygiene care in the community - Pandemic protection measures - Protection of household security - Emergency response to hazards and disasters	Trainer (expert). Training venue, catering, project manager, project coordinator, field officers, COVID material.	September, 2023	November, 2023		ADR
<b>A.1.2.</b> Diagnosis of the needs of ADR (TR) on gender issues and gender mainstreaming.	Implemented by an ABAAD MENA team specialised in the subject, different workshops will be held with the management team and the ADR technical team to identify the needs and reach a consensus on the objectives to be achieved in relation to gender equality in the organisation. The workshops will be participatory and it is very important that ADR defines the objectives with the support of Aaad's experts.	Technical service ABAAD MENA	February, 2023	April, 2023		ABBAD MENA
<b>A.1.3.</b> Support for gender mainstreaming in the organisation of ADR, as well as for the detection and referral of cases of gender-based violence.	Based on the results of the diagnosis and the objectives established by ADR, a tailor-made training plan will be designed for the organisation. This will include training for the management team, the technical team and the team of educators/social workers on different aspects of gender mainstreaming in the organisation and in the projects, as well as on establishing a protocol for the detection and referral of cases of gender-based violence. It is important that the trainings are given by ABAAD MENA specialists so that they are really relevant and add value to ADR's work. In AIDA's experience, local organisations have rated the gender workshops very highly when they have been given by ABAAD, as the ABAAD team is made up of experts who can provide support in specific areas, giving specific recommendations.	Technical service ABAAD MENA	January, 2023	July, 2024		ABBAD MENA

A.1.4. Interactive workshop to socialise results with citizens and public authorities.	Once the activity described above has been completed, and as a complementary activity, at least one workshop will be organised for the socialisation of results and accountability to citizens and authorities. Also run by ABAAD MENA	Technical service ABAAD MENA	Septiembre 2024, 2025	Noviembre 2024, 2025		ABBAD MENA
A.1.5 Annual gender policy evaluation and capitalisation workshops	In years 3 and 4 ABAAD will conduct 1 annual evaluation/capitalisation workshop. The implementation of the procedures will instead be under the supervision of the gender expert	Technical service ABAAD MENA	February 2025, 2026	March 2025, 2026		ABBAD MENA
A.1.6. Installation of photovoltaic energy systems in Rapid Response Unit (TO), LEDA and ADR facilities (TR)	Light measures inequality among the Lebanese population. The energy crisis in Lebanon has escalated in recent months, increasing gloom and social tension. The turning point came in October 2021, when two major power plants were forced to shut down due to a lack of fuel. Since then, the situation has progressively worsened so that power and internet outages occur on a daily basis, with the impact this has on the normal functioning of economic and social activity. This is why, within the framework of the Agreement, the aim is to equip the facilities of the Rapid Response Unit (TO) with photovoltaic energy systems, so that it can provide its public service efficiently, as well as those of the local partner ADR and LEDA (TR), which will thus be able to continue providing their service to the vulnerable population for whom they work, ensuring the normal functioning of the training activities and the Microcredit programme.	Project manager, project coordinator, field officers, technical team (photovoltaic energy systems)	May, 2023	November, 2023		ADR
R2 RHs, especially vulnerable groups (women and youth) know their rights and improve their resilience to social, economic and environmental disasters						
A.2.1 Awareness-raising by RRU trainers to RHs in target communities on family health and hygiene in situations of vulnerability and on access/response mechanisms to crises	The work of implementing activities in the health and hygiene sector, in which the RRUs have played a key role during the pandemic, is to be continued. COVID has been a major source of tension in the region, especially in relation to the esteem of migrants and displaced people in areas with a high concentration of people in informal settlements. The sensitisation sessions will take place in the villages and will be delivered by the RRU trainers who have been trained in activity A.1.1, and will involve an estimated 2016 women aged 18-67	Project manager, project coordinator, field officers, venue, catering, screen, projector, COVID material, banner, etc.	December, 2023	October, 2026		ADR, URR
A.2.2 Awareness-raising sessions in middle and high schools on health and access/crisis response mechanisms.	Awareness raising sessions in middle schools target young students aged 8-14 years - each school has 4 thematic awareness raising sessions - Number of awareness raising sessions - 260 awareness raising sessions, estimated to reach 3250 male and female students. Awareness raising sessions in secondary schools Students aged 14-17 - Number of thematic awareness raising sessions of 80 sessions involving 2250 pupils and students	Project manager, project coordinator, field officers, venue, catering, screen, projector, banner, transport for trainer, COVID material, etc.	December, 2023	October, 2026		ADR, URR
A.2.3. JINA AL DAR awareness campaign	This is an awareness raising activity that will be implemented by ABAAD MENA through Mobile Units that will travel to the different communities to provide women and adolescents (estimated number 3000) with awareness raising on legal aspects and Gender Based Violence; they will also provide recreational activities and psychosocial support. Similarly, key messages on gender-based violence, early marriage and male involvement to end violence against women will be conveyed through arts-based community events (interactive theatre, puppetry, shadow theatre). These campaigns, which have a duration of 6 months, will be implemented at least twice during the life of the Agreement.	Project manager, project coordinator, field officers, venue, catering, screen, projector, banner, transport for trainer, COVID material, etc.				ABBAD MENA
<b>Transversal Activities</b>						
Formulation	The formulation of the Agreement has taken place under a highly participatory approach that started with the joint identification of needs with the RHs. An annex with an executive summary details the process					FPS, AIDA, ADR
Baseline	The initial baseline will mark the starting point of the Agreement, allowing the establishment of intermediate and final goals for the achievement of the expected results aimed at the target population. The ToR will include the object and methodology for its implementation, including, among others, the products to be delivered, the budget, the profile of the technical team, the form and deadline for the submission of proposals and the evaluation criteria, if applicable.					FPS, AIDA, ADR
Communication and outreach to the public	Linked to the Departments. Communication Objective within the Foundation's Communication and Results Socialisation Plan aimed at raising public awareness of the achievements of the Agreement and its link to Human Rights and the SDG targets of the 2030 Agenda. Based on a code of ethics, it reports on the changes brought about in the lives of the rights holders we work with.					FPS, AIDA, ADR
Follow-up and monitoring process: accountability to AECID. Submission of technical and financial monitoring reports. Formulation of the respective Annual Plans.	This activity, linked to the obligations of the instrument itself, will also entail a learning process for the local partners, with whom the documentation subject to regulations and the correct planning for possible consultations with AECID, among other aspects, will be closely worked on.					FPS, AIDA, ADR
Annual external audit	A reduced supporting account (with audit report) will be used as a model for submission of accounts to AECID. As a working procedure already established in FPS, different auditing firms that comply with the specific regulations will be invited, establishing an award process and, based on this, an agreed work planning for the presentation of the mandatory reports					FPS, AIDA, ADR

Final evaluation	Final external evaluation, characterised by the involvement of all actors from the outset. The ToR will be drawn up in accordance with the results to be obtained with the evaluation, focusing on the identification of both possible weaknesses and strengths, through which lessons learned can be extracted. Likewise, it will be oriented towards determining the achievement of the objectives and results proposed, offering objective and useful information and data under criteria of efficiency, effectiveness, impact and sustainability. Focusing on the target group of the intervention and the participating actors, the evaluation will determine to what extent the project's achievements have led to an improvement in their living conditions. To this end, the ToR, and therefore the evaluation (in its design, implementation and socialisation phase), will pay attention to the due mainstreaming of gender and human rights approaches, also bearing in mind the issues					FPS, AIDA, ADR
Staff travel Headquarters monitoring						FPS, AIDA
International expatriate staff travel						FPS, AIDA
Bank charges, maintenance fees, transfers						FPS, AIDA, ADR
Indirect costs						FPS, AIDA, ADR

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	IMPLEMENTATION																																																		
	PAC1												PAC2												PAC3												PAC4														
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D			
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A 2.5. Delivery of seed capital and provision of space for women's productive units.																																																			
A 2.6. Follow-up and personalised advice for entrepreneurs and production units																																																			
R3: Implementation of a local network of entrepreneurs from the Lebanese population in vulnerable situations, especially women and young people.																																																			
A 3.1. Annual meeting of entrepreneurs, presentation of success stories.																																																			
A 3.2. Creation of 6 thematic working groups by productive sector to assess challenges and good practices.																																																			
A 3.3. Capitalisation of knowledge through the creation of an (annual) portfolio of best experiences to be included in the ADR website.																																																			

<b>SO2. Strengthen social cohesion between the vulnerable local Lebanese population and the Syrian displaced population by creating an enabling environment for inclusive and sustainable development in South Lebanon.</b>				
<b>R1 Strengthened capacities of TO and TR in contributing to the maintenance of social cohesion among Lebanese communities and the Syrian displaced population, with a gender and sustainable development approach.</b>				
<b>A1.1 Training of RUR trainers in the field of health and hygiene in situations of vulnerability</b>				
<b>A.1.2. Diagnosis of the needs of ADR (TR) in gender issues and gender mainstreaming.</b>				
<b>A.1.3. Support for gender mainstreaming in the organisation of ADR, as well as for the detection and referral of cases of gender-based violence.</b>				
<b>A.1.4. Interactive workshop to socialise results with citizens and public authorities.</b>				
<b>A.1.5 Annual gender policy evaluation and capitalisation workshops. .</b>				
<b>A.1.6. Installation of photovoltaic energy systems at Rapid Response Unit (TO), LEDA and ADR (TR) facilities</b>				
<b>R2 TDs, especially vulnerable groups (women and youth) know their rights and improve their resilience to social, economic and environmental disasters.</b>				
<b>A.2.1 Awareness-raising by RRU trainers to TDs in target communities on family health and hygiene in situations of vulnerability and on access/response mechanisms to crises</b>				
<b>A.2.2 Awareness-raising sessions in middle and high schools on health and access/crisis response mechanisms.</b>				
<b>A.2.3. JINA AL DAR awareness campaign</b>				