

COUNCIL FOR DEVELOPMENT & RECONSTRUCTION
BEIRUT - LEBANON

No. : 5187/1

Beirut, 04/09/2006

Mrs. Mona Hammam
Resident Representative
United Nations Development Programme

United Nations House
Beirut, Lebanon

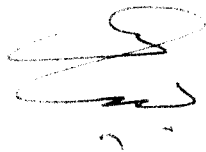
Dear Mrs. Hammam,


We refer to your letter reference 152/MS dated 28 June 2006, pertaining to "*Peace Building: a Strategy for Conflict Prevention in Lebanon* - Project ID /00042287/".

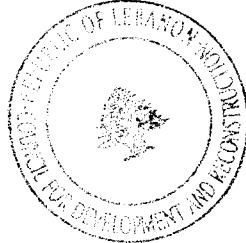
As requested, we attach for your records One duly signed copy of the project document and thank you for your support to this project.

Sincerely yours,

Council for Development and Reconstruction



 Nabil A. El-Jisr
President



Enclosure

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UNITED NATIONS DEVELOPMENT PROGRAMME

1 Project Document

Project Number and Title: Peace Building: a Strategy for Conflict Prevention in Lebanon
(00042287)

Duration: 3 years

Project Site: Lebanon

Executing Agency: UNDP

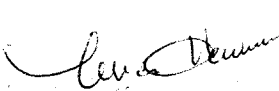
Estimated Starting Date: March 2006

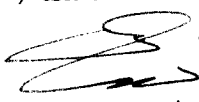
Estimated End Date: January 2008

DEX UNDP	
Total Budget: 1,764,500.00 USD	
UNDP Track 1:	50,000 USD
BCPR Track 1.3	640,000 USD
Total	690,000 USD
Balance:	1074,500 USD
(Pending availability of additional donor contributions)	

Brief Description:

The long-term objective of this project is the creation of positive peace, by addressing the core problems and the underlying root causes of conflicts in Lebanon. This entails changing the patterns of interaction of the involved parties- moving them away from confrontation and violence towards political and economic participation, peaceful relationships, and social harmony. This will be enhanced through the creation of conflict resolution and peace-building mechanisms that enhance cooperation and dialogue among different identity groups and help them manage their conflict of interests through peaceful means.

 28/06/06
Agreed by: Dr. Mona Hammam, UNDP Resident Representative

Agreed by: Nabil A. El-Jiss, CDR President




I. Situation Analysis

I. The Country Context

A. *The Political Context and History*¹

Lebanon has a unique form of *parliamentary democracy* in which the highest offices are reserved for certain religious groups. The constitution grants the people the right to change their government. However, from the mid-1970s until the parliamentary elections in 1992, civil war precluded the exercise of political rights. According to the constitution, direct parliamentary elections are held every 4 years, with the last in 2005. The Parliament, in turn, elects a President every 6 years to a single term, the last of which was in 1998. The president and parliament choose the Prime Minister. Political parties may be formed; but most are based on sectarian interests.

Since the emergence of the post-1943 state, national policy has been determined largely by a relatively restricted group of *traditional regional and sectarian leaders*. The 1943 National Pact, an unwritten agreement that established the political foundations of modern Lebanon, allocated political power on an essentially confessional basis according to the share of the population they represented in the 1932 census. Seats in parliament and positions in the government and in the army are divided equally between Christians and Muslims.

Efforts to alter or abolish the *confessional system of allocating power* have been at the center of Lebanese politics for decades. Those confessions most favored by the 1943 formula sought to preserve it, while those who saw themselves at a disadvantage sought either to revise it after updating key demographic data, or to abolish it entirely. Nonetheless, many of the provisions of the national pact were codified in the 1989 Ta'if Agreement, perpetuating sectarianism as a key element of Lebanese political life.

The *Parliament* is elected by adult suffrage (the minimum voting age is 21) based on a system of proportional representation for the various confessional groups. Political blocks are usually based on confessional and local interests or on personal/family allegiances, rather than on political affinities.

Lebanon's *judicial system* is based on the Napoleonic Code, with another system of religious courts having jurisdiction over personal status matters within their own communities.

Lebanese *political institutions* often play a secondary role to highly confessionalized personality-based politics. Powerful families also still play an independent role in mobilizing votes for both local and parliamentary elections. Nonetheless, a lively panoply of domestic political parties exists.

There are differences both between and among Muslim and Christian parties regarding the role of religion in state affairs, with a very high degree of *political activism among religious leaders* across the sectarian spectrum. The interplay for position and power among the religious, political, and party leaders and groups produces a political tapestry of extraordinary complexity.

In the past, the system worked to produce a viable *democracy*. Events over the last decade and long-term demographic trends, however, have upset the delicate balance and resulted in greater segregation across the social spectrum. Whether in political parties, places of residence, schools, media outlets, even workplaces, there is a lack of regular interaction across

¹ Most of the information in this section is derived from the [Wikipedia](#) encyclopedia

sectarian lines to facilitate the exchange of views and promote understanding. All factions have called for a reform of the political system.

The *Lebanese Civil War* (1975-1990) had its origin in the conflicts and political compromises of Lebanon's colonial period and was exacerbated by the nation's changing demographic trends, Christian and Muslim inter-religious strife, the spill-over effects of the Arabo-Israeli conflict, including Israel's invasion of Lebanon in 1982 and its occupation of the south, and proximity to Syria and Israel. Regional events, political movements and geographical interests contributed to Lebanon's violent implosion. Militias were formed, and the government's ability to maintain order was handicapped by the nature of the Lebanese Army which is based on a fixed ratio of religions.

The *Taif Agreement* was negotiated in 1989 and formally put an end to 15 years of violence. The agreement covered political reform, the ending of the war in Lebanon, the establishment of special relations between Lebanon and Syria, and a framework for drawing down Syrian troops from Lebanon until complete withdrawal. It also restructured the political system. Some of the reforms agreed upon in the Taif accord were institutionalized, while others were not.

After a period of relative stability and security in the country, notwithstanding occasional violence on the southern border with Israel, the Prime Minister of Lebanon was assassinated in February 2005. This gave rise to broad-based waves of popular protests and massive peaceful demonstrations which called for complete sovereignty, freedom and independence for Lebanon, and for the truth. Popular and international pressures, led to the complete withdrawal of Syrian troops in April 2005, followed by parliamentary elections, held in May/June, that has led to a parliamentary majority and a government committed to reform. While the solidarity across confessional and other divisions which was exhibited among the youth of Lebanon held out the promise of a transition towards national unity and social reconstruction, that promise proved fragile as political and confessional alliances shifted. The new government is faced with important challenges both internally and externally. As stated in its *ministerial plan of action*, it is committed to: (a) reforming the electoral law; (b) initiating a national dialogue on the implementation of the Taef Agreement, which includes a process of transition to non-sectarian rule; (c) Decentralization of municipalities; (d) A relationship withy Syria; (e) reforming the security apparatus; (f) reaffirming the independence of the judiciary; (g) finalizing the return of the displaced and the reconstruction of southern Lebanon; (h) restructuring the media; (i) extending needed linkages with the Lebanese Diaspora; (j) reforming the economy, fighting corruption, formulating a sustained strategy for balanced social development, including poverty reduction and social safety nets; decreasing the public debt; reforming the public sector and strengthening the private sector; (k) reforming the educational sector and revising the curricula; (l) reforming the health, energy, and water resources sectors; (m) working on sustainable environmental resources; and (n) increasing the participation of youth and women in all facets of life.

B. A Snapshot of Socio-economic Status in Post War Lebanon

The *Lebanese civil strife* had enormous socio-economic consequences on human life and on the social fabric of the country. More than 100,000 civilians were killed and twice as many were wounded, handicapped, orphaned, widowed and left homeless. Around 950 villages and towns were totally or partially destroyed and over 500,000 Lebanese were displaced or became refugees.

Lebanon has struggled over the past decade with the consequences of the protracted civil war and instability that destroyed the country's infrastructure and economy, unhinging its

institutions and society. The Taif agreement launched a process of political reform and re-establishment of central authority over Lebanese territory, except the southernmost part of the country, which had been occupied by Israel since 1978. Thus ushered in an era of emergency rehabilitation and reconstruction and the reactivation of the economy, which peaked in 1995. *Reconstruction* of basic physical and public service infrastructure centered on Beirut and the capital's immediate environs agglomeration, neglecting other regions of the country. Institutional reform and development remained a distant secondary consideration throughout the nineties.

At the turn of the millennium, the country remained unable to extricate itself from a political situation - internally and at the sub-regional level - that has crippled business confidence and effectively prevented Lebanon from embarking on a path of sustainable economic growth and development. Domestically, although South Lebanon was finally recovered from occupation in the spring of 2000, expectations for socio-economic integration is yet to be achieved and the peace and security, so essential for development, remain elusive.

At the end of the war in 1990, *the development situation* showed the effects of the economic decline witnessed during the war, with economic recovery picking up in the first half of 90's. However, the second half of the nineties witnessed a steady deceleration of growth, leading to stagnation and recession in 1999 and 2000, largely the consequence of continued excessive public deficits and escalating public debt. At a level of debt, that is one of the highest of the world, the Government is highly vulnerable to shocks of political uncertainty and currency instability.

Although the Government succeeded in restoring monetary stability, the *economic crisis* and political volatility have nevertheless led to increased "outflows" of youth in recent years, in sharp contrast to the return of expatriate nationals in the mid-1990s; and to increased pressure on the living conditions of vulnerable and poor households. Of particular concern regarding the repercussions of the economic crisis are the poverty conditions in the already-depressed regions of the country. High unemployment remains a considerable challenge for the government, while growth remains hostage to a range of political and structural obstacles.

Meeting the *basic needs* of all the population is an essential dimension of national development strategy and policies. Successful development of the country in the longer term hinges on strengthening the human resource base and expanding opportunities to fully realize human potential.

Although the last two decades witnessed an improvement in the *health and education status* of the population, the country still faces large income disparities between social groups and geographic regions, with a small percentage of households accounting for a sizeable part of total income, fixed assets and capital. Disparities in levels of infrastructure, social services and job opportunities reflect the effects of war and the uneven distribution of the benefits of the initial recovery period, as well as important economic distortions and longstanding structural problems of management of the economy and of social organization.

The country's *human rights* record with respect to ratification of international conventions is admirable. However, the country's compliance with its international obligations has fallen short of acceptable standards. In addition, a number of significant reservations were put by the Government on two ratified human rights conventions, including the Convention for the Elimination of all forms of Discrimination Against Women (CEDAW), with similar disparities in protection and rights apparent in labor laws.

Lebanon has a vibrant *civil society sector* with active non-governmental organizations, professional associations, syndicates and other civil groups. However, the participation of NGOs in the development process has been largely limited to the implementation of projects and

awareness raising activities and participatory decision-making remains the exception, even at the local level.

C. *The Social Fabric in Post War Lebanon*

The Lebanese system is made up of several religions and factions, which has been a source of diversity and cultural richness all through the life of the country. However, coupled with a sectarian-based political system, a structure that does not foster social justice, weak state authority and institutions, a concentration of power in the hands of few, weak civic education, and a lack of a sense of identity, this diversity of the country has also been a source of violence and conflict. Adding to this complex situation, Lebanon is geographically located in the heart of the Middle East crises with all the effects of the regional struggles and conflict.

Lebanese society places importance on the family and the sect, deriving a sense of belonging and identity from these. This has been compounded during the war, as a whole generation isolated in different regions within "uniform" religious and political structures, lacks a broader sense of identity, important for social cohesion. Although the Taef Agreement included the provision for annulling political sectarianism, this remained unimplemented 15 years after the agreement.

II. Current Initiatives of the CO in Post-Conflict Rehabilitation and Peace Building

The UNDP Country Programme in Lebanon initiated several programmes and projects aiming at conflict resolution and peace building after the Lebanese civil war that officially ended in 1990. From economic and administrative reform, through judiciary reform, and poverty reduction programmes, the CO was able to increase its impact in post-war Lebanon on several socio-economic development fronts. UNDP project in the Ministry of Finance, for example, has become an example in the region for post-conflict economic and fiscal recovery. The CO was requested to provide assistance for security sector reform, adding another dimension into its overall programme strategy towards peace building. This assistance will include, among others, police training for human rights protection and strengthening the rule of law.

Although arguably, the projects implemented by the CO all pour into post-war rehabilitation, reconstruction and recovery, there are four main initiatives directly linked to post-conflicts reconciliation, targeting recovery through local community strengthening and mine action assistance. These could be summarized by the following:

A. *Post-Conflict Socio-Economic Rehabilitation of South Lebanon*

The project was launched in 2000 following the Israeli withdrawal from southern Lebanon. It aims at stimulating economic recovery, social rehabilitation, and balanced development to lay the basis for sustainable human development in the region. The initial geographic focus is on the former occupied regions in South Lebanon. Depending on availability of resources, consideration at a later stage will be given to covering other parts of the region. The Project outputs include reintegration of former detainees, support to income-generating activities and enterprise development, support to local mobilization and local capacity building, youth mobilization, reintegration and reconciliation activities, and mine-action socio-economic rehabilitation.

Using local governance community structures, the project targets former occupied communities to build the capacity of local lobby groups for local development and peace building. Training of local communities is followed by the identification and implementation of small-scale projects. The youth project component aims to enhance their overall reintegration and social

reconciliation, which are vital to stability. Youth groups have been established, trained and used as trainers on different issues of direct impact on reconciliation and local development. The project also assists in post-demining rehabilitation, and prioritization for demined areas.

As employment and income are fundamental to peace building, the project aims at augmenting family income and generating productive employment through skills development, business counseling, access to financial services and business counseling services, including establishing market linkages. The project also deals with the rehabilitation and reintegration of former detainees through medical screening, social and psychological counseling, assistance for disability, literacy and vocational training, and income generation.

B. Support to the Government of Lebanon for Transition from Relief to Sustainable Recovery in South Lebanon

The overall objective of the project is to assist the Government of Lebanon in securing adequate recovery for Southern Lebanon, following its liberation from Israeli occupation, including assistance with resource mobilization, planning and management and aid coordination.

The project enabled UNDP to launch the first strategy for the development of southern Lebanon. It allowed the office to act as an advisor to the Government of Lebanon in the transition from relief to rehabilitation through the organization of the international donor conference for assistance to southern Lebanon, translating the development framework into project briefs, performing public Information activities, and assisting in resource mobilization.

C. Socio-Economic Rehabilitation and Reintegration of the Displaced

This project was implemented in two phases, a preparatory phase that included data gathering and surveying in the displaced areas of Mount Lebanon, and an operational phase that focused on cementing the returnee process and delivering support to the displaced persons, so that they can re-establish themselves in Mount Lebanon. The project aims at supporting the reconciliation process and providing assistance towards the implementation of activities conducive to social and economic development in a participatory manner. The project is the only socio-economic arm of the Ministry of the Displaced that provides financial support for shelter and housing.

D. Capacity Building for Mine Action Assistance

The project aims at strengthening the ability of the National Demining Office (NDO) to plan, manage and execute mine action activities in the country. Specifically, the project objectives include strengthening the NDO to be able to (a) coordinate mine action in accordance with international standards; (b) operate and update a well developed mine information system utilizing socio-economic factors for decision-making and prioritization, and accurate maps indicating contamination and cleared areas; and (c) plan and manage donor coordination, as well as mobilizing resources for implementation of activities.

E. Summer School on Conflict Prevention and Transformation

In 2004 the UN Resident Coordinator initiated, in partnership with the Lebanese American University, a summer school on conflict prevention. The School aimed at raising awareness around concepts such as tolerance, peaceful resolution of conflicts, understanding and forgiveness. The first summer school on conflict prevention and transformation was held in 2004, and hosted 28 Lebanese students, in addition to ten international and Lebanese lecturers and local trainers. The Summer School had four main pillars including the (a) International

dimension of conflicts and related root-causes; (b) Interpersonal dimension, especially negotiation, mediation, stereotypes and prejudices; (c) Personal dimension where students were divided in groups for the elaboration of a project to be implemented and developed during the year; and (d) Public dimension with three public sessions organized to “open” discussion among the general public around themes such as the causes of the Lebanese war and the challenges ahead for the country. The second session of the summer school was held in August 2005, and plans are underway for the third session in 2006.

III. A Strategy for Peace Building and Conflict Prevention

Peace building is a process that facilitates the establishment of a durable peace and prevents the recurrence of violence by addressing the root causes and effects of conflict

Peace building is a long-term process that consists of a wide range of activities associated with capacity and institution building, strengthening governance and the rule of law, reconciliation, and societal transformation (political, economic, social). It also includes early warning and response efforts, violence prevention, advocacy work, and humanitarian assistance.

Linking existing UNDP programmes addressing conflict prevention in Lebanon under an overall and coherent peace-building strategy provides a solid foundation for ensuring that actions towards this objective are synergetic and mutually reinforcing.

The policy platform set of the new calls all political fractions and leaders to national dialogue, the engagement and participation of youth in demanding and shaping a better future, and a national context that is conducive to peace building in Lebanon.

There is an urgency to embark on a peace-building strategy, as this conjuncture of Lebanon’s history is fragile and the current transition delicate. There is a need to move forward quickly but steadily before the situation becomes more politically charged and the country slips into conflict again.

The long-term objective of the strategy is the creation of positive peace, by addressing the core problems and the underlying root causes of conflict.

Dimensions/ Components of the Strategy

The strategy has the following core dimensions:

- (a) addressing the underlying causes of conflict where parties must analyze the structural causes of the conflict and initiate social structural change;
- (b) repairing damaged relationships; this dimension centers on reconciliation, forgiveness, confidence building, and future imagining, maximizing communication and mutual understanding;
- (c) strengthening institutions for peace building and the role of partners and stakeholders, specifically political parties and civil society organizations.

Accompanying the strategy are several integral components, including:

- (a) the establishment of a youth policy for development, inclusion and participation. It should be noted that the UN System, in consultation with a broad range of civil society organizations has elaborated a youth policy that is feeding into a national process

launched by the Ministry of Youth and will be further refined, to be formally adopted. This youth policy is an important element of the overall efforts for conflict prevention and recovery as it will ensure their economic, social, political and cultural rights;

- (a) the promotion of democratic governance through reforming the electoral law, strengthening human rights, supporting judicial reform; and the rule of law, security sector reform;
- (b) the promotion of economic justice through reduction of poverty and regional disparities which are integral to preventing future conflict and avoiding a relapse into violence; creating economic opportunities and ensuring that the basic needs of the population are met;
- (c) launching a National Action Plan on Human Rights and establishment of mechanisms to monitor and protect human rights.

Target Partners

The greatest resource for sustaining peace in the long term is rooted in the local communities and the corresponding cultural dimensions. Building on cultural resources and utilizing local mechanisms for handling disputes can be quite effective in resolving conflicts and transforming relationships.

In this context, the target partners/ beneficiaries from the implementation of the strategy is the whole population of the country. The specific partners/ clients targeted include the following:

- youth groups
- community groups
- municipalities
- schools and universities
- political parties
- the displaced and returnees
- the media

IV. The Project Objectives

Overall Objective and Outputs

The overall objective of the project is the creation of positive peace in Lebanon in order to prevent conflict, by addressing the core problems and the underlying root causes of conflict. This entails changing the patterns of interaction of the involved parties- moving them away from confrontation and violence towards political and economic participation, peaceful relationships, and social harmony.

This will be enhanced through the creation of conflict resolution and peace-building mechanisms that enhance cooperation and dialogue among different identity groups and help them manage their conflict of interests through peaceful means.

The project has several outputs including the following:

1. *The underlying causes of conflict are addressed and social structural change is initiated:*

Although the underlying causes of each conflict are different, in the case of Lebanon the underlying causes are based on long-lasting deep-rooted divisions that continue to make the

conflict alive in the minds of people. The causes are embedded in history, with resentments from events that took place during the civil war.

Since the end of the war, and until 2005, almost no outburst of conflict or violence on a confessional basis happened. Still, the Lebanese did not really tackle their problems- most remained enclosed within their regional and confessional boundaries. In 2005, confrontations rose.

In order to support the Lebanese in tackling the underlying causes of their conflict, the project will target the following:

(a) a historical narrative of Lebanon is formulated- There is a difference in how the Lebanese see their history to the extent that the Ministry of Education could not produce a revised book of history to be taught in schools. The historical narratives in the case of this country are becoming a part of the conflict itself, and are kept alive by the "war generation" who are now parents of the future Lebanese adults. As such, this component aims at bringing different groups together to "acknowledge" a collective view of Lebanese history through dialogue- in addition to the issuance of a publication, for debate, on what is the history of the country.

The project will try to take this a step forward through advocating with the Ministry of Education the introduction of peace building and conflict resolution, civic education, and other themes in the curricula.

(b) A sense of collective identity is fostered- the Lebanese have no sense of collective identity; each is "us" and "them". The war, and the resulting divisions, as well as the confessional-based social and political system in the country, kept the sense of belonging first and foremost to the sect, religious, and region.

The Lebanese have never publicly collectively debated their differences, but have always shied away from them, burying them under deliberate facades. A dialogue series, coupled with a survey carried out on Lebanese groups of different cultures, religions, age groups, will be conducted and will culminate in a collective publication on "Who is Lebanese and what is the future of Lebanon?"

In addition collective identities in long standing conflict are crucial to fostering a feeling of common interest and a common fate. Envisioning- or creating a vision of the future Lebanon- is also important. This will help in making an optimal future more likely and will help participants figure out what can be done to create a new future that will bring the conflict to a constructive conclusion.

(c) A culture of "tolerance and acceptance" is advocated - in Lebanon, where conditions are economically depressed and politically charged, the Lebanese find it hard to tolerate those who are different from them or have caused them harm. Although the war had formally ended in 1990, individuals within different religious and geographic "cultures" still have a stereotyped image of the "other". In the absence of their own experiences, individuals base their impressions and opinions of one another on assumptions that are derived from the negative or positive beliefs of the closest or most influential in their lives, including parents or other family members, colleagues, educators, and/or role models.

This component will thus work at the sub-national or local level where peace prevention is made and reconciliation could succeed. The project will, thus, target two main groups: municipalities and educational institutions (high schools and universities) through training, dialogue forums and implementation of joint initiatives.

(i) Municipalities will be trained on conflict mediation and prevention, not within their own locale, but within inter-regional and inter-confessional communities. Mediation will be carried a step forward towards the implementation of joint projects that are of importance to communities but that need the participation of all the communities to succeed. The projects will be unrelated to the conflict's core issues but center on shared interests.

(ii) High Schools and universities will be targeted also. In universities, student leaders in already established "clubs" will be trained on various conflict resolution issues, and inter-student dialogue forums and debates will be institutionalized. Within high schools, student clubs will be established, teachers will be trained, and debates will be organized. The debates will include within school and between different schools forums. Joint community projects to different communities will be implemented.

(iii) The Summer School for Conflict Prevention and Transformation, already piloted by the UNRC in the country over 2004 and 2005, will be organized over 2 summers. This will be the period through which a strategy for institutionalizing the themes of the summer school within the curricula of universities, or through which organizing the school will become a yearly sustained event. In addition, the Summer School sessions will be extended towards other universities, and a strategy for making it accessible to a higher percentage of students will be elaborated.

2. Institutions of the civil society are empowered to be actors of change:

The media: Individual attitudes are influenced by the images of other groups in the media and the press. With a very active "free" media in the country, the media has played an important role in both perpetuating and in breaking down stereotypes, and in building mutual understanding or misunderstandings between different groups. This has made the role of the media vital not only to presenting and explaining issues, but also in keeping conflict from escalating. Many times, the way that reporters frame issues can bias the audience in favor of one party, or one solution, over another.

This component of the project will introduce "peace journalism" where the media would be empowered to promote understanding and cultural sensitivity in their messages and journalists would learn how to report in such a way to focus on "conflict transformation."

The project will also work with the media to create programming for mass consumption. These will include spots, debates, stories, television and radio programs, etc. that aim at promoting a collective sense of identity, tolerance and reconciliation.

Non-governmental organizations (NGOs) and other actors in the field of peace building can offer mechanisms to help foster communication and dialogue. The country has more than 4500 NGOs, most of whom kept the country going in terms of emergency assistance and rehabilitation. However, many of these are mirror images of the society and are based on territorial, religious, or political affiliations.

This component of the project will work on training NGOs on implementing activities that promote democracy, tolerance, civic responsibility, citizenship and respect for human rights.

Political parties: The political leaders have a responsibility to translate their commitments into action- a responsibility that they often do not live up to. Leaders in the country have often led their people into conflict, but they could help overcome conflict also. In this time of the history of the country, where almost all political leaders announced the will to make a prolonged attempt to address the conflict, it is of crucial to help them translate their commitments into action plans.

This component of the project will work with political leaders and the different groups within the political party, especially youth, to translate the commitments into action plans. The project will facilitate political parties' engagement in multi-stakeholder dialogue processes through dialogue forums. The project also aims at holding inter-political party dialogue on issues of common interest.

3. Establishing mechanisms to detect early-warning signs and monitor specific indicators that may help to predict impending violence is becoming more and more important for policymakers to support preventive initiatives and introduce effective response and facilitate advanced planning. For this, a repository of indicators and signs will be needed, including those that tell about changes in political and economic conditions, and signs of deterioration of inter-group relations.

This project component targets the establishment of such a system, including the selection of variables, indicators and early signs that will be monitored, and data collection, as well as training of users. The system will be institutionalized in the PM Office.

Supporting Framework and risks

The strategy builds on previous experience of UNDP in conflict prevention and recovery programmes implemented in the displaced areas of Mount Lebanon and the previous occupied regions in South Lebanon. It also builds on UNDP projects related to mine action and donor coordination for recovery.

However, the successful implementation of the strategy, with all its stated components, rests on the availability of an enabling environment at the national level. Without such an environment, the strategy will not achieve its intended objectives and outputs. Central to this enabling environment are the following initiatives that are almost pre-requisites for the success of any national strategy for conflict prevention and reconciliation:

1. Revision and amendments to the elections law that is making several Lebanese groups feel unrepresented in the political life. The Government formed the Committee for the update of the Law on Elections and UNDP proposed a project to support electoral reform;
2. The Security Sector needs reform. Without such reforms, any effort for reconciliation will not be sustained. In this context, UNDP is in the process of preparing a technical assistance project to support government efforts for security reforms;
3. Likewise, justice is not accountable, development is not sustainable. UNDP has previously supported the Ministry of Justice in transparent information flow. The Government committed itself to an independent judiciary, which will be important if past grievances need to be settled;
4. The government is committed to securing equitable development and reducing poverty. With the support of UNDP, it is in the process of developing a national strategy for social development. Inequality in accessing the country's opportunities and wealth has been at the core of Lebanon's civil problems in the past.
5. The government is also committed to reforming social safety nets in the country. It began by forming a national government for the reform of the National Social Security Fund, and is in the process of tackling other issues.
6. As the youth usually are targeted by leaders for fueling conflict, and for transformative policies for de-fueling conflict, they are an important element in almost all conflict prevention and resolution efforts. The youth in Lebanon face a lot of obstacles, including unemployment, and lack of participation opportunities, which has resulted in huge immigration waves for the qualified and skilled. A pre-requisite, thus, for any strategy to work

is to have a youth policy that addresses the concerns of the youth and reflect them in a national policy and action plan. The UN System has elaborated, with youth themselves, a strategy that will be put forth for approval by the new government.

III. Management Arrangements

Given the political sensitivity, and the need for total neutrality, the project will be directly executed by UNDP. A special authorization for this issue will be sought from the Associate Administrator of UNDP, given that Lebanon is a country in special development situation.

The project is under the guidance of an Advisory Committee that is responsible for the overall guidance and supervision of the project implementation. The Committee will also support the commitment of different stakeholders in the process, and will facilitate any bottlenecks faced during project implementation.

Chaired by the UNDP Resident Representative, the Committee will include representatives from major political parties (7), media (2), umbrella NGOs (3), and other civil society organizations/independent experts (2). The Project will act as the Secretariat of the Committee, implementing its decisions as reflected on the project implementation.

The project will be implemented by a light management structure, including a Project Manager, Support Staff (Administrative/Finance Assistant and Driver), and Social Workers (3). The Project will employ the services of different national and international consultants and short term experts as required.

All services shall be provided in accordance with UNDP procedures, rules and regulations. Implementation of some activities will be through a sub-contracting modality. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the cost sharing Project budget.

The choice for the implementing agents for each of the targets of the project will be based on technical competencies for the particular areas of activity and the ability of the implementing agency to demonstrate sound technical and operational capacities. Active involvement of all stakeholders will be sought at all phases of the Project.

Whenever an activity is planned in one of the regions of the country where the CO has an on-going development support programme, implementation of the activity will be undertaken through that programme (i.e. South Lebanon former occupied regions, Mount Lebanon displaced areas, Akkar).

IV. Monitoring and Evaluation

Monitoring and evaluation of the different activities will be regularly undertaken by UNDP and progress reports will be prepared accordingly. An end project report will be prepared for consideration at the final review meeting. The following monitoring mechanisms will be used to monitor and evaluate the project:

- a) A work-plan for the implementation of the different objectives
- b) Regular financial reporting under ATLAS
- c) Regular yearly reporting and reviews of workplan

The programme will be subject to annual review (joint review by Government, Donors, executing agency and UNDP) at least once every 12 months, the first such meeting to be held within the first 12 months after the start of full implementation.

V. Legal Context

This project document will constitute a reference tool conforming to Article 1 of the Basic Accord of Standard Assistance between the Government of Lebanon and UNDP signed by both parties on the 10 February 1960.

The following amendments can only be made to this project document with the signature of the Resident Representative, given that he/she assures him/herself that the other signatories have no objection to the proposed changes:

- a) Revision or addition of one or more annexes of this project
- b) Revision which does not entail a significant change to the objectives or increase the consultation fees or other costs for reasons of inflation or which affects the flexibility of expenditure by the executing agency
- c) Yearly mandatory revisions to reschedule the provision of inputs agreed or expenditures are increased due to inflation or to facilitate the achievement of this agreement

In the event that resources coming from third parties will stop after the first disbursement, UNDP will hold the continuation of the activities of the project without any responsibility from its side. Purchases to be done within the framework of this project will be done in agreement with the rules and regulations of UNDP established by the United Nations System for these cases.

VI. Summary Results Framework/ Annual Work Plan*

Output	2006				2007				2008			Budget (\$)	Comments on Budget
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3-4		
Programme Management/Implementation Unit operational												420,500.00	Core need
Advisory Committee set up and is operational													
1. The underlying causes of conflict are addressed and social structural change is initiated													
Programme staff on board												204,000.00	Core need
20 inter-regional inter-confessional sessions organized to recite the history of Lebanon by different groups of the Lebanese with different age groups												40,000.00	Core need
1.2 A dialogue on "who is Lebanese?- Future Visioning" is implemented to foster a sense of collective identity													
A publication on "What is Lebanese- Envisioning the Future" is issued and widely debated												102,000.00	Core need
1.3 A culture of tolerance and acceptance is advocated in selected local governments, schools, and universities													
50 "dialogue" forums organized on specific themes between different municipalities from different regions in the country												80,000.00	Core need
25 joint inter-municipal projects implemented												250,000.00	Could be mobilized per project
50 leaders from university clubs trained												18,000.00	Core need
20 joint dialogue forums between different universities organized												30,000.00	Core need
50 student clubs established and 25 joint community initiatives implemented												137,000.00	\$125,000 Could be mobilized per project
1.4 Summer school on conflict prevention and transformation organized and institutionalized												70,000.00	Core need

* This is the total budget required for the completion of all project activities.

To date \$650,000 has been mobilized and will be used as a starting point to implement a core set of outputs and activities-detailed in the attached **VII Project Results and Resources Framework**.

Mobilization of resources will continue to be an integral part of project activities.

VI. Summary Results Framework/ Annual Work Plan- Cont'd

2. Institutions of the civil society are empowered to be actors of change													
2.1 The Media is a main partner in fostering a culture of conflict prevention and resolution													
Selection/Recruitment of Communication Officer (1)												60,000.00	Core need
40 journalists and reporters from selected media trained on "peace journalism"												29,000.00	Core need
A media campaign on "Lebanon of tomorrow" is launched												20,000.00	Core need
A yearly prize for the best peace journalist organized												25,000.00	Core need
Full coverage of all the activities of the Project													Core need
2.2 NGOs are empowered to roll-out a culture of peace													
Survey of NGOs active in peace building completed												2,500.00	Core need
Training of Trainers for 40 NGOs on conflict transformation and related issues completed												14,000.00	Core need
10 innovative initiatives of NGOs supported												100,000.00	Could be mobilized per project
2.3 Political leaders are transformational agents of peace building and change													
Agreement with main political leaders on concept and detailed campaign to ensure buy-in													
10 joint dialogue forums between different political parties organized												110,000.00	Core need
3. A system to detect early-warning signs and monitor "conflict" established and operational													
3. A system to detect early-warning signs and monitor "conflict" established and operational												52,500.00	Core need
												1,289,500.00	
												475,000.00	
												1,764,500.00	

Detailed Annual Work Plan

Output	Activities	2006				2007				2008				Input	Budget (\$)	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Programme Management/Implementation Unit operational	Signature of Project Document															
	Selection/Recruitment of Project Manager														PM 36 m/m Locate & equipment	180,000.00
	Selection and equipment of locale															100,000.00
	Selection/Recruitment of Admin/Finance Assistant														AA 34 m/m	34,000.00
	Selection/Recruitment of Drivers (1)														Driver 34 m/m	25,500.00
	Recruitment of short term consultants as needed														16 m/m	45,000.00
	Refinement of Workplan															
	Operational expenses														36 m	36,000.00
	Resource Mobilization															
	Monitoring and Evaluation															
Advisory Committee set up and is operational	Terms of Reference drafted															
	Selection of members															
	Meetings of Committee															
1. The underlying causes of conflict are addressed and social structural change is initiated																
	Selection/Recruitment of Social Workers (3)														SW 3*34 m/m	204,000.00
	Organize 20 inter-regional inter-confessional sessions to recite the history of Lebanon by different groups of the Lebanese with different age groups															
1.1 A historical narrative of the country is formulated	* Select facilitators														Facilitators 2 * 3m/m	15,000.00
	* Select venues														20 sessions	15,000.00
	* Select participants															
	* Organize sessions															
	* Document stories & discussions														Edit, design and printing	10,000.00
	Facilitate with the MoE Educ. and UNESCO the inclusion of the discussions into the curricula (civic education & history books)															
1.2 A dialogue on "who is Lebanese? - Future Visioning"	A publication on "What is Lebanese- Envisioning the Future" is issued and widely debated															

VII PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Conflict prevention and peace-building approaches informed/factored into national/local development frameworks, and integrated programmes designed and implemented at national and local level</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets. Local development actors, municipalities, civil society, and youth mobilized to nurture a culture of peace and conflict prevention; policy implications of "best practices" identified.</p>				
<p>Applicable MYFF Service Line: <i>Conflict prevention and peace-building</i></p>				
<p>- Partnership Strategy: Partnerships include: youth groups, community groups, municipalities, schools and universities, political parties, the displaced and returnees, and the media.</p>				
<p>Project title and ID (ATLAS Award ID): Peace Building: a Strategy for Conflict Prevention in Lebanon (00042287)</p>				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
1) Advisory Committee set up and is operational	2006 - 2008	1.1 Signature of Project Document 1.2 Terms of Reference drafted 1.3 Selection of members 1.4 Meetings of Committee	representatives from major political parties (7), media (2), umbrella NGOs (3), and other civil society organizations/independent experts (2).	

<p>2) Programme Management/Implementation Unit operational</p>	<p>2006-2008</p>	<p>2.1 Selection/Recruitment of Project Manager 2.2 Selection and equipment of locale 2.3 Selection/Recruitment of Admin/Finance Assistant 2.4 Selection/Recruitment of Drivers (1) 2.5 Recruitment of short term consultants as needed 2.6 Refinement of Work plan 2.7 Operational expenses 2.8 Resource Mobilization 2.9 Monitoring and Evaluation</p>	<p>UNDP</p>	<p>2.1 Project Manager \$60,000 2.2 Locale & equipment \$20,000 2.3 \$10,000 2.4 Driver 34 m/m \$9,000 2.5 4 m/m \$11,000 2.7 \$12,000</p>
<p>3) The underlying causes of conflict are addressed and social structural change is initiated</p> <ul style="list-style-type: none"> A historical narrative of the country is formulated A dialogue on "who is Lebanese? - Future Visioning" is implemented 	<p>2006 - 2008</p>	<p>3.1 Selection/Recruitment of Social Workers (3) 3.2 Organize 20 inter-regional inter-confessional sessions to recite the history of Lebanon by different groups of the Lebanese with different age groups * Select facilitators * Select venues * Select participants * Organize sessions * Document stories & discussions 3.3 Facilitate with the Mof Educ. and UNESCO the inclusion of the discussions into the curricula (civic education & history books) 3.4 A publication on "What is Lebanese- Envisioning the Future" is issued and widely debated * Finalize the completion of a questionnaire on a representative sample * Organize 20 discussion sessions on the theme for different groups (age, religion, regional, political)</p>		<p>3.1 SW 2*12 m/m \$48,000 3.2 Facilitators 2 * 3m/m \$15,000 20 sessions \$15,000 Edit, design and printing \$10,000 3.4 Design of questionnaire, sampling, questionnaire filling, data entry, data Analysis \$50,000 Facilitators,</p>

<p>to foster a sense of collective identity</p> <ul style="list-style-type: none"> A culture of tolerance and acceptance is advocated in selected local governments, schools, and universities 		<ul style="list-style-type: none"> Compile into a publication <ul style="list-style-type: none"> Organize public debate sessions. <p>3.5 50 "dialogue" forums organized on specific themes between different municipalities from different regions in the country</p> <ul style="list-style-type: none"> Select facilitators Select venues Select participants Organize sessions Document stories & discussions <p>3.6 25 joint inter-municipal projects implemented</p> <ul style="list-style-type: none"> Solicit proposals Select projects Establish joint implementation committees Implement projects <p>3.7 50 leaders from university clubs trained</p> <ul style="list-style-type: none"> Survey university student "clubs" Conduct initial meetings Select trainees Select trainers and curricula Organize sessions <p>3.8 20 joint dialogue forums between different universities organized</p> <ul style="list-style-type: none"> Select facilitators Select venues Select participants Organize sessions Document stories & discussions <p>3.9 50 student clubs established and 25 joint community</p>	<p>venue, miscellaneous expenses, reporting 37,000.00</p> <p>Editor, design and printing \$10,000</p> <p>5 sessions \$5,000</p> <p>3.5 Facilitators 5*3m/m \$35,000</p> <p>50 sessions \$37,500 Design & printing \$5,000</p> <p>3.6 Sub-contracts \$250,000</p> <p>3.7 Trainers 2*2 m/m \$8,000</p> <p>Venue and training expenses \$8,000</p> <p>Documents \$2,000</p> <p>3.8 Facilitators 2* 2m/m \$10,000</p> <p>20 sessions \$15,000</p> <p>Design & printing \$5,000</p> <p>3.9 Trainers 2*1 m/m \$4,000</p> <p>Venue & training</p>
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<p>4) Institutions of the civil society are empowered to be actors of change</p> <ul style="list-style-type: none"> The Media is a main partner in fostering a culture of conflict prevention and resolution NGOs are empowered to roll-out a culture of peace 		<p>initiatives implemented</p> <ul style="list-style-type: none"> Select schools Introduce concept & ensure buy-in Train teachers (50) Establish clubs Conduct joint community activities <p>3.10 Summer school on conflict prevention and transformation organized</p> <ul style="list-style-type: none"> Finalize agreement with host university Select lecturers and students Organize summer school 		<p>\$8,000</p> <p>15 joint activities \$75,000</p> <p>3.10.2 sessions \$50,000</p>
	<p>2006-2008</p>	<p>4.1 Selection/Recruitment of Communication Officer (1)</p> <p>4.2 Agreement with main media channels on concept to ensure buy-in</p> <p>4.3 40 journalists and reporters from selected media trained on "peace journalism"</p> <ul style="list-style-type: none"> Select journalists Select trainers Conduct training (2 waves) Refresher meeting- exchange of experiences <p>4.4 A media campaign on "Lebanon of tomorrow" is launched</p> <ul style="list-style-type: none"> Select agencies Produce campaign material using outputs above Launch and roll-out campaign A yearly prize for the best peace journalist organized Announce competition and specify requirements Set up specific Steering Committee Take proposals/ nominations/ etc. Announce results and awards Full coverage of all the activities of the Project <p>4.5 Survey of NGOs active in peace building completed</p>		<p>4.1 12 m/m \$30,000</p> <p>4.3 Int'l trainer 1 m/m 15,000.00 National trainer 2 m/m 5,000.00</p> <p>Venue and training exp \$8,000 meeting \$1,000</p> <p>4.4 20,000 5 awards 25,000.00</p> <p>4.5 Junior Researcher 1 m/m</p>

<ul style="list-style-type: none"> • Political leaders are transformational agents of peace building and change • A system to detect early-warning signs and monitor "conflict" established and operational <p>Total Budget Pending Availability of Funds</p>		<p>4.6 Training of Trainers for 40 NGOs on conflict transformation and related issues completed</p> <ul style="list-style-type: none"> * Select NGOs * Select trainers * Conduct training (2 waves) * Refresher meeting- exchange of experiences <p>4.7 10 innovative initiatives of NGOs supported</p> <ul style="list-style-type: none"> * Announce competition and specify requirements * Set up specific Steering Committee * Take proposals/ nominations/ etc. * Announce results and awards <p>4.8 Agreement with main political leaders on concept and detailed campaign to ensure buy-in</p> <p>4.9 10 joint dialogue forums between different political parties organized</p> <ul style="list-style-type: none"> * Select facilitators * Select venues * Select participants * Organize sessions * Document stories & discussions <p>4.10 Installation of System Selection of variables, indicators and early signs that will be monitored Data collection, cleaning and entry Training of users First Report launched</p>		<p>\$2,500 4.6 Trainers 2 m/m \$4,000</p> <p>Venue & training \$8,000 Meeting \$2,000</p> <p>4.7 10 awards \$100,000</p> <p>4.9 Int'l Experts 5 m/m \$75,000 National experts \$25,000</p> <p>Venue & miscall \$10,000 Int'l Expert 1 m/m \$15,000</p> <p>4.10 System design and installation \$15,000 3 surveyors \$7,500 Training expenses \$5,000 Design, printing & launch \$10,000</p> <p>\$650,000 \$557,500</p>
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26-April-2006



UN Development Programme
Lebanon - Beirut

Award ID: 00042287
Award Title: Peace Building: Strategy for Conflict Prevention in Leb.
Start Year: 2006
End Year: 2006
Implementing Partner (Executing Agency): UNDP

Budget (US\$) as of 26-April-2006		
Donor	Fund	Amount
UNDP	04000 TRAC (Lines 1.1.1 and 1.1.2)	50,000.00
UNDP	04130 TRAC3 - Recovery	640,000.00
Total Budget		690,000.00
Total Expenditure		0.00
Award Total		690,000.00
Unprogrammed/Unfunded		0.00

Responsible Party
(Implementing Agent): UNDP (Direct Execution)
Revision Type: General Revision 1

Brief Description:

This revision has been undertaken to dedicate a special Activity for the Summer School, under project 00048472, that was previously budgeted under Activity 3 'Culture of Tolerance Advocated'

Agreed by:


Mona Hammam, UNDP RR 26/04/06

Agreed by:

Agreed by:

Agreed by:

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Annual Work Plan

Lebanon - Beirut

Award Id: 00042287

Award Title: Peace Building: Strategy for Conflict Prevention in Leb.

Year: 2006

Report Date: 26/4/2006

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00048472	Peace Building: Social Structu	BCPR Advisory Support			UNDP (Direct Execution)	04130	UNDP	71200	International Consultants	32,758.00
					UNDP (Direct Execution)	04130	UNDP	71600	Travel	5,000.00
					UNDP (Direct Execution)	04130	UNDP	74500	Miscellaneous Expenses	2,242.00
		Culture of Tolerance Advoca			UNDP (Direct Execution)	04130	UNDP	71300	Local Consultants	12,000.00
					UNDP (Direct Execution)	04130	UNDP	71400	Contractual Services - Individ	7,800.00
					UNDP (Direct Execution)	04130	UNDP	72100	Contractual Services-Company	33,200.00
		Dialogue: Collecive Identit			UNDP (Direct Execution)	04130	UNDP	74200	Audio Visual&Print Prod Costs	4,000.00
					UNDP (Direct Execution)	04130	UNDP	74500	Miscellaneous Expenses	23,000.00
					UNDP (Direct Execution)	04130	UNDP	71300	Local Consultants	15,000.00
		Historical narrative			UNDP (Direct Execution)	04130	UNDP	71400	Contractual Services - Individ	6,500.00
					UNDP (Direct Execution)	04000	UNDP	72100	Contractual Services-Company	25,000.00
					UNDP (Direct Execution)	04130	UNDP	72100	Contractual Services-Company	20,000.00
		Project Management			UNDP (Direct Execution)	04130	UNDP	74200	Audio Visual&Print Prod Costs	6,000.00
					UNDP (Direct Execution)	04130	UNDP	74500	Miscellaneous Expenses	14,500.00
					UNDP (Direct Execution)	04130	UNDP	71300	Local Consultants	5,000.00
			UNDP (Direct Execution)	04130	UNDP	71400	Contractual Services - Individ	88,300.00		
			UNDP (Direct Execution)	04130	UNDP	74200	Audio Visual&Print Prod Costs	7,000.00		
			UNDP (Direct Execution)	04130	UNDP	74500	Miscellaneous Expenses	11,700.00		
Summer School			UNDP (Direct Execution)	04130	UNDP	71300	Local Consultants	15,000.00		
			UNDP (Direct Execution)	04130	UNDP	71400	Contractual Services - Individ	72,000.00		
			UNDP (Direct Execution)	04130	UNDP	71500	UN Volunteers	15,000.00		
			UNDP (Direct Execution)	04130	UNDP	72200	Equipment and Furniture	37,000.00		
			UNDP (Direct Execution)	04130	UNDP	72400	Communic & Audio Visual Equip	6,000.00		
			UNDP (Direct Execution)	04130	UNDP	72500	Supplies	3,000.00		
			UNDP (Direct Execution)	04130	UNDP	72800	Information Technology Equipm	6,000.00		
			UNDP (Direct Execution)	04130	UNDP	73100	Rental & Maintenance-Premises	5,000.00		
			UNDP (Direct Execution)	04130	UNDP	73300	Rental & Maint of Info Tech Eq	2,000.00		
		UNDP (Direct Execution)	04130	UNDP	73400	Rental & Maint of Other Equip	2,000.00			
		UNDP (Direct Execution)	04130	UNDP	74500	Miscellaneous Expenses	3,000.00			
		UNDP (Direct Execution)	04130	UNDP	71400	Contractual Services - Individ	15,000.00			

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Annual Work Plan

Lebanon - Beirut

Award Id: 00042287

Report Date: 26/4/2006

Award Title: Peace Building: Strategy for Conflict Prevention in Leb.

Year: 2006

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		Summer School			UNDP (Direct Execution)	04130	UNDP	74200	Audio Visual&Print Prod Costs	5,000.00
					UNDP (Direct Execution)	04130	UNDP	74500	Miscellaneous Expenses	5,000.00
TOTAL										
00048473	Peace Building: Empowerment of	Media Campaign			UNDP (Direct Execution)	04130	UNDP	71200	International Consultants	7,500.00
					UNDP (Direct Execution)	04130	UNDP	71300	Local Consultants	2,500.00
					UNDP (Direct Execution)	04130	UNDP	71400	Contractual Services - Individ	40,200.00
					UNDP (Direct Execution)	04130	UNDP	71600	Travel	4,300.00
					UNDP (Direct Execution)	04130	UNDP	72100	Contractual Services-Companie	7,500.00
					UNDP (Direct Execution)	04130	UNDP	74500	Miscellaneous Expenses	8,000.00
		Monitoring system			UNDP (Direct Execution)	04130	UNDP	71200	International Consultants	8,100.00
					UNDP (Direct Execution)	04130	UNDP	71400	Contractual Services - Individ	9,400.00
					UNDP (Direct Execution)	04130	UNDP	71600	Travel	7,500.00
					UNDP (Direct Execution)	04000	UNDP	72100	Contractual Services-Companie	15,000.00
					UNDP (Direct Execution)	04000	UNDP	74500	Miscellaneous Expenses	10,000.00
		NGO empowerment			UNDP (Direct Execution)	04130	UNDP	71400	Contractual Services - Individ	5,200.00
					UNDP (Direct Execution)	04130	UNDP	72100	Contractual Services-Companie	2,500.00
					UNDP (Direct Execution)	04130	UNDP	74500	Miscellaneous Expenses	7,300.00
		Political Leaders			UNDP (Direct Execution)	04130	UNDP	71200	International Consultants	20,000.00
					UNDP (Direct Execution)	04130	UNDP	71300	Local Consultants	5,000.00
					UNDP (Direct Execution)	04130	UNDP	71400	Contractual Services - Individ	3,400.00
					UNDP (Direct Execution)	04130	UNDP	71600	Travel	10,000.00
					UNDP (Direct Execution)	04130	UNDP	74500	Miscellaneous Expenses	6,600.00
TOTAL										
GRAND TOTAL										180,000.00
GRAND TOTAL										680,000.00