

United Nations Development Programme

Support Office for Consensus Building, Civil Peace, and Constitutional Strengthening

Project Document

Project Dates: 1 July 2013 – 30 June 2018

The aim of this project is to support consensus building, sustainable civil peace, constitutional strengthening and stakeholder dialogues in Lebanon and in the MENA region. This support will be provided through technical assistance, technical information and shared knowledge resources, collective and action research, common meeting spaces for stakeholders, expertise and other essential resources.

Support will be available to all national concerned parties and stakeholders, including relevant government ministries, civil society organizations, and structures and institutions responsible for political and constitutional reforms.

The principal outcomes of the project are as follows:

1. Support to national dialogues' structures, mechanisms and committees provided; and
2. Support to problem-solving and consensus building, on essential policy issues provided.

The four Outputs are:

- 1.1 Support to dialogues, dialogue structures, policy making bodies, and consensus building mechanisms provided;
- 2.1 Political and constitutional reforms and dialogues supported and strengthened;
- 2.2. Deadlock breaking mechanisms, safety nets, and civil peace support created;
- 2.3. Regional technical support and knowledge resources provided;
- 2.4 Common Space Initiative operations and management efficiency enhanced

United Nations Development Programme

Country: **LEBANON**

Project Document

Project Title:

Support Office for Consensus Building, Civil Peace, and Constitutional Strengthening

UNDAF Outcome(s):

National reconciliation and peace building promoted through increased inclusive participation

Expected CP Outcome(s):

1. Support to the national dialogues' structures, mechanisms and committees provided; and
2. Support to problem-solving and consensus building on essential policy issues provided.

Expected Output(s):

1. Support to dialogues, dialogue structures, policy making bodies, and consensus building mechanisms provided;
2. Political and constitutional reforms and dialogues supported and strengthened;
3. Deadlock breaking mechanisms, safety nets, and civil peace support created; and
4. Regional technical support and knowledge resources provided.

Executing Agency:

UNDP

Brief Description

The aim of this project is to support consensus building, sustainable civil peace, constitutional strengthening and stakeholder dialogues in Lebanon and the region. This support will be provided through technical assistance, technical information and shared knowledge resources, collective and action research, common meeting spaces for stakeholders, expertise and other essential resources.

Support will be available to all national concerned parties and stakeholders, including relevant government ministries, civil society organizations, and structures and institutions responsible for political and constitutional reforms.

Programme Period: 2013-2017
Atlas Award ID: 00072379
Atlas Project ID: 00085494
Start date: 1 July 2013
End Date: 30 June 2018
PAC Meeting Date: 7 December 2012
Management Arrangements: DIM

I. Total resources required	\$4,321,150
II. Total allocated resources:	
a) Total resources transferred from Phase I	\$710,606.55
• Norway:	\$24,957.01
• Denmark:	\$5,253.90
• Switzerland:	\$86.82
• Berghof:	\$318,731.86
• Ministry of Interior, Lebanon:	\$60,800.21
• Nobel Peace Appeal Foundation:	\$776.75
b) Contributions	
• Norway:	\$300,000
ISS	\$ 13,043.15
GMS	\$45,405.94
III. Total Unfunded	\$ 3,610,543.45

Agreed by UNDP: Mr. Robert Watkins

UNDP Resident Representative

Signature: _____

Date: 12.8.2013

Part I. Situation Analysis

The developments in the Middle East over the past years have seen Arab movements, youth, women and intellectuals claiming back their history from autocratic powers and diligently working on change and progress of their societies from within. This movement of transformation is continuing in the region as well as in Lebanon.

In Lebanon, the establishment of the National Dialogue in 2008 signaled significant turning points in the country's ongoing transformation of knitting its pluralistic society together in its constantly evolving consensual, democratic system. The ongoing dialogues and a shared commitment to evolutionary political reforms ensured a relative stability and a viable consensual system that did not allow for unilateral action (whether certain groups were represented in the government or not). The ongoing deadlock-breaking interventions and collaboration between the three Presidents (President of the Republic, Speaker of the Parliament and Prime Minister) in the spirit of consensual decision-making has helped Lebanon to navigate very stormy political seas.

Since the deadlock around the STL in 2010, the official National Dialogue shifted from the formal table to multiple non-formal and bi-lateral national dialogues to solve critical challenges. On thorny issues such as resolving the country's potential crises with Israel and Cyprus on determining its maritime borders, parties have come together to pass essential legislation at critical points enabling it to move forward. The evolution of the Common Space Initiative in 2011 was in a small way an encouraging reflection of this energy, vision and commitment of intellectuals, political stakeholders and advisers across the political spectrum. The ongoing Common Space Permanent Dialogue and Thematic Expert Groups held more than 200 in-depth dialogue meetings that produced ideas, frameworks and options to address key challenges across various sectors.

In 2012, Lebanon faced multiple threats and challenges. The rapidly growing and devastating conflict in Syria has increasingly impacted on Lebanon. Tens of thousands of refugees have entered Lebanon's northern borders. Many Syrian fighters and wounded took refuge in Lebanon. Of grave concern has been the flow of weapons and support from Lebanon to both the government and opposition in Syria. During this period there were increased tensions and violent conflicts in Lebanese cities such as Tripoli in the north, as well as in the Palestinian Refugee camps.

Acknowledging the new regional context and emergency situation, the main political party leaders met for four sessions of the National Dialogue in the past year. The parties agreed on ways to prevent an escalation of threats to its civil peace; address the concerns over the systematic use of violence in key areas in the north and several Beirut suburbs; put an end to serious attempts to undermine the integrity and role of the National Army; and strengthen its policy of "disassociation" towards Syria. Through a shared commitment to national unity and cohesion, the parties collectively made it clear that Lebanon will not be sacrificed for external interests or relations.

I. The relevance of the CSI

First, the CSI contributed significantly to Crisis Prevention and Conflict Management in Lebanon. The CSI provided numerous opportunities for dialogue and consultations among key stakeholders, involving the main political parties, the three Presidencies, government institutions and academia/civil society. It provided substantial background information, resource packages and mappings related to conflict issues with the aim to help identifying political options and mechanisms for constructive conflict management.

Second, the CSI provided new thinking and innovation in how to deal with deep-rooted and protracted conflict in Lebanon. It offered not only a (neutral) space, structures and methodologies for dialogue and political reform, but rather helped the Lebanese to create effective dialogue and reform processes, based on transparent and mutually agreed principles, criteria and procedures.

Third, the CSI is not seen as external mediation support, but as a Lebanese structure, thus increasing ownership and responsibility for the dialogue processes and outcomes. This includes the fact that the CSI has been able to attract and further train a number of highly professional Lebanese facilitators and process supporters.

Fourth, the CSI contributes significantly to public policy formation and reform initiatives in Lebanon. In addition, to the above mentioned process support, the CSI has provided the frame for important policy outcomes. The ongoing working groups and dialogue forums, for example, on judicial, economic and political reforms and on Lebanese-Palestinian relations have produced or are on the way to produce proposals for decision making (hands-on proposals, draft laws, implementation mechanisms). Participation in the working groups and forums is inclusive and high-level – including members and participants that are directly linked to policy-making and the top leadership, The CSI links policy debate with joint knowledge creation and follows a

comprehensive approach to reform; i.e. in the working group and dialogue forum dealing with political reform the three areas of a) de-confessionalisation of the political system and a new national pact, b) de-centralization, and c) electoral system are discussed as interrelated.

Fifth, the overall approach, the methodologies and principles of the CSI are also highly relevant and inspiring for the Arab region. The number of requests from non-Lebanese actors to learn about the CSI is high and growing as there are similar needs in the Arab world to create strong reform dialogues, based on sovereignty, national ownership and political inclusion. Members of the CSI facilitation group are providing technical and facilitation support in Yemen, Iraq, Egypt, Tunisia, Morocco, and Syria.

In summary, the CSI has developed into a significant structural and Lebanese-owned mechanism to address deep-rooted conflict in Lebanon through a process of dialogue, joint reflection and consensus-building. It has also become a regional resource for joint reflection between key stakeholders and a technical support provider to National Dialogues, and political and constitutional reform processes in the Middle East.

Part II. Project Strategy

The Lebanese Common Space Initiative for Shared Knowledge and Consensus Building is an independent and inclusive initiative. It facilitates structured dialogues among policy makers, intellectuals, experts, civil society, stakeholders, and individuals to create an environment that is conducive to national evolution through enhancing public policy debates, build expertise and common knowledge resources on key issues, and collaborate among the concerned national parties. Guided by common national interests and shared values, the Initiative seeks to create a dynamic of dialogue and consensus building on different reforms issues and safety net areas as well as a wider debate on public policies and decision-making processes.

The objectives of this project are to support dialogues, sustainable peace, consensus building and constitutional strengthening in essential areas and sectors.

More specifically the project will focus on the following 2 outcomes, in the framework of which targeted outputs will be implemented:

1. Support to the national dialogues' structures, mechanisms and committees provided; and
2. Support to problem-solving and consensus building on essential policy issues provided.

First Outcome: Support to the national dialogues' structures, mechanisms and committees provided.

This outcome entails that technical and process related advice, knowledge resources and comparative experiences will be provided to develop and strengthen the mechanisms, initiatives and structures to sustain civil peace, strengthen common national interests, consensus building, and reinforce the culture of dialogue in support of proposed political reforms.

More specifically, the first outcome will be achieved through the following output:

Output 1.1 Support to dialogues, dialogue structures, policy making bodies, and consensus building mechanisms provided.

This output is implemented through the following activities:

1.1.1 Supporting the organization of dialogue sessions, roundtables, workshops, reconciliation processes and consensus building initiatives.

1.1.2 Provide background information and mappings related to conflict related issues.

1.1.3 Provide technical assistance and technical information to structures, mechanisms and committees of the various national dialogues (formal National Dialogue, Parliament, and Government) on implementation mechanisms and processes.

1.1.4 Provide shared knowledge resources and language services to structures, mechanisms and committees of the various national dialogues (formal National Dialogue, Parliament, Government) on national dialogues mechanism, structures, initiatives and comparative experiences.

1.1.5 Update and maintain CSI website, share point, and lib guides on a regular basis

1.1.6 Establish the common language dictionaries

1.1.7 Expand library resources

Second Outcome: Support to problem-solving and consensus building, on essential policy issues, provided.

The second outcome will rely on professional support, knowledge resources, common spaces, research and technical advice provided to the responsible entities and related public institutions upon their request and within the framework of the objectives of this project. This support's aim is to strengthen the capacity of national stakeholders, government and civil society in building sustainable civil peace and support consensus building and problem-solving processes. All support will be provided on request (or understanding) of the stakeholders and relevant committees and government bodies, national civil society organizations, and the management of the Common Space Initiative.

The outputs of the second outcome are as follows:

Output 2.1 Political and constitutional reforms and dialogues supported and strengthened.

This includes support to the creation of common & shared knowledge creation space(s) with open resources and a neutral venue to convene; to the development of an inclusive and open knowledge sharing environment bringing together different Lebanese cultural identities, ideas, needs; support bringing together of multi-layered actions, networks, knowledge resources and activities which are determined by the needs and challenges of specific sector or issues identified by the concerned parties; support the linking of process development, consensus building, relationship building, structural evolution and conceptualization; and support joint knowledge creation, generating multiple options to critical issues. To achieve this output the following activities will be developed and implemented:

2.1.1 Consult closely with parliamentary committees, implementing institutions, civil society, government, and political parties on political and constitutional reforms.

2.1.2 Organize roundtables and dialogue sessions

2.1.3 Provide facilitation support to all dialogue sessions.

2.1.4 Develop policy related research papers and draft laws and commission research papers externally.

2.1.5 Provide on-going strategic facilitation roadmaps, mappings, charts and informative graphics to concerned parties.

2.1.6 Compile bibliographies and narrative chronologies on all knowledge materials related to political and constitutional reforms and publish them on website and lib-guides for concerned parties and wider public.

2.1.7 Create the *lib guides* platform for each of the dialogue platforms and maintain them on a regular basis.

2.1.8 Update and maintain website on regular basis with new information on Political and constitutional reforms.

2.1.9 Establish common language dictionaries on political and constitutional reforms.

2.1.10 Update and maintain the share point platform on a daily basis

2.1.11 Develop and maintain databases for each of the reform areas.

2.1.12 Expand library resources related to political and constitutional reform.

2.1.13 Publish resource package on oil and gas conflict. (Details in annex)

2.1.14 Organize workshops and exchange of knowledge roundtables with partner institutions on reform and policy issues and any related topics.

Output 2.2 Deadlock breaking mechanisms, safety nets, and civil peace support created.

This includes supporting initiatives that build long-term confidence, interdependence and trust at national and community level; this also includes focus on safety net areas to sustain processes and pre-empt potential or future conflicts. Lebanon owns a rich history of consensus building and a culture of dialogue against all odds. Drawing on this legacy and national assets the project will support capturing, re-affirming and strengthening this knowledge and practices. This area entails working with relevant parliamentary or mandated committees, implementing institutions, civil society, and Government and parties dealing with specific issues. The activities to be developed in the framework of this output are as follows:

2.2.1 Organize roundtables and dialogue sessions on Lebanese Palestinian relations and other safety net areas when identified.

2.2.2 Provide facilitation support to all dialogue sessions.

2.2.3 Commission research papers, based on needs and gaps, on the Lebanese-Palestinian relationship status and issues and other safety net areas.

2.2.4 Provide the Lebanese-Palestinian dialogue forum, partner institutions, stakeholders and concerned parties with on-going strategic facilitation roadmaps, mappings, charts and informative graphics to concerned parties on Lebanese-Palestinian relations.

2.2.5 Compile bibliographies and narrative chronologies on Lebanese-Palestinian relations and other safety net areas.

2.2.6 Update and maintain website, lib-guides, share point and other databases on Lebanese-Palestinian relations and other safety net areas.

2.2.7 Establish common language dictionaries for safety nets areas.

2.2.8 Expand library with resources on safety net areas.

2.2.9 Translate and edit internally and externally produced materials (studies, research, reports, articles) on Lebanese-Palestinian relations and safety net areas.

2.2.10 Organize workshops, exchange of knowledge and joint learning sessions with partner institutions on Lebanese-Palestinian relations and other identified safety net areas.

2.2.11 Conduct and commission surveys to support policy formulation, needs analysis, implementation of agreements, conflict assessment, human security, living conditions and legal challenges of Palestinians in Lebanon.

2.2.12 Consult closely with parliamentary committees, implementing institutions, civil society, government, and political parties on issues related to the Lebanese-Palestinian relations.

Output 2.3 Regional technical support and knowledge resources provided.

This will includes providing facilitation support and deadlock breaking mechanisms; joint learning experiences, and ensures the creation and sharing of knowledge and resources between experts and concerned stakeholders in Lebanon and the region. Regional activities will include:

- 2.3.1 Supporting the organization of roundtables, workshops, and conferences on joint learning experiences in Lebanon and the Region.
- 2.3.2 Provide facilitation support to dialogue sessions and roundtables you can delete, as this can be part of 2.3.1
- 2.3.3 Commission case studies and research papers on comparative learning and experiences.
- 2.3.4 Organize peer to peer exchanges to share facilitation support and deadlock breaking mechanisms; joint learning experiences, in Lebanon and the region.
- 2.3.5 Organize 3 annual “practice to theory” conferences for a wider reflection and discussion on the peer to peer exchanges that occurred each year.
- 2.3.6 Produce a final handbook to capture the reports of the three annual conference, case studies, mappings, and expert papers.
- 2.3.7 Provide on-going strategic facilitation roadmaps, mappings, comparative studies charts and informative graphics to concerned parties.
- 2.3.8 Establish a platform for interactive learning and shared knowledge database between all participants, processes and institutions involved in the Practice to Theory initiative.

Output2.4 :

Common Space Initiative operations and management efficiency enhanced

- 2.4.1 Contractual services maintained and enhanced
- 2.4.2 Management maintained and enhanced

Part III. Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework: National capacities towards building sustainable peace Strengthened

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicators: % of key national development issues that have benefited from new national and local mechanisms; % of policies adopted through application of new consensual approaches; Baseline: No systematic mapping of existing dialogue and civil peace issues and mechanisms and capacities; Targets: National strategy for civil peace developed and dialogue mechanisms established at national and local levels.

Project title and ID: Support Office for Consensus Building, Civil Peace, and Constitutional Strengthening

Outcome 1: Support to the national dialogues' structures, mechanisms and committees provided

Intended Outcomes	OUTPUT TARGETS (YEARS)	Responsible Partners	Indicative Activities	Inputs Costs estimated over a one-year period
<p>1.1 Support to dialogues, dialogue structures, policy making bodies, and consensus building mechanisms provided.</p> <p>Baseline: Building on the achievements of the previous phase, there is a need to provide further technical support to national dialogues, policy making bodies, and consensus building mechanisms Provided.</p> <p>Output Indicators: 1) Non formal dialogue and consensus building sessions held and maintained. 2) Reconciliation, and legislative processes facilitated and resourced.</p> <p>Targets: Reaching consensus through technical and</p>	<p>Years 1 -4 Organization and maintenance of dialogue sessions. Year 5 Maintenance and conclusion of dialogue sessions.</p>	<p>UNDP, CSI, and Identified partners</p>	<p>1.1.1 Supporting the organization of dialogue sessions, roundtables, workshops, reconciliation processes and consensus building initiatives.</p> <p>1.1.2 Provide background information and mappings related to conflict related issues.</p> <p>1.1.3 Provide technical assistance and technical information to structures, mechanisms and committees of the various national dialogues (formal National Dialogue, Parliament, and Government) on implementation mechanisms and processes.</p> <p>1.1.4 Provide shared knowledge resources and language services to</p>	<p>Print production costs (publications, knowledge resources = 5,000\$</p> <p>Communication costs = 3,000\$</p> <p>Consultants & Experts = 25,000\$</p> <p>Information Technology costs (hardware , software)=2,000\$</p> <p>Events and Miscellaneous = \$15,000</p> <p>Total cost output 1 = 50,000\$</p>

<p>process support provided to dialogue sessions and decision making processes. 2) Help link the National Dialogue to constitutional structures, and help strengthen weak implementation mechanisms and existing structures to prevent future conflict.</p>			<p>structures, mechanisms and committees of the various national dialogues (formal National Dialogue, Parliament, Government) on national dialogues mechanism, structures, initiatives and comparative experiences.</p> <p>1.1.5 Update and maintain CSI website, share point, and lib guides on a regular basis</p> <p>1.1.6 Establish the common language dictionaries</p> <p>1.17 Expand library resources</p>	
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<p>Outcome 2: Support to problem-solving and consensus building, on essential policy issues, provided.</p>				
<p>2.1 Political and constitutional reforms and dialogues supported and strengthened.</p> <p>Baseline: Need to strengthen capacities of stakeholders on sustainable peace, and to draw on legacy of consensus building and Lebanese culture of dialogue, and national assets.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> - All-party Expert and Dialogue Groups established - At least 300 dialogue sessions of all-party Expert and Dialogue Groups conducted and supported by the Common Space during the 5 	<p>Years 1-4</p> <p>Organization and maintenance of dialogue sessions, shared knowledge resources</p> <p>Year 5 Capturing, re</p>	<p>UNDP, CSI, Identified partners</p>	<p>2.1.1 Consult closely with parliamentary committees, implementing institutions, civil society, government, and political parties on political and constitutional reforms.</p> <p>2.1.2 Organize roundtables and dialogue sessions</p> <p>2.1.3 Provide facilitation support to all dialogue sessions.</p> <p>2.1.4 Develop policy related research papers and draft laws and commission</p>	<p>Print production costs (publications, knowledge resources = 3,000\$</p> <p>Communication costs = 3,000\$</p> <p>Information Technology costs (hardware, software)=3,000\$</p> <p>Consultants & Experts = 35,000\$</p> <p>Events and Miscellaneous = \$15,000</p> <p>Total cost output for output = 59,000\$</p>

<p>years.</p> <ul style="list-style-type: none"> - The number of joint publications reflecting areas of consensus within the all-party Expert and Dialogue Groups. <p>Targets:</p> <ul style="list-style-type: none"> - Building long-term confidence, interdependence and trust at national and community level. - Strengthen the capacity of the national concerned parties in consensus building and problem solving - Capturing, re-affirming, and strengthening knowledge and practices. 	<p>affirming, and strengthening consensus building, knowledge and practices.</p> <p>Maintenance and conclusion of dialogue sessions.</p>	<p>research papers externally.</p> <p>2.1.5 Provide on-going strategic facilitation roadmaps, mappings, charts and informative graphics to concerned parties.</p> <p>2.1.6 Compile bibliographies and narrative chronologies on all knowledge materials related to political and constitutional reforms and publish them on website and lib-guides for concerned parties and wider public.</p> <p>2.1.7 Create the <i>lib guides</i> platform for each of the dialogue platforms and maintain them on a regular basis.</p> <p>2.1.8 Update and maintain website on regular basis with new information on Political and constitutional reforms.</p> <p>2.1.9 Establish common language dictionaries on political and constitutional reforms.</p> <p>2.1.10 Update and maintain the share point platform on a daily basis</p> <p>2.1.11 Develop and maintain databases for each of the reform areas.</p> <p>2.1.12 Expand library resources related to political and constitutional reform.</p> <p>2.1.13 Publish resource package on oil and gas conflict. (Details in annex)</p>
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<p>Output 2.2 Deadlock breaking mechanisms, safety nets, and civil peace support created</p> <p>Baseline: There is a lack of initiatives that build long-term confidence, interdependence and trust at the national and community levels.</p> <p>Output Indicators:</p> <ol style="list-style-type: none"> 1) Dialogue sessions and consultations are regularly held and maintained at least once a month. 2) Reconciliation, and legislative processes facilitated and resourced). <p>Targets:</p> <ul style="list-style-type: none"> - Building long-term confidence and trust on the national and community level. - Strengthen governing and legislative processes 	<p>Years 1-4 Organization and maintenance of dialogue sessions, shared knowledge resources</p> <p>Year 5 Capturing, re affirming, and strengthening consensus building, knowledge and practices.</p> <p>Maintenance and conclusion of dialogue sessions.</p>	<p>UNDP, CSI, Identified partners</p>	<p>2.1.14 Organize workshops and exchange of knowledge roundtables with partner institutions on reform and policy issues and any related topics.</p> <p>2.2.1 Organize roundtables and dialogue sessions on Lebanese Palestinian relations and other safety net areas when identified.</p> <p>2.2.2 Provide facilitation support to all dialogue sessions.</p> <p>2.2.3 Commission research papers, based on needs and gaps, on the Lebanese-Palestinian relationship status and issues and other safety net areas.</p> <p>2.2.4 Provide the Lebanese-Palestinian dialogue forum, partner institutions, stakeholders and concerned parties with on-going strategic facilitation roadmaps, mappings, charts and informative graphics to concerned parties on Lebanese-Palestinian relations.</p> <p>2.2.5 Compile bibliographies and narrative chronologies on Lebanese-Palestinian relations and other safety net areas.</p> <p>2.2.6 Update and maintain website, lib-guides, share point and other databases on Lebanese-Palestinian relations and other safety net areas.</p>	<p>Print production costs (publications , knowledge resources = 2,000\$</p> <p>Communication costs = 3,000\$</p> <p>Consultants & Experts = 20,000\$</p> <p>Events and Miscellaneous= \$15,000</p> <p>Total cost for output = 40,000\$</p>
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2.2.7 Establish common language dictionaries for safety nets areas.

2.2.8 Expand library with resources on safety net areas.

2.2.9 Translate and edit internally and externally produced materials (studies, research, reports, articles) on Lebanese-Palestinian relations and safety net areas.

2.2.10 Organize workshops, exchange of knowledge and joint learning sessions with partner institutions on Lebanese-Palestinian relations and other identified safety net areas.

2.2.11 Conduct and commission surveys to support policy formulation, needs analysis, implementation of agreements, conflict assessment, human security, living conditions and legal challenges of Palestinians in Lebanon.

2.2.12 Consult closely with parliamentary committees, implementing institutions, civil society, government, and political parties on issues related to the Lebanese-Palestinian relations.

<p>Output 2.3 Regional technical support and knowledge resources provided.</p> <p>Baseline: There is a need to provide and share facilitation support and deadlock breaking mechanisms; joint learning experiences, in Lebanon and the region.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> - Practice to Theory learning workshops organized; - Case studies produced for comparative learning. (- peer-to-peer exchanges organized - Annual conference organized <p>Targets:</p> <ul style="list-style-type: none"> - Provide and share facilitation support and deadlock breaking mechanisms; joint learning experiences, in Lebanon and the region. - Sustained dialogue sessions and joint publications produced - Facilitation and joint learning capacity strengthened in Lebanon and within the region. 	<p>Years 1 -4 Maintaining of an inclusive knowledge-sharing environment</p> <p>conclusion of regional and joint learning initiative</p>	<p>UNDP, CSI, Identified partners</p> <p>2.3.1 Supporting the organization of roundtables, workshops, and conferences on joint learning experiences in Lebanon and the Region.</p> <p>2.3.2 Provide facilitation support to dialogue sessions and roundtables you can delete, as this can be part of 2.3.1</p> <p>2.3.3 Commission case studies and research papers on comparative learning and experiences.</p> <p>2.3.4 Organize peer to peer exchanges to share facilitation support and deadlock breaking mechanisms; joint learning experiences, in Lebanon and the region.</p> <p>2.3.5 Organize 3 annual “practice to theory” conferences for a wider reflection and discussion on the peer to peer exchanges that occurred each year.</p> <p>2.3.6 Produce a final handbook to capture the reports of the three annual conference, case studies, mappings, and expert papers.</p> <p>2.3.7 Provide on-going strategic facilitation roadmaps, mappings, comparative studies charts and informative graphics to concerned parties.</p>	<p>Print production costs = 3,000\$</p> <p>Communication costs = 3,000\$</p> <p>Consultants & Experts = 54,000\$</p> <p>Publications & research = 19,000\$</p> <p>Peer to peer tours (x2 countries per year with 24 participants each) = 24,000\$</p> <p>Annual conference (Travel, accommodation, and venue for 40 participants): 40,000\$</p> <p>Events and Miscellaneous= \$17,000</p> <p>Miscellaneous = 10,000\$</p> <p>Total cost for output = 170,000\$</p>
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<p>Output2.4 : Common Space Initiative operations and management efficiency and enhanced</p> <p>Baseline: First phase of project management from 2008-2012 successful and common space initiative management and operational growth.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> - Number of staff members retained, developed, and recruited - Number of managerial reports submitted - Number of procedures enhanced at the Common Space Initiative <p>Targets:</p> <ul style="list-style-type: none"> - Capacities and resources developed - Knowledge and skills enhanced and retained - Procedures and operations rendered more efficient 	<p>Years 1-5</p> <ul style="list-style-type: none"> - Capacities and resources developed - Knowledge and skills enhanced and retained - Procedures and operations rendered more 	<p>UNDP &CSI</p>	<p>2.3.8 Establish a platform for interactive learning and shared knowledge database between all participants, processes and institutions involved in the Practice to Theory initiative.</p> <p>2.4.1 Contractual services maintained and enhanced</p> <p>2.4.2 Management maintained and enhanced</p>	<p>Salaries : 287,305 \$</p> <p>Rental costs : 120,000 \$</p> <p>Office supplies and stationery = 28,000\$</p> <p>IT Support and maintenance=3850\$</p> <p>Office Maintenance and cleaning services=14,700\$</p> <p>Utilities= 20,000</p> <p>Total cost for output = 473,855 \$</p>
<p>Net for activities</p>				<p>\$792,855</p>
<p>Total ISS for one year</p>				<p>15,875</p>
<p>Total GMS for one year</p>				<p>55,500</p>
<p>Total Cost of 1 year</p>				<p>864,230</p>
<p>Total Cost of 5 years</p>				<p>4,321,150</p>

Annual Work Plan Budget Sheet

Year 1

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<p>1.1 Support to dialogues, dialogue structures, policy making bodies, and consensus building mechanisms provided.</p> <p>Baseline: Building on the achievements of the previous phase, there is a need to provide further technical support to national dialogues, policy making bodies, and consensus building mechanisms Provided.</p> <p>Output Indicators: 1) Non formal dialogue and consensus building sessions held and maintained. 2) Reconciliation, and legislative processes facilitated and resourced.</p> <p>Targets: Reaching consensus through technical and process support provided to dialogue sessions and decision making processes. 2) Help link the National Dialogue to constitutional structures, and help strengthen weak implementation mechanisms and existing structures to prevent future conflict.</p>	<p>Activity Results: Organization and maintenance of dialogue sessions</p>	x	x	x	x	UNDP	Norway, Berghof	74200 Print production costs	5,000\$
		72400 Communication costs	3,000\$						
		71200-71300-71400 Consultants and Experts	25,000\$						
		72800 Information Technology costs	2,000\$						
<p>2.1 Political and constitutional reforms and dialogues supported and strengthened.</p> <p>Baseline: Need to strengthen capacities of stakeholders on sustainable peace, and to draw on legacy of consensus building and Lebanese culture of</p>	<p>Activity results: - Launching and implementing initiatives. - Consultation process with stakeholders</p>	x	x	x	x	UNDP	NOR, Berghof	72700 - 74500 Events and miscellaneous	15,000\$
		74200 Print production costs	3,000\$						

<p>dialogue, and national assets. Output Indicators:</p> <ul style="list-style-type: none"> - All-party Expert and Dialogue Groups established - At least 300 dialogue sessions of all-party Expert and Dialogue Groups conducted and supported by the Common Space during the 5 years. - The number of joint publications reflecting areas of consensus within the all-party Expert and Dialogue Groups. <p>Targets:</p> <ul style="list-style-type: none"> - Building long-term confidence, interdependence and trust at national and community level. - Strengthen the capacity of the national concerned parties in consensus building and problem solving - Capturing, re-affirming, and strengthening knowledge and <p>Output 2.2 Deadlock breaking mechanisms, safety nets, and civil peace support created</p> <p>Baseline:</p> <p>There is a lack of initiatives that build long-term confidence, interdependence and trust at the national and community levels.</p> <p>Output Indicators:</p> <ol style="list-style-type: none"> 1) Dialogue sessions and consultations are regularly held and maintained at least once a month. 2) Reconciliation, and legislative processes facilitated and resourced). <p>Targets:</p> <ul style="list-style-type: none"> - Building long-term confidence and trust on the national and community level. <p>Strengthen governing and legislative processes</p> <p>Deadlock</p>	<p>Activity Results:</p> <ul style="list-style-type: none"> - Launching and implementing initiatives. - Consultation process with stakeholders 				<p>72400 Communication costs</p> <p>3,000\$</p>	<p>72800 Information technology costs</p> <p>3,000\$</p>
					<p>71200-71300-71400 Consultants and Experts</p> <p>35,000\$</p>	<p>72700 - 74500 Events & Misc</p> <p>15,000\$</p>
					<p>74200 Print production cost</p> <p>2,000\$</p>	
			<p>UNDP</p>		<p>72400 Communication costs</p> <p>3,000\$</p>	<p>71200-71300-71400 Consultants & Experts</p> <p>20,000\$</p>

<p>Output 2.3 Regional technical support and knowledge resources provided.</p> <p>Baseline: There is a need to provide and share facilitation support and deadlock breaking mechanisms; joint learning experiences, in Lebanon and the region.</p> <p>Output Indicators: - Practice to Theory learning workshops organized; - Case studies produced for comparative learning. (- peer-to-peer exchanges organized - Annual conference organized</p> <p>Targets: - Provide and share facilitation support and deadlock breaking mechanisms; joint learning experiences, in Lebanon and the region. - Sustained dialogue sessions and joint publications produced Facilitation and joint learning capacity strengthened in Lebanon and within the region.</p>		x				15,000\$
						54,000\$
						3,000\$
						3,000\$
						19,000\$
	<p>Activity Results: Maintaining of an inclusive knowledge-sharing environment</p>	x	UNDP	BCPR & Zivik		24,000\$
						40,000\$
						17,000\$
						10,000\$

<p>Output 2.4 Common Space Initiative operations and management efficiency and enhanced</p> <p>Baseline: First phase of project management from 2008-2012 successful and common space initiative management and operational growth.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> - Number of staff members retained, developed, and recruited - Number of managerial reports submitted - Number of procedures enhanced at the Common Space Initiative <p>Targets:</p> <ul style="list-style-type: none"> - Capacities and resources developed - Knowledge and skills enhanced and retained <p>Procedures and operations rendered more efficient</p>	<p>Key Results Monitoring the operation and management of the initiative</p>	<p>71400 salaries 73100 Rental cost</p> <p>287,305 120,000\$</p> <p>73120 utilities</p> <p>20,000\$</p> <p>Office Supplies and Stationary 72505</p> <p>28,000</p> <p>72140 IT maintenance</p> <p>3,850\$</p> <p>73125 office maintenance and cleaning</p> <p>14,700\$</p>
Total activities		\$792,855
ISS		15,875
GMS		55,500
TOTAL Year 1		864,230

Part IV. Management Arrangement

The project will be implemented through the UNDP Direct Implementation Modality (DIM) where the UNDP Country Office in Lebanon assumes full substantive and financial responsibility and accountability for all project deliverables. All aspects of project implementation will comply with UNDP policies and procedures. Leadership on the management of the project will be provided by the UNDP Resident Representative, UN Resident Coordinator and Deputy Special Coordinator for Lebanon.

Under direct implementation the country office has to play many roles: to formulate, appraise, approve, implement, monitor and evaluate and oversee its own performance. Therefore in order for a country office to be authorized to use this direct implementation modality, its capacity to perform these functions should be assessed when seeking the approval from the Regional Bureau.

The country office should carefully plan how it will organize itself to play all these roles. In particular, the country office needs to define responsibilities for a) planning and supervising project activities and taking decisions; b) technical and operational implementation of activities; c) monitoring progress and d) evaluation and audit. In addition to these functions, administrative support services are required, as well as other items such as additional office space, supplies and equipment.

To ensure transparency and efficiency in executing DIM projects, UNDP country offices should make full use of existing mechanisms for project management and accountability. The establishment of coordination and consultation mechanisms with the participation of stakeholders in the different roles is a vital aid to transparent decision-making.

Project management responsibilities should be distributed according to the following division of work: Project Board, Project Assurance, a Chief Technical Advisor (CTA), and Administrative Support Services.

A Project Board will be established to provide technical support, share relevant information, and review progress. The Project Board will comprise: (i) Executive: a representative of UNDP providing in particular technical guidance to the project and secretariat services; (ii) Senior Supplier: the project's CTA; (iii) Senior Beneficiaries: representatives from donors, and representatives of the Common Space initiative. Additional partners/stakeholders can be invited as Observers to share relevant information as and when required. The Project Board, which will meet at least twice a year and will be reviewing annual workplans and budget.

Project assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board 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 for governance will undertake the Project Assurance role.

Project Management: The UNDP Support Office will comprise with the following staff members: a Chief Technical Advisor, a Head of Research, , two Researchers, a Researcher and Component Coordinator, Project Coordinator, , a Translator and Linguistic Coordinator, a Knowledge Sharing and Library Coordinator as well as an Administrative and Finance Assistant. The Project will employ the services of different national and international consultants and short term experts as required.

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

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to

the provision of support services, namely UNDP General Management Support (GMS) and UNDP Implementation Support Services (ISS).

GMS is recovered with a flat rate of 7% for contribution from government of Lebanon funds and 7% for contribution from other donors. GMS cover the following services:

- 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

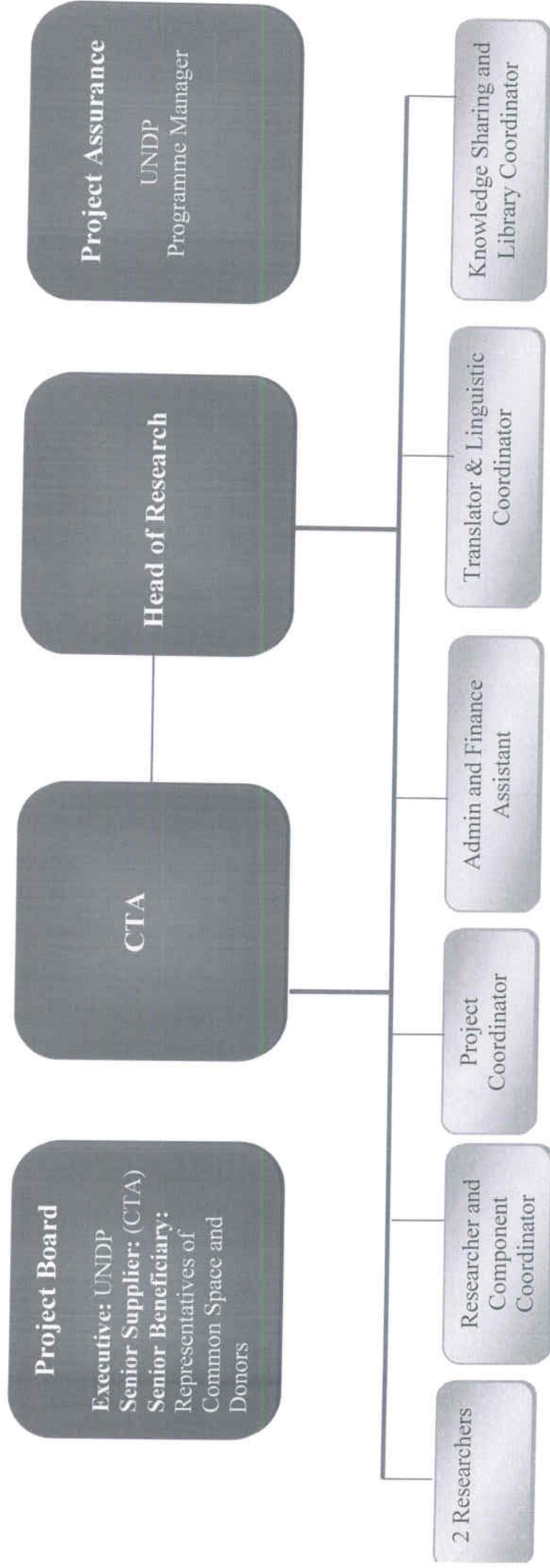
UNDP direct costs incurred for Implementation Support Services (ISS), as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. ISS includes the following services:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment,¹ including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements Shipment, custom clearance, vehicle registration, and accreditation.

The UNDP project supports the Common Space Initiative in the establishment of a common meeting space for political parties and participants in the various dialogue processes in order to access knowledge and technical resources as well as debating public policies and issues of national concern.

¹ This would include any fee to IAPSO.

Organizational Structure



Part V. Monitoring Framework and Evaluation

To achieve both effectiveness and accountability, country offices should distribute monitoring and evaluation responsibilities among its staff.

a. Project Reports and Review Meetings

i. Field visits and quarterly reports. The project managers should prepare quarterly reports for the Project Board, accompanied by the quarterly financial reports. The quarterly progress report may consist of a brief summary of progress in relation to the work plan and an update on the financial situation. This summary can also be used for feedback to the Project Board for making decisions and introducing corrective actions. If necessary, the Regional Bureau would obtain and use the information contained in these reports for data collection on experience with DIM and for discharging their monitoring responsibility. The project manager follows up on the corrective actions recommended by UNDP, the Project Board and other recipients of the reports.

ii. Review Meetings. In DIM projects, review meetings may need to take place more frequently as appropriate. Quarterly Progress Reports may need to be assessed in review meetings with the members of the Project Board. The project manager or programme officer is responsible for organizing these meetings and for following up on the recommendations and decisions taken in the meetings. In DIM projects the project manager should promptly prepare a brief action-oriented report on the review meeting, in coordination with the programme officer, and send it to participants in the meetings for their approval or comments. The country office should submit these reports to the Regional Bureau for information and comments.

iii. Annual Project Report. The project manager ensures the preparation of the Annual Project Report (APR), in consultation with the stakeholders. For non-harmonized countries, the country office sends a copy of the APR to the RB as an input for the Administrator's Report on DIM projects to the Executive Board. Special attention should be given to examples of best practices or recommendations regarding problems encountered. The APR serves as an input to the project evaluations, the preparation of annual and country reviews, and the Results Oriented Annual Report (ROAR). For harmonized countries, as mentioned above, the country office must send to the RB an annual consolidated report on UNDP implemented projects (AWPs) under the CPAP.

Country offices should ensure that, while serving the purposes of monitoring performance, progress reports on DIM projects cover lessons from experience to help in assessing this implementation modality, including its implications in terms of capacity building and ownership.

b. Evaluation

Project evaluations are no longer mandatory. However, Country offices will be expected to conduct a limited number of outcome evaluations, depending on total resources estimated to be available to the country during the programme cycle.

c. Audit

The audit of DIM projects is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review). Resident Representatives may request OAPR to exceptionally undertake audits of DIM projects.

OUTCOME: Support to the national dialogues' structures, mechanisms, and committees provided.		
Activity Results 1	Support to dialogue	Start Date: July 2013 End Date: June 2018
Purpose	Capturing, re-affirming, and strengthening knowledge and practices. Providing support on civil peace, consensus, and the culture of dialogue.	
Description	Conducting consultations with stakeholders: Work closely with and providing support to relevant committees, governmental bodies, and national civil society. Dialogue sessions held on a regular basis, and accordingly working on decision-making, reconciliation, and legislative processes.	
Quality Criteria	Quality Method	Date of Assessment
Dialogue process	Number of dialogue sessions, roundtables, and workshops.	Throughout process
	Number of participants/beneficiaries	
	Proceedings of sessions	
	Impact assessment and analysis/ Research work and media tracking	
Reporting	Regular narrative reports	Throughout process
Influencing decision-making	Number of legislations discussed, advanced, modifications suggested, and number of newly introduced/amended legislation.	Throughout process

OUTCOME 2: Support to problem-solving and consensus building, on essential policy issues, provided.

Activity Result 2	Political and constitutional reforms	Start Date: July 2013 End Date: June 2018
Purpose	Strengthening the capacities of stakeholders on sustainable peace, based on political and constitutional reforms.	
Description	Implementing initiatives that build confidence and trust at the national level, in consultation with all stakeholders.	
Quality Criteria	Quality Method	Date of Assessment
Consultation process	Number of consultative processes launched	Throughout process
	Feedback received and taken into consideration	
Implementation of initiatives	Narrative reports	Throughout process
	Impact assessment and analysis	
Activity Results 3	Deadlocks, safety nets, and civil peace	Start Date: July 2013 End Date: June 2018
Purpose	Building long-term confidence, and pre-empt potential or future conflict.	
Description	Providing support on civil peace, and consensus, including on safety net areas	
Quality Criteria	Quality Method	Date of Assessment

Consultation process	Number of consultative processes launched	Throughout process
	Feedback received and taken into consideration	
Implementation of initiatives	Narrative reports	Throughout process
	Impact assessment and analysis	
Activity Result 4	Regional Support and Knowledge Sharing	Start Date: July 2013 End Date: June 2018
Purpose	Maintaining a knowledge-sharing environment at the national and regional levels. Implement an inclusive and open knowledge-sharing process among stakeholders.	
Description	Provide and share knowledge and facilitation support in Lebanon and the Arab region	
Quality Criteria:	Quality Methods:	Date of Assessment
Exchanged and created knowledge in Lebanon and the region	Publications and material published	Throughout process
	Number of peer to peer exchange activities; beneficiaries; proceedings; and impact assessment.	
Advice provided in Lebanon and the region	Consultations and response to inquiries	Throughout process

Part VI. 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:

- Revisions in, or addition of, any of the annexes of the project document;
- 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
- 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.

Part VII. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability (1=low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Uncertainty on mobilization of funds and support from the donor community	Project initiation date	Financial	This would substantially affect the sustainability of the project <i>P = 2</i> <i>I = 5</i>	A number of donors have already expressed their interest in co-funding the project; at inception, funding has been secured for 2 years. Regular meetings with donor communities and resource mobilization activities. Development of component-specific proposals.	UNDP			
2	Difficulties in identifying qualified staff to support the management and operations of the formal and non-formal dialogues.	Project initiation date	Operational	This may cause a delay in the implementation of some of the dialogue sessions <i>P = 2</i> <i>I = 3</i>	Advisory support will be provided through the commissioning of individual consultants. Making use of UNDP's national and international human resources databases.	UNDP			
3	Not succeeding on reaching an agreement to engage in dialogue or to agree on the dialogue	Project initiation date	Political	This may cause a delay in implementation of some dialogue	Can be resolved through political contacts and continuous engagement of all parties. There is a lot of at stake and the most likely approach would be to increase talks and links with the conflicting parties in Lebanon.	UNDP			

	agenda, taking into consideration the complexity of the Lebanese conflict, and the failure of previous attempts to get out of the deadlock.			activities <i>P = 3</i> <i>I = 4</i>					
4	Later in the implementation there is a risk to face a slow dialogue process and a possibility of discontinuing the process.	Project initiation date	Operational	This would substantially affect the sustainability of the project <i>P = 2</i> <i>I = 5</i>	A clear timeline and open-ended process will be developed and implemented. Continuous political contacts will secure successful outcomes.	UNDP			
5	Skepticism regarding the project and a perception that the nature of the project is political. The UNDP project might be seen as getting closely involved in the political actions of the formal and non-formal dialogues.	Project initiation date	Political	This may cause cynicism and affect the sustainability of the project <i>P = 1</i> <i>I = 3</i>	The UNDP project mainly provides professional technical support in terms of systems and processes and related advice to improve communications and coordination and secure a successful implementation of a national process. Most of its assistance will be focused on supporting the Common Space Initiative, non-formal and formal dialogue processes upon request. There should be constant clarification on the objectives and structures of the CSI, with the donor community and all national stakeholders.	UNDP			

Annex 1 Phase 1 Project Overview Report

The overall aim of the support project is to contribute to a conducive environment for effective, sustainable and successful dialogues and negotiations in which the minimum and essential interests of ALL groups and concerned parties have been served.

For that purpose the CSI has three major objectives:

1. **To support national dialogue(s) structures, mechanisms and committees through technical and process-related advice, the provision of knowledge resources and comparative experiences.**

We will provide support on request and when needed.

2. **To support problem-solving and consensus building on essential policy and conflict issues among concerned parties through technical support and capacity building, the provision of shared knowledge resources and possibilities for joint analysis and dialogue facilitated through the Common Space Initiative.**

It is essential to link the national dialogues to constitutional structures on the one hand, but also crucial to strengthen implementation mechanisms and existing structures to prevent future conflict and address the concerns they were intended to address.

In addition, we are supporting initiatives that build long-term confidence, interdependence and trust at national and community level; and focus specifically on safety net areas to sustain dialogue, crisis prevention and reconciliation processes.

Following the parties' and dialogue members' collective assessment, systematic and intense discussions of the roots of constitutional challenges, it is essential that support is provided for the development of common understanding on how to address system failures, address these identified challenges, create frameworks for new reforms, the defining of a new national pact and relevant public policies. Building on the positive impact of the past years' research and facilitation approaches, it will be important to further develop and strengthen the "knowledge-based dialogue" methodology and resources. Special focus will be on joint knowledge creation and the development of shared knowledge resources -- substantive, technical and process -- by and in collaboration with stakeholders, experts and institutions in the dialogue and reform processes.

3. **To further develop and consolidate the Common Space Initiative in order to transfer it into a fully Lebanese-owned and sustainable structural mechanism to address deep-rooted conflict in Lebanon through a process of dialogue, joint reflection and consensus-building.**

I. Areas of Activity

1. Support to the national dialogue(s) structures, mechanisms and committees

The President continues to call for an open and inclusive national dialogue that would result into visions to reform the state. To this end, he suggested that dialogue should start with the issue of how to implement all outstanding provisions of the Taef Agreement, creating a fair state that is exclusively responsible of its security, stability and well-being. The President's proposed for the future agenda for the formal National Dialogue includes:

- National defense strategy
- System development mechanisms
- Ways on moving forward in applying all items of the Taef Agreement
- Ways to clarify constitutional issues

All parties and religious leaders agree that dialogues and discussions at the national and local levels must continue. In 2012, there have been so far four productive and meaningful National Dialogues. It also appears to be the year of multiple non-formal and bi-lateral meetings and dialogues, such as those that are held at the Common Space Initiative between the political leadership at all levels and which are supported by all three Presidencies.

Context and Expectations

- Need for policy reforms and inclusive national processes to help develop and reinforce reforms.
- Need for national and local facilitation, rather than externally mediated processes.
- Demand of national stakeholders for strong support of dialogues, including empirical and evidence-based research and knowledge resources.
- At the request of the members in the various national dialogues, the Common Space will provide ongoing technical, research and facilitation strategy support.

Research and Knowledge Transfer

Growth in integrated (policy-related) research spanning a range of disciplines in conjunction with leading institutions to meet stakeholders' requests and needs.

Ongoing research support upon request and in support of the National Dialogue on issues, perceptions, challenges and process.

The Common Space Initiative will support the national dialogues within the context of two major driving factors -- in addition to the previous internal ones:

- Since the 19th century, Lebanon has been the laboratory of political ideas and thought for the whole Arab region. National dialogue is needed at this moment of Arab countries witnessing different dialogues at their national level; it is crucial to maintain the Lebanese national dialogues to follow up, interact and feed in these debates, as Lebanon constitutes an integrative part of the Arab countries;
- These regional transformations will have different kinds of impact on the Lebanese security situation, the political system and social cohesion. For this reason the Lebanese formal National Dialogue and non-formal dialogues, should be maintained and activated to absorb these impacts and create a safety net mechanism to prevent an internal explosion.

Thus, the Common Space Initiative will focus on:

- Supporting the structures, mechanisms and committees of the various national dialogues (formal National Dialogue, Parliament, Government and Common Space) through technical and process-related advice, and providing knowledge resources and comparative experiences
- Strengthening the capacity of the national concerned parties in consensus building and problem solving
- Developing integrated (policy-related) research spanning a range of disciplines in conjunction with leading institutions to meet stakeholders' requests and needs
- Conducting ongoing research support upon request and in support of the various national dialogue issues, perceptions and processes including the tackling of root causes and structural challenges addressed in the Taef Agreement as well as symptomatic challenges arising from ongoing tensions and actual political conditions
- Providing joint reflection with the key advisers and working on on-going strategic facilitation roadmaps.

2. Support to Problem-Solving and Consensus Building on Essential Policy Issues

In 1989, the "National Reconciliation Document", known as the Taef Agreement, was signed with the goal to end the civil war. The Agreement stipulated a set of reforms that constitute a condition that would permit the country to undertake a process of stabilization and pacification. Two decades after signing the Taef Agreement, many political, judicial and economic reforms are yet to be enacted, and constitute both the root causes of on-

going differences and the current priorities of the dialogues among stakeholders. The Common Space supports these efforts the concerned parties in all the essential political reform and constitutional strengthening areas.

2.1 Political Reform

In the spirit of the Taef Agreement and the reconstruction of state institutions, key to successful change in Lebanon lies in tackling reforms as an integrated whole and maintaining complementarity, compatibility and balance among them. Such an approach would help to offset resistance by various groups that feel threatened by change.

For instance, administrative decentralization through the creation of local elected councils at the caza-level (district) should be mindful of the size of legislative electoral constituencies, which would need to be larger in order to distinguish clearly between national and local competencies. Similarly, resistance by some politicians to a proportional electoral system with larger constituencies might be dissipated, if their concerns or fears were alleviated by relevant reforms for administrative decentralization, ensuring regional development and adequate representation of both individuals (i.e. citizens) and groups (i.e. religious sects) within the state.

The creation of a confessional Senate to represent religious sects at the national level could compensate de-confessionalised parliamentary elections no longer conditioned by sectarian affiliation and regional representation of interests. In this context, decentralization provides the broad framework for reform, as it entails the redefinition of the relationship between central and local authorities, and the re-thinking on key issues of representation, participation, accountability, local development and ultimately, the political system.

With the objective to support governing and legislative processes, the Common Space Initiative provides upon request technical and research support to formal and non-formal national dialogues and consensus-building initiatives. Support is provided to the broad spectrum of interdependent areas that include root causes and structural challenges addressed in the Taef Agreement and symptomatic challenges arising from on-going tensions and actual political conditions.

Therefore, it is essential to view the reforms stipulated by the Taef Agreement as essentially interconnected and complementary. Accordingly, the Common Space Political Experts Group is tackling reforms as an integrated whole maintaining their compatibility, which is likely to be the key to successful change.

Confessionalism

Political confessionalism impacts directly on the most central responsibilities of the state: security, education, employment, administration of justice, civil laws and the allocation of government services and tax revenues. It does not necessarily ensure equal access to resources, rights and entitlements. Political confessionalism has affected, in particular, the status of vulnerable groups, such as women and youth, due to the disparities of diverse personal laws. Significantly, the preservation of a sectarian system has prevented the development of a central, unified and coherent set of laws affecting personal status which in turn has negatively impacted the status and rights of citizens. Women, for instance, are still suffering from legal discrimination in different areas, such as withholding the right to nationality of their children. Youth under 21 are excluded from political participation.

National interests are framed and determined by sectarian and clientelist drives, thus, producing periodic crises, and an unstable system of governance. Confessional identities as a result have become the main variable of the political life and are actively transmitted to new generations of youth through a fragmented educational system and a polarized media. Overall, the confessional system has been the primary impediment to the fulfilment of citizenship based on equality and fundamental rights. While the sectarian system may help ensure domestic co-existence, it fails to consolidate civil peace or deepen national identity. The discourse on the efficiency of confessionalism and the validity of the power sharing formula has split the society between opponents and supporters. The former depict it as the main constraint to the development of a modern political and institutional life resulting in dysfunctional institutions; while the latter perceive it as the only guarantee for political representation of different sectarian groups in the state affairs and the ideal platform for consensus and unity among different communities. The lack of common understanding of this issue resulted in a position-driven demarcation based on the mere rejection or acceptance of the system. This selective knowledge -framed by each

group's interests and needs- of the multi-dimensional structural reality of confessionalism and the lack of viable alternative options to confessionalism has led to stereotyping closed debates. Confessionalism was as such rendered a partisan debate that deepened sectarian divergence by centering the debate and the discourse on confessional grounds dividing concerned groups into pro-confessional versus anti-confessional, rather than converging the whole debate into a national project.

The debate in general is still oscillating around whether the system should be completely preserved as such, or on the contrary, completely amended to abolish sectarian representation towards a secular state. The dichotomy in dealing with the issue has impeded the reinforcement of civil peace and was once one of the main reasons that led to the outbreak of the civil war in the country in 1975.

Finding workable alternatives to the confessional framework that safeguard multiple identities within a consensus system remains one of the core reform challenges. Against this background, the Common Space Initiative created a common platform in order to go beyond the strict dichotomy about the validity or efficiency of the system. Previous initiatives have proved that stand alone efforts of officials, political parties, and civil society organizations are insufficient given that the confessional system is deeply rooted in Lebanon's political system and impacts all aspects of Lebanese life, including socioeconomic, cultural, administrative, and judiciary dimensions as well as external relations.

These structural dimensions of confessionalism necessitate the consolidated effort of diverse stakeholders acting across various levels of society, such as the local, national, official, religious, academic, etc., to shift the mainly political approach to confessionalism, to a new holistic, multi-sectoral and multidisciplinary one, and to move away from a reflexive alignment on opposite sides to a deep shared public understanding of the issue that is developed through dialogue and shared knowledge.

Addressing confessionalism as a national concern presumes trust building and long term social and political change that systematically modifies the use of tools and mechanisms from protecting closed and exclusive identities into protecting pluralism, diversity, common values and shared national interests. This requires building partnerships with constitutional, non-constitutional, civil society and academic institutions, in addition to bringing together all major players, dialoguing across tracks one, two and three and linking these interdependent tracks.

Objectives of the confessional component are:

- Create systematic shift from using mechanisms and tools to protect identity, to that of common values and shared national interests;
- Address confessionalism as a national issue affecting all people's lives and not as partisan issue;
- Deepen and develop knowledge about the understanding and perception of different groups towards the confessional system and the representation that it symbolizes for them on the one hand, and on the other hand, unpack the positions of the actors and extend the debate to an in-depth analysis in order to develop a national strategy that can serve as a support to public policy formulation on different related aspects;
- Help bridge sectarian divisions and improve relations between the state and its citizens, in the formal political system and the broader public domain. Also, to broaden the influence of national civil society, social partners, and gender and media initiatives that seek to cut across confessional divides, by supporting their advocacy, dialogue and coalition-building;
- Support and strengthen existing constitutional provisions such as the Taef Agreement. The project also aims at supporting constitutional development and a culture of shared responsibilities and common national interests relating to consensus and multi-confessional frameworks and its applications. This will create a common net space that enables cooperation, mutual understanding, shared values and solidarity among different communities and support the call for a constitutional national committee to study and propose a gradual plan to transcend confessionalism;
- Transcending confessionalism will allow Lebanon to become a representative democracy where equal resources, rights and entitlements can be enjoyed by all different groups of society. This

peace building initiative would facilitate the fulfillment of an equal and rights-based notion of citizenship, therefore paving the way for stabilization.

Decentralization

The issue of administrative decentralization and local development has been constantly brought up by the different Lebanese governments and political actors since the creation of the Lebanese republic, particularly in times of crisis and war. During the mandate of President Fouad Chehab (1958-1964), state authorities set up plans & strategies to modernize the public administration in order to promote the development of the different regions in Lebanon, under the slogan of “balanced development”.

In 1989, the Taef Agreement, which put an end to the 1975-1990 war, stipulated that administrative decentralization be adopted to ensure the called-for “balanced development”. The Agreement did not, however, provide further details as to the reform itself. It simply outlined its main features and highlighted its major conditions, leaving the task of law drafting to the executive and legislative powers. However, none of the draft laws proposed in the last twenty years have been adopted by the successive governments and parliaments. Moreover, rather than considering decentralization as the transfer of power to elected local authorities, these proposals have instead delegated more power to the governmental administrations to consolidate their control over local administrations.

In his Inaugural Address of May 25, 2008, newly elected President Michel Sleiman insisted on the necessity to adopt an expanded administrative decentralization in order to reduce the socioeconomic disparities between the Lebanese regions, & to achieve political stability.

He expressed the same topic again on October 17, 2009, during the international seminar “Decentralization in the Near East” held in Tripoli. This position was echoed in the speech of the Speaker of Parliament Nabih Berri, upon his reelection at the Speakership on June 25, 2009, as well as in Article 21 of the Ministerial Statement of Prime Minister Saad Hariri’s Cabinet, issued on November 10, 2009, and in Article 17 of the Ministerial Statement of Prime Minister Najib Mikati’s Cabinet issued on June 30, 2011.

The Ministry of Interior and Municipalities manifested a determination towards the decentralization reform by designing and publishing, in January 2011, a book entitled “100 Questions on Administrative Decentralization: An Introductory Approach”. Aspiring to initiate an original and participatory process involving all parties and groups in the public debate, the Ministry of Interior and Municipalities, in partnership with the Common Space Initiative launched a project entitled “National Debate on the Administrative Decentralization Reform in Lebanon”. The project consists of a series of roundtable discussions and workshops addressing the different topics related to decentralization.

The Common Space Initiative developed a methodology and a mechanism that aim at preparing, organizing and following up the different stages of the discussions and dialogues. It is implemented with all the relevant stakeholders involved and impacted by the process, based on their specialization and expertise.

Under the auspices and the sponsorship of the Ministry of Interior and Municipalities, this participatory process, conducted by the Common Space Initiative seeks to achieve the following goals:

- To provide stakeholders and concerned partners, i.e., political parties, local authorities (municipalities, federations of municipalities, governors, qa’imaqams, mukhtars), civil servants, representatives of different professional and labor sectors, trade unions, NGOs, universities, research centers, and experts, etc., the platform and space to meet and express their opinions on the topic, discuss the studies addressing the subject and provide recommendations built on their own experiences.
- To build and disseminate comprehensive knowledge on administrative decentralization in Lebanon and to reach a common understanding of all its aspects.
- To identify the challenges and obstacles related to decentralization and determine the available resources and options for its implementation.
- To contribute to building a culture of public debate, thus facilitating the transition from theory to practice.

- To provide clear answers about problematic issues related to administrative decentralization in Lebanon.
- To contribute to the elaboration of a draft law on administrative decentralization in collaboration with the Ministry of Interior and Municipalities.
- To follow the progression of the draft law through its process of adoption and implementation.

Electoral Reforms

In 1992 Lebanon held its first post-civil-war parliamentary elections, initially intended as a major milestone in revitalizing representative political institutions and state-reconstruction. In fact, legislative elections in post-war Lebanon were supposed to provide peaceful, regulatory, and democratic tools and mechanisms for political parties and groups to deal with their differences following fifteen-years of violence and sectarian strife. Although elections were held regularly since then, legislative elections failed to secure political stability and enable effective representative constitutional institutions. Electoral system and its reforms have not been able to prevent political paralysis, while they ideally intend to foster political representation, ensure stability, and finally reinforce accountable and fair governance. A major characteristic of previous drafting processes of legislative electoral laws was that it served the interest of political leadership in their efforts to safeguard their continuity in office and the interests of their specific communities.

Post war efforts to stabilize and reform the political system have been strictly dealt with from the medium of electoral reforms. While electoral reforms themselves are vital, they cannot necessarily respond on their own to the concerns, fears and expectations of political parties and communities, and hence fail to deal with the shortcomings and pitfalls of the political system. Thus any attempt to stabilize the political system should take into account the interconnection between decentralization, deconfessionalization and electoral reforms.

During the past two decades, the Lebanese civil society organizations have undertaken, supported by international organizations (donors), debates to promote electoral reforms and ensure free and fair elections. Lately, crucial reforms recommended by the National Commission for a New Electoral Law (also known as the Boutros Commission) had been ignored by the Parliament: (i.e.: proportional representation, universal ballots, creation of an independent electoral commission). Nevertheless, limited but insufficient reforms have been introduced: elections held on one day instead of four consecutive weekends and monitoring of campaigning spending was carried out. Yet, these debates have not proven sufficiently efficient to introduce reforms to the electoral system. The next general Parliamentary elections are scheduled for next year in 2013.

Objectives of the electoral reform component are:

- Launching a national debate with concerned parties and relevant stakeholders in order to tackle the electoral system as part of the interconnected political reforms along with decentralization and deconfessionalization (the Senate)
- Exploring the major obstacles and constraints that hindered the adoption of free and fair electoral laws, taking into account the concerns and expectations of political and social groups as well as religious communities
- Identifying new mechanisms and reform variables related to the process of drafting and implementing electoral reforms with the ultimate objective to stabilize the political system and ensure equitable and fair representation for Lebanese citizens
- Support the strategic reflection with national stakeholders about conflict potentials, political party division and deadlocks with regard to the upcoming 2013 General Elections

Political Expert Group

The Political Expert Group has been formed after months of consultations with experts and political leaders in 2012. At a time, when all formal all-party dialogues have been suspended, the nine main parties agreed to establish permanent confidential dialogues on key reform issues related to the three pillars of Lebanon's political reforms (confessionalism, decentralization and electoral reform). In this context, the Common Space Initiative provides on-going technical, research and process support for the working relations that have developed between the three presidencies, political parties, several government ministries, constitutional bodies, universities, and civil society partners. The Common Space Initiative also manages and facilitates the meetings of the Political Expert Group to support effective policy making on different aspects of political reforms in Lebanon through an integrated process. In doing so, the Common Space Initiative supports an integrative shared knowledge process on confessionalism in the context of the Middle East by studying the impact of policy processes on various countries and systems, in order to inform policy processes in Lebanon.

Support to Constitutional Bodies

Upon the request of various constitutional bodies, the Common Space Initiative provides technical support in the launching of national consultations on pressing reform issues, engaging all concerned parties to meet in order to share and discuss their views, experiences and studies, and to generate material that will contribute to the formulation of draft laws as a support process to the constitutional bodies.

2.2 Judicial Reform

Although the Lebanese legal system has been amended since the independence of the Lebanese state, many of its concepts and principles no longer reflect the rapidly evolving societal issues. In addition to structural gridlocks, political predicaments, such as confessional considerations and political interference, undermined the judiciary's role as a 'third pillar' to democratic governance. This reality has affected public confidence in the courts and inhibited an independent functioning of the judiciary.

The need for judicial reform has transcended strictly technical institutional reforms to assume a vital role in addressing extrajudicial issues such as inequity, democratic instability and civil unrest as was made evident in the latest protests against prison conditions and divisions caused by the Special Tribunal for Lebanon.

The process in which judicial reforms are designed and adopted has a critical effect on the implementation of these reforms, whereby stakeholders, who are not represented in the process, can veto the implementation of reforms, because they have not been heard. Thus, resistance to behavioral shifts, deadlocks at the legislation level and delays in reform implementation stem from a flawed process that is often one-sided such as the draft laws that are prepared unilaterally, or does not represent all stakeholders. The implications of such an incomplete process has destabilized the public institutions, inhibited investment and undermined the goals for which reforms were intended. The Common Space Initiative developed and established a participatory, inclusive, multidisciplinary approach to address this need and to move forward with both new and existing reform initiatives. Among others, one of the key partners in this effort has been the Lebanese network of lawyers and judges "Legal Agenda" (*see list of partnership below*). In the next phase of the initiative this approach will be complemented with a national dimension where the proposed reforms and their implications are explained to the public and feedback is captured through roundtables and dialogue forums.

Special Tribunal for Lebanon

After the release of the first indictments in summer 2011, Lebanon's political parties remain divided on the Special Tribunal for Lebanon (STL). Being established by the Security Council (Resolution 1757) under Chapter VII of the UN Charter, the debate about the legitimacy and the hybrid-character of the Tribunal continues. Most recently in July 2012, the STL Trial Chamber confirmed the STL's jurisdiction. As the tentative date for the start of trial *Ayyash et al.* (STL-11-01), the Pre-Trial Judge set March 2013 as date. Raising questions of selective justice and judicial politicization, the STL continues to motivate a wide political and public debate about the fair trial principle, international interference and the rule of law

Besides the challenge of bringing peace through justice, a key concern has been the credibility of international justice. Key questions have emerged that are being addressed by the stakeholders: Will the STL demonstrate judicial effectiveness and impartiality from which local lessons may be learnt to the benefit of the domestic legal system? Will the STL trigger national judicial reform and raise awareness on the pertinent need for more independent and efficient criminal prosecutions? The hopes are high that the benefits of exchanging expertise

and proposals between international, national and regional counterparts will bring national legislation to conformity with the rights and standards currently being considered by legislation and discussed by the judiciary community.

To support the process of joint knowledge creation, the Common Space Initiative works on:

- Mapping latest legal and political developments and dynamics related to the STL
- Providing background notes on trial procedures and relevant legal options
- Maintaining a comparative research database on International tribunals & truth commissions
- Maintaining a reference book of all legal and non-legal documents concerning the STL
- Compiling of media news on STL related issues
- Mapping issues and challenges posed by the STL
- Booklet mapping of comments and reactions by politicians after the release of the indictment in a booklet
- Reflecting about Transitional Justice options in the framework of judicial reforms
- Supporting the dialogue among national stakeholders related to justice issues and international law

Legal Expert Group

The Common Space Initiative established a forum for this process that is spearheaded by a group of legal experts which includes parliamentary counterparts and ministerial stakeholders in addition to younger generation professionals with older specialists. The Legal Expert Group which was established in January 2011 aims at finding more internal coherence and coordination among the various multi-facets of judicial reform (legislative reform, managing justice, monitoring and accountability etc.) by defining the objectives of change that encompass structural change (such as the restructuring of the Supreme Judicial Council), results-based change (such as clearing the backlog of pending cases or reducing crime rate), or implementing universal principles of justice (such as the Bangalore Principles of Judicial Conduct and court decisions that preserve human rights).

Following the general approach and methodology of the Common Space Initiative, the Legal Expert Group is in the process of debating the following reform themes:

- Justice Management (Supreme Judicial Council, appointment and tenure of judges, training curriculums, geographic distribution of courts, managing judicial budgets, etc.)
- Monitoring and Accountability (rights and obligations of judges, Judicial Inspection Board, disciplinary measures, etc.)
- Court Administration Reform (amending legal procedures, reducing backlog, improving case management, court logistics etc.)
- Legislative Reform (enacting human rights legislation and treaty ratification, assessing draft laws, etc.)
- Access to Justice and Legal Aid

The efficiency of judicial reform initiatives relies, in addition to the implementation of programs and draft laws, particularly, on a process of dialogue and shared knowledge providing for transparency and inclusiveness. To strengthen this process, the Common Space Initiative manages and facilitates the meetings of the Legal Expert Group to support consensus building on the key agreed reform areas.

At the same time, the Common Space is co-hosting a regional, all-inclusive, multi-disciplinary, specialized dialogue on judiciary reform in partnership with the regional associations of judges in Egypt and Tunisia. The reform strategies and methodologies discussed in the regional context aim to contribute to reforms in each of the participating countries, and provide opportunities for collaboration and exchange between judges, lawmakers and lawyers. The knowledge sharing and discussions that are developed throughout the joint meetings has already strengthened internal debates and processes, enabling constructive reform processes. Consultations are taking place in Lebanon, Egypt and Tunisia; and the participants are in the process of creating a joint forum for collaboration.

2.3 Socio-Economic Reform

There is a need today to reinvigorate and revive a national socio-economic dialogue between the Lebanese that will help pave the way towards national reforms that are conducive to sustainable growth and development. While divergences do exist between the stakeholders, few of these are ideological differences and common ground can be found in most of the policy programs. Therefore, the Common Space Initiative has started such dialogue at the level of economic experts that are representative of different economic schools and close to the different political parties through the establishment of the Socio-Economic Expert Group.

Socio-Economic Expert Group

Through the Socio-Economic Experts Group, the Common Space Initiative has created a continuous dialogue process and platform for knowledge production between economists representing different perspectives in order to identify common ground on many traditionally conflicting economic debates. Thus, the Expert Group aims at providing insight on economic and social issues while covering a wide spectrum of perspectives and schools of thoughts. Through its policy papers the Expert Group provides decision makers with policy options on economic reform issues. Within the framework of its key priority areas which include public finance and debt, taxation, poverty and equitable redistribution, the Expert Group focuses on the theme of social protection. The Expert Group also works on identifying current initiatives, reform projects and law proposals and to assess the gaps and needs that are not met by these initiatives, and to jointly develop options and alternatives to policy makers. In the next phase, the work of the Socio-Economic Expert Group will be complemented with a national dimension where the proposed reforms and their implications are explained to the public and feedback is captured through roundtables and dialogue forums.

2.4 External Relations

The events of 2011, referred to as the 'Arab Spring, have unfolded regime changes in the region that necessitated a review of geopolitical interests and a re-alignment of alliances. Regional transformations triggered a proactive perusal of foreign policies based on various influential variables, henceforth leading to the detraction in the capacity of certain traditional regional players such as Egypt on one hand, and the emergence of new regional players such as Turkey on the other. At the international level, shifting regimes and struggles between Iran, Turkey and Israel to dominate the Middle East through various security, energy, and ideological strategies has also warranted careful appraisal from the part of major international players including the US, Russia, China and the EU.

Lebanon is in the unique position to have significant strategic relations with Iran *and* the United States; Saudi Arabia *and* Syria; Qatar *and* Egypt; Turkey *and* France; and numerous other countries, including the EU and India. These extraordinary relations that developed over the last four decades require and demand a careful balancing of external interests and relations.

Before the 1975 Civil War, major crises in 1958 and later 1960s were primarily generated by sensitive foreign policy issues. Foreign relations were based mainly on the National Pact. During the 1975 Civil War and even after the Taef Accord, foreign policy was shared between the central government and many domestic and external actors -- including Syria, Saudi Arabia, Iran, France and the United States. This ongoing foreign policy strategy is influenced by Lebanon's geographic location, diverse society, reliance on foreign trade relations, and on regional and international actor's strategic interests. These dynamics give rise to several legal, political and technical issues related to Lebanon's geostrategic role within the Middle East and constantly challenge its strategic diplomatic frameworks.

The Common Space Initiative supports a process that seeks to:

- Track the dimension of external relations and its challenges
- Support the development of Lebanon's foreign policy framework strategy and options
- Explore how international law and strategic diplomacy can serve Lebanon's common national interests
- Provide knowledge resources to stakeholders on dynamics of external relations as a means to predict and hence prepare for outcomes of regional and international conversions.

Shared knowledge creation

External perspectives publications

Lebanon's external relations must take into account the strong strategic ties between national political groups (political parties and religious communities) and external actors in order to bolster and support a common Foreign Policy.

To support these external challenges and provide new perspectives, the Common Space produces a study series and briefing reports that looked at the perspective of each of Lebanon's neighbor's and international friends' strategic and relational interest – within the context of current challenges and historical events. The reports are written in a manner attempting to:

- Provide ongoing knowledge resources on neighboring and international countries' strategic interests in Lebanon.
- Capture the historical, political and economic ties between Lebanon and a specific country
- Analyze the core nature of the latter's diplomatic relations with Lebanon
- Stimulate a reflection among experts and decision makers on new frameworks for the relationship.

Peace Initiative Mapping

Peace processes are continuously the predominantly focus of diplomatic efforts in the region and beyond. Several bi-lateral and multi-lateral initiatives are trying to set common ground for durable peace. Most prominently, the Arab Peace Initiative and the Roadmap framework of the Middle East Quartet seek to move actors and interests groups towards a sustainable solution.

The peace process maps include developments in relations and dynamics between Israel & Palestine, Israel & Syria, Israel & Lebanon, Israel/Iran and the USA, as well as relations between other countries in the region.

The mapping includes:

- Current peace mediation and facilitation attempts
- The various actors of bilateral and multilateral efforts with regard to regional constellations
- Present peace initiatives and efforts
- Direct negotiation efforts
- On-going governmental Middle East peace efforts
- Middle East peace process landmarks

In Focus – External Relations: The Lebanese-Israeli Maritime dispute

Lebanon's treasure trove of natural resources has been seriously hindered by regional as well as domestic contentions. At the regional level, the Mediterranean countries are passing through a critical phase during which EEZ entitlements and hydrocarbon explorations shape future alliances and cooperation. Past impasse has been replaced with reinforced diplomatic efforts and negotiations without ruling out the possibility of military tensions and several scenarios are being considered to avoid conflict in the East Mediterranean basin.

Considering the importance of the debate and the common national interests at stake, the Common Space supports this process by serving as a body of information and non-formal dialogue platform for policy makers and stakeholders with the aim to strengthen the development of a joint comprehensive national strategy.

At the request of and in consultation with key stakeholders, the Common Space has created substantial resource materials on critical conflict areas, legal mechanisms and options for resolution, and comprehensive relationship maps. This process includes collaborative in-depth analysis and ongoing inclusive dialogue by the **Technical Experts Group**. The aim of the Expert Group is to support the preparation of dossiers on each issue and provide options for the elaboration of a comprehensive national strategy.

On-going research and mapping

- Mapping of the issue, positions, and change indicators
- Developing a narrative chronology of the Middle East offshore developments and dynamics
- Creating a relationship map highlighting the various actors, interests, agreements, strategic partnership and positions with regard to the maritime dispute and offshore resources
- Tracking the parallel processes of agreements, laws, offshore reserves and strategies of Lebanon and neighboring countries i.e Israel, Syria, Cyprus and Palestine in relation
- Design iconographies capturing the ongoing mapping used for consultations and meetings with the relevant stakeholders
- Establishing a common language dictionary
- Consolidating and developing a bibliography and database including: relevant case studies, past and current developments and initiatives, laws, reports, official documents and maps.
- Creating and consolidate a shared knowledge database and library resources, to support debates and policy formulations.

Conflict and Strategic Documents development

- Identifying the main issues and problems at stake
- Map the current and potential deadlocks
- Explore relevant case studies as support to the identified deadlocks and conditions
- Identify the applicable public international law principles and rules to the particular problems
- Clarify the rights and obligations of the parties and the remedies sought
- Identify political methods of peaceful resolution of conflicts
- Study the feasibility of impartial third party arbitration
- Study the potential of legal instruments to protect Lebanon's rights in case of aggression and other scenarios
- Design a conflict resolution and strategic roadmap

Update Legal Brief

- Collecting new legal questions arising of the dispute
- Compiling Applicable law
- Exploring further possible legal options

2.5 Safety Net and Civil Peace Support: Lebanese Palestinian Dialogue Forum

The painful past between Lebanese and Palestinians marked by a devastating civil war, deteriorated Lebanese-Palestinian relations for years, even after the end of the conflict in 1989. This traumatic experience, coupled with continued Israeli aggression and refusal to allow Palestinians to return to their homeland, impacts negatively on relations. There are also different national factors that hamper progress, which include: political divisions on both sides; absence of real reconciliation; absence of systematic and inclusive Lebanese-Palestinian political dialogues at national and local levels; and financial strain on local authorities.

The establishment of the Lebanese-Palestinian Dialogue Committee (LPDC) in 2005 followed by the Palestinian apology to Lebanon in 2008 saw the resumption of Lebanese-Palestinian dialogue and a willingness to move beyond past disputes & sensitivities, and rectify an intolerable situation that demeans both Palestinian and Lebanese communities.

Misperceptions, resentments, mutual fears and concerns still define today Lebanese-Palestinian relations. Believing that continuous and positive Lebanese-Palestinian relations create an essential safety net for Lebanon,

the Common Space Initiative created a dialogue platform that supports and facilitates a much needed inclusive knowledge-based Lebanese-Palestinian dialogue at the national and local levels. This knowledge-based dialogue is driven by a group of Lebanese and Palestinian experts representing the different perspectives on the political context and relations. This group works on identifying the key issues in Lebanese-Palestinian relations, accumulating and developing shared knowledge on these issues, creating and enlarging the dialogue around the main identified topics, and advising the LPDC in its national policy towards Palestinian refugees and its strategic dialogue efforts.

The main identified topics set by the group as priority issues were divided into three tracks:

- Track I: Policies & Rights
 - Labor Right and Social Security
 - Property Right
- Track II: Organizational Relationship
 - Nahr el-Bared Camp and all 12 camps: Institutional and local relations and service delivery
 - Track III: Political, Diplomatic & Strategic Issues

Based on these three tracks, four task groups have been formed as follows:

- Task Groups 1 & 2: address issues under Track I; i.e. Labor Right & Social Security, and Property Right respectively;
- Task Group 3: addresses institutional/local relations between NBC and other camps & surrounding area and service delivery
- Task Group 4: addresses the political, diplomatic, & strategic issues, including security.

A fifth task group is planned to be formed that encompasses civil society actors, which adds another dimension to the dialogue process. The Common Space Initiative, through its on-going internal mapping & research of issues and positions on Lebanese- Palestinian relations, supports the group with resources and facilitation

Through its different support components, Common Space Initiative initiated the following:

- A research project on Lebanese- Palestinian Dialogues in partnership with the Issam Fares Institute (IFI) works on documenting the dialogue from different perspectives: historical overview of political relations, mapping of official structures, mechanisms of dialogue and agreements.
- The Common Space Initiative has partnered with LPDC in an on-going cooperation and support through shared knowledge, research support and data sharing; consultative and technical advice on all aspects of the Lebanese-Palestinian Dialogues & Communications; facilitation and advice on the creation of local Lebanese-Palestinian structures and consultations through the Lebanese- Palestinian experts group at the Common Space Initiative.
- The Lebanese-Palestinian Experts Group will provide strategic dialogue support to LPDC and to Lebanese and Palestinian stakeholders, and create an inclusive diverse process.
- The Common Space Initiative continues to support local interactive mechanisms between Palestinians and Lebanese in the 12 camps of Lebanon and their surrounding municipalities through on-going research and process support in partnership with mandated UN agencies.

Lebanese-Palestinian Dialogue Forum

The Lebanese-Palestinian Dialogue Forum was created in response to a need identified by the stakeholders to have a knowledge-based and continuous Lebanese-Palestinian dialogue inclusive of the different perspectives in both communities. The Expert Group is comprised of Lebanese and Palestinian experts representing the different perspectives of the political context and relations, to present, develop and channel ideas to the concerned parties and relevant ministries.

The group agreed to:

- Contribute to the development of common understanding around key issues and the development of equitable national policies that would constitute the framework for the Lebanese- Palestinian relations.
- Facilitate and enable inclusive participatory dialogue and service provision processes related to the Palestinian refugees in Lebanon as well as to the Lebanese-Palestinian relations.
- Create links between the top leadership and the local Lebanese communities, and support mechanisms to strengthen local Lebanese-Palestinian relations and interactive frameworks.
- Provide policy advice and technical support upon request to the LPDC and to Lebanese and Palestinian stakeholders and concerned parties.
- Commission, direct and advice on essential research and surveys to be conducted in support of policy formulation, needs analysis, implementation of agreements, conflict assessment, human security, living conditions and legal challenges.

On-going Mapping of Lebanese-Palestinian Dialogues

The Common Space Initiative provides all relevant stakeholders with monthly mappings on issues and challenges facing Palestinian refugees in Lebanon and the Lebanese-Palestinian relations. Further, the Common Space Initiative provides mappings on different stakeholders' positions, including the Lebanese political parties and official entities on both sides.

Research on Local Frameworks of Interactions in Camps and Municipalities

Through on-going research and process support, and in partnership with the UN, the Common Space Initiative continues to support research and mapping of local relations in the 12 Palestinian camps and their surrounding municipalities in Lebanon. The goal of these mappings is to build an understanding of the contextual local frameworks of interaction between the Lebanese and Palestinian communities. Further, the Common Space Initiative organizes local roundtables in cooperation with international organizations and local NGOs, to share past experiences and practices, as well as to strengthen the understanding of local relations and the implication on program evaluation and design. The roundtables and dialogues are organized between the two communities to assess their needs on the establishment of relationship frameworks and create long-term peace structures for dialogue and problem-solving initiatives.

Support for the Lebanese-Palestinian Dialogue Committee

In support of the Lebanese Government's Lebanese-Palestinian Dialogue Committee (LPDC), the Common Space Initiative collaborates with the LPDC on building and supporting knowledge-based dialogues. The Common Space Initiative and the LPDC agreed on the following main points of cooperation and support on an on-going basis.

Shared Knowledge and Data Provision through Mapping and Research

The Common Space Initiative provides research support for on-going strategic dialogues and addresses identified challenges. A joint shared knowledge workspace has been created to facilitate this collaboration and to enable the development of a comprehensive database in the next phase of the initiative.

Strategic Communications and Dialogue

The Common Space Initiative provides consultative and technical advice (advice based on technical knowledge and consultations with stakeholders) on all aspects of the Lebanese-Palestinian Dialogue and communications, including formal and informal processes and communications with Lebanese, Palestinian and regional actors. The Common Space Initiative will also introduce advanced consensus building practices to meet the needs of the unfolding dialogue and decision-making processes.

Facilitation, Workshops and Roundtables

The Common Space Initiative provides support for facilitation, workshops and roundtables to address the needs jointly identified by the LPDC, the Common Space Initiative and other partners. The Common Space Initiative will be responsible for the conceptualization, organization and development of the activities.

2.6 Facilitation and joint learning capacity strengthened in Lebanon and within the region

The Facilitation Task Group is composed of Lebanese process experts, researchers and facilitators, and provides facilitation and professional conflict resolution services to all the expert groups and the various dialogues supported by the Common Space. This group supports the development of consensus building, decision making and deadlock-breaking mechanisms, and ensures the creation and sharing of knowledge and resources between experts and concerned stakeholders.

While the Facilitation Task Group represents a core Lebanese capacity in facilitation and process support, the Common Space is also working towards strengthening the collective capacity of the group to respond to the facilitation needs of the processes at play in Lebanon and in the region. In order to do this, the Facilitation Task Group was also organized as a platform for ongoing learning, self-reflection and peer-to-peer mentoring.

While this work has been taken place within the regular meetings of the Facilitation Task Group, additional steps are being taken by the Common Space to strengthen facilitation and joint learning capacities in Lebanon and within the region. This includes the following sets of activities:

Peer-to-Peer exchanges

Over the next three years, the Common Space will produce 9 comparative case studies on “common spaces and national dialogues” and host peer-to-peer exchanges. This component is an open process of shared learning, where evidence-based knowledge will contribute to the development of theory. This process will also consist of identifying mutual opportunities of joint support and exchange, network building, facilitation and process development support and shared knowledge creation. The plan for the study visit is as follows:

- Nepal and Egypt in 2012;
- Tunisia and Yemen in 2013;
- Syria and South Africa in 2014.

Each visit will be one-week long, and will involve members of the CSI Facilitation Task Group as well as facilitators of the host countries. The participant criteria includes: practitioners, actors/stakeholders involved in process development/management, analysts and multi-sectoral experts. Both host and hosted countries will jointly determine the visits’ thematic focus, which will also include the general framework themes. However, different themes and focus will be primarily determined by each process needs and contextual challenges.

“Practice-to-Theory” Programme

To facilitate long-term joint learning and create opportunities to capture and analyze best practices in dialogue and sustainable peace processes, three “practice to theory” conferences will be organized during the course of this project. The Practice-to-Theory program will bring together practitioners and scholars to jointly reflect about systemic challenges, evolving new models and patterns in each of the annually focused dialogue processes. As such, it will serve a dual-function by linking practical experience in peace processes with existing conceptual underpinnings, but also impacts on academic thinking and the scholarly debate by advancing the empirical evidence for conflict resolution models and frameworks. Moreover, this approach will aim to bridge the practitioners-scholar gap which, in the long-run, enhances the field of conflict resolution as a whole (e.g. through the direct impact on academic programs and, vice versa, on the structuring of support programs in practice).

This process will be primarily facilitated through a 4-day annual conference hosted by the Common Space in Beirut. The base for discussion will be the dialogue processes focused upon through the peer to peer exchanges. Giving the chance for an active reflection about commonalities and shared experiences in dialogue processes, the annual conference will capture regional-comparative and cross-disciplinary thinking.

The conference is accompanied with additional expert papers on specific thematically areas with regard to facilitation support, depending on the need and outcome of the peer-to-peer exchange. Prior to the conference, the CSI shared knowledge database acts as a research pool for accessing further comparative studies and background notes.

Besides bringing together the regional facilitators and practitioners from the countries of the study visits and the Facilitation Task Group, this programme will reach out to worldwide experts in conflict resolution coming from various disciplines (e.g. psychologists, system design experts, political scientists, lawyers etc.). Given previous collaborations, CSI already maintains various contacts to several academic institutions and programs.