

# REVISED STANDARD JOINT PROGRAMME DOCUMENT

## 1. Cover Page

Country: **Lebanon**

**Programme Title: *Conflict Prevention and Peace Building in North Lebanon***

Joint Programme Outcome(s):

- 1- Conflict resolution and mediation mechanisms developed and sustained in order to facilitate the resolution of inter- and intra-communal tensions between Palestinians and Lebanese
- 2- Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives.

UNDAF OUTCOME: 1.1 National reconciliation and peace building promoted through increased inclusive participation

<p>Programme Duration: Two Years</p> <p>Start/end dates: 2 Sept. 2009 – 1 Sept. 2011</p> <p>Fund Management Option(s): Pass-Through (Parallel, pooled, pass-through, combination)</p> <p>Managing or Administrative Agent: UNDP (if/as applicable)</p>	<p>Total estimated budget*: USD 5,000,000</p> <p>Out of which:</p> <p>1. Funded Budget: USD 5,000,000</p> <p>2. Unfunded budget: _____</p> <p>* Total estimated budget includes both programme costs and indirect support costs</p>
	<p>Sources of funded budget*:</p> <ul style="list-style-type: none"><li>• UNDP: USD 2,553,984</li><li>• UNFPA: USD 473,361</li><li>• UNICEF: USD 684,820</li><li>• ILO: USD 876,539</li><li>• UNESCO: USD 154,429</li><li>• UNRWA: USD 256,867</li></ul> <p>* These totals include both programme cost and indirect support cost</p>



## 2. Executive Summary

This proposal aims to implement pre-emptive measures to curb further escalation of tensions between key marginalised communities in North Lebanon, which play a critical role in the political and social stability of the country. A particular focus will be placed on Lebanese-Palestinian relations. Progress in Lebanon on a number of thematic fronts, be they political, economic or social, relies on the dynamic of both internal and external political factors. Thus, the value added of the UN Country Team lies in supporting the Lebanese in their own national agenda through creating better institutional dialogue mechanisms, promoting participation and civic empowerment as well as strengthening civil society, in particular by involving youth and women, regardless of affiliation or religious confession, as agents of change.

The main objective of this two year project is to mitigate the risk of relapse into violent conflict through promotion of socio-economic development and peace building in particularly conflict sensitive communities in North Lebanon.

The specific objectives of the project are i) Identification and promotion of sustainable conflict prevention tools to facilitate resolution of inter-and intra communal tensions between Palestinian and Lebanese communities ii) Implementation of equitable socio-economic development interventions decreasing the divide amongst the communities and iii) Promotion of youth and women's empowerment through active participation in local level development and peace building.

The targeted areas of intervention include: i) Selected Palestinian refugee camps and their surrounding Lebanese population ii) Marginalised communities in Akkar<sup>1</sup> area iii) Neighborhoods *Jabal Mohsen* and *Bab Tabbaneh* in Tripoli.

The objectives will be achieved through an integrated approach with emphasis placed on the comparative advantage and proved experience of each UN Agency involved in the Lebanon context. Targeted interventions have been jointly planned in order to add value by avoiding duplication and promoting complementarities.

## 3. Situation Analysis

### ***Political Context***

Lebanon is on-track to achieve many of its MDG Goals by 2015, and has made much progress since the end of the Civil War in 1990. Yet in the past three years alone:

- Nine senior political figures have been assassinated (including former Prime Minister, Rafic Hariri).
- The 2006 July war with Israel killed more than 1,000 and displaced 25% of the country's population, causing GDP to drop to -5%.
- May – August 2007 armed conflict took place between Lebanese Army and the armed insurgent "Fatah al Islam" in a Palestinian Refugee camp in North Lebanon. 500 persons were killed and 40,000 were internally displaced.
- Between November 2007 and May 2008, the election of a new President was postponed 19 times and the Parliament did not meet in over one year, blocking progress on economic, social, and political reforms.
- On May 7th 2008, tensions between the two main political factions renewed and erupted into armed hostilities with around 60 persons killed in Beirut and the countryside.
- Between May and August 2008 armed clashes took place between sunny and Alawite communities (neighborhoods of *Jabal Mohsen* and *Bab Tabbaneh*) in Tripoli, North Lebanon.

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<sup>1</sup> Located in North Lebanon and considered the poorest region in the country with 63% living below the poverty line

- In addition, there are lingering, unresolved issues with Syria, with whom Lebanon has no commonly recognized borders and recently reestablished diplomatic relations.

On May 2008 the Arab League brokered an agreement between the opposition and the majority, the DOHA Agreement, subsequently clashes in Beirut and country side ended. This paved the way for ending the political stalemate and a new president was elected in June 2008. The new Government was formed on July 11<sup>th</sup> 2008. Though this is a welcome development that will diffuse tensions in the short term, the mid to long term challenges remain daunting.

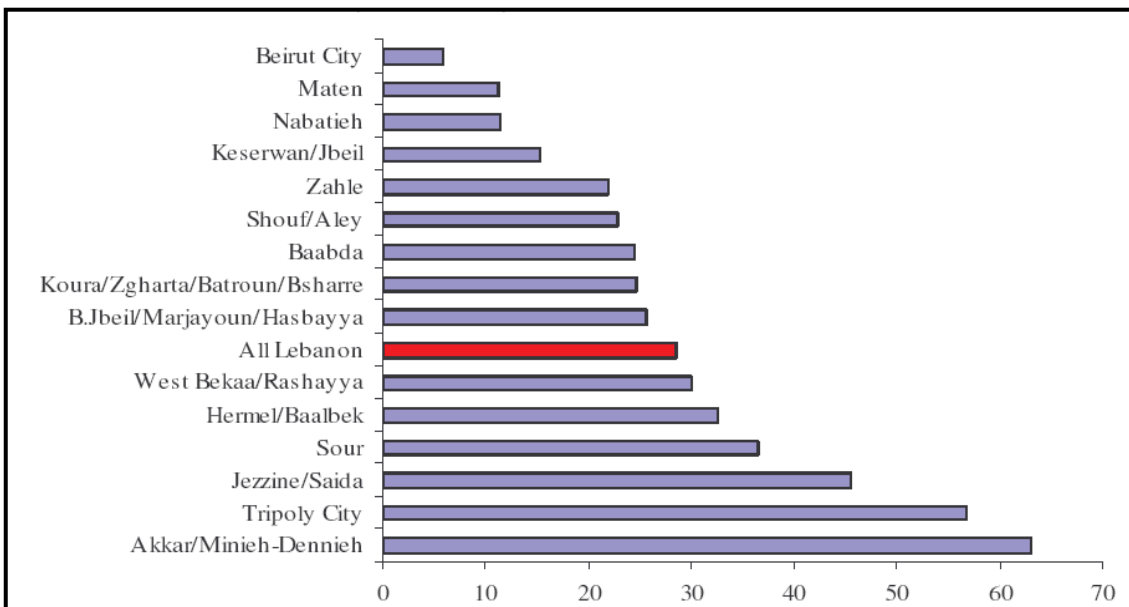
While these results and its middle-income status augur well for the future, these gains can easily be compromised overnight if further conflict erupts. Lebanon may be resilient but its social fabric is fragile, and the hard-won national development gains are not equally distributed demographically or geographically. The source of future conflict lies in these feeders of political aggravation, and part of the solution lies in addressing these disparities more comprehensively and systematically.

### **Socio Economic situation North Lebanon**

One of the most prominent features of poverty in Lebanon is its disparities among regions, North Lebanon is a clear example of this having significant differences in poverty as shown in the table below. Tripoli City and the Akkar/Minieh-Dennieh strata have the highest percentages of overall poverty (figure 1.). In contrast, the "Koura/Zgharta/Batroun/Bsharre" strata has a relatively low poverty rate.

The bulk of poverty across the whole country is concentrated in four strata: Tripoli City, Akkar/Minieh-Denneh, Jezzine/Saida and Hermel/Baalbek are home for two thirds of the extremely poor and half of the entire poor population despite the fact they make up less than one third of the Lebanese population.

**Figure 1: Overall Headcount Poverty Rates (%)**



Source: Laothy, Heba & Abu-Ismaïl Khalid, "Country, Study. Poverty and income distribution in Lebanon". *International Poverty Centre* Nr. 13, January 2008.

## ***Socio economic situation Palestinian Refugee Camps***

In Lebanon some Palestinian refugee camps are closed spaces, they constitute urban enclaves or satellites located at the urban periphery. This fact often hinders social and economic integration into the surrounding neighborhood and labor market.

The end of both the Lebanese civil war and the subsequent war of the camps marked the shift from violent containment to the beginnings of a policy of economic, social and political marginalization of the camps and the refugees. The Palestinian refugees often use the term "strangulation" to refer to the non-stated but clearly felt policy of the Lebanese authorities to restrict refugees economically and politically.

The unemployment rate in the three camps of intervention is particularly high among women and youth compared to other camps in Lebanon; for example, in Nahr el Bared Camp only, youth unemployment reached 90% after the war. In Beddawi and Nahr el Bared, 16,000 and 32,000 refugees respectively are registered as living in the camps. In Beddawi, youth account for approximately 4,000 of the population and women 8,000. In Nahr el Bared, 8,000 youth and 16,000 women are registered with UNRWA. In Ein el-Hilweh the total number of refugees registered with the United Nations Relief Works Agency (UNRWA) is 47,000, of which approximately 11,500 are youth and 23,000 women. Common for the three camps is the insipient participation of women and youth in the political and economic life.

## ***Inter and Intra-communal tensions between Palestinians and Lebanese***

### **National Context:**

Deep-seated problems are at the core of today's inter- and intra-communal tensions and conflict, due to the political and historical context of the Palestinians in Lebanon. Palestinians account for more than 10% of all inhabitants in Lebanon but remain underprivileged, isolated, and excluded by law from enjoyment of their human and civil rights. Of a total of 414,000 Palestinian refugees registered with UNRWA, 250,000 (53%) reside in twelve camps spread across the country from coast to border. From the onset of the establishment of these camps in the 1950s, conflict has existed between and within the Palestinian and Lebanese communities, eventually becoming a component of the Lebanese Civil War of 1975-1990 which claimed the lives of 150,000.

One source of intra and inter-tensions has been the question of effective governance and security mechanisms in the Palestinian refugee camps. Under a 1969 agreement, Lebanese authorities have no right of access to Palestinian camps in Lebanon, with the administration of camp governance and allocation of many social and economic services falling under the auspices of the PLO during most of the Civil War. As the political situation changed, particularly with the departure of the PLO in 1982, this role has been reliant on a balance of power between different Palestinian factions and political parties. Consequently, tensions between Palestinian groups are a significant problem today, with 23 Palestinian factions existing in Lebanon (seven belonging to the Palestine Liberation Organization) within and outside the 12 Palestinian camps. A number of camps have multiple factions governing them, and many of them are armed. Due to the lack of formal protection mechanisms and the denial of opportunities and rights for Palestinians, one source of income for Palestinians is through employment with armed groups and political factions.

Intrinsic mistrust between Lebanese and Palestinian communities has worsened over the last few years due to a continuous lack of an effective security system, poor governance and lack of rule of law in the camps. This is of particular concern, with forms of inter-communal tension having the potential for a destabilizing effect on Lebanon.

## **Context of targeted areas:**

In May 2007, whilst most of Lebanon was still struggling to recover from the destruction caused by the July 2006 conflict with Israel, the infiltration of armed insurgents of Fatah al-Islam into Nahr el Bared (NBC) Palestinian Refugee Camp, located between Akkar and Tripoli area, culminated in armed conflict between the Lebanese Army and the insurgents. Fatah al-Islam (who had found adherents, largely among youths, within the camp) was heavily shelled. 169 soldiers, 287 combatants and 42 civilians were killed, and 31,000 Palestinians refugees were forced to leave their homes behind becoming internally displaced and seeking temporary shelter in mainly the neighboring Palestinian refugee camp of Beddawi.

Similarly, the residents of the surrounding municipalities of Muhammara, Bebnine, Bhanine, Minieh, Beddawi and Deir Amar found themselves temporarily displaced. As a result of the intense aerial and artillery shelling the physical destruction in the camp and the neighbouring communities was immense, destroying around 85% of both public and private infrastructure.

In addition to the 95,000<sup>2</sup> registered refugees, nearly 30,000 Lebanese live in the communities surrounding Nahr el Bared (Bhanine, Muhammara and Bebnine) and another 10,000 Lebanese in the municipality of Beddawi. These communities will also benefit from the project's activities.

This was the most serious case of internal fighting in Lebanon since the end of the Civil War in 1990. The recovery and reconstruction efforts are estimated at US \$440m, and it is expected to take more than five years before there will be any new homes to return to.

Before the fighting, Nahr el Bared Refugee camp was a well known and well established centre of commerce and an important service provider in North Lebanon. Since Palestinians are excluded from paying sales tax, they could offer cheaper products, and camp merchants had used the sizable Palestinian diaspora in neighboring Arab states as a de facto trading network. Palestinian stores had been a safety valve for surrounding marginalized villages in North Lebanon. The destruction of the Nahr el Bared camp have harmed the commercial sector of Palestinians and poorer households in surrounding areas.

Since the so called Nahr el Bared crises, resentment and mistrust have affected the relatively good relations that existed between Lebanese and Palestinian communities in the area of intervention. Relations that had been established through decades of interaction and shared needs. Among Palestinians relations with Lebanese have worsened by 50% and among Lebanese with 25 %<sup>3</sup>

## **Akkar:**

Nahr el Bared is partially located in this governorate, and it is classified as being the most deprived area of the country with 63%<sup>4</sup> of its population living below the poverty line. It also has the lowest average individual income level and highest illiteracy rate in the country (30% for both men and women). The region is characterized by a dense population and a high age-dependency rate. Akkar shows all the typical features of a poor and relatively isolated rural community, with bad infrastructure and low quality education and health services. Limited sources of income, as well as limited support from the public sector and civil society, has created a vicious cycle of poor living conditions and increased the level of marginalization of vulnerable groups.

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<sup>2</sup> This number includes populations from NBC, Beddawi camp and Ain el Helwe

<sup>3</sup> ILO, UNDP, UNRWA survey of NBC, Beddawi Camp and surrounding municipalities October 2008 (Draft)

<sup>4</sup> Laothy, Heba & Abu-Ismail *Khalid*, "Country, Study. Poverty and income distribution in Lebanon". *International Poverty Centre* Nr. 13, January 2008.

As a result of the July 2006 war with Israel, many families in Akkar suffered losses of income. The economic crisis and the Nahr al-Bared war posed further challenges to the already marginalized people of Akkar, aggravating the situation.

The Nahr al-Bared crises of 2007 had a more direct impact on the region of Akkar. The damage inflicted on residential areas, industrial and commercial enterprises as well as infrastructure in the surrounding the Bared Camp was enormous. The interruption of traffic on the nearby highway had a detrimental effect on the majority of sectors in this region. Akkar's labor force was unable to reach work in Tripoli or Beirut, and trade with the north was curtailed during the war. The war also led to the closure of the Syrian border for a considerable length of time. This not only affected the commercial and international transport sector, it impacted the whole population of Akkar by reducing access to cheap products and essential services such as healthcare (Lebanese citizens receive free health care in Syria).

Moreover, with the destruction of Nahr al-Bared Camp Akkar lost a vital commercial centre with significant economic importance for the region. A field assessment shows that 58.2 percent of households and 68.6 percent of businesses reported that the closure of the Syrian border and the destruction of the Nahr al-Bared Camp had negatively affected their financial situation, as these have resulted in increased prices and economic stagnation. The overall increase in prices is posing a major challenge for most households in meeting their basic needs.

The armed clashes that took place in Tripoli in midst 2008, between the neighbourhoods Baal Mohsen and Bab Tabbaneh- conflicting Sunny and Alawite communities, also had an effect on areas of Akkar with mixed Sunny and Alawite communities. No mayor confrontations took place but field research shows that the otherwise "normal" day to day life in these communities was interrupted during the clashes. Activities like weddings, birthdays and funerals, that normally Alawites and Sunnis jointly attend, were not joint activities when tension escalated in Tripoli. This could be seen as a legitimate strategy of conflict prevention but it also shows how vulnerable communities at local level are to sectarian / confessional division at national and even regional level.

### **Jabal Mohsen and Bab al- Tabbaneh:**

The sectarian / communal polarization and divisions that characterises the Lebanese political landscape is reflected in the tensions between neighbourhoods of Tripoli Jabal Mohsen (Alawites) and Bab Tabbaneh (Sunni). These tensions are also an expressions of the countries many unresolved conflicts since the end of the civil war. In Lebanon no truth commission was created and no reconciliation initiatives nor public apologies or remembrance of the war victims have taken place.

This area has around 60,000 inhabitants and there is a long history of fighting between the Alawite community in Jabal Mohsen and Sunni district of Bab-al-Tabbaneh, it dates back at least three decades to 1976.

One could say that the civil war never ended here. No reconciliation took place, and no concessions were made. The ceasefire here took place in the 1980s because an outside power, the Syrians. It appears as a political decision has been taken to maintain the tension in this area in order to use it for political purposes.

The area is one of the poorest in Tripoli with a large number of unemployment, few job opportunities and high dropouts from school. A high percentage of the migration from marginalized rural areas of North Lebanon end up living in these two neighborhoods of Tripoli.

During the latest clashes in 2008, 367 families from Bab el Tabbaneh were temporary displaced and sought shelter in neighboring public schools. 500 families from Jabal Mohsen were also temporary displaced and most of them sought shelter with relatives in Akkar.

### ***Lebanese Palestinian Dialogue Committee (LPDC)***

The Government has acknowledged that the status quo is no longer sustainable or conducive to stabilization, and has thereby become the first Lebanese government in 60 years to adopt a new approach to the Palestinian refugees. However, since 1969 Cairo Agreement, the government has not controlled the security within the refugee camps, neither has it provided social services such as education or health.

With embryonic mechanisms in place, the LPDC has recently committed to improving the living conditions of Palestinian refugees and supporting arms control and disarmament inside and outside the camps. As part of this process, the Lebanese-Palestinian Dialogue Committee (LPDC) has been of major importance, giving the United Nations and the Palestinian Leadership a partnership in the process. However, these mechanisms require strengthening and continued commitment by any future Lebanese Government.

In order to address conflict prevention issues inside selected Palestinian camps this proposal will focus on particularly conflict-sensitive camps, namely those, the destroyed Nahr el Bared and its surrounding communities affected by the war, the nearby camp of Beddawi and its surrounding communities and Ain-el-Helwe<sup>5</sup>. The government views a reconstructed Nahr-el-Bared Camp as a 'model' for change to be replicated in other camps, showing interest in holding the responsibility of maintaining security in close cooperation with the PLO, and improving conditions and opportunities for Palestinian refugees.

#### **The NBC Recovery and Reconstruction Cell**

The government has committed to the transparent, accountable and efficient use of all donor assistance that will be provided for NBC and the conflict affected areas. A dedicated NBC Recovery and Reconstruction Cell (RRC) was established at the Presidency of the Council of Ministers to monitor the overall implementation of the recovery and reconstruction program. The RRC coordinates and draws on the assistance of all relevant national institutions, including sector ministries, the Council of Development and Reconstruction (CDR) and the LPDC.

### ***Youth empowerment and conflict prevention***

The UN High-level Panel on Threats, Challenges and Change refers to youth as a potential threat to security and asserts that a "surging youth population" – combined with unemployment, urbanization and other factors – can lead to violence and to the involvement of Children and Youth in Armed Conflicts. As young people are growing in number and are faced with fewer education opportunities, unemployment, war and other forms of violence, there is increasing concern, even alarm, about 'youth' and the conditions that may encourage their participation in perpetuating violence and preventing the consolidation of peace and development.

Most analyses of conflict in different parts of the world are starting to identify a 'youth factor' as a key element in the generation or perpetuation of violence. This tendency often leads to overlooking the positive contribution of young people to society, including their potential role in sustaining the social fabric and promoting peace.

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<sup>5</sup> Ein el Hilweh Camp is located in a marginalized area of Saida in southern Lebanon but will be included in some activities of this project as a pilot. This camp is without any doubt the most vulnerable in the country in terms of security and lack of rule of law.



Although unemployment is high among the overall population in the 5 areas of intervention, it is particularly high among male and female youth as well as among women. With a lack of adequate communal and political space for participation, combined with few employment and recreational opportunities, both Palestinian and Lebanese youth living in the area of intervention experience feeling of hopelessness and marginalization.

Youth reportedly participate in internal Palestinian tensions, mainly in activities related to harassment and intimidation of opponent groups. Interest for, and affiliation to political groups is often economically motivated. Such contributions can take the form of salaries or even student scholarships.

In the areas of Jabal Mohsen and Bab al- Tabbaneh young people are the most visible on the front line of the frequent armed clashes. Some sources explain that the young people' involved in the armed clashes are principally economically motivated. Other sources claim that there is ideology and resentment behind the involvement of youth.

In order to address some of the issues creating tensions in the area of intervention, whenever possible, inter-communal interaction between youth will be promoted in order for them to identify and address, many times, shared interest and needs.

Through the creation of youth committees, whenever possible linked to decision making bodies like LPDC and Popular Committees, it is expected to promote the voice and the participation of young people in local development initiatives. In order to improve youth's chances of employment, vocational training and development of local strategies to promote Micro & Small enterprises among youth will be implemented.

At a national level, within the framework of the Social Action Plan initiatives, the Government is expected to endorse a more conflict-sensitive National Youth Policy developed with the support of the UN agencies.

### **Women empowerment and conflict prevention**

UNSCR 1325 affirms the important role of women in preventing conflict and sustaining peace.

Women often have a different perception of conflict and set other priorities than men in peace building processes. Experiences from a broad range of post conflict settings show that, on the bases of women's interests, women are many times able to form coalitions bridging deep political, ethnic and religious divides.

Women's participation in peace building and conflict prevention initiatives often fosters a wider popular mandate, making it more sustainable. It is therefore essential that women participate in the reconstruction of social, political, legal and economic life in post conflict phase in order to guarantee their long term interests and Rights.

#### **BOX 1: Women and unemployment in NBC and Beddawi surrounding communities**

-Unemployment overall is 3 times higher amongst females (15, 3%) than males (5,3%)

- Unemployment for youth is higher amongst females (34%) than males (17,4%) of the same age group

- Female workers have a significantly narrower labour market than their male counterparts, with 64% of them working in education/health or 23% in commerce/trade. Thus the gender distribution of professions confirms the much narrower job market for female workers.

In addition, the overall labor participation rate (the difference between the *actual* and the *potential* labor forces), stands at 40.6%. This figure remains low, which is quite typical of the region, with low female participation rates. Actually, the male participation reaches around 64.6% in comparison to only 10.9% labor participation among females.

*Source: UNDP/ILO Socio-economic Assessment in NBC Surrounding areas 2008*

Women in Lebanon have less political representation than Middle Eastern countries like Syria and Jordan. Lebanon has 2.8% women represented in the Government and 4.8% in the Parliament. The areas of intervention, both among Lebanese and Palestinians reflect this lack of participation both at political and economical level.

Because of the disparities within Lebanon many of the improvements in women's health and education conditions are not reflected in the areas of intervention. Women continue to lack economic empowerment, advancement in politics and full equality under the law. Women rarely request the adequate legal or other protection against different forms of violence noting the lack of protection and referral systems and cultural barriers to reporting of violence. In the case of the Palestinian women the situation is even more complicated since there is no legal system what so ever to offer protection to the Palestinian population. There is a kind of "Local law system" within the camps that seem to give preferential treatment to men.

Regarding MDG 3, the programme focuses on three out of the seven priorities identified by the UN Millennium Project Task Force on Gender Equality and Women's Empowerment in the 2005 Summit Outcome Document, namely the promotion of women's equal access to labour markets, sustainable employment and adequate labour protection; ensuring equal access of women to productive assets and resources and credit; and promoting increased representation of women in local decision-making bodies, including equal opportunities to fully participate in the political process.

This project aims at empowering women politically by strengthens already established women's organisations in the areas of intervention or by support for the creation of new ones. These initiatives will be linked to conflict resolution mechanism promoted and strengthened by this project. Vocational training and livelihoods support package including business management trainings and loans will be implemented in order to empower the women economically.

According to the Concluding Observations of the Committee on the Elimination of Discrimination Against Women on the Lebanon report (February 2008), "the State party should devote serious attention to the specific needs of women in the post conflict period and ensure women's equal participation in decision making in conformity with Security Council Resolution 1325 (2000) on women, peace, and security ... while putting in place an action plan for its full implementation". This recommendation is systematically aligned with the government's directives through the framework of the National Women's Strategy - currently being updated under the leadership of the National Commission for Lebanese Women, and engagement of civil society groups. Indeed, this framework clearly articulates the need to pursue protection mechanisms from violence as well as develop NGO capacity to increase the role of women in averting the symptoms of war and preempting their cause.

### ***The UN in Lebanon and Peace building***

For a small population of 4 million, the UN presence in Lebanon is large. The UN is represented by an array of actors: the peacekeeping mission UNIFIL in the South, the regional commission ESCWA, the Palestinian refugee agency UNRWA, the political mission of UN Special Coordinator's Office (UNSCOL), and the UN Country Team members. Each actor contributes in its own way to stability, development, and peace building in Lebanon; however coordination remains a major challenge given the wide-ranging mandates and sensitivity of the beneficiary populations.

In recognition of the inchoate and piecemeal nature of the UN's results in Lebanon, a Special Coordinator was appointed to lead UNSCOL, with the Deputy acting as the UN Resident Coordinator. Thus, the operational precedent has been set to establish a more coherent approach to attaining the MDGs.

Unfortunately, due to the continuing instability in the country, the UNDAF process has had to be suspended and the UN Country Team will be elaborating interim planning measures with more explicit conflict prevention components. The new programme cycle is now expected to cover the period 2010-2014.

The UN system has already formulated a joint approach in response to the Nahr el Bared (NBC) crisis since the summer of 2007. This includes several elements:

- During the NBC emergency, the UN agencies supported the coordination of the humanitarian response through a cluster system under the overall leadership of UNRWA
- In the NBC early recovery phase, UNRWA signed bilateral agreements with several agencies in order to secure sound project implementation, including for instance UNDP (rubble removal, electricity repairs and social and environmental safeguards) and ILO (livelihoods coordination).
- A UN joint programme document (UNICEF, UNDP, ILO, UN-Habitat, UNRWA and the UN Resident Coordinator Office), funded by ECHO, is also being implemented in the Nahr el Bared camp and surroundings, aimed at providing the necessary assistance and relief to Palestinian refugees in Lebanon and the most vulnerable Lebanese affected by the conflict in the Nahr el Bared refugee camp and its repercussions (roads, water and sanitation, waste collection, youth and reconciliation). The experience gained in the implementation of this joint programme will inform the launching of the activities of the current proposal.
- In the surrounding municipalities, UNDP is leading an inter-agency effort (which includes ILO, FAO and UN-Habitat, as well as other actors such as the WB, Kuwait, USAID or Germany). Regular coordination workshops are conducted in the North.

The UN has developed a close collaborative partnership since the NBC crisis, with includes at least US \$27 million of joint UN interventions in the area, with UNRWA taking the lead in the Palestinian camps, and UNDP taking the lead in the Lebanese surrounding areas. This partnership represents a solid basis for additional work around other Palestinian refugee camps (UNRWA is working in 12 Palestinian refugee camps in Lebanon), using UN agencies' respective comparative advantage. The present proposal will greatly benefit from it.

### ***In Support of the MDGs***

The UN Country Team's work that supports the MDGs themselves are grounded in the more conflict-relevant Section II of the Millennium Declaration, "Peace, security and disarmament", which mentions goals relating, for example, to peace and security, armed conflict, and disarmament. The UNCT's general approach to conflict prevention involves support for the fostering of an environment of peace and stability, including incentives for such an environment and the creation of conditions for longer-term governance and poverty-alleviation programmes.

The single most significant threat to the progress made towards the MDGs is escalating tension and conflict, and the impact that such conflict would not only have on overall income generation, but on the allocation of such resources and the reprioritization of existing limited resources.

Economic trends had been pointing towards a projected 6% growth rate by the end of 2006, recuperating from a zero growth rate in 2005, and the preliminary results from the Multi-Purpose Household Survey indicated that Lebanon had registered a 9% decline in relative poverty since 1996 (from 28% to 19%) and a 2% decline in extreme poverty (from 7% to 5%) which were largely attributable to improvements in the social dimensions of poverty, thus pointing to the still outstanding need to improve the economic dimensions of poverty, particularly employment and incomes. The expected 2006 GDP growth of 6% was reversed as a result of the July 2006 war, declining to -5%. Unemployment doubled and stands in excess of 20%. Furthermore, Lebanon is

already one of the most indebted countries in the world, with the debt-to-GDP ratio standing at 170%.

Lebanon today strives to regain its former reputation as a nation of social advancement and economic progress, and it has the potential to do much better. It should be able to be a role model in the region on political discourse and cultural integration given its democratic processes and religious and ethnic fabric, however flawed or delicate they may be.

The strategy and approach proposed is imperative for an environment of peace and stability if Lebanon is to pull back from teetering on the brink and stay on-track.

#### **4. Strategies, including lessons learned and the proposed joint programme**

##### ***Background/context:***

The UNCT in Lebanon is currently in the process of finalizing its CCA/UNDAF process, and at the time of writing this proposal UNDAF outcomes were being drafted. The focus of the current proposal is primarily the implantation of conflict resolution inter and intra Palestinian and Lebanese communities activities, empowerment of women and youth, and the development of the institutional capacities.

The presented joint programme is focusing on a national ownership through the development plans, aligned with national priorities. The community participation in all stages of the process ensures and contributes to the national development process.

##### ***Lessons Learned:***

*Community engagement and social dialogue in conflict sensitive areas of Lebanon required significant time and energy, but it paid significant dividends. When the UN system, following NBC crisis in 2007, gained the trust of partners and community stakeholder, it increased its engagement with national and local stakeholders' and impact on conflict prevention, dialogue, job creation and poverty reduction.*

*In addition, a viable solution to the issue of Palestinian refugees in Lebanon should be found if a serious contribution to peace building is to be made (while supporting the right to return). In this regard, this project addresses the issue of human rights of Palestinian refugees, such as ownership and employability in Lebanon, as well as the improvement of the living conditions through the Camp Improvement Initiative.*

*Another lesson is the need to address the area of NBC and Beddawi camps with their surrounding municipalities as one disaster zone without discrimination between Lebanese and Palestinians. Given that this process of recovery and reconstruction is considered a "model" for other camps in the near future, it should be conducted in full consultation with the local population in order to Build Back Better.*

*Finally, the UN has learned that presenting a common approach is not only more effective and efficient, but also pays dividends in terms of credibility and resource mobilization. The UN is, so far, the main substantive and operation actor in the area, and perception surveys show an increase in the perception of beneficiaries after the war when compared with other stakeholders (national and international).*

##### ***The proposed joint programme:***

The Joint Programme has been designed by UNRWA, UNICEF, UNFPA, UNDP, ILO, and UNESCO based on national goals and priorities for youth, women, and building a national platform for peace. Efforts are underway at the national level to prevent further national polarization and tensions; however they have been sporadic and largely political in nature. Civil society organizations,

especially youth and women's associations, in tandem with local government and development groups, while under resourced, are widely acknowledged as being positive agents of change. This Programme will reinforce their capacities and provide them with an enabling environment for contributing to the national efforts of peace building.

- More specifically, UNDP and ILO will strengthen the capacities of national stakeholders and local public entities to mainstream peace building and conflict prevention in their local and regional initiatives. This holistic capacity development approach of inclusive participation of different actors at the community level, such as municipalities, cooperatives, employers associations, trade unions, religious leaders and youth and women's groups, will create an enabling environment contributing to national reconciliation and mutual agreement on common grounds for national dialogue. As such, UNDP and ILO will resort to the expertise of specialized NGOs and institutions in Conflict Transformation that will take into account the Lebanese context and tailor the interventions as per national capacity needs. Moreover, UNDP and ILO will identify the key economic sectors, liaise with existing local committees, or establish new ones where not available, to sustain the socio-economic initiatives and enhance the involvement and ownership of the community members.
- UNRWA: as it is seen as imperative that interventions strengthen forms of governance to alleviate current sources of intra- and inter-conflict and security concerns, already established resolution mechanisms will be targeted. At the central level, this will involve engaging the Lebanese-Palestinian Dialogue Committee, an inter-community mechanism established by the Government of Lebanon with UNDP support to allow a more formal, collaborative approach to accomplish needed changes. At the camp level, engaging the Popular Committees, the body governing the camps and made up of various political factions, to increase their capacity of accountable and participatory forms of governance, is essential. At a more communal level, partnerships will be developed with NGOs and CBOS, particularly those working with youth and women, to support conflict resolution initiatives.
- UNFPA: While women at large in the selected communities will be engaged to support the intervention, efforts will be exerted to target vulnerable women such as Palestinian women, female heads of households, women affected by the July-August 2006 war, and women of low socio-economic status. A number of partners and stakeholders will be supporting the Women and Leadership initiative under the overall guidance of local NGOs working in the targeted areas. Local authorities and municipalities in the selected communities will be engaged in supporting the creation and strengthening of the women committees, as well as promoting their participation in local development and implementation of key interventions within the spirit of SCR 1325. Local NGOs and Women Coalitions and groups will be partaking in sensitizing the community leaders and influential groups on the pro-active role of the women committees in the implementation of essential aspects of 1325, as well as providing specific services and support mainly on protection against and prevention of gender based violence. The social development centres of the Ministry of Social Affairs will be providing overall support through literacy and vocational training as well as support in the outreach activities.
- UNICEF: partner NGOs in this sector stand out in their community based inclusive approaches, working with all groups in their society on a number of development initiatives. These have naturally included marginalised groups and Palestinian refugees. Among these initiatives is their work with youth; nurturing youth groups, and networks of young volunteers, as well as establishing platforms for young people's community involvement. Depending on the needs of their target communities, these organizations have worked with children and young people on issues related to violence, tolerance, community participation, child labour and democratic participation. Their work in this programme will be mainly directed at inducing behavioural change through involving youth, parents, municipalities as well as social workers from partner grassroots organizations. In addition their work will

address issues such as: Impact of conflict, social conflict, Self confidence & Psycho-social support. Consequently, peer-to-peer groups, inter- regional activities, and national events/ youth camps, targeting no less than 2,000 adolescents and youth each year will be established. These activities will link to running community based Child Protection Networks and youth networks.

- UNESCO: In order to reach out to the most marginalized groups and improve their quality of life, habits and behaviours, UNESCO, in close coordination with the Ministry of Education and UNRWA's education department, will implement dialogue clubs at schools as functional exchange platforms in each local community (strategically placed and managed in order to promote interaction between potentially conflicting communities). Dialogue club coordinators and other social animators drawn from NGOs working in the communities will continuously share and exchange experiences, best practices and support between Lebanese and Palestinians through regular workshops and trainings.

### ***Sustainability of results:***

The sustainability of the project lies with partnership with Government and concerned Municipal authorities, of which both are serious partners with whom the agencies involved have already a strong working relationship. These mechanisms are further explained in the "management and coordination" section. Also, continuity will be provided through links to existing local development programmes where relevant, such as UNDP Art Gold (in the North), and regular UNRWA programme within the concerned Palestinian camps.

This two year programme is aims to ensure that the disaffected and disenfranchised groups are addressed more systematically and strategically in the near-term as part of a larger development and peace building programme that the UN in Lebanon was developing in complement to the next UNDAF cycle (2010-2014), which will now be part of an interim planning process.

## **5. Results Framework**

### Joint Programme Outcome 1:

Conflict resolution and mediation mechanisms developed and sustained in order to facilitate the resolution of inter- and intra-communal tensions between Palestinians and Lebanese.

- Output 1: Role of formal Lebanese-Palestinian resolution mechanisms and Lebanese-Palestinian Dialogue Committee (LPDC), strengthened
- Output 2: Four forums in support of community-based conflict resolution and social service delivery initiatives in selected area of intervention established and operational. (1. Ain El-Helwe, 2. Beddawi and surrounding Lebanese municipality 3. Nahr el-Bared and surrounding Lebanese municipalities, 4. Jabal Mohsen and Bab El Tabbaneh)
- Output 3: Culture of Peace, Human Rights & Gender Mainstreaming Capacities of Women Committees & NGOs in 8 Communities of the targeted areas strengthened
- Output 4: Conflict resolution capacities of Youth and NGOs/CBOs working with youth in the selected areas improved
- Output 5: Capacities of the Popular Committees Improved, Particularly with Regard to the Formulation & Enforcement Code of Conduct in Selected Camps
- Output 6: A Media Campaign to Raise Leb.-Pal. Issues, & Position the Role of the UN in the Media, Conducted

### Joint Programme Outcome 2:

Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives.

- Output 1: Local stakeholders' capacities in 15 communities strengthened in the areas of inclusive local governance, and social development planning
- Output 2: Local Economic Development Plans in 15 Communities Developed
- Output 3: Socio-Economic Initiatives in 15 Communities Implemented

The activities that will support the two outcomes are:

**Major activities related to Outcome 1:** *Conflict resolution and mediation mechanisms developed and sustained in order to facilitate the resolution of inter- and intra-communal tensions between Palestinians and Lebanese.*

- Design a Strategy for an Improved Relationship between the Leb. & the Pal. Refugees
- Support to the LPDC Coordination & Political Efforts for the Reconstruction of NBC & Surrounding Lebanese Communities
- Provide Technical Advice for the Formulation of Legal Reforms on Key Issues such as Ownership & Employability of Palestinians
- Provide Training on Conflict Resolution Skills to Local Leaders
- Establish Four Forums
- Establish Women Committees in the 8 Selected communities
- Cascade Training of Youth Dialogue, Volunteers, Municipality Members & Social Workers on Conflict Resolution Methods & Techniques (1,800 Beneficiaries)
- Implement 3 youth camps activities per year focusing on conflict resolution issues
- Create 4 Lebanese-Palestinian Youth/Dialogue clubs
- Sensitize Popular Committees (PC) & Community Groups on Political Participation
- Media Campaign Launched at the National Level

**Major activities related to Outcome 2:** *Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives.*

- Conduct a Conflict Development Analysis of the Selected 15 communities
- Train Key Stakeholders on Participatory Local Governance
- Establish Sectoral Platforms to Design, Monitor & Promote Local Strategies & Projects
- Training on local economic development (15 communities)
- Conduct Participatory Value Chain Analyses for the Key Local Economic Sectors in Each of the Selected Communities
- Develop a Local Strategy to Promote Micro & Small Enterprises, among Youth & Women
- Formulate & Implement Projects on Key Economic & Social Infrastructure in all Selected Villages
- Provide a Livelihoods Support Package Including Business Management Trainings, Loans and In-Kind Support for Women
- Provide Vocational Training, for Women & youth

**Table 1: Results Framework**

UNDAF(or other relevant framework) Outcome								
Joint Programme Outcome 1: <b>Conflict resolution and mediation mechanisms developed and sustained in order to facilitate the resolution of inter- and intra-communal tensions between Palestinians and Lebanese.</b>								
<ul style="list-style-type: none"> <li>Improved perceptions between Lebanese and Palestinian in the areas of intervention, youth and gender desegregated</li> <li>Legal reforms on employability and ownership approved by the Parliament</li> <li>Improved conflict managements methods and skills among the targeted beneficiaries, inter and intra communal in Lebanese and Palestinian Communities , youth and gender desegregated</li> </ul>								
JP Outputs  (Give corresponding indicators and baselines)	Participating UN organization -specific Outputs (1)	Participating UN organization	Participating UN organization corporate priority	Implementing Partner / Main Partner	Indicative activities for each Output	Resource allocation and indicative time frame*		Total
						Y1	Y2	
<p><b>Output 1:</b> Role of formal Lebanese-Palestinian resolution mechanisms and Lebanese-Palestinian Dialogue Committee (LPDC), strengthened</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Agreed strategy for Lebanese – Palestinian relationship</li> <li>Level of satisfaction of the Palestinian and Lebanese affected population with progress on the reconstruction of NBC</li> <li>Nr of legal reforms proposal submitted to the council of ministers</li> <li>Number of Palestinian refugees returned to NBC (target 30,000)</li> <li>20 dialogue sessions implemented (target 2,000)</li> <li>2 Summer schools organised (target 50)</li> </ul>	<p><b>UNDP</b></p> <p>Role of formal Lebanese-Palestinian resolution mechanisms and Lebanese-Palestinian Dialogue Committee (LPDC), strengthened</p>	<p><b>UNDP</b></p>	<p><b>UNDP:</b></p> <p><i>Crisis Prevention through dialogue between Lebanese and Palestinian at central level</i></p>	<p>LPDC Municipalities Popular Committee Community Group Local &amp; Palestinian NGOs in the Selected Communities Lebanese and Palestinian Youth</p>	<p>Provision of support to the LPDC in:</p> <p>1.1 Design a Strategy for an Improved Relationship between the Leb. &amp; the Pal. Refugees (UNDP)</p> <p>1.2 Coordination &amp; Political Efforts for the Reconstruction of NBC &amp; Surrounding Lebanese Communities (UNDP)</p> <p>1.3 Formulation of legal reforms on key issues such as ownership and employability of Palestinians (UNDP)</p> <p>1.4 Support to the Implementation of the Camp Improvement Initiative in all Palestinian Refugee Camps (UNDP)</p> <p>1.5 Implement 20 Sessions of Dialogue for 2,000 participants (UNDP)</p> <p>1.6 Two Summer Schools for Lebanese and Palestinian Youth (UNDP)</p>	<p>UNDP: 193,500 USD</p>	<p>UNDP: 193,500 USD</p>	<p><b>Total USD 387,000</b></p>



<p><b>Output 2:</b> Four forums in support of community-based conflict resolution and social service delivery initiatives in selected area of intervention established and operational. (1.Ein El-Hilweh, 2. Beddawi and surrounding Lebanese municipality 3. Nahr el-Bared and surrounding Lebanese municipalities<sup>6</sup>, 4. Jabal Mohsen and Bab El Tabbaneh)</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of community-based initiatives implemented by established forums (target 15)</li> <li>• Number of MoU signed with stakeholders</li> <li>• Number of training sessions implemented</li> <li>• Number of Municipalities receiving livelihood support package</li> <li>• Rating of perception on Palestinian Lebanese improved</li> <li>• Number of tripartite dialogue achieved</li> </ul>	<p><b>UNDP:</b> Social and municipal services are improved and at least 4 joint communal initiatives completed</p> <p><b>ILO:</b> Lebanese and Palestinian stakeholders in NBC and surrounding municipalities enhanced their knowledge in fundamental workers rights and principles at work</p> <p><b>UNRWA:</b> 3 forums (Ein -El Hilweh, Beddawi and NBC) in support of increasing protection capacities of Palestinian community established and functional</p>	<p><b>UNDP</b> <b>ILO</b> <b>UNRWA</b></p>	<p><b>UNDP:</b> <i>Crisis Prevention through dialogue between Lebanese and Palestinian at local level</i></p> <p><b>ILO:</b> <i>Social Justice through social dialogue among Palestinian and Lebanese at national and local level</i></p>	<p><i>Lebanese &amp; Palestinian NGOs Municipalities Palestinian Popular Committees and Lebanese Community of targeted areas National and local stakeholders</i></p>	<p><i>2.1 Identify &amp; Implement Joint Initiatives for Improved Social Service delivery (20% for women and youth) (UNDP)</i>  <i>2.2. Identify preliminary Key Areas Requiring Conflict Prevention and Map Key Actors (UNDP)</i>  <i>2.3 Provide Training on Conflict Resolution Skills to Local Leaders (UNDP)</i>  <i>2.4 Develop Conflict Resolution Tools (UNDP)</i>  <i>2.5 Monitor Beneficiaries' Perceptions Related to Forum Initiatives through base-line survey (UNDP)</i>  <i>2.6 Establish Four Forums (UNRWA/UNDP)</i>  <i>2.7 Implement tripartite dialogue workshops on labour rights for Lebanese, Palestinian and Lebanese-Palestinians (ILO)</i>  <i>2.8 Provide technical advice for the formulation of legal reforms on employability of Palestinians (in collaboration with the Follow-up Committee for Employment of Palestinians FECP)(ILO)</i></p>	<p><b>USD</b> <b>602,281</b></p> <p>Division per agency:</p> <p>UNDP: 488,750</p> <p>ILO 82,500</p> <p>UNRWA 31,031</p>	<p><b>USD</b> <b>583,282</b></p> <p>Division per agency:</p> <p>UNDP: 479,750</p> <p>ILO 72,500</p> <p>UNRWA 31,032</p>	<p><b>Total USD</b> <b>1,185,563</b></p>
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<sup>6</sup> with a total of 95,000 Palestinian and 40,000 Lebanese beneficiaries (in the Muhammara, Bebnine, Bhanine and Beddawi municipalities) While the targeted areas include both the North (around Nahr el Bared and Bedawi camps) and the South (Ain el Helwe camp), the project implementation will focus on the North during the first phase. As results and lessons learned from this first phase become available, some activities will be progressively conducted in the South, presumably during the second year of the project implementation.

<p><b>Output 3:</b> Culture of Peace, Human Rights &amp; Gender Mainstreaming Capacities of Women Committees &amp; NGOs in 10 Communities of the targeted areas strengthened</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of Women’s Committees that engage in conflict resolution mechanisms (target 8)</li> <li>• Number of activities related to SCR 1325 mainstreamed in local initiatives</li> <li>• Number of network established with other women committees &amp; villages</li> <li>• Women needs and priorities identified in the 7-8 communities</li> </ul>	<p><b>UNFPA:</b> Culture of Peace, Human Rights &amp; Gender Mainstreaming Capacities of Women Committees &amp; NGOs in 10 Communities of the targeted areas strengthened</p>	<p><b>UNFPA</b></p>	<p><b>UNFPA:</b> <i>Implementation of SCR 1325</i></p>	<p><i>Local NGOs Women Ministry of Social Affairs</i></p>	<p><i>3.1 Establish Women Committees in the 10 Selected communities (UNFPA)</i>  <i>3.2 Map Out Key Actors in the Selected Areas &amp; Assess/Identify Community Needs &amp; Gaps (UNFPA)</i>  <i>3.3 Develop Capacities of Women Committees on SCR1325 Related Theme (UNFPA)</i>  <i>3.4 Sensitize Community Leaders in 10 Selected Communities on Gender Equality &amp; Equity (UNFPA)</i>  <i>3.5 Establish Solidarity Networks with other Women Committees &amp; Villages (UNFPA)</i>  <i>3.6 Strengthen Provision of Services &amp; Referral on protection &amp; Prevention from Violence (UNFPA)</i>  <i>3.7 Institutional building of Grassroots Organizations &amp; Local NGOs (UNFPA)</i>  <i>3.8 Develop Relevant Material &amp; Normative Tools (UNFPA)</i></p>	<p>UNFPA: 195,514 USD</p>	<p>UNFPA: 158,879 USD</p>	<p><b>Total USD 354,393</b></p>
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<p><b>Output 4:</b> Conflict resolution capacities of Youth and NGOs/CBOs working with youth in the selected areas improved<sup>7</sup></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of youth, volunteers, trainees on conflict resolution methods (target 1800, 600 women)</li> <li>• Number of youth participating in camps (target 900, 25% women)</li> <li>• Number of youth/dialogue clubs established and operational (target 4)</li> <li>• Number of youth participating in community activities (800, 50% women)</li> <li>• Improved conflict managements methods and skills</li> <li>• Improved knowledge and attitude regarding gender equality and equity</li> </ul>	<p><b>UNICEF:</b> 1,800 youth volunteers (600girls) in the North region are trained on conflict resolution methods.</p> <p>900 youth (25%girls)in the North region participated in the youth camps</p> <p><b>UNESCO:</b> 800 students (400 women) participated in dialogue clubs</p> <p><b>UNDP:</b> 10 or more joint community activities are implemented</p>	<p><b>UNICEF</b> <b>UNESCO</b> <b>UNDP</b> <b>UNFPA</b></p>	<p><b>UNICEF:</b> <i>Child Protection &amp; Youth Dialogue/Participation</i></p> <p><b>UNESCO</b> : <i>Education for Peace and Dialogue</i></p> <p><b>UNDP:</b> <i>Crisis Prevention through youth dialogue initiatives under a "one UN" approach</i></p> <p><b>UNFPA:</b> <i>Promoting gender equity and equality</i></p>	<p><i>Partner NGOs Municipalities MOSA Education Directorates Palestinian Refugee Camps UNRWA Community Leaders Local Stakeholders</i></p>	<p><i>4.1 Cascade Training of Youth Dialogue, Volunteers, Municipality Members CBOs &amp; Social Workers on Conflict Resolution Methods &amp; Techniques (1,800 Beneficiaries)(UNICEF)</i></p> <p><i>4.2 Implement 3 youth camps activities per year focusing on conflict resolution issues (UNICEF)</i></p> <p><i>4.3 Creation of youth committees in the selected areas (of which at least 30% are women) (UNDP)</i></p> <p><i>4.4 Implement at least 10 Community Activities Promoting a Culture of Peace among Youth, specifically targeting young women (UNDP)</i></p> <p><i>4.5 Create 4 youth/dialogue clubs with Lebanese-Palestinian schools (UNESCO)</i></p> <p><i>4.6 Organise activities on conflict and peace building values and conflict resolution with surrounding schools, (total=800 at least 50% women)(UNESCO)</i></p> <p><i>4.7. Organize training and sensitization activities among young people on gender equity and equality (UNFPA)</i></p>	<p><b>USD</b> <b>511,501</b></p> <p>Division by agency:</p> <p>UNICEF: 321,648</p> <p>UNESCO: 100,853</p> <p>UNDP: 79,000</p> <p>UNFPA: 10,000</p>	<p><b>USD</b> <b>427,431</b></p> <p>Division by agency:</p> <p>UNICEF: 318,371</p> <p>UNESCO: 43,473</p> <p>UNDP: 55,587</p> <p>UNFPA: 10,000</p>	<p><b>Total USD</b> <b>938,932</b></p>
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<sup>7</sup> With total target of 2,000 youth trained on alternative methods of conflict resolution

<p><b>Output 5:</b> Capacities of the Popular Committees Improved, Particularly with Regard to the Formulation &amp; Enforcement Code of Conduct in Selected Camps</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of Code of Conducts approved by Popular Committees (target 3)</li> <li>• Number of public meetings</li> <li>• Number of Working groups established</li> <li>• Number of training on participatory and negotiation processes</li> </ul>	<p><b>UNRWA:</b> Capacities of the Popular Committees Improved, Particularly with Regard to the Formulation &amp; Enforcement Code of Conduct in Selected Camps</p>	<p><b>UNRWA</b></p>	<p><b>UNRWA:</b> <i>Support to the improvement of living conditions of Palestinian refugees</i></p>	<p><i>Partner NGOs Popular committees Community Leaders Local Stakeholders Youth groups</i></p>	<p><i>5.1 Sensitize Popular Committees (PC) &amp; Community Groups on Political Participation (UNRWA) 5.2 Information &amp; Public Media Campaign; Public Meetings, Outreach to Popular Committees (UNRWA) 5.3 Establish Working Group of Key Palestinian Stakeholders to Formulate Code of Conduct (ensuring women's participation in the Working Group) (UNRWA) 5.4 Training &amp; Technical Assistance for WG on Participatory &amp; Negotiation Processes (UNRWA) 5.5 Monitor Impact of Code of Conduct on Community Participation &amp; Perceptions (UNRWA) 5.6 Promote women as leaders and representatives of the community (UNRWA)</i></p>	<p>UNRWA 98,485 USD</p>	<p>UNRWA 79,515 USD</p>	<p><b>Total USD 178,000</b></p>
<p><b>Output 6:</b> A Media Campaign to Raise Leb.-Pal. Issues, &amp; Position the Role of the UN in the Media, Conducted</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Listing of participants on design of the national Campaign</li> <li>• Number of spot produced on the national TVs</li> <li>• Number of press release published</li> </ul>	<p><b>UNDP:</b> A Media Campaign to Raise Leb.-Pal. Issues, &amp; Position the Role of the UN in the Media, Conducted</p>	<p><b>UNDP</b></p>	<p><b>UNDP:</b> <i>Crisis Prevention through dialogue between Lebanese and Palesitnia n at central level</i></p>	<p><i>LPDC Pal. &amp; Leb. CBOs Private sector</i></p>	<p><i>6.1 Participatory Design of the Campaign in Consultation with all Critical Stakeholders (UNDP) 6.2 Media Campaign Launched at the National Level (UNDP)</i></p>	<p>UNDP: 40,587 USD</p>		<p><b>Total USD 40,587</b></p>

Joint Programme Outcome 2: <b>Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives.</b>								
<ul style="list-style-type: none"> <li>Improved level of trust in local authorities and targeted stakeholders</li> <li>Attitudes towards economic empowerment and entrepreneurial spirit improve</li> <li>% of population leaving below Lebanese upper poverty line</li> </ul>								
JP Outputs  (Give corresponding indicators and baselines)	Participating UN organization-specific Outputs (1)	Participating UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*		Total
						Y1	Y2	
<p><b>Output 1:</b> Local stakeholders' capacities in 15 communities strengthened in the areas of inclusive local governance, and social development planning</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Conflict development analysis conducted</li> <li>Number of people trained in local governance</li> <li>Number sectoral platforms established</li> <li>Number of women participating in platforms</li> </ul>	<p><b>UNDP:</b> Conflict Dvpt Analysis is completed in 15 communities and key stakeholder s are identified and trained</p> <p><b>ILO:</b> 15 local economic development plans are established</p>	<b>UNDP ILO</b>	<p><b>UNDP and ILO :</b></p> <p><i>Crisis Prevention under a "employment creation, income generation and reintegration in post-conflict settings" approach (UN reform in post-conflict settings)</i></p>	CSOs & NGOs Local NGO	<p>1.1 Conduct a Conflict Dvpt Analysis of the Selected 15 communities (UNDP)</p> <p>1.2 Train Key Stakeholders on Participatory Local Governance (UNDP)</p> <p>1.3 Establish Sectoral Platforms to Design, Monitor &amp; Promote Local Strategies &amp; Projects(ILO)</p> <p>1.4 Women's leadership training (UNDP)</p>	<p><b>USD 146,139</b></p> <p>Division by agency: UNDP: 90,639</p> <p>ILO: 55,500</p>	<p><b>USD 137,147</b></p> <p>Division by agency: UNDP: 88,639</p> <p>ILO: 48,508</p>	<p><b>Total USD 283,286</b></p>

<p><b>Output 2:</b> Local Economic Development Plans in 15 Communities Developed</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of local economic development plans (target 15)</li> <li>• Number of MoU signed with stakeholders</li> <li>• Participatory Value Chain Analyses produced</li> <li>• Strategy on MSEs developed</li> <li>• KAPBA concluded</li> </ul>	<p><b>UNDP:</b> 30 training sessions are conducted in support of Local Development Plans</p> <p><b>ILO:</b> Local stakeholders demonstrate enhanced capacities in designing 15 socio-economic projects and in advocating for their financing</p>	<p><b>UNDP ILO UNFPA</b></p>	<p><b>UNDP, ILO and UNFPA :</b> <i>Crisis Prevention through under a "employment creation, income generation and reintegration in post-conflict settings" approach</i></p>	<p><i>Local &amp; Municipal Authorities Academic institution CSOs &amp; NGOs Private Sector Cooperatives Trade Unions SMEs Representatives Micro-Finance Institutions Youth and Women Groups</i></p>	<p><i>2.1 Training on local economic development (15 communities)(UNDP) 2.2 Knowledge Attitude Practice and Behavior Assessment (UNDP and UNFPA) 2.3 Conduct Participatory Value Chain Analyses for the Key Local Economic Sectors in Each of the Selected Communities (ILO) 2.4 Develop a Local Strategy to Promote Micro &amp; Small Enterprises, among Youth &amp; Women (ILO) 2.5 Develop &amp; Update an Employment &amp; Livelihood Monitoring tool Package (ILO)</i></p>	<p><b>USD 155,500</b></p> <p>Division by agency:</p> <p>UNDP: 41,500</p> <p>ILO: 99,000</p> <p>UNFPA: 15,000</p>	<p><b>USD 135,000</b></p> <p>Division by agency:</p> <p>UNDP: 41,500</p> <p>ILO: 85,500</p> <p>UNFPA: 8,000</p>	<p><b>Total USD 290,500</b></p>
<p><b>Output 3:</b> Socio-Economic Initiatives in 15 Communities Implemented</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of socio-economic initiatives implemented (target 15)</li> <li>• Number of Women receiving in-kind assistance</li> <li>• Number of Women and youth receiving vocational training</li> </ul>	<p><b>UNDP:</b> 15 key local development projects completed</p> <p><b>ILO:</b> Local planning capacities improved in 15 communities</p>	<p><b>UNDP ILO UNFPA</b></p>	<p><b>UNDP and ILO :</b> <i>Crisis Prevention through under a "employment creation, income generation in post-conflict settings" approach</i></p>	<p><i>Local Committees Local Cooperatives Local Unions &amp; Associations Women and youth groups Women Associations Local &amp; Municipal Authorities</i></p>	<p><i>3.1 Formulate &amp; Implement Projects on Key Economic &amp; Social Infrastructure in Selected areas (UNDP) 3.2 Provide Vocational Training, for Women &amp; youth (UNDP and UNFPA) 3.3 Provide a Livelihoods Support Package Including Business Management Trainings, Loans and In-Kind Support for Women (ILO and UNFPA) 3.4 Enhance One Micro Finance Institution Financial Services to Local Entrepreneurs &amp; Cooperatives (ILO)</i></p>	<p><b>USD 517,627</b></p> <p>Division by agency:</p> <p>UNDP: 306,091</p> <p>ILO: 186,536</p> <p>UNFPA: 25,000</p>	<p><b>USD 497,009</b></p> <p>Division by agency:</p> <p>UNDP: 287,858</p> <p>ILO: 189,151</p> <p>UNFPA: 20,000</p>	<p><b>Total USD 1,014,636</b></p>
<p>UNDP</p>	<p>Programme Cost **</p>						<p>2,386,901</p>	
<p>UNFPA</p>	<p>Indirect Support Cost**</p>						<p>167,083</p>	
<p>UNICEF</p>	<p>Programme Cost</p>						<p>442,393</p>	
<p>UNICEF</p>	<p>Indirect Support Cost</p>						<p>30,968</p>	
<p>UNICEF</p>	<p>Programme Cost</p>						<p>640,019</p>	

	<i>Indirect Support Cost</i>			44,801
UNRWA	<i>Programme Cost **</i>			240,063
	<i>Indirect Support Cost**</i>			16,804
ILO	<i>Programme Cost</i>			819,195
	<i>Indirect Support Cost</i>			57,344
UNESCO	<i>Programme Cost</i>			144,326
	<i>Indirect Support Cost</i>			10,103
<b>Total</b>	<b><i>Programme Cost (RF)</i></b>			<b>4,672,897</b>
	<b><i>Indirect Support Cost (agencies)</i></b>			<b>327,103</b>
	<b><i>Grand total</i></b>			<b>5,000,000</b>

\*Resource allocation may be agreed at either output or indicative activity level.

\*\* Please read the Explanatory Note on Harmonized Financial Reporting to Donors and its Annexes for guidance on how these terms should be interpreted

- (1) Outputs have been jointly identified by UN agencies, and activities detailed by UN agency (see workplan). Therefore, specific approach to the achievement of each individual output can be extracted from the colon : participating Un organization corporate priority.
- (2) The project includes several small infrastructure projects. The primary objective of these projects is to support the Lebanese-Palestinian dialogue process (e.g. local Forums planned under output 2) with some concrete deliverables which could lay the foundation for long term solutions (to be decided by the Forums in a participatory manner). UN experience in the area suggests that these type of activities are critical for the overall success of the project, providing the right incentives to dialogue and reconciliation. Examples of projects already executed include support to the Muhamamra municipality (hosting Nahr el Bared Camp) in the provision of public services to the Palestinian refugees living outside the camp. For instance UNDP has supported electricity repairs (both in Lebanese and Palestinian areas), and the municipality has agreed to cover the recurrent cost of public lighting in mixed areas. As a result of that, more than 10.000 people are benefiting from this service, in an area where street lighting was not available before. UNDP and other UN agencies have also provided technical assistance and equipment for solid waste collection or water maintenance in the surrounding municipalities. Therefore, the project budget is based on the average cost of these infrastructure projects.

## 6. Management and Coordination Arrangements

This proposal is the result of the work of the following UN agencies (UNICEF, UNDP, ILO, UNESCO, UNFPA, UNRWA and the UN Resident Coordinator Office), which have joined their efforts and expertise to formulate a comprehensive and integrated strategy. The coordination of the programme will be supported by a joint Project Coordination Officer (based in the UNRCO in Tripoli), who will have oversight of the coordination at field implementation level. The activities identified in the work plan will be implemented directly by the UN agencies or through their respective implementing partners with a direct reporting line to the Programme Management Committee. The agencies will also ensure coordination of activities through liaison with the Project Coordination Officer.

The programme will be chaired by a National Steering Committee (NSC). The NSC is the highest body for the strategic guidance, oversight and coordination of all MDG-F joint programmes at the national level. The NSC includes the CDR, LPDC, RRC (representing the government), the UN Resident Coordinator and the Spanish cooperation. (Functions of the NSC are detailed in Annex 1)

The LPDC deals with the Lebanese-Palestinian political dialogue, while the CDR is responsible for all local development projects in Lebanon. The NBC Recovery and Reconstruction Cell is entrusted with the coordination and monitoring of all socio-economic development initiatives in the surrounding areas to the Nahr El Bared Camp.

The Programme Management Committee (PMC) will ensure coherence of interventions on a working level and will make the technical/operational decisions required to manage the joint programmes appropriately with meetings taking place on a quarterly basis. The PMC will be co-chaired by the UNRC and the lead government representative, and will be made up of the following institutions: CDR, Ministry of Interior, Ministry of Social Affairs, Ministry of Education, Ministry of Labour, The Lebanese Palestinian Dialogue Committee and the relevant UN agencies concerned. (Functions of the PMC are detailed in Annex 2)

Given the need for enhanced coordination of recovery activities, this project will be implemented through the direct execution modality. Project implementation will be carried out in close coordination between the UN agencies and other civil society organizations as indicated in the narrative of the project, as well as with already established programmes in the concerned areas.

At the field level, the Project Coordination Officer will take overall responsibility for coordination of the project, reporting back to both the PMC and the UNRCO. This will include supporting the coordination of the different UN agencies in accordance with the agreed timeline at field level, ensuring that a comprehensive and integrated inter-sectoral approach is respected throughout the project's life span and taking on the overall oversight of monitoring and evaluation activities. The individual agencies will take on the actual implementation and financial responsibility of each relevant component and report to the PMC on substantive issues and the MDGF Secretariat on financial issues. The Project Coordination Officer will also have the responsibility of liaising with the local community and the funding agency and will ultimately report directly to the UNRCO with a second reporting line to the PMC. The final oversight of the entire project will lay on the UNRC, who represents the agencies at the Steering Committee.

The PMC and the Project Coordination Officer will ensure that a proper **partnership strategy** is implemented, including the municipalities, local CSOs and the private sector in the area of intervention of the project. In this regard, the project should build on the UN's recent experience in working daily with these municipalities (ongoing training and already completed grants for municipal infrastructure, as well as equipment for services delivery in the mixed Lebanese-Palestinian areas), NGOs and Community Based Organisations (a specific training/capacity building programme is underway), as well as existing partners within the private sector.



The recent coordination mechanism established by the LPDC and the Ministry of Interior at the inter-municipal level will also be used to anchor the project in the Lebanese-populated areas. Regarding the mixed areas, the quarterly Town Halls conducted by UNRWA in collaboration with the government will serve as regular fora to discuss progress on project implementation. UNRWA's bi-monthly meetings with Palestinian factions will also help to assess the pertinence of planned interventions, in particular regarding the service delivery issues.

UNICEF, and UNESCO will mainly implement the youth component of the joint programme, for which field coordination amongst these participating UN agencies and the local NGOs and CBOs will be essential to ensure an integrated and participatory approach. UNDP will be part of these efforts, liaising with the other two UN agencies to ensure that the joint project approach is consistent with the work already initiated in other programme in this same field. UNFPA will also contribute to this component by promoting gender equality and equity among the youth target group.

UNRWA and UNDP will lead and coordinate the activities related to Palestinian issues with the respective implementing partners for the establishment of the forum, strengthening of the LPDC and the capacity building activities among the popular committees, included in the proposal. Building on previous experiences in the targeted area, UNDP will also implement joint infrastructure projects selected by the Lebanese-Palestinian Forums (output 2). Whenever the activities are conducted in the Lebanese areas, the identification will be done by the municipalities, in consultation with the Civil Society in the area. UNDP will validate technically the proposals, support the set-up of a work plan, sign an agreement with the municipality (whenever appropriate), monitor the implementation of the projects and make necessary payments after completion of works.

UNFPA participation in the joint programme will be focusing on women empowerment through capacity building activities with all stakeholders working in the targeted area and in line with the essence of SCR 1325: Women, Peace, and Security. Since gender issue is crosscutting the other outputs and activities of the other UN agencies, it will be indispensable to develop a clear participative strategy.

ILO implementing activities mainly related to socio-economic development, will have to developing a high level of coordination since their activities will be targeting the all targeted areas and population involving the other five UN agencies.

For the implementation of all the activities included in the proposal, participating UN agencies will coordinate with other actors working in the targeted areas by liaising and sharing information through the established coordination mechanism. At the highest level, the Project Managers will make sure that proper linkages are established regarding proposed activities.

**Cash transfer modalities.** The project will transfer money to implementing partners through the HACT modality as per UNDG existing guidelines for Ex Com agencies ([www.undg.org](http://www.undg.org))

## **7. Fund Management Arrangements**

The project has been formulated, and will be implemented as a Joint Programme, using the pass-through modality and having UNDP perform the role of the Administrative Agent (AA) -. While each participating UN agency will keep programmatic and financial responsibility for the implementation of their activities.

UNDP was selected as AA for the following reasons:

- Strong and sound financial management systems

- Volume of UNDP programme and financial resources administered by UNDP.
- UNDP is already the AA of the Lebanon Recovery Fund (LRF), a UNDG multi-donor trust fund established right after the July 2006 war.
- UNDP administers the UNRC budget.

The transfer of cash to national Implementing Partners will be done in accordance with the rules and regulations of the participating UN agencies.

- MoU will be signed with implementing partners indicating the periodicity and modality for transferring cash, as per existing agreements.

Finally, the participating UN agencies (ILO, UNDP, UNFPA, UNESCO, UNICEF, UNRWA and the office of the UN Resident Coordinator) have planned this intervention in this selected areas on the basis of the previous work conducted during nearly two years of humanitarian operation in North Lebanon.

Each organisation assumes complete programmatic and financial responsibility for the funds disbursed to it by the Administrative Agent and can decide on the execution process with its partners and counterparts following the organisation's own regulations.

Each Participating UN Organisation establishes a separate ledger account for the recipient and administration of the funds disbursed to it by the Administrative Agent. Participating UN organisations are requested to provide certified financial reporting according to the budget template. Participating UN Organisations are entitled to deduct their indirect costs on contributions received according to their own regulations and rules, taking into account the size and complexity of the particular programme.

Subsequent instalments will be released in accordance with Annual Work Plans approved by the NSC. The release of funds is subject to meeting a minimum commitments threshold of 70% of the previous fund released to the Participating UN Organisation's combined commitments (Commitments are defined as legally binding contracts signed, including multi-year commitments which may be disbursed in future years). If the 70% threshold is not met for the programme as a whole, funds will not be released to any organisation, regardless of the individual organisation's performance.

On the other hand, the following year's advance can be requested at any point after the combined disbursement against the current advance has exceeded 70% and the work plan requirements have been met. If the overall expenditure of the programme reaches 70% before the end of the twelve-month period, the Participating UN Organisations may upon endorsement by the NSC request the MDTF Office to release the next instalment ahead of schedule. The RC will make the request to the MDTF Office on NSC's behalf.

Any fund transfer is subject to submission of an approved Annual Work Plan and Budget to the MDTF Office.

## **8. Monitoring, Evaluation and Reporting**

The overall aim is to decrease national conflict and improve the quality of life of the target populations for which there a series of indicators. The sources of data will be quantitative (surveys of programme beneficiaries, perception surveys) and qualitative (documentation that supports the outputs, interviews and focus groups). An important part of the initial information (baseline) is available from UN Palestinian Refugee Agency UNRWA, as well as the Ministry of Social Affairs and the Central Administration on Statistics. Additional necessary information will be generated at the initiation and finalization of the programme. Three joint perception surveys have been planned to this effect.

Monitoring and evaluation activities will take place throughout the project in terms of surveying progress, making assessments and reporting on the outcomes. The agencies will be responsible for addressing M&E throughout the implementation of the activities, conducting joint evaluations and assessments as well as ensuring the project is following the set work plan, UNDP will coordinate and compile the information collected. The M & E will include a strong qualitative component, conducted in a monthly basis. The objective is to ensure accountability to beneficiaries (in particular through focus groups and Town Halls), by including them in the planning, implementation and monitoring of activities.

Given the short life span of the joint project, monitoring progress regularly will be fundamental to ensure that all participating UN agencies stick to the agreed work plan. Participating UN agencies will be requested to submit a monthly update and quarterly progress report (narrative and financial, made available to the donor on request), and consolidate annual progress report. UNDP will compile the information and submit a joint reporting.

Two evaluations will be carried out (mid-term and final) through an evaluation team with a multidisciplinary profile: gender perspective, youth perspective, and Palestinian/Lebanese relations. After the midterm review, the Programme Management Committee will make necessary recommendations in order to implement relevant findings of the evaluation.

The MDTF Office is responsible for annual Consolidated Joint Programme Progress Report, which will consist of three parts:

**AA Management Brief:** The Management Brief consists of analysis of the certified financial report and narrative report. The management brief will identify key management and administrative issues, if any, to be considered by the NSC.

**Narrative Joint Programme Progress Report:** This report is produced through an integrated Joint Programme reporting arrangement. The report should be reviewed and endorsed by the PMC before it is submitted to the MDTF Office on 31 March of each year.

**Financial Progress Report:** Each participating UN organisation will submit to the MDTF Office a financial report stating expenditures incurred by each programme during the reporting period. The dead-line for this report is 30 April.

The lists of main indicators to be monitored would include the following:

Outcome #1:

- Agreed strategy for Lebanese – Palestinian relationship
- Number of legal reforms proposal submitted to the council of ministers
- Number of Palestinian refugees returned to NBC
- Number of sessions of dialogue and summer schools conducted (target 20 dialogue sessions and 2 summer schools)
- Rating of perception on Palestinian Lebanese improved
- Number of community-based initiatives implemented by established forums (target 10)
- Number of Municipalities receiving livelihood support package
- Number of Women’s Committees that engage in conflict resolution mechanisms (target 8)
- Number of activities related to SCR 1325 mainstreamed in local initiatives
- Number of youth, volunteers, trainees on conflict resolution methods (target 1800)
- Number of Youth/dialogue clubs established and operational (target 4)

- Number of Code of Conducts approved by Popular Committees (target 3)
- Listing of participants on design of the national Campaign

Outcome #2:

- % of population leaving below poverty line in the affected areas
- Conflict development analysis conducted
- Number of people trained on conflict resolution and livelihoods (*target 1,000*)
- Number of local economic development plans (*target 15*)
- Number of socio-economic initiatives implemented (*target 15*)
- Number of socio-economic initiatives implemented (target 15)
- Number of Women receiving in-kind assistance
- Number of Women and youth receiving vocational training

The main **risks** identified include: the political and security situation in Lebanon, institutional changes, external economic shocks, such as global financial crisis, lack of interest of stakeholders and weak capacity of local actors. The **assumptions** made include no major political and social unrest and active participation of local communities in particular women and youth. In case some of the major risks materialized, a “project issue” will be submitted to the project board with recommendations in term of necessary adjustment on the work plan (e.g. reallocation of resources to safer areas in case conflict/ unrest affect one of the refugee camps).

**Table 2: Joint Programme Monitoring Framework (JPMF)**

<b>Expected Results (Outcomes &amp; outputs)</b>	<b>Indicators (with baselines &amp; indicative timeframe)</b>	<b>Means of verification</b>	<b>Collection methods (with indicative time frame &amp; frequency)</b>	<b>Responsibilities</b>	<b>Risks &amp; assumptions</b>
<b>Joint Programme Outcome 1: Conflict resolution and mediation mechanisms developed and sustained in order to facilitate the resolution of inter- and intra-communal tensions between Palestinians and Lebanese.</b>	<ul style="list-style-type: none"> <li>-Improved perceptions between Lebanese and Palestinian in the areas of intervention, youth and gender desegregated</li> <li>-Legal reforms on employability and ownership approved by the Parliament</li> <li>-Improved conflict managements methods and skills among the targeted beneficiaries, inter and intra communal in Lebanese and Palestinian Communities , youth and gender desegregated</li> </ul>	<ul style="list-style-type: none"> <li>-UNDP perception surveys</li> <li>-Law approved (parliament official records)</li> <li>-Evaluation reports</li> <li>-Progress reports</li> </ul>	<ul style="list-style-type: none"> <li>-Annually (3 Pre and post-baseline surveys over the project period)</li> <li>-Mid term review and final evaluation reports</li> <li>-Annual and quarterly</li> </ul>	UNDP	<p><b>Risks</b> Institutional changes and a negative economic cycle cause a loss of interest in the activities to be undertaken</p>
<b>Output 1:</b> Role of formal Lebanese-Palestinian resolution mechanisms and Lebanese-Palestinian Dialogue Committee (LPDC), strengthened	<ul style="list-style-type: none"> <li>• Agreed strategy for Lebanese – Palestinian relationship</li> <li>• Level of satisfaction of the Palestinian and Lebanese affected population with progress on the reconstruction of NBC</li> <li>• Nr of legal reforms proposal submitted to the council of ministers</li> <li>• Number of Palestinian refugees returned to NBC (target 30,000)</li> <li>• 20 dialogue sessions implemented (target 2,000)</li> <li>• 2 Summer schools organised (target 50)</li> </ul>	<ul style="list-style-type: none"> <li>-UNDP surveys</li> <li>-Agencies progress reports</li> <li>-Training sessions reports, attendance records</li> <li>-Attendance sheets and trainers’ report</li> </ul>	-Quarterly project progress reports	UNDP	<p>Stakeholders fail to honour the commitments taken</p> <p>Political and security crisis does not deteriorate</p> <p>Continuous and unimpeded access to the all sites.</p>
<b>Output 2:</b> Four forums in support of community-based conflict resolution and social service delivery initiatives in selected area of intervention established and operational. (1.Ein El-Hilweh, 2. Beddawi and surrounding Lebanese municipality 3. Nahr el-Bared and surrounding Lebanese municipalities <sup>8</sup> , 4. Jabal Mohsen and Bab El Tabbaneh)	<ul style="list-style-type: none"> <li>• Number of community-based initiatives implemented by established forums (target 15)</li> <li>• Number of MoU signed with stakeholders</li> <li>• Number of training sessions implemented</li> <li>• Number of Municipalities receiving livelihood support package</li> <li>• Rating of perception on Palestinian Lebanese improved</li> <li>• Number of tripartite dialogue achieved</li> </ul>	<ul style="list-style-type: none"> <li>-Agencies progress reports</li> <li>-Memoranda of With partners</li> <li>-UNDP surveys</li> </ul>	-Quarterly project progress reports	UNDP, ILO, UNRWA	<p>Weak capacity at the municipal level</p> <p><b>Assumptions</b> – No major institutional</p>

<sup>8</sup> with a total of 95,000 Palestinian and 40,000 Lebanese beneficiaries (in the Muhammara, Bebnine, Bhanine and Beddawi municipalities)

<p><b>Output 3:</b> Culture of Peace, Human Rights &amp; Gender Mainstreaming Capacities of Women Committees &amp; NGOs in 8 Communities of the targeted areas strengthened</p>	<ul style="list-style-type: none"> <li>• Number of Women’s Committees that engage in conflict resolution mechanisms (target 10)</li> <li>• Number of activities related to SCR 1325 mainstreamed in local initiatives</li> <li>• Number of network established with other women committees &amp; villages</li> <li>• Number of women receiving services</li> </ul>	<ul style="list-style-type: none"> <li>-UNDP/UNFPA Assessment survey</li> <li>-Reports of the women committees</li> <li>-Reports of local NGOs</li> </ul>	<p>-Quarterly project progress reports</p>	<p>UNFPA, UNDP</p>	<p>change occurs during the implementation of the programme – Local Communities commits to participate in and</p>
<p><b>Output 4:</b> Conflict resolution capacities of Youth and NGOs/CBOs working with youth in the selected areas improved<sup>9</sup></p>	<ul style="list-style-type: none"> <li>• Number of youth, volunteers, trainees on conflict resolution methods (target 1800, out of which 600 women)</li> <li>• Number of youth participating in camps (target 900, out of which 25% of women)</li> <li>• Number of Youth/dialogue clubs established and operational (target 4) <ul style="list-style-type: none"> <li>• Number of youth participating in community activities (800 students, at least 50% women)</li> </ul> </li> <li>• Improved conflict managements methods and skills</li> <li>• % of women’s participation in training sessions (target 30%) and working groups increased (target 10%)</li> </ul>	<ul style="list-style-type: none"> <li>-Agencies progress reports</li> <li>-Training sessions reports, attendance records</li> <li>-UNDP Assessment survey</li> <li>-Attendance sheets and trainers’ report</li> </ul>	<p>-Quarterly project progress reports</p>	<p>UNICEF, UNESCO, UNDP, UNFPA</p>	<p>contribute the activities of the programme – Youth and Women are interested in the services and programme</p>
<p><b>Output 5:</b> Capacities of the Popular Committees Improved, Particularly with Regard to the Formulation &amp; Enforcement Code of Conduct in Selected Camps</p>	<ul style="list-style-type: none"> <li>• Number of Code of Conducts approved by Popular Committees (target 3)</li> <li>• Number of public meetings</li> <li>• Number of Working groups established</li> <li>• Number of training on participatory and negotiation processes</li> </ul>	<ul style="list-style-type: none"> <li>-Agencies progress reports</li> <li>-UNDP Assessment survey</li> </ul>	<p>-Quarterly project progress reports</p>	<p>UNRWA, UNDP</p>	
<p><b>Output 6:</b> A Media Campaign to Raise Leb.-Pal. Issues, &amp; Position the Role of the UN in the Media, Conducted</p>	<ul style="list-style-type: none"> <li>• Listing of participants on design of the national Campaign</li> <li>• Number of spot produced on the national TVs</li> <li>• Number of press release published</li> </ul>	<ul style="list-style-type: none"> <li>-Agencies progress reports</li> <li>-Press coverage</li> </ul>	<p>-Quarterly project progress reports</p>	<p>UNDP</p>	

<sup>9</sup> With total target of 1,800 youth trained on alternative methods of conflict resolution

<b>Joint Programme Outcome 2: Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives.</b>	<p><b>Indicators:</b></p> <p>-Improved level of trust in local authorities and targeted stakeholders</p> <p>-Attitudes towards economic empowerment and entrepreneurial spirit improved</p> <p>-% of population leaving below upper poverty line in Lebanese (baseline 73%, target 70%) and Palestinian (baseline 96%, target 91%)</p>	<p>-UNDP perception surveys</p> <p>-Evaluation reports</p> <p>-Progress reports</p>	<p>-Annually (3 Pre and post-baseline surveys over the project period)</p> <p>-Mid term review and final evaluation reports</p> <p>-Annual and quarterly</p>	UNDP	<p><b>Risks</b></p> <p>- Lack of involvement of local communities in local governance, and social development planning issues</p>
<b>Output 1:</b> Local stakeholders' capacities in 15 communities strengthened in the areas of inclusive local governance, and social development planning	<ul style="list-style-type: none"> <li>• Conflict development analysis conducted</li> <li>• Number of people trained in local governance</li> <li>• Number sectoral platforms established</li> <li>• Number of women participating in platforms</li> </ul>	Agencies progress reports Official reports of the Sectoral platform	Quarterly Progress reports	ILO, UNDP	<p>Unwillingness to contribute to regional socio-economic initiatives</p> <p>- Women are not interested in the Livelihoods Support Package offered by the Programme</p>
<b>Output 2:</b> Local Economic Development Plans in 15 Communities Developed	<ul style="list-style-type: none"> <li>• Number of local economic development plans (target 15)</li> <li>• Participatory Value Chain Analyses produced</li> <li>• Strategy on MSEs developed</li> <li>• Number of MoU signed with stakeholders</li> </ul>	Agencies progress reports Memoranda of Understanding with municipalities	Quarterly Progress reports	UNDP, ILO, UNFPA	<p><b>Assumptions</b></p> <p>- A sufficient number of women and youth are interested in participating in the programme activities</p>
<b>Output 3:</b> Socio-Economic Initiatives in 15 Communities Implemented	<ul style="list-style-type: none"> <li>• Number of socio-economic initiatives implemented (target 15)</li> <li>• Number of Women receiving in-kind assistance</li> <li>• Number of Women and youth receiving vocational training</li> </ul>	<p>-Agencies progress reports</p> <p>-Vocational training reports, attendance records</p> <p>-Attendance sheets and trainers' report</p>	Quarterly progress reports	UNDP, ILO, UNFPA	

## 9. Legal Context or Basis of Relationship

This section specifies what cooperation or assistance agreements<sup>10</sup> form the legal basis for the relationships between the Government and each of the UN organizations participating<sup>11</sup> in this joint programme.

**Table 3: Basis of Relationship**

Participating UN organization	Agreement
UNDP	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 10 February 1986.
UNICEF	This Joint Programme Document shall be the instrument referred to as the Project Document in Article 3 of the Basic Cooperation Agreement between the Government of Lebanon and the UNICEF, signed by the parties on 1995.
ILO	The International Labour Organization and the Government of Lebanon signed an Agreement on 14 May 1996 for the establishment of the ILO Office in Beirut. The Agreement grants the Office with all necessary facilities, as well as the privileges and immunities provided for in the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 and by Decree No. 12991 of the Lebanese Government of 10 June 1965.
UNRWA	UNRWA was established by General Assembly Resolution 302 (IV) of 8 December 1949. The General Assembly has itself described UNRWA as a subsidiary organ (GA Resolution 513 (VI) of 26 January 1952). On 26 November 1954, an exchange of notes constituting an over-all agreement took place between UNRWA and the Lebanese government Ministry of Foreign Affairs and Lebanese Overseas in Beirut. The Lebanese government agreed to give full recognition to the Agency's claims, set out in the Aide-Memoire No.2 of 5 March 1954, relating to the legal status of UNRWA and the UN privileges, immunities and facilities which the Agency and its officials should enjoy.
UNFPA	For the period of 2002-2006, UNFPA has developed its programme within the Framework of a Human Rights Approach. All activities under the proposed programme, as in all UNFPA-assisted activities, are carried out in accordance with the principles and objectives of the Programme of Action of the International Conference on Population and Development (ICPD), which was endorsed by the General Assembly through the resolution 49/128.
UNESCO	The United Nations Educational, Scientific and Cultural Organization (UNESCO) was founded on 16 November 1945. On the 22 of December 1972 UNESCO and the Lebanese Government signed an agreement whereby UNESCO established a Regional Bureau for Education for the Arab States; the Lebanese Government pledged full support and assistance. The Lebanese National Commission for UNESCO is affiliated with the Ministry of Culture, and acts as a Liaison between UNESCO and Lebanon. The UNESCO Beirut Office has a regional mandate in the Education field and a sub-regional role for Lebanon, Syria, Jordan, Iraq and the Palestinian Territories in the fields of Culture, Science, Social and Human Sciences and Communication Information

<sup>10</sup> Such as: the Basic Cooperation Agreement for UNICEF; Standard Basic Assistance Agreement for UNDP, which also applies to UNFPA; the Basic Agreement for WFP; as well as the Country Programme Action Plan(s) where they exist; and other applicable agreements for other participating UN organizations.

<sup>11</sup> Including Specialized Agencies and Non Resident Agencies participating in the Joint Programme



## 10. Work plans and budgets

The work plan hereunder lists the activities in line with their budgetary description, including the timeline and participation of implementing partners. In this regard, activities have been clustered to facilitate the management of their respective budgets by each of the participating UN agencies.

**Work Plan for: (Conflict Prevention and Peace Building in North Lebanon)**

**Period (1 year)**

UN organization-specific Annual targets	UN organization	Activities	TIME FRAME by semester				Implementing Partner	PLANNED BUDGET		
			Q 1	Q 2	Q 3	Q 4		Source of Funds	Budget Description	Amount USD
<b>JP OUTCOME 1: Conflict resolution and mediation mechanisms developed and sustained in order to facilitate the resolution of inter- and intra-communal tensions between Palestinians and Lebanese.</b>										
JP Output 1: Role of formal Lebanese-Palestinian resolution mechanisms and Lebanese-Palestinian Dialogue Committee (LPDC), strengthened										
	UNDP	1.1 Design a Strategy for an Improved Relationship between the Leb. & the Pal. Refugees, UNDP					LPDC Municipalities Popular Committee Community Group Local & Palestinian NGOs in the Selected Communities Lebanese and Palestinian Youth	-Local consultant	27,000 (UNDP)	
		1.2 Support to the LPDC Coordination & Political Efforts for the Reconstruction of NBC & Surrounding Lebanese Communities, UNDP						-Miscellaneous	6,000 (UNDP)	
		1.3 Formulation of legal reforms on key issues such as ownership and employability of Palestinians, UNDP						-Local consultant	73,500 (UNDP)	
		1.4 Support to the Implementation of the Camp Improvement Initiative in all Palestinian Refugee Camps, UNDP						-Supplies, equipment, commodities & transport	6,000 (UNDP)	
		1.5 Implement 20 Sessions of Dialogue for 2,000 participants, UNDP						-Local consultant	18,500 (UNDP)	
		1.6 Two Summer Schools for Lebanese and Palestinian Youth, UNDP						-Local consultant. See. 1.2.		
							-Local consultant	39,500 (UNDP)		
								-Contractual services (2)	23,000 (UNDP)	
JP Output 2: Four forums in support of community-based conflict resolution and social service delivery initiatives in selected area of intervention established and operational. (1.Ein El-Hilweh, 2. Beddawi and surrounding Lebanese municipality 3. Nahr el-Bared and surrounding Lebanese municipalities <sup>12</sup> , 4. Jabal Mohsen and Bab El Tabbaneh)										

<sup>12</sup> with a total of 95,000 Palestinian and 40,000 Lebanese beneficiaries (in the Muhammara, Bebnine, Bhanine and Beddawi municipalities)

	<b>UNDP ILO UNRWA</b>	2.1 Identify & Implement Joint Initiatives for Improved Social Service delivery (20% for women and youth), UNDP						-Contractual services (10 micro-projects) -Equipment & Furniture -Miscellaneous	<b>344,000 (UNDP)</b> <b>10,500 (UNDP)</b> <b>3,500 (UNDP)</b>	
		2.2. Identify preliminary Key Areas Requiring Conflict Prevention and Map Key Actors, UNDP						-Local consultant (project manager) -Travel	<b>48,500 (UNDP)</b> <b>3,250 (UNDP)</b>	
		2.3 Provide Training on Conflict Resolution Skills to Local Leaders, UNDP						-Contractual services	<b>15,500 (UNDP)</b>	
		2.4 Develop Conflict Resolution Tools, UNDP					Lebanese & Palestinian NGOs Municipalities Palestinian Popular Committees and Lebanese Community of targeted areas National and local stakeholders	- Consultant -Supplies, travel, etc - For UNDP see point 2.2	<b>30,000 (UNRWA)</b> <b>1,031 (UNRWA)</b>	
		2.5 Monitor Beneficiaries' Perceptions Related to Forum <i>Initiatives through base-line survey</i> , UNDP						-Contractual services (3)	<b>57,500 (UNDP)</b>	
		2.6 Establish Four Forums, UNDP & UNRWA						See. Point 2.2.		
		2.7 Implement tripartite dialogue workshops on labour rights for Lebanese, Palestinian and Lebanese-Palestinians, ILO						-Local consultant -Contractual services -Travel -Equipment & Furniture -Miscellaneous	<b>46,000 (ILO)</b> <b>26,500 (ILO)</b> <b>1,000 (ILO)</b> <b>6,000 (ILO)</b> <b>3,000 (ILO)</b>	
		2.8 Provide technical advice for the formulation of legal reforms on employability of Palestinians (in collaboration with the Follow-up Committee for Employment of Palestinians FECP), ILO						See. Point.2.7 and 1.3.		
<b>JP Output 3: Culture of Peace, Human Rights &amp; Gender Mainstreaming Capacities of Women Committees &amp; NGOs in 10 Communities of the targeted areas strengthened</b>										
	<b>UNFPA</b>	3.1 Establish Women Committees in the 10 Selected communities, UNFPA				Local NGOs Ministry of Social Affairs		-Project team -Transport -Communication & Audio Visual Equipment -Miscellaneous	<b>21,000 (UNFPA)</b> <b>3,377 (UNFPA)</b> <b>10,000 (UNFPA)</b> <b>4,600 (UNFPA)</b> <b>20,000 (UNFPA)</b>	
		3.2 Map Out Key Actors in the Selected Areas & Assess/Identify Community Needs & Gaps, UNFPA							-Consultant + Project team - Transport	<b>3,000 (UNFPA)</b>

		3.3 Develop Capacities of Women Committees on SCR1325 Related Theme, UNFPA						-Project team - Contractual services -Transport	<b>22,037 (UNFPA)</b> <b>10,000 (UNFPA)</b> <b>1,000 (UNFPA)</b>
		3.4 Sensitize Community Leaders in 10 Selected Communities on Gender Equality & Equity, UNFPA						-Project team + consultant -Transport	<b>8,000 (UNFPA)</b> <b>2,000 (UNFPA)</b>
		3.5 Establish Solidarity Networks with other Women Committees & Villages, UNFPA						-Project team + consultant - Transport	<b>8,000 (UNFPA)</b> <b>5,500 (UNFPA)</b>
		3.6 Strengthen Provision of Services & Referral on protection & Prevention from Violence, UNFPA						-Contractual services - Transport	<b>20,000 (UNFPA)</b> <b>5,000 (UNFPA)</b>
		3.7 Institutional building of Grassroots Organizations & Local NGOs, UNFPA						-Project team -Contractual services -Communication & Audio Visual Equipment	<b>10,000 (UNFPA)</b> <b>12,000 (UNFPA)</b> <b>7,000 (UNFPA)</b>
		3.8 Develop Relevant Material & Normative Tools, UNFPA						- Project Team - Contractual services	<b>10,000 (UNFPA)</b> <b>13,000 (UNFPA)</b>
<b>JP Output 4: Conflict resolution capacities of the NGOs/CBOs working with youth in the selected areas improved</b>									
	<b>UNICEF UNESCO UNDP UNFPA</b>	4.1 Cascade Training on Conflict Resolution Methods & Techniques- UNICEF						-Local consultants -Travel -Miscellaneous	<b>165,000 (UNICEF)</b> <b>17,179 (UNICEF)</b> <b>13,743 (UNICEF)</b>
		4.2 Implement 3 youth camps activities per year focusing on conflict resolution issues- UNICEF						-Contractual services (3) -Supplies	<b>120,000 (UNICEF)</b> <b>5,726 (UNICEF)</b>
		4.3 Creation of youth committees in the selected areas, UNDP						See. 2.2.	
		4.4 Create 4 youth/dialogue clubs, UNESCO						-Local consultant	<b>25,000 (UNESCO)</b>
		4.5 Organise activities on conflict and peace building values and conflict resolution with surrounding schools, (total=800 students), UNESCO						-Contractual services -Travel -Supplies -Miscellaneous	<b>64,400 (UNESCO)</b> <b>5,727 (UNESCO)</b> <b>3,817 (UNESCO)</b> <b>1,909 (UNESCO)</b>
		4.6 Implement at least 10 Community Activities Promoting a Culture of Peace among Youth through CBOs, UNDP						-Contractual services -Grants (CBOs) -Travel -Communication & Audio Visual Equipment	<b>76,500 (UNDP)</b> <b>2,500 (UNDP)</b> <b>6,000 (UNDP)</b>
						Partner NGOs Municipalities MOSA Education Directorates Palestinian Refugee Camps UNRWA Community Leaders Local Stakeholders			

		4.7. Organize training and sensitization activities among young people on gender equity and equality, UNFPA						- Contractual services	10,000 (UNFPA)
JP Output 5: Capacities of the Popular Committees Improved, Particularly with Regard to the Formulation & Enforcement Code of Conduct in Selected Camps									
	UNRWA	5.1 Sensitize Popular Committees (PC) & Community Groups on Political Participation, UNRWA						-Local consultant -Equipment & Furniture	57,500 (UNRWA) 2,291 (UNRWA)
		5.2 Information & Public Media Campaign; Public Meetings, Outreach to Popular Committees, UNRWA						See point 5.1.	
		5.3 Establish Working Group of Key Palestinian Stakeholders – PC, NGOs, Community Representatives inclusive of Women & Youth, -to Formulate Code of Conduct (ensuring women’s participation in the working group) UNRWA						-Local consultant -Travel -Supplies	20,000 (UNRWA) 7,635 (UNRWA) 4,559 (UNRWA)
		5.4 Training & Technical Assistance for WG on Participatory & Negotiation Processes, UNRWA						-Contractual services	6,500 (UNRWA)
		5.5 Monitor Impact of Code of Conduct on Community Participation & Perceptions, UNRWA						See 5.1.	
		5.6 Promote women as leaders and representatives of the community						See 5.1.	
JP Output 6: A Media Campaign to Raise Leb.-Pal. Issues, & Position the Role of the UN in the Media, Conducted									
	UNDP	6.1 Participatory Design of the Campaign in Consultation with all Critical Stakeholders, UNDP					LPDC Pal. & Leb. CBOs Private sector	-Contractual services -Travel	38,000 (UNDP) 2,587 (UNDP)
		6.2 Media Campaign Launched at the National Level, UNDP						See. 6.1.	

<b>JP OUTCOME 2: Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives</b>									
<b>JP Output 1: Local stakeholders' capacities in 15 communities strengthened in the areas of inclusive local governance, and social development planning.</b>									
	<b>UNDP ILO</b>	1.1 Conduct a Conflict Dvpt Analysis of the Selected 20 communities, UNDP						-Local consultant	33,500 (UNDP)
		1.2 Train Key Stakeholders on Participatory Local Governance, UNDP					CSOs & NGOs Local NGO	-Contractual services -Travel -Equipment & Furniture	40,000 (UNDP) 1,500 (UNDP) 12,639 (UNDP)
		1.3 Establish Sectoral Platforms to Design, Monitor & Promote Local Strategies & Projects, ILO						-International consultant -Contractual services -Travel -Equipment & Furniture -Miscellaneous	23,000 (ILO) 19,000 (ILO) 1,500 (ILO) 8,000 (ILO) 4,000 (ILO)
		1.4 Women's leadership training (UNDP)						See.1.1.	
<b>JP Output 2: Local Economic Development Plans in 15 Communities Developed</b>									
	<b>UNDP ILO UNFPA</b>	2.1 Training on local economic development (15 communities), UNDP						-Contractual services -Travel- Miscellaneous	40,500 (UNDP) 1,000 (UNDP) 3,000 (UNDP)
		2.2 Knowledge Attitude Practice and Behavior Assessment, UNDP & UNFPA					Local & Municipal Authorities Academic institution CSOs & NGOs Private Sector Cooperatives Trade Unions SMEs Representatives Micro-Finance Institutions Youth and Women Groups	Outcome 1 point 2.5. - Consultant	15,000 (UNFPA)
		2.3 Conduct Participatory Value Chain Analyses for the Key Local Economic Sectors in Each of the Selected Communities, ILO						-Contractual services -Local consultant -Travel -Equipment & Furniture -Miscellaneous	30,500(ILO) 25,000 (ILO) 1,500 (ILO) 8,000 (ILO) 4,000 (ILO)
		2.4 Develop a Local Strategy to Promote Micro & Small Enterprises, among <u>Youth &amp; Women</u> , ILO						-Local consultants	30,000 (ILO)
		2.5 Develop & Update an Employment & Livelihood Monitoring tool Package, ILO						-Local consultants	-

JP Output 3: Socio-Economic Initiatives in 15 Communities Implemented									
	<b>UNDP ILO UNFPA</b>	3.1 Formulate & Implement Projects on Key Economic & Social Infrastructure in all Selected Villages, UNDP					Local Committees Local Cooperatives Local Unions & Associations Women and youth groups Women Associations Local & Municipal Authorities	-Local consultant	21,500 (UNDP)
						-Contractual services (15 projects)		244,500 (UNDP)	
						-Travel		2,250 (UNDP)	
						-Communication & Audio Visual Equipment		1,579 (UNDP)	
						-Miscellaneous	3,587 (UNDP)		
		3.2 Provide a Livelihoods Support Package Including Business Management Trainings, Loans and In-Kind Support for Women, ILO						-Contractual services	57,500 (ILO)
								-Travel	1,726 (ILO)
								-Equipment & Furniture	8,540 (ILO)
								-Miscellaneous	4,270 (ILO)
		3.3 Provide Vocational Training, for Women & youth, UNDP & UNFPA						-Local consultant	21,500 (UNDP)
								-Equipment & Furniture	11,175 (UNDP) 25,000 (UNFPA)
		3.4 Enhance One Micro Finance Institution Financial Services to Local Entrepreneurs & Cooperatives, ILO						-Contractual services	114,500 (ILO)

<b>Total Planned Budget (Program Costs)</b>		<b>USD 4,672,897</b>
Including*	<b>Total UNDP: USD 2,386,901</b>	
	<b>Total UNFPA: USD 442,393</b>	
	<b>Total UNICEF: USD 640,019</b>	
	<b>Total UNRWA: USD 240,063</b>	
	<b>Total ILO: USD 819,195</b>	
	<b>Total UNESCO: USD 144,326</b>	
<b>Total Indirect Support Costs - 7% (Agencies)</b>		<b>USD 327,103</b>
Including*	<b>Total UNDP: USD 167,083</b>	
	<b>Total UNFPA: USD 30,968</b>	
	<b>Total UNICEF: USD 44,801</b>	
	<b>Total UNRWA: USD 16,804</b>	
	<b>Total ILO: USD 57,344</b>	
	<b>Total UNESCO: USD 10,103</b>	
<b>Total Eligible Costs</b>		<b>USD 5,000,000</b>
Including*	<b>Total UNDP: USD 2,553,984</b>	
	<b>Total UNFPA: USD 473,361</b>	
	<b>Total UNICEF: USD 684,820</b>	
	<b>Total UNRWA: USD 256,867</b>	
	<b>Total ILO: USD 876,539</b>	
	<b>Total UNESCO: USD 154,429</b>	

\* The Total Planned Budget by UN Organization should include both programme cost and indirect support cost

### Budget breakdowns by UN agency and budget category

		UNDP (USD)			ILO (USD)			UNFPA (USD)		
		Year 1	Year 2	TOTAL	Year 1	Year 2	TOTAL	Year 1	Year 2	TOTAL
<b>1.0</b>	<b>Direct Costs</b>	<b>1,240,067</b>	<b>1,146,834</b>	<b>2,386,901</b>	<b>423,536</b>	<b>395,659</b>	<b>819,195</b>	<b>245,514</b>	<b>196,879</b>	<b>442,393</b>
1.1	Supplies, commodities, equipment and transport	47,893	45,473	93,366	36,267	5,727	41,993	36,877	18,123	55,000
1.2	Personnel (staff, consultants, travel and training)	275,087	275,087	550,174	146,592	108,417	255,009	139,037	139,036	278,073
1.3	Training of counterparts	194,000	168,000	362,000	91,795	132,633	224,428			-
1.4	Contracts	707,000	642,187	1,349,187	133,613	133,613	267,225	65,000	35,000	100,000
1.5	Other Direct Costs	16,087	16,087	32,174	15,270	15,270	30,540	4,600	4,720	9,320
<b>2.0</b>	<b>UN Agency Indirect Cost (7%)</b>	<b>86,805</b>	<b>80,278</b>	<b>167,083</b>	<b>29,648</b>	<b>27,696</b>	<b>57,344</b>	<b>17,186</b>	<b>13,782</b>	<b>30,968</b>
	<b>Total Budget Per Agency</b>	<b>1,326,872</b>	<b>1,227,112</b>	<b>2,553,984</b>	<b>453,184</b>	<b>423,355</b>	<b>876,539</b>	<b>262,700</b>	<b>210,661</b>	<b>473,361</b>

		UNICEF (USD)			UNESCO (USD)			UNRWA (USD)		
		Year 1	Year 2	TOTAL	Year 1	Year 2	TOTAL	Year 1	Year 2	TOTAL
<b>1.0</b>	<b>Direct Costs</b>	<b>321,648</b>	<b>318,371</b>	<b>640,019</b>	<b>100,853</b>	<b>43,473</b>	<b>144,326</b>	<b>129,516</b>	<b>110,547</b>	<b>240,063</b>
1.1	Supplies, commodities, equipment and transport	5,726	5,726	11,452	3,817	3,000	6,817	15,516	15,516	31,032
1.2	Personnel (staff, consultants, travel and training)	182,179	182,179	364,358	30,727	19,257	49,984	107,500	88,531	196,031
1.3	Training of counterparts			-			-			-
1.4	Contracts	120,000	116,723	236,723	64,400	19,216	83,616	6,500	6,500	13,000
1.5	Other Direct Costs	13,743	13,743	27,486	1,909	2,000	3,909			-
<b>2.0</b>	<b>UN Agency Indirect Cost (7%)</b>	<b>22,515</b>	<b>22,286</b>	<b>44,801</b>	<b>7,060</b>	<b>3,043</b>	<b>10,103</b>	<b>9,066</b>	<b>7,738</b>	<b>16,804</b>
	<b>Total Budget Per Agency</b>	<b>344,163</b>	<b>340,657</b>	<b>684,820</b>	<b>107,913</b>	<b>46,516</b>	<b>154,429</b>	<b>138,582</b>	<b>118,285</b>	<b>256,867</b>



## **Annex 1: Functions of the National Steering Committee**

### **(as per the Implementation Guidelines for MDG Achievement Fund Joint Programmes)**

#### ***Formulation***

- To approve the joint programme before submission to the Fund Steering Committee. Minutes of the NSC meeting are to be sent to the MDG-F Secretariat with final programme submission;

#### ***Management set up***

- To revise and approve the regulations and other tools of the National Steering Committee and to amend them as necessary;
- To approve the duly documented agreements or arrangements for the management and coordination of joint programmes;
- To approve the selection process for the Joint Programmes Coordinator/Manager;

#### ***Planning and reporting***

- To approve the JP Annual Work Plans and the Annual Budgets as well as any adjustments required to achieve the desired results in line with the implementation guidelines, when applicable;
- To review/approve the annual report for each of the joint programmes, to make observations and take strategic decisions;
- To propose corrective actions for the implementation of joint programmes when it becomes apparent that there have been deviations from the Work Plans and to make recommendations on how to improve the implementation of programmes at the national level;

#### ***Monitoring, evaluation and audit***

- To review the internal and external Evaluation and Audit reports for the programme or its components and ensure the recommendations are put into practice;
- To ensure and guide implementation of monitoring mechanisms and administrative procedures to enable the joint programmes to be managed efficiently.
- To review the bi-annual monitoring reports to assess progress and delivery on the implementation of joint programmes and to make observations and recommendations accordingly;

#### ***Advocacy and Communications***

- To request and provide impetus to the articulation of National Advocacy Action Plans that are in line with the MDG-F Advocacy and Partnerships strategy.
- Discuss and approve the National Advocacy Plan and request periodic updates on its implementation ensuring that key national development priorities are targeted through articulated advocacy interventions that bring together UN Agencies, local governments as well as citizen groups.
- Ensure that policy outcomes are consistently being sought and that the MDGs are at the centre of development efforts.

#### ***Coordination and participation***

- To promote synergies between the joint programmes and related projects and/or programmes, even if they are funded by Government or other development partners;
- To make sure that the participatory consulting processes with the main national and local partners take place, so as to ensure ownership, enable synergies and avoid any duplication or overlapping between the Fund and other financial mechanisms, thus reducing transaction costs.

## **Annex 2: Functions of the Programme Management Committee**

### **(as per the Implementation Guidelines for MDG Achievement Fund Joint Programmes)**

#### ***Management arrangements***

- To manage and approve the hiring of the Joint Programmes Coordinator/Manager, and the team;
- To manage the programme resources appropriately in order to achieve the anticipated results and outcomes;
- To revise the consolidated progress and financial reports for the programme in order to identify any points requiring attention or any deviations from the Work Plan in the implementation, and to make recommendations;
- To address management and implementation problems;

#### ***Planning and Coordination***

- To recommend approval of the Work Plans and the Annual Budgets for annual forwarding to NSC;
- To recommend any reallocations, adjustments or revisions of the budget required for the programme;
- To suggest and recommend approval to any reallocations, adjustments or revisions of the budget required to achieve the expected results;
- To undertake the general coordination for the joint programme between the UNS Agencies, national institutions and other participating Partners, as well as to create links with other similarly-themed programmes being implemented;
- To ensure that the technical and operational teams work together, in a coordinated way, on the programme activities and in consultation with the Programme Coordinator;

#### ***Technical oversight***

- To provide technical and substantive advice on the expected results and the activities laid out in the Work Plan;
- To verify and ensure that the activities financed by the MDG-F are in line with the national priorities approved under the United Nations Development Assistance Framework (UNDAF);

#### ***Advocacy and Communications***

- Organize brainstorming session with JP Coordinators and key partners from civil society and government to articulate clear advocacy and communication interventions that are in line with joint programmes policy objectives and national priorities. This session should produce a clear action plan that is shared and approved by the NSC.
- Coordinate media visits to JP programme activity areas ensuring proper briefing on programme goals as they relate to the overall MDG message. In collaboration with ongoing MDG advocacy efforts, help to nourish strategic partnerships with media for greater coverage of MDGs.
- Ensure that JPs have identified key local actors (citizen groups or others) and adequately include them in programmes creating neutral spaces for effective participation in MDG policy and practice. Explore and recommend partnerships with civil society groups, local governments, media, youth, academia, etc
- Ensure that programmes produce catchy and interesting communication materials (human interest stories, videos, reports, photo documentation etc) that can be used for advocacy and reporting back to MDG-F secretariat.
- To ensure consistent use of the MDG-F logo;

#### ***Monitoring and Evaluation***

- To oversee the establishment of programme baselines to enable sound monitoring and evaluation

- To review the consolidated monitoring and evaluation reports of the joint programme and ensure the system works well by institutionalising it in national entities;
- To identify the lessons learnt from the implementation and ensure that they are documented and disseminated to the Agencies and Partners of the programme.

Signatures<sup>13</sup>:

<b>UN organizations</b>	<b>National Coordinating Authorities</b>
<p style="text-align: center;"><b><u>Marta Ruedas</u></b></p> <p style="text-align: center;"><i>United Nations Development Programme (UNDP)</i> Date &amp; Seal</p>	<p style="text-align: center;">Replace with: Name of Head of Partner Signature Name of Institution Date &amp; Seal</p>
<p style="text-align: center;"><b><u>Marta Ruedas</u></b></p> <p style="text-align: center;"><i>United Nations Population fund (UNFPA)</i> Date &amp; Seal</p>	<p style="text-align: center;">Replace with: Name of Head of Partner Signature Name of Institution Date &amp; Seal</p>
<p style="text-align: center;"><b><u>Roberto Laurenti</u></b></p> <p style="text-align: center;"><i>United Nations Children Fund (UNICEF)</i> Date &amp; Seal</p>	<p style="text-align: center;">Replace with: Name of Head of Partner Signature Name of Institution Date &amp; Seal</p>
<p style="text-align: center;"><b><u>Nada Al Nashif</u></b></p> <p style="text-align: center;"><i>International Labor Organization (ILO)</i> Date &amp; Seal</p>	<p style="text-align: center;">Replace with: Name of Head of Partner Signature Name of Institution Date &amp; Seal</p>
<p style="text-align: center;"><b><u>Salvatore Lombardo</u></b></p> <p style="text-align: center;"><i>United Nations Relief Works Agency (UNRWA)</i> Date &amp; Seal</p>	<p style="text-align: center;">Replace with: Name of Head of Partner Signature Name of Institution Date &amp; Seal</p>
<p style="text-align: center;"><b><u>Abdel Moniem Osman</u></b></p> <p style="text-align: center;"><i>United Nations Educational Scientific and Cultural Organization (UNESCO)</i> Date &amp; Seal</p>	<p style="text-align: center;">Replace with: Name of Head of Partner Signature Name of Institution Date &amp; Seal</p>

<sup>13</sup> When CSOs/NGOs are designated Implementing Partners, they do not sign this Work Plan. Each participating UN Organization will follow its own procedures in signing Work Plans with CSOs/NGOs.