



SIGNATURE PAGE

Country: Lebanon

UNDAF Outcome(s)/Indicator(s):
(Link to UNDAF outcome., If no UNDAF, leave blank)
Expected Outcome(s)/Indicator (s):

(CP outcomes linked t the SRF/MYFF goal and service line)

Expected Output(s)/Indicator(s):

Indicator:

(CP outcomes linked t the SRF/MYFF goal and service line)

Implementing partner:
Other Partners:

The rights based approach to development

1. Institutional Strengthening

Public Administration Reform for efficient, effective and responsive public services

2. Fostering democratic governance, 2.7 Public administration reform and anti-corruption

The capacity of Lebanese ministries and LPDC strengthened to develop a policy on Palestinian refugees in Lebanon.

Awareness of the Lebanese public raised on the situation of Palestinian refugees in Lebanon.

A comprehensive policy on the Palestinian refugee issues and Lebanese-Palestinian relations drafted, discussed and widely disseminated.

A coordination mechanism established with UNRWA and other UN agencies as well as donors on a strategy to improve the living conditions of Palestinian refugees in Lebanon.

A communication and outreach strategy developed and implemented including public awareness campaigns on Lebanese-Palestinians relations.

Briefing papers on Palestinian refugee issues drafted, discussed and published.

Fostering democratic governance

Lebanese Palestinian Dialogue Committee

International Development Research Center (IDRC), Italian Cooperation Agency, UNRWA and other UN agencies and donors

Programme Period: January 2009 to 31 December 2011
Programme Component: Democratic Governance
Project Title: "Technical Assistance to the Lebanese Palestinian Dialogue Committee"
Project ID: 00053571
Project Duration: 3 years
Management Arrangement: NEX

Budget: US\$ 1,929,023
General Management Support Fee:
7% USD 126,198
Planned Total budget: US\$ 1,802,825
Allocated resources:
• IDRC US\$ 1,387,097
• Italian US\$ 240,604
• MDGF US\$ 301,322

Agreed by Government:

Signature: _____

Date: _____

Agreed by UNDP: Ms. Marta Ruedas - UNDP Resident Representative

Signature: _____

Date: _____



**United Nations Development Programme (UNDP)
Lebanese Palestinian Dialogue Committee**

**“Technical Assistance to the Lebanese Palestinian Dialogue
Committee”**

Project Number: 00053571

Substantive Revision

Project Brief

The Government of Lebanon is committed to improve Lebanese-Palestinian relations and ultimately improve the living conditions of Palestinian Refugees in Lebanon. Therefore, the government has appointed a Lebanese Working Group on Palestinian Refugees later called Lebanese Palestinian Dialogue Committee (LPDC.) headed by Ambassador Khalil Makkawi. The purpose of this project is to strengthen the capacity of the LPDC to develop and implement a comprehensive policy on the Palestinian refugee issues, consult and coordinate with Palestinian representatives as well as various national and international stakeholders in Lebanon, including all the relevant Lebanese ministries with the ultimate objective of improving living conditions of Palestinian refugees in Lebanon.

The project's expected outcomes are as follows:

1. Improve the policy and planning capacity of LPDC in relation to Palestinian refugees issues in Lebanon;
2. Enhanced public awareness and knowledge of Lebanese institutions and other national and international stakeholders of the situation of Palestinian refugees in Lebanon.

The project focuses on five outputs:

- a) Capacity of LPDC and other public institutions developed to address the Palestinian Refugee issues in Lebanon.
- b) Coordination mechanisms among all national and international stakeholders including UNRWA established, sustained and improved on Palestinian Refugees in Lebanon.
- c) A communication and outreach plans are implemented to improve the relations between Palestinians communities and the Lebanese governments.
- d) Awareness raised among civil society organizations, political parties and the international community on issues pertaining to Palestinian refugees, including refugee women.
- e) Knowledge is enhanced on Lebanese-Palestinian relations through research, briefing papers, reports, and other publications.

December 29, 2008

SITUATION ANALYSIS

The Palestinian Refugees forcefully fled to Lebanon in 1948 and most of them were settled in scattered camps in the country. The Lebanese-Palestinian relations went through several phases from Lebanese control of the camps up to the late 1960s to the rise of the Palestinian Liberation organization (PLO) and its control of the camps as well as its extended authority in Lebanon from the late 1960 to 1982. In the post 1982 phase and up to 2005 a complex struggle took place to control the camps involving the Syrians who eventually controlled the situation in the camps and dictated their control over Lebanon.

A combination of the UNSC resolution 1559 of September 2004, which calls for disarmament of non-Lebanese militias, together with the vacuum created by Syrian withdrawal from the country in April 2005 put the issue of refugees on the table for the GoL.

The Lebanese government which took office in June 2005 has come up with a positive approach to the issue of Palestinian refugees in Lebanon and a commitment to improve their living conditions and deal with the security aspects of their presence in Lebanon. In November 2005, the Government of Lebanon (GoL), through a Directive from the Prime Minister's Office has appointed a special committee, the 'Lebanese Working Group dealing with Palestinian Refugee Affairs' (LWG- PR) headed by Ambassador Khalil Makkawi.

This group has come to be known as the Lebanese Palestinian Dialogue Committee (LPDC). The LPDC is chaired by Ambassador Makkawi and comes under the office of the Prime Minister. Its technical committee includes representatives of the Ministries of Justice, Foreign Affairs, National Defense, Social Affairs, Labour, Public Health and Interior as well as a Senior Advisor to the Prime Minister.

The broad mandate of the LPDC focuses on the following key issues:

- The improvement of living conditions of Palestinian refugees (social, economic, legal and security aspects) residing in and outside camps in Lebanon, in cooperation with UNRWA;
- Initiation of a dialogue with Palestinian organizations to deal with the issue of arms inside and outside the camps;
- Studying the possibility of establishing diplomatic relations and representation between Lebanon and the PLO. (In May 2006, the PLO reopened an office in Lebanon headed by Abbas Zaki)

LPDC was originally set up as a Lebanese working group in order to open dialogue with representatives from the Palestinian community about the issues related to Palestinian refugees in Lebanon. To that end, the Government of Prime Minister Siniora asked the various Palestinian representatives to form a unified delegation representing all the Palestinian factions. The Palestinian community failed to do that, and this presented a real obstacle to dialogue. A strategy was adopted by the LPDC to continue working on solving the many problems that affect refugees in Lebanon without a formal dialogue process and through regular coordination with the office of Abbas Zaki, the PLO representative in Lebanon.

The UNDP project to develop the capacity of the LPDC formally started in February 2007 with the signing of a one-year contract cost-sharing agreement between UNDP and IDRC to provide technical assistance to the office of LPDC which is based at the Presidency of the Council of Ministers.

Later on the project was extended until end of 2008 with additional support from the Italian Cooperation Agency.

During the two year period the project team held regular informal meetings with the different Palestinian factions, advocacy groups, NGOs and civil society organizations. They also met on a regular basis with other stakeholders such as the international community, UNRWA, the different Lebanese ministries,

Lebanese politicians and political parties and the media. The LPDC also held a monthly meeting of the LPDC technical committee which includes representatives of the various Lebanese ministries. However, the eruption of Nahr El-Bared crisis in the summer of 2007 has changed the nature of LPDC's work drastically as most of the staff focused their efforts almost exclusively on dealing with the repercussions of the crisis .

LPDC activities before and after the crisis consisted of coordination with local stakeholders (including UNRWA, NGOs, political parties), coordination with international stakeholders, research and data gathering on issues of concern to the Palestinian community and communications with media and other stakeholders through the website. In addition to supporting the Prime Minister's Office in organizing the International Donor Conference for the Recovery and Reconstruction of Nahr el Bared Palestinian Refugee Camp in Vienna on 23 June 2008.

The rationale of this project is to continue supporting the LPDC and develop its capacity to enhance this approach and provide technical assistance for its successful implementation. This is necessary for the stability of the country and the welfare of Lebanese citizens and Palestinian refugees alike. It is also assumed that the sustainability of such approach will heavily depend on the transfer of skills and knowledge and the establishment and development of the necessary legal and institutional governmental structures.

STRATEGY

The purpose of this project is to strengthen the capacity of the LPDC to develop and implement a comprehensive policy on the Palestinian refugee issues, consult and coordinate with Palestinian representatives as well as various national and international stakeholders in Lebanon, including all the relevant Lebanese ministries with the ultimate objective of improving living conditions of Palestinian refugees in Lebanon.

The project's expected outcomes are as follows:

- Improve the policy and planning capacity of LPDC in relation to Palestinian refugees issues in Lebanon;
- Enhanced public awareness and knowledge of Lebanese institutions and other national and international stakeholders of the situation of Palestinian refugees in Lebanon.

The project focuses on five outputs:

1. Capacity of LPDC and other public institutions developed to address the Palestinian Refugee issues in Lebanon.
2. Coordination mechanisms among all national and international stakeholders including UNRWA established, sustained and improved on Palestinian Refugees in Lebanon.
3. A communication and outreach plans are implemented to improve the relations between Palestinians communities and the Lebanese governments.
4. Awareness raised among civil society organizations, political parties and the international community on issues pertaining to Palestinian refugees, including refugee women.
5. Knowledge is enhanced on Lebanese-Palestinian relations through research, briefing papers, reports, and other publications.

EXPECTED OUTPUTS AND ACTIVITIES

1. Improve the policy and planning capacity of LPDC in relation to Palestinian refugees issues in Lebanon;

- 1.1 Capacity of LPDC and other public institutions developed to address the Palestinian Refugee issues in Lebanon.
 - 1.1.1 Draft a study on the various Palestinian refugee rights
 - 1.1.2 Discuss the draft with Lebanese and Palestinian representatives and revise as per recommendations
 - 1.1.3 Publish and disseminate the study to various stakeholders and public at large
 - 1.1.4 Review the legal framework by international experts
 - 1.1.5 Review the legal framework pertaining to the various rights of Palestinian refugees and recommend amendments as required.
 - 1.1.6 Activate the work of the LPDC committee and monthly meetings including its expansion if needed
 - 1.1.7 Conduct thematic workshops with representatives of the various Lebanese ministries
 - 1.1.8 Technical support provided for the Palestinian refugee affairs directorate in ministry of Interior and Municipalities
- 1.2 Coordination mechanisms among all national and international stakeholders including UNRWA established, sustained and improved on Palestinian Refugees in Lebanon.
 - 1.2.1 The Maintain and develop the coordination mechanism dealing with NBC crisis and the reconstruction of the camp with all national and international stakeholders.
 - 1.2.2 Coordinate and prepare damage and recovery assessment for the reconstruction process of NBC and its surroundings
 - 1.2.3 Organize at least three workshops per year for all stakeholders to review and assess the progress of work for the reconstruction of the camp and the surrounding communities.
 - 1.2.4 Conduct field visits to the camp and the surrounding municipalities involving relevant donors
 - 1.2.5 Conduct two town hall meetings per year with the Palestinian residents of Nahr El Bared camp.
 - 1.2.6 Participate in resource mobilization with all donors including donors conference
- 1.3 A communication and outreach plans are implemented to improve the relations between Palestinians communities and the Lebanese governments.
 - 1.3.1 Develop a draft communication and outreach strategy
 - 1.3.2 Discuss the draft strategy with stakeholders and revise as recommended
 - 1.3.3 Implement (media articles, press conferences etc.) the communication strategy
 - 1.3.4 Organize an annual conference on a specific theme of Palestinian refugees' rights.
 - 1.3.5 Organize an annual meeting with media
 - 1.3.6 Upgrade, develop and sustain the LPDC website
 - 1.3.7 Publish a quarterly newsletter on LPDC's activities
 - 1.3.8 Publish an annual LPDC report

2. Enhanced public awareness and knowledge of Lebanese institutions and other national and international stakeholders of the situation of Palestinian refugees in Lebanon.

2.1 Awareness raised among civil society organizations, political parties and the international community on issues pertaining to Palestinian refugees, including refugee women.

- 2.1.1 Organize three workshops on socio-economic rights of Palestinian refugees with lawyers, Parliamentarians and the media.
- 2.1.2 Organize twelve workshops on dialogue with Palestinian youth in the various Palestinian camps
- 2.1.3 Organize annually one summer school on conflict prevention with Palestinian and Lebanese youth.
- 2.1.4 Organize six cultural events including movies for Palestinian and Lebanese youth
- 2.1.5 Organize sports activities involving both Palestinian and Lebanese youth (participation in Beirut Marathon)
- 2.1.6 Coordinate all above activities with UNRWA and other relevant stakeholders
- 2.1.7 Establish a coordination mechanism with academic institutions to support the development of the policy towards Lebanese-Palestinian relations
- 2.1.8 Organize periodic meetings with representatives of Lebanese and Palestinian political organizations and NGOs

2.2 Knowledge is enhanced on Lebanese-Palestinian relations through research, briefing papers, reports, and other publications.

- 2.2.1 Conduct public opinion surveys to measure both Palestinian and Lebanese opinions on Lebanese-Palestinian relations
- 2.2.2 Organize regular meetings with international research groups, think tanks and human rights organizations
- 2.2.3 Commission and publish briefing papers and reports on Palestinian refugees' rights and other Lebanese-Palestinian issues.
- 2.2.4 Commission and discuss thematic research topic on Palestinian refugees in support of the development of the comprehensive policy on Lebanese-Palestinian relations

PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework: The rights based approach to development integrated into national development and oversight bodies established and/or strengthened</p>			
<p>Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets. The capacity of Lebanese ministries and LPDC strengthened to develop a policy on Palestinian refugees in Lebanon. Awareness of the Lebanese public raised on the situation of Palestinian refugees in Lebanon. Indicators: A comprehensive policy on the Palestinian refugee issues and Lebanese-Palestinian relations drafted, discussed and widely disseminated. A coordination mechanism established with UNRWA and other UN agencies as well as donors on a strategy to improve the living conditions of Palestinian refugees in Lebanon. A communication and outreach strategy developed and implemented including public awareness campaigns on Lebanese-Palestinians relations. Briefing papers on Palestinian refugee issues drafted, discussed and published.</p>			
<p>Applicable MYFF Service Line: Fostering Democratic Governance</p>			
<p>Partnership Strategy: UNDP will play the role of managing the project, ensuring effective coordination between the two components, and support efforts to ensure a broad participation of stakeholders at the local and national level.</p> <p>The Lebanese Working Group is responsible for raising policy issues for approval to the Lebanese Government, in addition to providing the general public with information through public events and media coverage.</p> <p>Collaborating partners include all concerned Lebanese ministries and public agencies, Palestinian working group and Lebanese and Palestinian civil society organizations.</p> <p>The International Development Research Center in Canada.(IDRC) will provide technical assistance and financial support in the implementation of all activities or components.</p>			
<p>Project title and ID (ATLAS Award ID): “Technical Assistance to the Lebanese Palestinian Dialogue Committee” ID: 00053571</p>			
<p>Outcome 1: Improve the policy and planning capacity of LPDC in relation to Palestinian refugees issues in Lebanon</p>			
Intended Outputs	Indicative Activities	Responsible parties	Inputs
1.1 Capacity of LPDC and other public institutions developed to address the Palestinian Refugees issues in Lebanon.	1.1.1 Draft a study on the various Palestinian refugee rights 1.1.2 Discuss the draft with Lebanese and Palestinian representatives and revise as per recommendations 1.1.3 Publish and disseminate the study to various stakeholders and public at large 1.1.4 Review the legal framework by international experts	LPDC, UNDP, IDRC	Project Director 242,644 Project Office Manager 141,600 Admin Assistant 52,927 Driver 22,476 Consultant 52,200 IT equip 16,200 Furniture 4,500 Communication 5,590 Office supplies 14,400 Fuel costs 12,600
Baseline: Lebanese Palestinian Dialogue committee established and functional			
Output Indicator: 1) LPDC participation in supporting	1.1.5 Review the legal framework pertaining to		

<p>the decision-making and policy formulation of the government of Lebanon towards Lebanese-Palestinian relations.</p> <p>2) A comprehensive policy paper on Palestinian refugees in Lebanon drafted including the focus on gender</p> <p>3) At least 3 thematic studies on Palestinian rights are drafted and widely discussed</p>	<p>the various rights of Palestinian refugees and recommend amendments as required.</p> <p>1.1.6 Activate the work of the LPDC committee and monthly meetings including its expansion if needed</p> <p>1.1.7 Conduct thematic workshops with representatives of the various Lebanese ministries</p> <p>1.1.8 Technical support provided for the Palestinian refugee affairs directorate in ministry of Interior and Municipalities</p>		<p>Travel 42,000 Publications 20,000 Workshops 30,000 Miscellaneous 5,000</p>
<p>1.2 Coordination mechanisms among all national and international stakeholders including UNRWA established, sustained and improved on Palestinian Refugees in Lebanon.</p> <p>Baseline: A coordination mechanism is established around NBC</p> <p>Output Indicators:</p> <p>1) At least 4 coordination meetings organized</p> <p>2) Damage recovery assessment for NBC drafted and published</p> <p>3) At least three workshops organized for reconstruction of NB camp</p> <p>4) Resource mobilization meeting including donor conference organized</p>	<p>1.2.1 The Maintain and develop the coordination mechanism dealing with NBC crisis and the reconstruction of the camp with all national and international stakeholders.</p> <p>1.2.2 Coordinate and prepare damage and recovery assessment for the reconstruction process of NBC and its surroundings</p> <p>1.2.3 Organize at least three workshops per year for all stakeholders to review and assess the progress of work for the reconstruction of the camp and the surrounding communities.</p> <p>1.2.4 Conduct field visits to the camp and the surrounding municipalities involving relevant donors</p> <p>1.2.5 Conduct two town hall meetings per year with the Palestinian residents of Nahr El Bared camp.</p> <p>1.2.6 Participate in resource mobilization with all donors including donors conference</p>	<p>LPDC, UNDP, IDRC</p>	<p>Relief Coordinator 149,778 Field Assistant 97,069 Transportation 7,200 Workshops 25,000 Miscellaneous 5,000</p>
<p>1.3 A communication and outreach plans are implemented to improve the relations between Palestinians</p>	<p>1.3.1 Develop a draft communication and outreach strategy</p> <p>1.3.2 Discuss the draft strategy with</p>	<p>LPDC, UNDP, IDRC</p>	<p>Communication Officer 112,378 Policy Advisor/Communication Officer Arabic Press 159,540</p>

<p>communities and the Lebanese governments.</p> <p>Baseline: no communication strategy drafted yet</p> <p>Output Indicators:</p> <ol style="list-style-type: none"> 1) A draft communication strategy drafted, discussed and implemented 2) Website upgraded, developed and sustained 3) 4 issues of the newsletter published annually 4) At least one annual meeting with the media organized 5) Regular press releases and conferences conducted 6) 	<p>stakeholders and revise as recommended</p> <ol style="list-style-type: none"> 1.3.3 Implement (media articles, press conferences etc.) the communication strategy 1.3.4 Organize an annual conference on a specific theme of Palestinian refugees' rights. 1.3.5 Organize an annual meeting with media 1.3.6 Upgrade, develop and sustain the LPDC website 1.3.7 Publish a quarterly newsletter on LPDC's activities 1.3.8 Publish an annual LPDC report 	<p>IT Assistant 46,824 Website 9,000 Communications 27,000 Publications 100,000 Miscellaneous 10,000</p>
<p>Outcome 2: Enhanced public awareness and knowledge of Lebanese institutions and other national and international stakeholders of the situation of Palestinian refugees in Lebanon.</p>		
<p>2.1 Awareness raised among civil society organizations, political parties and the international community on issues pertaining to Palestinian refugees, including refugee women.</p> <p>Baseline: A network of Lebanese and Palestinian CSOs and political representatives established</p> <p>Output Indicators:</p> <ol style="list-style-type: none"> 1) At least 10 youth dialogue sessions conducted annually 2) One summer camp organized annually 3) 6 cultural and movie sessions 	<ol style="list-style-type: none"> 2.1.1 Organize three workshops on socio-economic rights of Palestinian refugees with lawyers, Parliamentarians and the media. 2.1.2 Organize twelve workshops on dialogue with Palestinian youth in the various Palestinian camps 2.1.3 Organize annually one summer school on conflict prevention with Palestinian and Lebanese youth. 2.1.4 Organize six cultural events including movies for Palestinian and Lebanese youth 2.1.5 Organize sports activities involving both Palestinian and Lebanese youth (participation in Beirut Marathon) 2.1.6 Coordinate all above activities with 	<p>LPDC, UNDP, IDRC</p> <p>Project Officer-Civil Society 109,080 Workshops 50,000 Dialogue sessions 20,000 Youth activities 20,000 Movie sessions 10,000 Miscellaneous 10,000</p>

<p>organized annually</p> <p>4) At least one annual conference organized on one thematic Palestinian refugees' right</p> <p>5) At least two activities organized addressing women refugees and gender sensitivity for women participation in all other activities</p>	<p>UNRWA and other relevant stakeholders</p> <p>2.1.7 Establish a coordination mechanism with academic institutions to support the development of the policy towards Lebanese-Palestinian relations</p> <p>2.1.8 Organize periodic meetings with representatives of Lebanese and Palestinian political organizations and NGOs</p>		
<p>2.2 Knowledge is enhanced on Lebanese-Palestinian relations through research, briefing papers, reports, and other publications.</p> <p>Baseline: A knowledge data base on Palestinian refugees in Lebanon is not systematically established</p> <p>Output Indicators:</p> <ol style="list-style-type: none"> 1) One annual public opinion survey conducted 2) At least 6 briefing papers and reports are published 3) At least 3 thematic research papers drafted and discussed 	<p>2.2.1 Conduct public opinion surveys to measure both Palestinian and Lebanese opinions on Lebanese-Palestinian relations</p> <p>2.2.2 Organize regular meetings with international research groups, think tanks and human rights organizations</p> <p>2.2.3 Commission and publish briefing papers and reports on Palestinian refugees' rights and other Lebanese-Palestinian issues.</p> <p>2.2.4 Commission and discuss thematic research topic on Palestinian refugees in support of the development of the comprehensive policy on Lebanese-Palestinian relations</p>	<p>LPDC, UNDP, IDRC</p>	<p>Consultants 52,200</p> <p>Publications 90,000</p> <p>Translation 21,600</p> <p>Miscellaneous 9,000</p>

GENDER EQUALITY

While Lebanon boasts some of the best gender statistics in health and education in the Arab region, it is also home to some of the worst regional rates of gender equality in areas of political representation, leadership and participation in the labour force and the economy. Although women enjoy a greater sense of freedom, social mobility and are more visible in the public sector relative to other countries in the region, their pervasive public presence stops short of economic participation, leadership and decision-making positions and they are all but invisible in Lebanese politics. The often quoted fact that only 6 parliamentarians of 128 are women is actually one of the lowest figures in the Middle East.

The history of the Palestinian community in Lebanon has been one of historical fluctuation and insecurity, reflecting regional political upheavals and Lebanon's own sectarian instability. Palestinian women share similar issues as Lebanese women and also face more challenges, since they are classified as refugees and without civil rights. They have formed a marginal stratum within Lebanon's society and polity. They struggled with their families and are burdened with daily life problems, many have lost close family members in various conflicts, and many have experienced displacements more than once.

The beneficiaries of the project will involve men and women equally in the various measures being considered. The project will aim to have equal representation and participation of women and men in the various stages of the project implementation. A gender balance will be reflected in the selection of individuals nominated for participation in research and other project activities.

The project's awareness raising and research activities will assist in reducing inequalities between women and men in access to, and control over, the resources and benefits of development.

In project monitoring, indicators related to the project's specific gender equality results would be selected to help in identifying in the early stages of the project those issues that may influence the achievement of objectives and signal the need to take corrective measures towards rectifying any problems.

SUSTAINABILITY

The capacity building component and awareness raising alongside the production of policy related to Palestinian refugees in Lebanon will assist in better informed decision-making towards Palestinian issues. Enhanced capacity and services of government agencies which are directly involved in refugee issues will also help in sustaining an administration that is better equipped to address the Palestinian refugee issue in Lebanon. Throughout the project's duration, it will be important to work towards the sustainability of the results of LPDC's work rather than only the sustainability of the institution itself. In the long run, as LPDC fulfils specific items on its agenda, it will increase the ability of other government institutions to deal with the issues at hand.

The capacity building component of the project will also help build the human capital and strengthen institutions to reinforce each other in achieving and sustaining the results of the project over the long-term, the ultimate objective is to ensure that the government of Lebanon has the capacity and the resources for sustainable efforts along with the support of the international community and UNRWA to improve the living conditions of the Palestinian refugees in Lebanon as well as improve Lebanese-Palestinian relations resolving all sources of potential conflicts through peaceful and democratic means.. With support from the Project Board, local partners and stakeholders will set the direction and define strategies of the project that meet the project objectives and ensure greater sustainability of the work. It is expected that this participatory approach will build ownership among recipients and stakeholders and will increase the potential for long-term sustainability.

MANAGEMENT ARRANGEMENTS

Management arrangements will be as follows:

- a. The Lebanese Working Group is designated as the National Executing Agency for this project on behalf of the Government of Lebanon. The Executing Agency will be responsible for managing the project and will provide overall support to enable it to achieve its intended outputs and results. The Executing Agency will thus be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP or cost sharing. This accountability calls for very concrete capacities in the administrative, technical and financial spheres.
- b. The UNDP National Execution modality will prevail, with the direct support of the UNDP country office. In addition to regular technical backstopping and monitoring activities regularly provided, the UNDP Country Office shall provide the Executing Agency with support services for the execution of the programme. This will ensure that technical and substantive expertise is available to the Programme for coordination, recruitment, procurement and contracting. Thus, UNDP Country Office will provide the following services:

General Management Support:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

Implementation Support Services

- Payments, disbursements and other financial transactions
 - Recruitment of staff, project personnel, and consultants
 - Procurement of services and equipment
 - Organization of training activities, conferences, and workshops, including fellowships
 - Travel authorization, visa requests, ticketing, and travel arrangements
 - Shipment, custom clearance, vehicle registration, and accreditation
- c. All services shall be provided in accordance with UNDP procedures, rules and regulations. The Government, through its designated executing agency, shall retain overall responsibility for the

execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the Executing Agency and upon its request, for the procurement of goods and services and /or recruitment of personnel for the programme. Costs incurred by UNDP Country Office for providing the above described support services will be recovered from the Project budget as a 7% flat rate for management support and as a transactional fee for implementation support unequivocally linked to the project and based on a universal price list. If needed, and in full consultation with the Government, Cooperating Agencies might be requested to implement specific activities; in such case, a formal letter of agreement between the concerned agency and the implementing agency or official counterpart will be elaborated.

- d. The project has two components: The first is based in Lebanon and will be administered by UNDP while International Development Research Center (IDRC) administers the second component outside Lebanon as per the project's work plan and budget.
- e. IDRC is the donor/partner in this project as per the Contribution Agreement signed between UNDP and IDRC.
- f. LPDC represented by its President Ambassador Makkawi and IDRC arrange their agreement according to the attached Memorandum of Understanding between them.

The Project Board will be comprised of: (i) Senior management representative of UNDP providing in particular technical guidance to the project and secretariat services; (ii) the LPDC; (iii) Representative of PMO (iv) IDRC; (v) co-sponsoring Donors. Additional partners/stakeholders can be invited as Observers and to share relevant information as and when required. The PB will review annual workplans and budget.

Project Management:

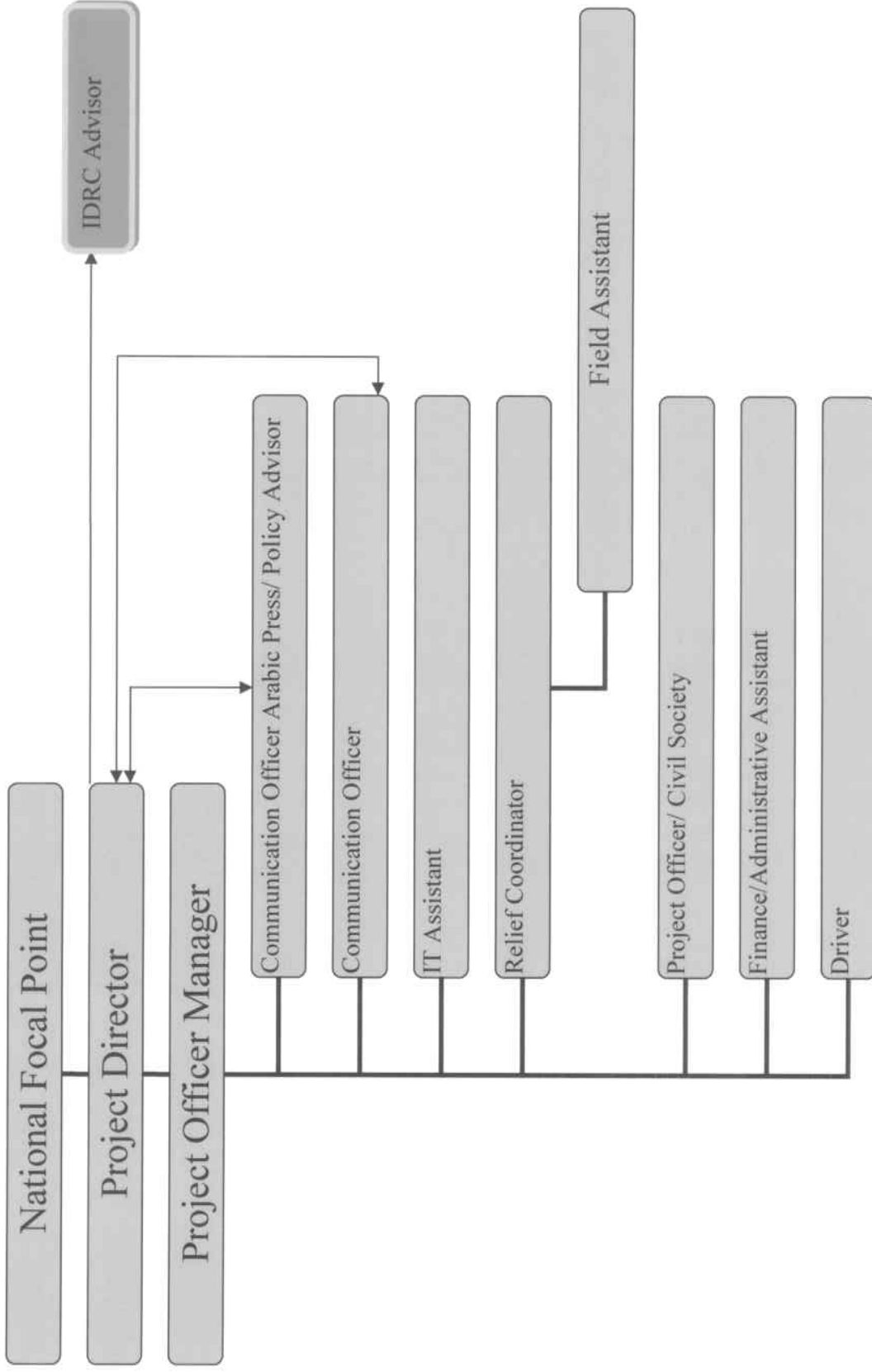
A Project Management Unit (PMU) will be established and housed within the PMO to ensure smooth implementation and shall be responsible for the day-to-day management of the project as per the TOR attached as Annex 2. The PMU will consist of:

- 1) Project Director
- 2) Project Office Manager
- 3) Communication Officer Arabic Press/ Policy Advisor
- 4) Communication Officer
- 5) IT Assistant
- 6) Relief Coordinator
- 7) Field Assistant
- 8) Project Officer/ Civil Society
- 9) Finance/Administrative Assistant
- 10) Driver

Project Assurance

Project assurance is the responsibility of each PMB member; however the role can be delegated. The Project Assurance role supports the PMB by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The UNDP Programme Manager of the governance portfolio will undertake the Project Assurance role.

Project Staff Organigram



MONITORING AND EVALUATION

The project will be subject to review and reporting in accordance with UNDP monitoring and evaluation procedures and any additional policies and procedures agreed to by the Project Executive Group.

The project will be managed and monitored on the basis of qualitative and quantitative benchmarks of project progress, indicators of production and use of outputs. The benchmarks will be set out in the annual work plan and will indicate the extent of progress towards the completion of activities. The output indicators are set out below in the resource and results framework.

The project manager will be responsible for preparing the annual work plan, quarterly progress reports (substantive and financial), an annual report, and the terminal report. The annual report and the subsequent year annual work plan and budget will be presented to the IDRC and the PB for review.

During the course of the project, lessons learned and best practices will be systematically captured to be shared with other projects, within the broader UNDP network, and with interested parties.

Under this framework, the implementing agent will regularly review the status of progress towards outcomes, outputs, activities and emerging issues. An independent mid-term review of the overall activities and achievements of the project will be conducted in the second quarter of 2010, and if appropriate it will suggest adjustments to the project. Terms of reference for this review and selection of consultant(s) will be made in close consultation with IDRC. The project will also be subject to a final output, outcome and initial impact evaluation.

LEGAL CONTEXT

This project document shall be the instrument referred to as "Project Documents or other instruments" in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 26 February 1981. The host-country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

1. Revisions in, or addition of, any of the annexes of the project document;
2. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
3. Mandatory annual revisions, which re-phase the delivery of, agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.