

Economic Empowerment of Productive Entities and Youth Employment Support in the Bekaa and South Lebanon.

Output 1: Provision of productive entities (MSMEs) comprehensive support packages aimed at maintaining and creating jobs and promoting long-term development

This output supports the resilience and growth of productive entities to retain and create job opportunities, mainly for youth. Support includes capacity development (training and coaching) and tangible assistance (equipment, materials) tailored to each entity's needs.

Activity ref.	Activity description	Activity detail	Sources of Verification
A1.1	Identify and select 25 productive entities through outreach campaign	<ul style="list-style-type: none"> - Pre Campaign: Conduct rapid market assessments to identify priority sectors, analyze market dynamics, engage local stakeholders, develop selection criteria and scoring matrix, design online application platform, prepare information materials in Arabic and English - Outreach Campaign: Launch targeted campaigns through in-person workshops (minimum 2) per area, digital channels, traditional media, and community 	<ul style="list-style-type: none"> - MSME assessment survey - Eligibility, selection criteria and scoring matrix - Online application launching - Social media posts and Chamber's website announcement



		<p>outreach; special sessions for women entrepreneurs; targeted outreach to women-led, IDP-led, youth-led entities; maintain application portal for minimum 3 weeks.</p> <ul style="list-style-type: none"> - Application Collection: Collect comprehensive applications covering business profile, financial information, needs assessment, commitment to youth employment; organize secure database; conduct desk review and telephone verification; create backup database - Field Assessment: Conduct field visits to minimum 40 shortlisted entities per area; assess business viability, youth hosting capacity, infrastructure needs, gender dynamics; utilize standardized assessment tool; convene selection committee with UNDP ensuring: equal distribution across clusters, 100% Lebanese-owned (including IDPs), minimum 20% women-owned/led, sectoral diversity 	<ul style="list-style-type: none"> - Conduct (minimum 2) outreach workshops per area for MSMEs; attendance sheets, photos - Outreach report - MSMEs database / raw data collection - Submittals summary, eligibility screening - Field visit schedule for up to 40 shortlisted MSMEs - Photos of business premises - Final selection report with 25 MSMEs per area
A1.2	Conduct comprehensive needs assessments and design individualized support packages	<ul style="list-style-type: none"> - Business Assessment: Operations, production capacity, equipment/infrastructure status, supply chains, market access, financial management, employment practices - Training Needs: Technical skills, business management, financial literacy, marketing, quality standards, youth supervision/mentoring - Equipment/Material Needs: Production equipment, tools, materials - Youth Hosting Capacity: Workspace availability, supervision capacity, safety conditions, training potential 	<ul style="list-style-type: none"> - Training needs assessment: from the MSME assessment survey - Summary report: identify skill gaps - Proposed training curriculum based on identified capacity-building needs in business development + staff upskilling. - Design of support packages: This will take place after the business development coaching sessions, based on the identified business



		<ul style="list-style-type: none"> - Based on the assessment, we will develop a support package (up to USD 10,000 per entity) 	<p>needs and their relevance to the required equipment and/or materials.</p>
A1.3	Deliver capacity building and business training	<ul style="list-style-type: none"> - Business Training (minimum 24 hours per entity): Business planning, financial management, marketing and sales, quality standards, record-keeping, customer service, digital tools, sector specific technical training - Mentoring and Supervision Training: Hosting youth apprentices, providing effective supervision, workplace safety, conflict resolution, performance evaluation - Individualized Coaching: Regular one-on-one sessions with business advisors addressing specific challenges, developing business plans, improving operation, accessing markets - Peer Learning: Organize cluster-level business networking sessions for experience sharing and collaboration <p>Trainings delivered in target areas using participatory methods, provided in Arabic, with materials for</p> <ul style="list-style-type: none"> - future reference, certificates issued upon completion. 	<ul style="list-style-type: none"> - Pre – Post Test - Training topics - Training schedule - Training material - Attendance sheets - Pictures - Networking event pictures - Attendance sheets - Certificates issued
A1.5	Provide ongoing coaching and follow-up support; post procurement and delivery of equipment	<ul style="list-style-type: none"> - Regular Monitoring Visits: Monthly field visits to assess progress, verify equipment use, address challenges, provide technical guidance - Business Coaching: Ongoing individualized coaching on business operations, financial management, problem-solving, growth strategies 	<ul style="list-style-type: none"> - Follow up visit’s logs to verify equipment use and impact documentation - M&E report



		<ul style="list-style-type: none"> - Linkages and Networking: Facilitate connections to suppliers, customers, business associations, financial services, government support programs - Documentation: Track business performance indicators (sales, employment, production), collect evidence of results, document success stories 	
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Output 2: Strengthened youth income generation opportunities through on-the-job training placements at supported entities This output provides 35 vulnerable Lebanese youth and refugees (including IDPs) per area with 4-month structured on-the-job training placements, monthly stipends, skills development, and pathways to employment.

Activity ref.	Activity description	Activity detail	Sources of Verification
Activity 2.1.1	Design youth program framework	<ul style="list-style-type: none"> - Define clear learning objectives and competencies for priority sectors - Develop standardized training plans and supervision guidelines - Create monitoring tools, evaluation forms, certificates - Design youth stipend payment system with two components: (1) USD 300/month direct cash payment to youth for 4 months, and (2) USD 100/month allocated for materials, safety equipment, insurance, and other support needs to facilitate the on-the-job training experience. All payments managed by the chamber. - Establish grievance and conflict resolution mechanisms 	



		<ul style="list-style-type: none"> - Ensure decent work standards compliance 	
A2.1.2	Conduct youth outreach and recruitment	<ul style="list-style-type: none"> - Information sessions in each cluster (minimum 2 per cluster) at municipalities, community centers, youth centers, universities - Utilize multiple channels: social media, posters, radio announcements, community networks, municipal announcements - Special outreach to women, IDPs, vulnerable youth, youth in remote areas - Maintain application portal for minimum 3 weeks - Collect applications covering personal information, education background, skills/interests, employment status, motivations, career aspirations, sectoral preferences 	<ul style="list-style-type: none"> - 2 info sessions for youth; attendance sheets, pictures - Youth assessment survey - Eligibility, selection criteria and scoring matrix - Social media posts and Chamber's website announcement - Outreach report - Youth database / raw data collection
A2.1.3	Screen and select youth	<ul style="list-style-type: none"> - Desk review of all applications against eligibility criteria (age 18-30, Lebanese and refugees, including IDPs, unemployed/underemployed, motivated/committed) - Conduct interviews with shortlisted candidates assessing motivation, skills, career goals, communication abilities, reliability - Select 35 youth per area ensuring minimum 20% women, geographic balance across clusters, diverse educational backgrounds, IDP inclusion, sectoral diversity 	<ul style="list-style-type: none"> - Submittals summary, eligibility screening - Selection report for 35 candidates, ensuring at least 20% women and including IDPs and PWDs where feasible.
A2.1.4	Match youth with entities	<ul style="list-style-type: none"> - Match based on youth interests/skills, career aspirations, entity needs/capacity, geographic - proximity, gender considerations 	<ul style="list-style-type: none"> - Proposed training curriculum based on skill gaps - Training schedule



		<ul style="list-style-type: none"> - Conduct pre-placement meetings between youth and entities - Develop individualized training plans per youth specifying learning objectives, tasks, skills development, supervision arrangements - Obtain formal commitment from both youth and entities - Prepare placement agreements outlining roles, responsibilities, expectations, stipend arrangements 	<ul style="list-style-type: none"> - Pre-post tests - Training schedule - Training material - Attendance sheets - Pictures - Placement agreements between youth and entities
A2.1.5	Conduct orientation sessions	<ul style="list-style-type: none"> - Youth Orientation (2-day workshop): Program expectations, workplace conduct, rights/responsibilities, labor rights, safety, communication skills, conflict resolution, time management, goal setting - Entity Orientation (half-day): Hosting youth apprentices, supervision techniques, creating learning environments, performance evaluation, decent work standards, communication with youth, reporting requirements 	<ul style="list-style-type: none"> - Soft skills delivery - Pre-post test - Workshops schedule - Attendance sheets - Pictures - Intern supervisor orientation schedule - Attendance sheets - Pictures
A2.1.6	Facilitate placements and provide monthly stipends	<ul style="list-style-type: none"> - Officially place youth at entities with clear start dates and schedules - Provide monthly stipends (USD 300/month × 4 months) paid directly to youth through financial service providers - Verify attendance minimum 80% monthly (approximately 20 days/month) - Supply youth with identification materials, notebooks/pens, safety equipment if needed, certificates of participation 	<ul style="list-style-type: none"> - Internships schedule - Internship attendance sheets - Interns' payments tracking - Internship pictures
A2.1.7	Provide ongoing supervision and support	<ul style="list-style-type: none"> - Regular Monitoring: Weekly phone check-ins with all youth; monthly field 	<ul style="list-style-type: none"> - M&E monthly reports



		<ul style="list-style-type: none"> visits to all placement sites; attendance tracking; learning progress assessment; challenge identification and resolution - Counseling and Mentoring: Monthly individual counseling sessions; group mentoring by sector; career guidance; CV/job search support - Mid-Term Review (Month 2): Comprehensive evaluation with youth and supervisors; assess progress; identify improvements; make necessary adjustments - Skills Development: Monthly peer learning sessions; supplementary soft skills training (communication, teamwork, problem-solving, digital literacy, financial literacy) - Decent Work Compliance: Monitor working conditions, safety, treatment, payment verification, investigation of violations 	<ul style="list-style-type: none"> - Mid-term evaluation report
A2.1.8	Conduct end-of-placement assessment and completion	<ul style="list-style-type: none"> - Final performance evaluation with all youth and supervisors assessing skills acquired, achievement of objectives, overall performance - Use standardized forms covering attendance, punctuality, work quality, skills development, professionalism, supervisor recommendations - Document employment outcomes (retained by host entity, employed elsewhere, self-employed, further training, unemployed) - Issue certificates of completion to youth meeting requirements (satisfactory performance, minimum 80% attendance) - Organize graduation ceremony in each cluster to celebrate achievements 	<ul style="list-style-type: none"> - Internship evaluation for youth - Internship evaluation for supervisors - Post placement outcome report for youth - Attendance rate scoring - Certificates of completion (for candidate who achieved minimum 80% attendance) - Graduation ceremony



		<ul style="list-style-type: none"> - Collect feedback through exit surveys and interviews for program improvement 	
A2.1.9	Provide post-placement support and follow-up	<ul style="list-style-type: none"> - Employment Tracking: Monthly phone check-ins; employment status updates; evidence collection - Job Search Support: CV/application assistance; interview preparation; job matching and referrals to potential employers - Employer Linkages: Networking with businesses; job fairs/networking events; work trials facilitation - Further Training: Information about vocational training/education opportunities; application assistance; scholarship connections - Entrepreneurship Support: Business planning guidance; connections to microfinance; start-up capital access - Documentation: Success stories, video testimonials, case studies, before/after narratives - Final Assessment (6 months post): Overall employment outcomes; sustainability of employment; longer-term impact evaluation; factors contributing to success; barriers analysis 	<ul style="list-style-type: none"> - Integration of youth on the job portal; creation of profiles - Integration of MSMEs (if applicable) on the job portal and announcement of job vacancies (if available) - CV writing workshop - Employment tracking report - Video testimonials - Final report and project assessment