

## UNRWA NBC RELIEF, RECOVERY AND RECONSTRUCTION MATRIX

### 1. RELIEF

PRIORITY/GOAL:	Responding to the humanitarian needs of the displaced refugees to reduce vulnerabilities			
OUTCOME:	Humanitarian needs of the refugees affected by the conflict will have been met during the recovery and reconstruction phases			
SUB-OUTCOMES	OUTPUTS <sup>1</sup>	INDICATORS	MEANS OF VERIFICATION	PARTNERS
1. Adequate levels of food security will have been maintained for displaced families	<p>Food baskets to the most vulnerable families are distributed on a regular basis based on needs assessment</p> <p>At least 1,400 Baby parcels of milk, cereals and diapers are distributed to families with infants and young children on a needs basis</p>	<p>Number of rounds of food distribution</p> <p>Number of food baskets distributed</p> <p>Nutritional value of food basket</p> <p>Number of baby parcels distributed to number of families with infants and young children</p>	<p>Reports from focus groups on level of satisfaction and relevancy</p> <p>Monitoring reports (on food distribution and levels of nutrition)</p>	<p>WFP (control of nutritional value)</p> <p>NGOs/INGOs additional supplies</p>
2. Adequate support will have been provided to assist displaced families to cope with temporary living conditions	<p>Additional non-food items to help families cope with extreme winter and summer conditions (such as additional blankets for winter) will be provided on a needs basis</p> <p>Re-hydration packets are distributed</p>	<p>Number of blankets distributed</p> <p>Number of heaters distributed</p> <p>Quantity of fuel distributed</p> <p>Quantity of winter clothes distributed</p> <p>Number of re-hydration packets distributed</p>	<p>Reports from focus groups on level of satisfaction and relevancy</p> <p>Monitoring reports</p>	<p>NGOs/INGOs additional supplies</p>
3. Adequate supplies of safe water will have been provided for displaced families	<p>Indoor household connections to water networks will be made for temporary shelter sites, collective centres and displaced refugee accommodation lacking indoor connections. Provision will be made to support the payment for fuel, maintenance and repairs of water networks</p>	<p>Each refugee has access to 70-100 litres per day</p>		<p>Municipalities of Muhammara and Bhanine, ACTED, PARD, UNICEF, Islamic Relief, UNICEF</p>
4. Adequate levels of personal and household hygiene will have been maintained	<p>Hygiene kits are distributed to families in need</p> <p>Environmental health campaigns will</p>	<p>Number of hygiene kits distributed</p> <p>Number of awareness</p>	<p>Monitoring reports on level of household hygiene and health</p>	<p>NGOs/INGOs with access to homes</p>

<sup>1</sup> UNRWA, in coordination with ILO, will outsource work on a comprehensive socio-economic survey in May 2008. This assessment will provide a basis upon which relief and recovery interventions will be determined, including verifiable outputs and indicators.

	be regularly carried out in the temporary shelter sites	campaigns and work shops  Recorded incidence of communicable disease	Evaluations and reports from campaigns and work shops  Reports from UNRWA health centres and NGO clinics	
5. Temporary work opportunities are provided to unemployed refugees as an interim measure	2,500 unemployed refugees benefit from work opportunities in recovery and reconstruction activities	Number of contracts issued to workers in recovery and reconstruction activities	Monitoring reports	Private contractors
6. Adequate accommodation will have been provided for all those who were displaced	<p>Approximately 2,500 displaced refugees in rented accommodation are provided with fair rental subsidies on a needs basis</p> <p>Around 1,100 temporary shelters with necessary infrastructure will be constructed to required specifications</p> <p>Repairs/upgrading will be carried out in collective centres to raise living conditions to the required standards</p> <p>All displaced families living in temporary shelters, collective centres and in sub-standard rented accommodation have access to adequate utility services (power, water, sewage, solid waste collection)</p>	<p>Number of refugees provided with rental subsidies</p> <p>Number of temporary shelters built</p> <p>Number of collective centres repaired/upgraded</p> <p>Number of refugees moving from host families or inadequate accommodation to adequate temporary accommodation</p> <p>Displaced families benefit from at least 12 hours a day of electricity, 70-100 litres of water per person/day and solid waste is collected at least once a week from temporary shelter sites and Adjacent Area</p>	<p>Monitoring reports Feed back from focus groups</p> <p>Photos (before and after)</p> <p>Tenders and bills from contractors</p> <p>Recorded quantities of material for construction, water and sanitation and power supplies</p>	<p>MPDL, NRC, ACTED, Premiere Urgence, Achitectes de l'Urgence</p> <p>Municipalities of Muhammara and Bhanine, ACTED, IR, PARD, UNICEF</p>
7. Residents in the Adjacent Area will have been provided with acceptable emergency electricity supplies	All residents in the Adjacent Area will be connected to the EDL electricity network	All residents in the Adjacent Area benefit from 24 hours of electricity per day	Monitoring reports Feed back from focus groups	EDL, UNDP, IR, UNICEF
8. Access will have been maintained to basic health services, full hospitalisation and life-saving medications	<p>Displaced refugees have access to basic primary and secondary health services, and to tertiary health care</p> <p>Temporary health facilities cover the basic health needs of the displaced population</p>		<p>Records of patient visits to health centres</p> <p>Records of medical home visits</p> <p>Monitoring reports</p>	AI-Shifa, BAS, IC, UPDP, PRCS, Islamic Relief

	A more durable solution is found for the provision of emergency medical services in temporary shelter sites	Refugees in temporary shelter sites have access to 24 hour emergency medical services	Feed back from focus groups	
9. Basic education services will have been maintained with minimum disruption for the 2008/2009 and 2009/2010 academic years	<p>All displaced refugee children are provided with education to the pre-conflict level</p> <p>All refugee school children are able to sit the Brevet and Baccaulaureate public school exams</p> <p>Extra classes will be continued in Beddawi camp schools and the temporary schools in the Adjacent Area to help pupils catch up on the three months or more of schooling lost due to the conflict in 2007</p> <p>Two additional temporary prefabricated school buildings will be established to ease overcrowding</p> <p>Bacculaureate II students provided with financial support to enter higher education (e.g. universities)</p>	<p>Number of displaced refugee children provided with education</p> <p>Number of refugee school children who sit the Brevet and Baccaulaureate exams</p> <p>Number of students who gain schooling lost due to the conflict</p> <p>Number of temporary prefabricated school buildings built</p> <p>Number of students entering universities or colleges</p>	<p>Assessments on children's mental health and well-being in the schools</p> <p>Parents' focus groups</p> <p>Teachers' focus groups</p> <p>Students' focus groups</p> <p>Reports on school-drop-outs</p> <p>Monitoring reports</p>	
10. Children and youth are better able to cope with the displacement and the effects of the conflict on behaviour and learning abilities are reduced	Impact of the conflict on the mental health and well-being of displaced children and youth is mitigated through the provision of psychosocial and recreational activities (capacity and funding permitting)	Number of displaced children and youth who benefit from psychosocial and recreational activities	<p>Monitoring reports</p> <p>Evaluation reports from activities</p> <p>Focus groups with beneficiaries</p> <p>Photos</p>	AI-Khalasa, CBR, QCC, GKCF, GUPW, Injaz, II, Najdeh Assoc., Nabaa Bi La Houdoud, NRC, NPA, PBS&GG, PCYI, PARD, PCPW, RI, RP, SCF (Sweden), UNICEF

## 2. RECOVERY

PRIORITY/GOAL:	Laying the foundations for the physical and socio-economic recovery of NBC			
OUTCOME:	Basic preconditions for the recovery of physical and economic infrastructure will have been put in place			
SUB-OUTCOMES	OUTPUTS	INDICATORS	MEANS OF VERIFICATION	PARTNERS
1. NBC Preliminary Master Plan (incorporating draft residential building designs, urban plans, proposed infrastructure plans, and plans for the UNRWA and NGO compounds) is further developed and validated by all key stakeholders to guide the reconstruction of NBC	<p>Participatory methodology designed and implemented</p> <p>Final draft of Preliminary Master Plan completed and validated</p> <p>Management, detailed design and supervision of construction will be outsourced to a private contractor</p>	<p>Evidence of key stakeholders consulted and participated in the development of the Preliminary Master Plan</p> <p>Contract signed with private consultancy</p>	<p>Reports from workshops and focus groups (displaced refugees)</p> <p>Monitoring reports on level of awareness and participation among displaced refugees</p> <p>Contract for management, detailed design and construction supervision</p>	LPDC, NBRC
2. All EOs, rubble and toxic and solid waste are removed from NBC in preparation for reconstruction work to begin early 2009	<p>Demining clears the site of all EOs</p> <p>At least 500,000m<sup>3</sup> rubble removed from the site</p> <p>Rubble and waste sorted and waste disposed of to environmental standards</p> <p>Reusable rubble crushed and compacted for use in reconstruction</p> <p>At least 300 NBC workers are employed in the rubble sorting activities</p>	<p>The site is free of EOs and is safe to access</p> <p>Volume of rubble removed</p> <p>Level of reusable rubble used in the reconstruction</p> <p>Number of contracts issued to workers in rubble removal and sorting</p>	<p>Monitoring reports</p> <p>Reports from EOD teams</p> <p>Environmental assessment of rubble and waste disposal</p>	LMAC, LAF, UNDSS, UNDP, EOD contractor
3. Livelihood approaches to support the affected refugee community will have been developed	<p>The socio-economic assessment provides accurate data to support the development of livelihoods strategies</p> <p>370 small enterprises, including those run by women and refugees with disabilities, are reactivated utilising</p>	<p>Number of small enterprises reactivated with start-up grants</p>	<p>Socio-economic assessment published</p> <p>Monitoring of activities and impact of support</p> <p>Feedback from</p>	DRC, Enfants du Monde, FAO, ILO, Mercy Corps, Irshad Wal Islah, Nabaa Bila Houdoud, Oxfam GB, Oxfam Canada, PAWL, PU, Welfare Association

	<p>start-up grants</p> <p>A vocational training centre is established and provides skills training</p> <p>Emergency Employment Services Centre established in North Lebanon</p>	<p>Number of vocational training courses</p> <p>Labour market information is coordinated and support is provided to 2,000 job seekers</p> <p>Number of NBC workers in full-time employment</p>	<p>beneficiaries, evaluations</p> <p>Feedback from focus groups on developing job-creating ideas</p>	
<p>4. Community and NGO centres, facilities and infrastructure will have been upgraded in recognition of the support given to displaced refugees by the people of Beddawi camp</p>	<p>Repairs will be carried out on community facilities, NGO buildings and mosques in Beddawi camp</p> <p>Infrastructure in Beddawi camp will be upgraded or rehabilitated and a new cemetery will be prepared</p> <p>The camp football field will be upgraded</p> <p>Equipment will be provided to under-resourced community centres</p>	<p>Community facilities, NGO buildings and mosques are used by the population</p> <p>Sports activities take place in the football field</p> <p>community centres are provided with equipment</p>	<p>Monitoring reports on repair works, selection of beneficiaries and impact</p> <p>Photos</p> <p>Evaluation reports based on input from focus groups and beneficiaries</p> <p>Evaluations from users/non-users of community centres</p>	

### 3. RECONSTRUCTION

PRIORITY/GOAL:	Rebuilding the destroyed Nahr el-Bared camp			
OUTCOME:	NBC is rebuilt on its original location and all displaced refugees are re-housed in the reconstructed camp by 2011			
SUB-OUTCOMES	OUTPUTS	INDICATORS	MEANS OF VERIFICATION	PARTNERS
1. Physical works are implemented in accordance with the detailed Master Plan	<p>Tenders issued and contracts signed for the management, detailed design and supervision</p> <p>Tenders issued and contracts signed for the physical construction work</p> <p>Camp infrastructure rebuilt</p> <p>Residential buildings complete and 4,591 housing units handed over to refugees</p> <p>1,697 commercial and public units complete</p> <p>UNRWA and NGO compounds rebuilt</p>	<p>Management, detailed design and supervision contracts awarded</p> <p>Construction contracts awarded</p> <p>Number of residential areas complete</p> <p>Number of housing units handed over to refugees</p> <p>Number of commercial and public units complete</p> <p>Displaced refugees re-housed in original camp</p> <p>UNRWA and NGO compounds fully functional</p>	Monitoring Reports	Private contractors, Government of Lebanon, local authorities