

United Nations Development Programme

Country: Lebanon

Project Document



Project Title: Improving Living Conditions in Palestinian Gatherings Host Communities: Towards More Comprehensive and Sustainable Solutions.

Project Outcome: Stability of refugee host communities in Palestinian Gatherings strengthened through improving living conditions.

UNDAF / UNSF Outcome 4: By 2014, the socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic social services are improved within a coherent policy framework of reduction of regional disparities.

UNDP Strategic Plan (2014-2017) Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster situations.

UNDP Strategic Plan (2018-2021) Outcome 1.1.2: Marginalized groups, particularly the poor, women, people with disabilities and the displaced, are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.

LCRP Objective: Strengthen the capacity of national and local service delivery systems to expand access to and quality of basic public services: Expand safe water, sanitation and hygiene for the most vulnerable communities through emergency gap filling and by reinforcing existing services.

Expected Outputs:

- Output 1: Provide environmentally and economically sustainable WASH services at community level in the gatherings.
- Output 2: Improve environmental and structural conditions of shelter units in the gatherings.
- Output 3: Promote inclusive and safer environments in the gatherings through comprehensive neighborhood upgrading interventions.
- Output 4: Improve hygiene conditions for host and new refugee communities in the gatherings.
- Output 5: Reduce youth risky behaviors in the gatherings through livelihood interventions.
- Output 6: Develop a national coordination and planning platform for response and development in Palestinian Gatherings.
- Output 7: Local communities and institutions supported to respond to COVID-19 in the gatherings.

Brief Description

Palestinian Gatherings represent one of the most vulnerable and marginalized host communities in Lebanon. The 140,000 host and new Palestinian refugees live in dire conditions that have long existed in the gatherings, marked by poverty and inequality; lack of service provision; run-down physical environments; and limited access to jobs and income generation opportunities. This situation has been leading to increased tensions and conflicts in the gatherings, undermining stability and promoting relapse to violence and risky behaviours.

Building on on-going efforts of UNDP in Palestinian gatherings in Lebanon, the project seeks to strengthen stability in Palestinian gatherings host communities through improving living conditions. The project will focus on providing adequate WASH services and facilities; promoting healthier physical environments; avoiding youth risky behaviour through community and livelihood initiatives; and supporting response to COVID-19. This shall be carried out using a participatory conflict-sensitive approach that would bring various actors together and invest in building relationships and capacities of local actors.

This Project, as a component of the broader UNDP Stabilization and Recovery Programme, is anchored in key Governmental and International instruments responding to the impact of the Syria crisis, including the Lebanon Crisis Response Plan (LCRP).

Strategic Plan Output:	_____
Atlas Project ID:	00097505
Start Date:	1 January 2016
End Date:	31 December 2023
PAC Meeting Date:	15 December 2015

Total resources required:	USD 35,000,000
Total allocated resources:	USD 30,719,470
UNDP Funding Window for Governance for Inclusive & Peaceful Societies:	USD 266,000
Other:	
KFW:	USD 15,554,930
PRM:	USD 6,422,311
Japan:	USD 3,255,828
SDC:	USD 1,679,706
Norway:	USD 1,970,111
Netherlands:	USD 1,570,584
Pipeline:	
In-kind Contributions	_____

Agreed by (Government): N/A Date: _____

Agreed by (Implementing Partner): N/A Date: _____

Agreed by (UNDP):  Date: 23-Nov-2021

I. DEVELOPMENT CHALLENGE

Palestinian Gatherings represent one of the most vulnerable and marginalized host communities in Lebanon. 140,000 host and newly displaced Palestinian refugees living in Palestinian gatherings distributed along the regions of Lebanon suffer from dire conditions that have long existed in the gatherings. In addition to poverty caused by insufficient household income, legal restrictions imposed on Palestinian refugees in Lebanon contribute to the worsening of their socio-economic conditions. In spite of the recent limited changes in labour regulations, Palestinian refugees in Lebanon remain excluded from economic life in general due to the restrictions applied to their working in many professions in the formal sectors. According to the Labour Force Survey in 2011, economic activity rate was 42 percent for Palestinian refugees living in Lebanon, which means that more than half of the population was practically inactive. In addition, Palestinian refugees are unable to own property assets in the country since 2001 and required to bequeath them to religious authorities, if they have already purchased them.

What is a Gathering?

An informal Palestinian refugee agglomeration that does not have legal status of a camp.

In 2003, Fafo identified 42 Palestinian Gatherings in Lebanon that: include a minimum of 25 households, form a distinct geographic area; and suffer from humanitarian needs.

In 2017, LPDC identified 156 Gatherings by dropping the number of minimum households. According to the Household Census in Palestinian Camps and Gatherings, more than 55% of Palestine refugees in Lebanon live in Gatherings.

Palestinian refugees living in the gatherings suffer from yet additional layers that contribute to the worsening of their living conditions. While all registered Palestinian refugees in Lebanon are entitled to UNRWA health, education and relief services, UNRWA's mandate defines its role in the provision of urban and infrastructure services to the borders of the twelve recognized refugee camps. At the same time, while municipalities in general do not provide these services in the gatherings, there exists no mechanisms for coordination between municipalities and local actors in the gatherings to address the needs of refugees. Being informal areas, Palestinian Gatherings remain excluded from wider sector development plans or local upgrading projects. The presence of other service providers is almost inexistent, leaving the responsibility of accessing and maintaining basic urban services to residents' efforts along with their locally formed committees, aggravating the already precarious economic conditions. Despite the fact that local committees are the dynamic actors inside gatherings, they suffer from lack of financial resources and technical capacities. This has contributed to not only worsening the living conditions of Palestinian refugees in the gatherings, but also to the rise of tensions within the gatherings as well as with their surroundings communities and to the occurrence of conflicts and violent incidents. The situation was worsened since the Syrian crisis that entailed some 27% population rise in these already impoverished areas with the displacement of some 30,000 refugees. As a result, Palestinian gatherings have been witnessing unmet demand on services and infrastructure networks, unprecedented pressure on available shelters and spaces, and additional competition over resources, jobs and relief.

Since 2020, and in addition to the impact of the protracted Syrian crisis, Lebanon has been struck by multiple crises: a) an economic-financial collapse that has induced devaluation of local currency; triple digits inflation rates; a default on sovereign debt; the impairment of the banking sector and loss of deposits; and a severe economic contraction; b) effects of the global COVID-19 pandemic where Lebanon, as other countries, responded by lockdowns that further exacerbated the economic and financial stresses; and c) a devastating explosion that originated at the Beirut Port and destroyed many neighbourhoods in the capital. As common in economic and multi-faceted crises, vulnerable communities and groups will suffer the most mainly due to pre-existing structural weaknesses and lack in capacities to mitigate the crises consequences and impact. With the lack of national and municipal capacities to address needs in the Gatherings, the current economic crisis represents an additional shock to the poor and vulnerable refugees who have no margin for mitigating impact on their livelihoods. The crisis has only amplified pre-existing problems in these areas from marginalization, poor living environments, informal access to services, and increased competition over limited resources and jobs¹. In a context of high losses in jobs and income, the poor economic conditions and dire needs in the Gatherings have contributed to higher risks in the context of COVID-19; demonstrated by lack of commitment to protective measures and to national lockdowns and other procedures.

¹ For a summary of results of vulnerability assessment in Palestinian Gatherings (UNDP, 2018), refer to Annex 1.

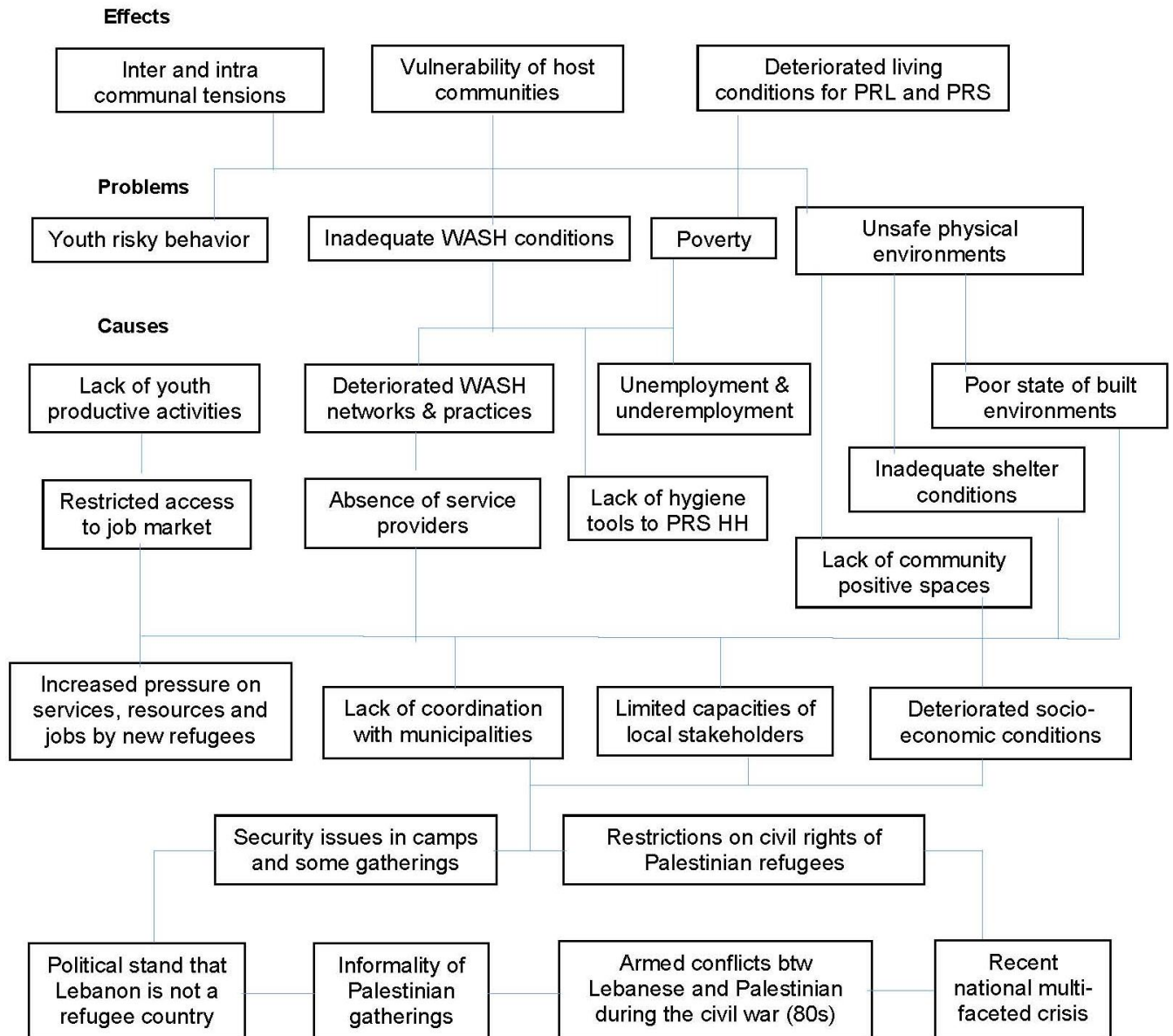
All of the above-mentioned factors have resulted in a number of key challenges that were found to mostly affect refugees living in Palestinian gatherings, both Palestinian Refugees from Lebanon (PRL) and Palestinian Refugees from Syria (PRS). The following needs were identified and updated in 2021 in Palestinian Gatherings:

- Inadequate access to water, sanitation and hygiene (WASH) conditions marked by the poor state of networks; the lack of WASH facilities; and the absence of sustainable service delivery mechanisms. A Rapid Needs Assessment undertaken by the project in 2016 showed that over 70% of refugees living in the gatherings do not have access to acceptable water and sanitation facilities.
- Poor state of the physical environment and housing conditions, where according to the results of a household survey carried out by UNDP in the Gatherings in 2017; following fear of violence, the most cited reason for feeling unsafe in the Gatherings is related to the state of the environment. Unsafe access and mobility were also found to particularly affect pregnant women, the elderly and children. More than 55% of households suffer from inadequate housing conditions, with only 1 in 7 households benefiting from rehabilitation schemes so far, equally led by UNDP and NGOs.
- The household survey also reveals alarming figures related to work and income; with only 1 in 3 adults employed in the Gatherings. The low employment figure at 21% masks a higher underemployment (35%) and wide gender gaps (14% females vs 70% males). Given underemployment and the low skill characteristics, wages among residents of the Gatherings are lower than the official minimum wage (at an average of USD 365). This situation drastically affects youth with an unemployment rate of 34%; at age 24, 40% of young men and 80% of young women are neither studying, training nor working (NEET). Youth risky behaviours were reported in many gatherings.
- Low commitment to preventive measures in the context of COVID-19, compromised capacities of medical centres; and lower rates of vaccination.

The socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic social services were identified as a priority outcome by the UNDAF. In addition, the Lebanon Crisis Response Plan (LCRP) recognized that the increase in population in Palestinian gatherings has brought additional pressure on water supply sources and distribution networks, sewerage and drainage systems, and solid waste management operations – all contributing to deteriorating hygiene conditions. It also included gatherings as neighbourhoods with a high degree of informal and unplanned structures, high population density and high poverty levels, which have the same shelter needs as others living in substandard shelters.

A diagram mapping the causes, problems and causes of the challenges identified above is represented in figure 1 hereafter.

Figure 1: Problem Tree



II. STRATEGY

Project Background

Building on its previous interventions in Palestinian Gatherings since 2012 and the support programmes implemented with the Lebanese Palestinian Dialogue Committee (LPDC), UN-Habitat and UNRWA, UNDP has started implementing since 2013 a project that mainly focused on responding to the urgent needs in the context of emergency in the gatherings through WASH projects and shelter interventions. Since September 2013, the project has implemented infrastructure and shelter interventions in the 42 Palestinian gatherings with a total budget exceeding USD 5 Million. At the national level, UNDP chaired the Gatherings Working Group, a planning and coordination platform that brought together international and national NGOs active in Palestinian gatherings. After responding to the urgent needs increased by the displacement of new refugees into the gatherings, the need arises for a more strategic approach that would link emergency response to longer-term sustainable development solutions in these host refugee communities. UNDP will build on its previous work in the gatherings, the structures established with local communities in the gatherings and the partnerships it built to expand the scope of its interventions in Palestinian gatherings.

In addition, UNDP possesses a number of advantages that will contribute to the successful implementation of the proposed project; these include:

- Global expertise & experience in supporting host communities & refugees (Afghanistan, Kenya, Kosovo, Tanzania & Thailand).
- Convening Power: in the context of Lebanon Crisis Response Plan, UNDP co-chairs the task force on Support to Host Communities and the Social Stability.
- History of Successful Recovery Programmes in Lebanon: UNDP played a successful leading role in the aftermath of the 2006 War & the 2007 Nahr-el-Bard crisis.
- Experience, Established Networks, Local Knowledge: UNDP has a field presence in host communities with the highest refugee concentrations. The ART Initiative, a UNDP local development programme operating since 2006 in the North, South, Bekaa and the Southern Suburbs of Beirut brings in established tools for local planning and a network of partners for decentralized cooperation.

Project Outcome and Objectives

This project falls under UNDP Lebanon Stabilization and Recovery Program – Supporting Resilience in a Time of Crisis, designed to help stabilize and develop the resilience of the communities who are hosting refugees from Syria. It aims at strengthening the stability of refugee host communities in Palestinian Gatherings through improving living conditions. With the more recent multi-faceted crisis striking the country, the project will contribute to supporting national priorities in addressing the impacts of a multi-faceted crisis, with focus on the overlooked Palestinian Gatherings host communities in Lebanon. It is by addressing the living conditions of these very vulnerable communities that stability is reinforced and tensions are mitigated. The proposed project will therefore have the following objectives:

- Improve living conditions to host and newly arrived refugees in Palestinian gatherings
- Promote coexistence and strengthen the stability of host Palestinian gatherings
- Reduce and mitigate inter and intra communal tensions in the gatherings and with surrounding communities

In order to achieve the project main outcome and objectives, UNDP designed an integrated approach to empower local development through implementing physical and community interventions while building relationships and capacities of local actors. It aims at supporting local committees, CBOs and groups; local authorities; individuals and at creating networks between them to address challenges in the gatherings in a more sustainable manner. The project will rely on the established relationships, partnerships and mechanisms that UNDP has already invested in establishing in the 42 Palestinian gatherings. It will build on those structures to expand its interventions and present more enduring solutions to tackle a number of issues in a more environmentally and economically sustainable manner. An area-based approach that addresses multiple vulnerabilities in one location (Gathering and the host municipality) will be also followed where applicable.

Project Approach

The project is designed in a conflict sensitive and participatory manner to bring local actors and stakeholders together and promote the role of local authorities in addressing challenges on their domains. Special attention will be given to mainstreaming gender and including women groups, youth groups and CBOs in the various stages of the project. The approach described above will effectively combine short-term stabilization with longer-term efforts to address the root causes of inter- and intra-communal tensions. Particular attention will be also given for implementation in the context of COVID-19, especially in a context of low commitment to protective measures. To this end, the UNDP project has developed specific Guidelines for Shelter Works in the Context of the COVID-19 Pandemic, which were shared with other organizations working in informal settings. It will also abide by the guidelines for civil works issued by the Ministry of Public Works and Transport. The following principles, which have been continuously updated, will be applied:

- **Engaging local authorities:** Addressing the gatherings as part of their wider contexts, including the municipalities that host gatherings, and promoting communication and coordination between local actors to tackle common issues is crucial. As such, supporting municipalities to respond to challenges faced by all dwellers on their domains is one key objective of this project. Findings of the household survey in the Gatherings showed that good relationships with municipalities and the provision of some municipal services correlated not only to better housing and service conditions in the Gatherings but also to higher perceptions of safety (UNDP, 2018). It has also contributed to diffusing tensions between neighboring communities and paving a path for communication.

- **Extending local NGOs programmes into the Gatherings:** In this context, UNDP will support local NGOs to extend their much needed psychosocial and socio-economic programmes provided in camps into the gatherings. This shall be manifested in technical support through the design of relevant activities and tools and through capacity building and training where required. This approach is significant to strengthen local capacities but also the sustainability of programmes and achievements.
- **Major impact of improving housing conditions:** UNDP was estimated to carry out half the volume of total shelter works in in Palestinian Gatherings (UNDP, 2018). In an external evaluation report, shelter rehabilitation activities were assessed to have “a major impact on beneficiaries on an individual/family basis in terms of wellbeing and security, social inclusion and financial situation”. The vulnerability assessment carried out by UNDP in the Gatherings showed direct correlations between improved shelters and the health of family members as well as educational attainment (UNDP, 2018). More recently, and with increased economic vulnerabilities following the COVID-19 outbreak, shelter programmes were prioritized by the InterAgency Coordination (July 2020) to combat high risks of evacuation and negative coping mechanisms specifically for refugees (such as downgrading shelter types or conditions, settling in overcrowded conditions, and going into debt). UNDP aims to sustain this activity, complementing UNRWA’s shelter upgrading in the camps, to ensure equitable coverage to Palestinian refugees in the country.
- **Engaging Palestinians in wider productive activities and sectors:** In the aftermath of COVID-19 and the financial crisis in the country, investing in the country’s productive sectors became a national priority. The project will design pilots that could be built on to strengthen productive sectors (such as markets or agricultural lands) and demanded niches while linking Palestinian refugees to them.
- **Addressing COVID-19:** Since 2020, UNDP has been part of the COVID-19 Health Technical Committee for Palestinian refugees that brings relevant UN agencies (including UNRWA) and NGOs together. One of the major gaps discussed was the poor economic status that compromised dwellers’ commitment to protective measures and the lack of power to purchase protective and preventive items. In this context, UNDP aims at covering the gaps in Palestinian Gatherings together with other active NGOs.
- **Active participation of women:** Women participation as decision-makers as well as beneficiaries contributes to reducing gender inequality in their communities, break traditional gender roles and provide role models for younger women. In its interventions, UNDP ensures the active engagement of women from the early stages of needs appraisal and prioritization of interventions, mainly through women and youth groups as well as local NGOs formed in the gatherings. During implementation, women groups are involved in following up on the projects, providing feedback and suggesting additional needs. Throughout the project implementation, women have been capable of communicating their personal concerns as well as the needs of their children and spouses, and therefore inspired the design of project activities. an informed and effective WASH projects, shelter interventions and hygiene campaigns. The livelihood activities will ensure the inclusion of both male and female beneficiaries and will aim at strengthening ideas for alternative income generation led by youth and women groups.
- **National level coordination:** At the more national level, UNDP will continue to invest in wide level information and data sharing and in strengthening coordination and joint planning among organizations active in Palestinian Gatherings.

Project Outputs and Activities

This project is implemented over a period of 7 years with a total budget of USD 30M. The project aims at improving living conditions in Palestinian gatherings through an integrated approach that encompasses the following outputs:

- **Output 1:** Provide environmentally and economically sustainable WASH services at community level in the gatherings.

This output aims at providing sustainable WASH solutions in the gatherings that takes into consideration the current needs of host and hosted refugees, while laying the foundations for longer-term development. It does not imply only investing in implementing upgrading projects but also in the underlying governance structures and mechanisms. As such, it brings local actors together to facilitate

coordination and engages local authorities for sustainability of projects and services. Key activities include:

- Carry out participatory needs appraisal in the gatherings and identify WASH interventions with representatives of local communities and stakeholders.
 - Ensure equitable access to a sufficient quantity of safe water for drinking, cooking and personal and domestic hygiene through upgrading of water systems.
 - Improve access to adequate and appropriate sanitation conditions through upgrading sewage systems and devising sound disposal methods.
 - Promote an environment free of solid waste in the gatherings through supporting and better equipping service providers to provide efficient solid waste management services.
 - Establish coordination mechanisms for improved service delivery and strengthen the capacities of local service delivery systems / stakeholders to resume their roles.
- **Output 2:** Improve environmental and structural conditions of shelter units in the gatherings.

Shelter works covered by this project are mainly aimed at improving shelter conditions of the most vulnerable PRL and PRS refugee households through durable and sustainable solutions. These solutions will ensure sound structure, protection from natural elements, proper WASH facilities, safe electricity connections, and privacy. Priority will be given to households with hardships cases or members with special needs, households with no source of income and female headed households. Key activities will include:

- Carry out and update shelter assessment in Palestinian gatherings, assessing the structural soundness of the housing stock, together with residents and in coordination with local committees.
 - Provide adequate shelter conditions to refugee households in the gatherings through rehabilitation and equipping works.
 - Promote water conservation and the use of sustainable energy solutions through installation of facilities and equipment at household level.
- **Output 3:** Promote inclusive and safer environments in the gatherings through comprehensive neighbourhood upgrading interventions.

This output aims at providing more environmentally sound, inclusive and safer neighbourhoods through an integrated neighbourhood upgrading approach, that addresses Palestinian gatherings as part of their wider contexts. This shall be achieved through undertaking physical upgrading interventions to ensure safer roads and spaces, especially for children, women and the elderly, and the creation of child and youth friendly community spaces. Key activities will include:

- Develop neighbourhood upgrading plans in participation with the local communities in the gatherings.
 - Provide access to safe and efficient electricity supply through rehabilitation of electricity networks in the gatherings.
 - Promote safer roads through carrying out road rehabilitating and paving, installation of street lighting and proper stormwater disposal systems.
 - Ensure equitable access to positive spaces through upgrading or insertion of community or green spaces, playgrounds, centres, etc.
- **Output 4:** Improve hygiene conditions for host and newly arrived refugee communities in the gatherings.

Hygiene needs and conditions in Palestinian Gatherings have been escalating, especially since the arrival of displaced refugees from Syria. Bridging humanitarian response with longer-term behavioural change, UNDP will expand its hygiene campaign in the gatherings, raising awareness to change behaviours for host communities and new refugees and ensuring that refugees have access to necessary hygiene tools. Key activities will include:

- Develop hygiene strategy with all necessary material and tools; train local partners and women beneficiaries from the gatherings to implement the strategy in their neighbourhoods.
- Raise awareness on viable methods to access and use available WASH services and environmental resources at household, community level and in educational and health facilities.
- Improve reproductive hygiene of women and youth through awareness raising and establishing a referral system within the gatherings.
- Provide vulnerable refugees with access to hygiene items to ensure personal hygiene, health, dignity and well-being.

- **Output 5:** Support socio-economic empowerment in Palestinian Gatherings with focus on youth and women.

This output aims at empowering youth living in Palestinian gatherings to combat and deviate from risky behaviors and resorting to extreme ways of survival. This shall be done through support to livelihood and income generating opportunities both at community and individual levels, mainly targeting youth and women. In the context of the more recent financial crisis, this output aims at supporting productive economic sectors and identified demanded niches while engaging Palestinian workforce. In this context, investing in rehabilitation of high-impact infrastructure and systems in areas that host refugees would contribute to strengthening national productive sectors while benefiting refugees working in these sectors. On the other hand, improving refugee employability in demanded niches could be achieved through support to struggling businesses and active entrepreneurs mainly among the youth. Key activities will include:

- Support high-impact economic infrastructure, such as local markets, agricultural lands and irrigation canals, in targeted gatherings and their surroundings to provide opportunities to refugees from the Gatherings.
 - Improve income generating opportunities, mainly for youth, through targeted programs that provide training, coaching and in-kind support in new and demanded domains to enable them gain employment or launch their small business ideas.
 - Provide support to existing businesses to sustain their livelihood under the current economic crisis or expand their employment pool.
- **Output 6:** Develop a national coordination and planning platform for response and development in Palestinian Gatherings.

In 2014, UNDP succeeded in reactivating the Gatherings Working Group as a joint planning and coordination platform for Palestinian gatherings. The Gatherings WG is a national platform that includes main international and national NGOs and organizations that work to serve refugees living in the Palestinian Gatherings. UNDP aims at continuing chairing the Gatherings WG and at developing and updating a national database on Palestinian Gatherings and sharing collected and consolidated data with the Group. Data shall be used to guide planning for priorities and interventions in the gatherings. Key activities will include:

- Promote integrated planning and coordination among organizations active in the gatherings through regular meetings of the Gatherings Working Group.
 - Generate reliable data and information on living conditions and needs in the gatherings
 - Consolidate data into reports and studies and share with concerned organizations, stakeholders and the LCRP sector leads.
- **Output 7:** Strengthen communities' preparedness and response to COVID-19.

This output aims at improving local capacities in Palestinian Gatherings to implement preventive measures and address the impacts of COVID-19. This is particularly significant in an informal and overcrowded context where limited financial capacities and resources compromise commitment to protective measures. As such, UNDP will provide local communities with tools to protect themselves, deal with positive cases, and mitigate negative consequences on their wellbeing and will support health centres serving Palestinian gatherings to better operate in the context of COVID-19. Key activities will include:

- Support local NGOs to implement interventions to raise awareness and address the health and social impact of COVID-19 in the Gatherings.
- Slow down the spread of virus in the Gatherings through provision of awareness material and preventive and protective items (such as PPE and basic hygiene items).

During the first year of implementation, the project will ensure response to most basic urgent needs in the gatherings, such as access to proper water and sanitation and hygiene services and adequate shelter conditions. Similarly, the distribution of hygiene kits to vulnerable PRS will be the highest during year one, assuming that the number of PRS might decrease gradually if an end to the crisis in Syria took place. On the other hand, new interventions undertaken by the project such as the livelihood component will start as a pilot in 2016 and develop into wider activities in the next years. On the other hand, COVID-19 response component started in 2020.

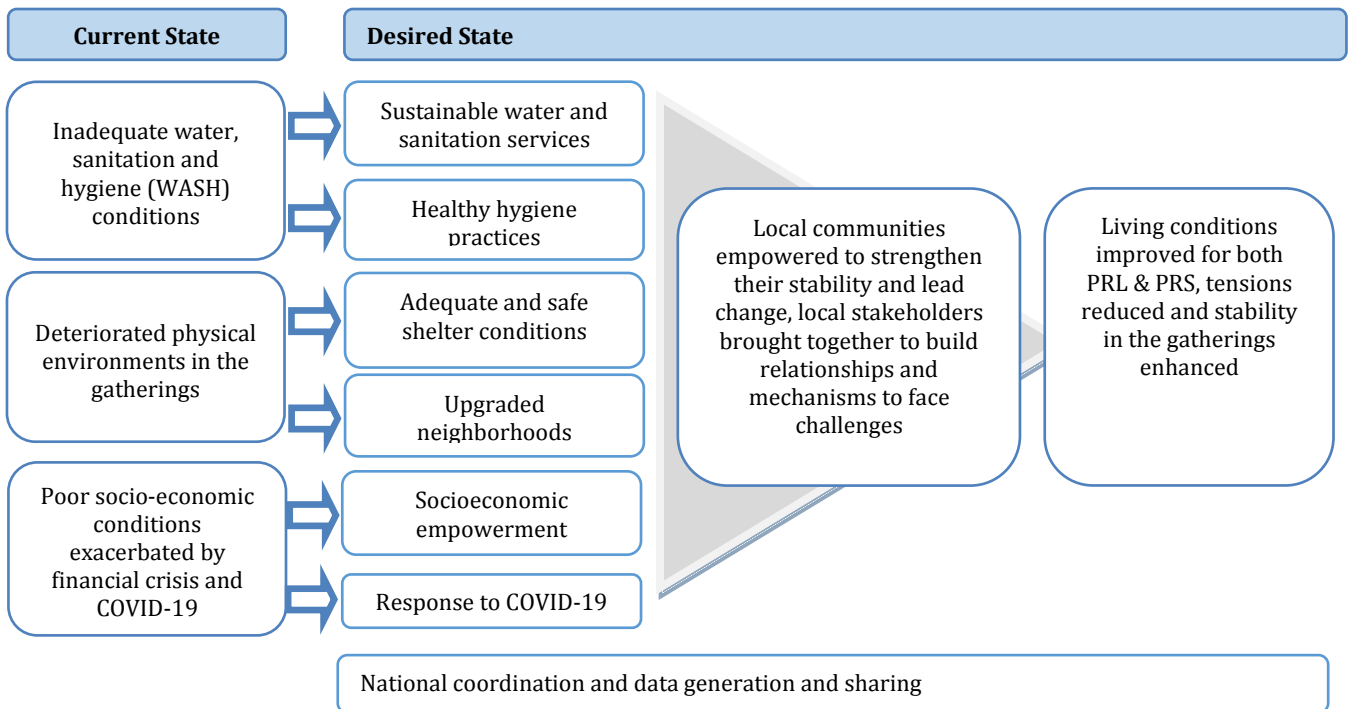
Key Assumptions

In order to improve living conditions in the host Palestinian gathering communities, a number of assumptions are entailed that involves various factors and stakeholders. The project is designed to achieve its objectives taking the current political and institutional context that affects the lives of Palestinian refugees in Lebanon into consideration, abiding by the Lebanese laws. It aligns its strategies with national priorities to promote stability and improve living conditions for vulnerable host communities without raising fears about the permanent resettlement of refugees. In this context, it follows an approach built on empowerment and upgrading rather than legalization and it involves national entities such as ministries, the Council for Development and Reconstruction (CDR) and the Lebanese Palestinian Dialogue Committee (LPDC) since the early process of project initiation. Another crucial factor is that the international donor community remains committed to supporting Palestinian gatherings and improving living conditions of refugees. In this context, the Lebanon Crisis Response Plan includes Palestinian refugees living in the gatherings among the vulnerable host communities.

One of the main objectives of the project is to empower local communities in these vulnerable areas. This requires certain level of commitment and ownership, which UNDP promotes through the active engagement of communities in planning, prioritization and decision making. Furthermore, it requires building the capacities of local committees, CBOs and local NGOs to lead and maintain development interventions in a more sustainable manner. Another key objective of the project is to pull in municipalities and regional service providers to recognize their responsibility towards the gatherings. As such UNDP encourages initiatives that strengthen the legitimacy of these actors in the gatherings to enhance sustainability. A key assumption is that municipalities will show interest in engagement, once they realize the benefits for both Lebanese and Palestinian communities living within their domains. The project also aims at building relationships and establishing coordination mechanisms between local committees in the gatherings and municipalities, which entails a level of trust between these actors. Building trust is a process that requires time; UNDP has been working since 2012 to create relationships based on correct information instead of misperceptions and addressing common issues.

The theory of change of the project is summarized in figure 2 hereafter.

Figure 2: Theory of Change Diagram



III. PARTNERSHIPS AND SUSTAINABILITY

In the particular context of Palestinian Gatherings, UNDP chairs the Gatherings Working Group, a planning and coordination platform that brings together UN agencies and international and national NGOs active in the Gatherings. Being a planning platform, the Gatherings WG allows for developing and coordinating a consolidated response strategy for all Palestinian Gatherings covering urgent needs. The outcomes of the Gatherings WG are shared with the various sectors operating in the current context of response to the crisis in Lebanon (LCRP). As a coordination platform, the Gatherings WG aims at sustaining and scaling up results through linking implemented projects and interventions to the operational programmes of local NGOs.

UNDP coordinates its COVID-19 response activities with UN agencies through the national sectoral working groups originally established in the context of the LCRP on Health but also Social Stability and Livelihood. In the specific context of the Gatherings, UNDP coordinates with UN agencies, including UNRWA, UNICEF and UNHCR, through the COVID-19 Health Technical Committee for Palestinian Refugees. At the implementation level, coordination is ensured between UNRWA projects undertaken in the camps and those undertaken by UNDP in the gatherings, especially those adjacent to the camps.

In addition, UNDP has a wide network of partnerships, which would facilitate a development framework in Palestinian Gatherings:

- UNDP has established partnerships with the government and other UN agencies in the context of response. UNDP and UNHCR co-chair the Task Force on Support to Host Communities and the Social Stability sector; UNDP and the Ministry of Social Affairs (MOSA) launched the Lebanese Host Community Support Programme in March 2013 based on request from the Government of Lebanon.
- UNDP chairs the Livelihood and Social Cohesion working group operating at the national as well as sub-regional levels for humanitarian coordination. The Regional Response Plan (RRP), the humanitarian fund raising instrument for the Syrian crisis, is compiled and monitored through the working groups that UNDP actively participates in.
- UNDP is part of the National Shelter Sector established within the framework of the LCRP.
- UNDP has established partnerships with governmental institutions such as the Council of Development and Reconstruction (CDR), which represents the national counterpart, and the Lebanese Palestinian Dialogue Committee (LPDC). These partners are involved to provide overall guidance to the project, review progress and ensure accountability mainly through their participation in the Project Board.
- UNDP has a history of supporting municipalities who have been hosting refugees displaced from Syria. UNDP provides in-kind as well as technical support to promote local development led by local authorities in Lebanon.
- UNDP has wide array of local partner NGOs, including those operational in Palestinian Gatherings.

Stakeholder Engagement

The project will target the 140,000 host and new Palestinian refugees (PRL and PRS) living in Palestinian Gatherings in Lebanon as well as an estimated 60,000 living within the host municipal domains. Working in a comprehensive manner, the project will address the gatherings as part of their wider context, responding to the impact on and need of the surrounding communities. To reduce tensions and build for sustainability, the project will implement a participatory bottom-up approach that will involve and bring together beneficiaries and local stakeholders in the different project cycles from planning and decision-making to implementation and follow-up. Gender mainstreaming and empowering youth to have a voice will be ensured throughout the process:

- Active participation in needs appraisal and prioritization of interventions in the different project components through field visits, meetings, workshops and consultations;
- Suggesting solutions for the agreed-upon projects and initiatives, involving relevant stakeholders in the planning and design processes;
- Identifying and building the capacities of stakeholders and entities who will take part in operation and management of implemented initiatives;

- Follow-up on implementation of works through the formation of follow-up committees that include concerned stakeholders in each intervention;
- Support in community outreach throughout the different stages of the project.

The main stakeholders in Palestinian gatherings were identified through the project team work as well as a Rapid Needs Assessment carried out in 2013 and updated in 2014. These stakeholders were also involved in the Rapid Needs Assessment to identify short-term and long-term needs in the gatherings and their host surroundings, which have also been hosting Syrian refugees since the break of the crisis. Data were analysed and results were published in the report “Profiling Deprivation: Analysis of the Rapid Needs Assessment in Palestinian Gatherings Host Communities in Lebanon”. In November 2015 and in preparation to the activities in the context of this project, the project team has initiated an exercise to update the Rapid Needs Assessment list with representatives of the local communities in the forty-two gatherings. Main stakeholders could be classified under the following groups:

Local / Popular Committees: These are semi-official entities that act as the local authorities administering the gatherings. These committees are usually formed of representatives of the different political factions in one gathering and could act under the umbrella of a larger popular committee in a gathering or camp. Local and popular committees carry out tasks related to keeping peace and security, developing a housing registry, operating and maintaining infrastructure networks and WASH services and communicating with other national and local entities to seek financial support for small scale projects. UNDP actively engages these committees in decision-making and follow-up on project implementation. It also supports them to resume their roles as the local WASH actors in the gatherings through technical support and capacity building.

Local NGOs and CBOs: A number of Palestinian and Lebanese NGOs are active in Palestinian gatherings. The most prominent NGOs such as PARD, Nabaa, NISCVT and Najdeh provide services mainly related to health, pre-schooling and education support, vocational training, psycho-social support, women empowerment, WASH and most recently relief to PRS. In addition to involving local NGOs in identifying needs and suggesting solutions, UNDP has supported a number of NGOs through grants, technical assistance, training and capacity building to carry out activities in the context of its project in Palestinian gatherings. The gatherings also host active community based organizations such as women or youth groups, community empowerment groups, water committees, etc. UNDP empowers and supports such groups to take part in decision making as well as project activities. It builds their capacities and links them to other stakeholders to fulfill their plans in hygiene promotion, solid waste collection, management of water systems, etc.

Municipalities: The twenty-five municipalities represent another set of stakeholders in Palestinian gatherings. In 2012, UNDP carried out bilateral meetings with all municipalities to explain its interventions and raise awareness on living conditions in Palestinian gatherings, correcting misconceptions that these areas are served by UNRWA. Since then, municipalities have been involved based on individual cases to take part in needs appraisal and prioritization, taking impact on their domains into consideration, provide permits and implement projects through grants from UNDP that benefited both Lebanese and Palestinian refugee communities living within their domains. The involvement of municipalities varies according to a number of factors such as the personality of the mayor, availability of financial and human resources and political affiliation.

Public Service Agencies: Agencies such as *Electricite du Liban* (EDL) or the Water Authorities in each region of implementation represent in many cases the source of services in the gatherings. In 2014, UNDP coordinated with EDL offices in South Lebanon to finalize an electricity study for the South gatherings and started implementing electricity rehabilitation projects. Similarly, Water Authorities are involved in engineering studies and approval of water projects that aim at diversifying water sources in the gatherings.

In March 2015 and with the aim to expanding the scope of its interventions in Palestinian gatherings, UNDP has completed a pilot Participatory Community Planning in South Lebanon. The activity brought together 50 representatives from local committees, CBOs and local groups; municipalities; and local NGOs in twelve gatherings. Through semi-structured interviews, field visits, workshops and retreats that included capacity building and coaching sessions, participants mapped urban assets, human capacities, and challenges in each gathering and identified needs in new sectors. These could be mainly summarized by the following:

- Respond to the increased unemployment in the gatherings through the creation of income

- generating and vocational training opportunities;
- Address youth risky behavior through the creation of community centers / spaces and productive activities;
- Provide after-school support to decrease drop-outs;
- Support health care providers mainly to respond to emergency cases.

Sustainability and Scaling Up

In the particular context of Palestinian gatherings in Lebanon, local ownership of implemented projects and interventions aims to enhance the project's efficiency and sustainability. Engaging municipalities and public service agencies in the planning, decision making and implementation phases of the project shall contribute to recalling their responsibilities in the vulnerable Palestinian gatherings. Sustainability of implemented projects and initiatives will be strengthened through setting up coordination mechanism with clear involvement of municipalities and local communities and / or through signature of Memorandum of Understanding (MOUs) between local stakeholders. In addition, sustainability would be ensured through the involvement of partnering local NGOs in areas where these NGOs are already active in the gatherings. In the other cases, UNDP will aim at establishing or strengthening local committees to follow-up on the operation and maintenance of implemented initiatives. The active coordination with UNRWA in the case of gatherings that are adjacent to the camps would contribute to enhancing the sustainability of implemented projects.

At the national level, the Gatherings Working Group represents an opportunity of sustaining and scaling up results through the involvement of the various international and national organisations active in the gatherings. Being a planning platform, the Gatherings WG allows for developing a consolidated response and development strategy for all Palestinian gatherings covering urgent needs and division of responsibilities and activities. This strategy is shared and coordinated with the various sectors operating at the national level in the current context of response to the crisis in Lebanon. As a coordination platform, the Gatherings WG aims at sustaining results through linking implemented projects and interventions to the operational programmes of mainly local NGOs. Scaling up of results is also promoted through coordinating and complimenting activities of various organizations in order to increase targeted groups and impact.

A Social and Environmental Screening for the project is presented in Annex 2.

IV. PROJECT AND RISK MANAGEMENT

Risk Management

Deteriorated living conditions escalated by the arrival of newly displaced refugees and competition over resources, aid and jobs have contributed to inter-community as well as intra-community tensions and conflicts in the gatherings, as mentioned earlier. In order to mitigate these risks but also address some of the underlying causes, UNDP implements a conflict sensitive approach in its project in Palestinian gatherings. This includes responding to the needs of both host and new refugee communities, bringing them together as decision-makers and beneficiaries without discrimination. It also involves bringing various stakeholders together to build consensus on interventions and their sustainability, providing a win-win situation to local communities, municipalities, local NGOs and public service agencies. UNDP makes sure to respect and work with existing structures established in Palestinian gatherings and building the capacities of popular and local committees who are considered the official authority in these areas. While respecting existing power relationships and governance mechanisms, this has not prevented UNDP from engaging other groups such as CBOs, women and youth groups and local NGOs.

Another major risk is related to the security situation, which has significantly deteriorated in some gatherings, such as those around Tripoli in the North and Saida in the South. Armed conflicts in Ain Helwe Saida in 2015 for example has led to the displacements of hundreds of refugee families to the surrounding areas in Saida. In addition to causing damages to the houses and urban assets, these conflicts have affected access to the gatherings. In order to mitigate risks on implementation due to the security situation in the gatherings, UNDP prioritizes working with local contractors, local companies and local NGOs to implement projects. In addition, UNDP ensured the formation of local committees to follow-up on the works and relay any comments or suggestions to the project team during implementation.

More recent risks have also occurred mainly due to the economic crisis and the COVID-19 pandemic. The financial and economic situation in Lebanon marked by lack of liquidity in the banking sector have impacted the ability of some contractors to purchase material and timely carry out works. Mitigation measures include dividing the payment modality into smaller multiple payments. In parallel, recent protests in Lebanon associated with roadblocks between regions and some security incidents affected accessibility to the areas of operation and caused delays in some projects. Implementation in the mid of the COVID-19 pandemic is associated with interruptions and delays mainly due to lockdowns and implementing protective requirements. Measures and guidelines were undertaken by the project to allow safe implementation of activities in the context of COVID-19.

For further information on project risks, refer to the updated Risk Log in Annex 3.

Cost Efficiency and Effectiveness

All activities will be conducted by the project team, under the overall guidance and supervision of UNDP's Crisis Prevention and Recovery (CPR) portfolio. The CPR portfolio provides administrative services that are shared across projects, similarly with the operational departments at the country Office such as finance, Procurement and HR. At the national level, the Gatherings Working Group provides an effective tool for joining efforts and resources and avoiding duplication.

UNDP will continue to ensure cost effectiveness through building on existing systems and local resources. Local partners and structures are strengthened to implement and maintain interventions through support and capacity building. The project will continue its practice in diversifying the methods of implementing works to achieve maximum results with while economizing on resources. The project will seek to engage municipalities in implementation of interventions to benefit Lebanese, Palestinian, Syrian dwellers. In other areas, projects could be implemented in partnership with local NGOs who have been active in the gatherings through their own operations and programmes especially under output 3. When implementing works through the private sector, UNDP aims first at contracting local companies, depending on the contract requirements. While these methods have a positive impact on maximizing resources, they contribute to providing jobs to local dwellers and mitigating tensions and conflicts that could impede implementation. Implementing projects through any of the three previously mentioned methods, UNDP best practices in terms of transparency and value for money are addressed.

Project Management

The project will be directly executed by UNDP and will follow a direct implementation modality (DIM). All activities are to be conducted by the project team, under the overall guidance and supervision of the Crisis Prevention and Recovery (CPR) portfolio.

The Project Board shall include the UNDP, Government representatives, UNRWA, partner NGOs as well as the donors. The Project Board should meet regularly, at least once a year and whenever required. The proceedings of meetings are recorded. The project manager should act as secretariat of the Project Board with the responsibility to call for meetings, distribute information and follow up on their recommendations. The Project Board will perform the following responsibilities:

- i. Ensure that adequate mechanisms are in place to guarantee the transparency and accountability as well as the efficiency of project operations;
- ii. Build consensus around the project's strategies and planned results, including the links between its output and the intended outcome;
- iii. Provide advice when substantive changes are needed in the project's planned outputs, strategies or implementation arrangements;
- iv. Oversee progress, participate in field visits to project sites, consult with beneficiaries, and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the project management;
- v. Assess performance and approve project work-plan and budget revisions;
- vi. Provide guidance to the project manager.

The Project assurance role shall be carried out by the UNDP Crisis Prevention and Recovery Programme and will focus on the following elements: following up on management actions, keeping track of progress benchmarks, visiting project sites to contact beneficiaries and contractors, interpreting progress and technical reports, processing budget revisions, and making arrangements for evaluation and audit.

All services shall be provided in accordance with UNDP procedures, rules and regulations. The Project Manager is responsible for day-to-day management and decision-making for the project. Project Manager prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

V. RESULTS AND RESOURCES FRAMEWORK (2016 – 2023)

Project title and ID: Improving Living Conditions in Palestinian Gatherings Host Communities - Towards More Comprehensive and Sustainable Solutions				
OUTPUTS AND TOC	OUTPUT INDICATORS	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
<p>Output 1: Provide environmentally and economically sustainable WASH services at community level in the gatherings.</p> <p>Improving WASH services and facilities and supporting local service providers to improve and sustain service delivery will enhance access to safe water and proper sanitation conditions and hence improve the health and conditions of refugees.</p>	<p>Results Indicator 1.1: # Of individuals with improved access to WASH services <i>Baseline (2015): 50,000</i> <i>Target (2023): 165,000</i></p> <p>Results Indicator 1.2: # of local mechanisms with systems and capacities strengthened for improved service delivery. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 10</i> <i>Target (2023): 25</i></p>	<p>Activity1.1: Carry out and update WASH needs appraisal with local communities and actors.</p> <p>Activity1.2: Implement civil works to upgrade / install water and sanitation systems</p> <p>Activity1.3: Purchase and provide WASH equipment to local service providers</p> <p>Activity1.4: Set up / strengthen local mechanisms to operate and maintain services</p> <p>Activity1.5: Develop the capacities of local service providers and WASH actors</p> <p>Assumptions: - Local actors and stakeholders are willing to cooperate. - Local service providers gain skills and capacities that enable them to better manage and sustain service provision.</p> <p>Risks: - Security situation deteriorates in the gatherings. - Security procedures impose restrictions on access of goods.</p>	<p>Local Committees & CBOs: participate in needs appraisal; identify priorities for interventions; follow-up on implementation; take part in operation and maintenance.</p> <p>Municipalities: participate in needs appraisal; suggest interventions; facilitate permits; implement works in some areas; take part in operation and maintenance.</p> <p>Local NGOs: participate in needs appraisal; identify priorities for interventions.</p> <p>Public Service Agencies: provide support in developing engineering studies and O&M of works.</p> <p>UNRWA: coordinate with complimentary projects; provide technical expertise.</p> <p>LAF: provide permits to allow access of goods in gatherings adjacent to camps</p>	<p>Project Personnel</p> <p>WASH studies</p> <p>Civil works contracts (water and sanitation projects)</p> <p>Procurement of equipment and tools (Solid waste interventions)</p> <p>Support to local mechanisms</p> <p>Miscellaneous</p> <p>M&E costs</p> <p>GMS costs</p> <p>ISS costs</p> <p><i>Total</i> <i>USD 12,400,000</i></p>

<p>Output 2: Improve environmental and structural conditions of shelter units in the gatherings.</p> <p>Improving structural and environmental shelter conditions would contribute to improving safety and health and socio-economic conditions for refugees; enhancing privacy, separation and the installation of toilets increase protection particularly for women and children</p>	<p>Results Indicator 2.1: # Of refugees living in structurally and environmentally improved shelters. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 60,000</i> <i>Target (2022): 68,300</i></p> <p>Results Indicator 2.2: # Of refugees with access to water and energy conservation solutions. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 300</i> <i>Target (2018): 1,000</i></p>	<p>Activity 2.1: Carry out and update shelter assessment at the national level</p> <p>Activity 2.2: Select shelters for rehabilitation works according to priority criteria and develop BOQs</p> <p>Activity 2.3: Implement civil works to improve structural and environmental conditions of shelters</p> <p>Activity 2.4: Purchase and install water and energy conservation equipment and solutions</p> <p>Assumptions:</p> <ul style="list-style-type: none"> - Agreements are signed among local committees, tenants and lessors. - Local authorities will issue permits to facilitate works. <p>Risks:</p> <ul style="list-style-type: none"> - Security situation deteriorates in the gatherings. - Security procedures impose restrictions on access of goods. 	<p>Local Committees: provide access to their housing registry; facilitate identification of shelters on field; follow-up on implementation.</p> <p>Local Authorities: facilitate permits.</p> <p>Local NGOs: Carry out shelter assessment in areas of operation; implement works in some areas.</p>	<p>Project Personnel</p> <p>Shelter Assessments</p> <p>Shelter works contracts</p> <p>Miscellaneous</p> <p>M&E costs</p> <p>GMS costs</p> <p>ISS costs</p> <p style="text-align: right;"><i>Total</i> <i>USD 9,300,000</i></p>
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<p>Output 3: Promote inclusive and safer environments in the gatherings though comprehensive neighbourhood upgrading interventions.</p> <p>Providing neighbourhoods with safer roads, with proper electricity, roads and storm water networks, and inclusive spaces would contribute to healthier environments in the gatherings and improving socio-economic conditions of refugees.</p>	<p>Results Indicator 3.1: # Of neighbourhood upgrading plans developed in the gatherings. <i>Data Source: Plans, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 0</i> <i>Target (2023): 8</i></p> <p>Results Indicator 3.2: # Of neighbourhoods with safer roads including electricity networks and street lighting, storm water disposal, paving and). <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 10</i> <i>Target (2023): 40</i></p> <p>Results Indicator 3.3: # Of neighbourhoods with inclusive and positive community spaces. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 10</i> <i>Target (2023): 22</i></p>	<p>Activity 3.1: Develop participatory neighbourhood upgrading plans in selected gatherings</p> <p>Activity 3.2: Implement upgrading works to rehabilitate and upgrade roads, electricity networks and public domain.</p> <p>Activity 3.3: Insert / upgrade positive community spaces such as playgrounds, community centres, green areas, etc.</p> <p>Activity 3.4: Support local community to promote the use and management of these spaces.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> - Local community possess the capacity to engage in participatory planning. - Local communities maintain and preserve assets. <p>Risks:</p> <ul style="list-style-type: none"> - Security situation deteriorates in the gatherings. 	<p>Local Committees and CBOs: participate in planning; identify priorities for interventions; follow-up on implementation; take part in operation and maintenance.</p> <p>Municipalities: participate in planning; suggest interventions; facilitate permits; implement works in some areas; take part in operation and maintenance.</p> <p>Local NGOs: participate in planning; implement works in some areas; take part in operation and maintenance.</p> <p>Public Service Agencies: provide support in developing engineering studies and monitoring of works.</p> <p>UNRWA: coordinate with complimentary projects; provide technical expertise.</p>	<p>Project Personnel</p> <p>Neighbourhood upgrading plans contracts</p> <p>Civil works contracts (electricity, roads, storm water networks, etc.)</p> <p>Works contracts for community spaces</p> <p>Miscellaneous</p> <p>M&E costs</p> <p>GMS costs</p> <p>ISS costs</p> <p style="text-align: right;"><i>Total</i> <i>USD 3,000,000</i></p>
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<p>Output 4: Improve hygiene conditions for host and newly arrived refugee communities in the gatherings.</p> <p>Raising awareness on hygiene practices and providing hygiene tools to refugees have direct impact on improving the health of individuals and families as well as on promoting healthier living environments.</p>	<p>Results Indicator 4.1: # Of individuals who have experienced behaviour change session/activities. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 10,000</i> <i>Target (2023): 55,000</i> <i>Women: 13,000</i> <i>Men: 6,500</i> <i>Children: 35,500</i></p> <p>Results Indicator 4.2: # Of individuals who have received training on promoting positive hygiene practices in their communities. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 0</i> <i>Target (2018): 150 women</i></p> <p>Results Indicator 4.3: # Of individuals with access to hygiene or baby kits. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 15,000</i> <i>Target (2023): 35,000</i></p>	<p>Activity 4.1: Develop a comprehensive WASH strategy based on lesson learned with necessary materials and tools.</p> <p>Activity 4.2: Support and train members of local communities, CBOs and local NGOs on WASH awareness raising activities.</p> <p>Activity 4.3: Roll out hygiene campaign activities in selected gathering</p> <p>Activity 4.4: Purchase and distribute hygiene household and baby kits to most vulnerable refugees.</p> <p>Assumptions: - Local NGOs are committed to improving hygiene conditions in the gatherings. - Local communities are willing to discuss sensitive topics related to personal hygiene and reproductive health.</p> <p>Risks: - Disruption of activities (due to conflicts or programmatic issues) compromise the possibility of attaining long term behavioural changes.</p>	<p>Local Committees and CBOs: community outreach; assessment of main issues and selection of topics, participate in activities.</p> <p>Municipalities: community outreach; assessment of main issues and selection of topics, participate in activities.</p> <p>Local NGOs: community outreach; assessment of main issues and selection of topics, delivery of activities.</p> <p>UNRWA: coordinate with complimentary programmes; collaboration in activities in UNRWA schools</p> <p>Women: participate in training to promote hygiene practices in their communities</p>	<p>Project Personnel</p> <p>Production and printing of materials and tools</p> <p>Contracts for awareness raising activities</p> <p>Purchase and quarterly distribution of hygiene kits</p> <p>Miscellaneous</p> <p>M&E costs</p> <p>GMS costs</p> <p>ISS costs</p>
<p><i>Total</i> <i>USD 3,400,000</i></p>				
<p>Output 5: Support socio-economic empowerment in Palestinian Gatherings with focus on youth and women.</p>	<p>Results Indicator 5.1: # Of self-sustained livelihood community projects. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i></p>	<p>Activity 5.1: Develop socio-economic / market studies.</p> <p>Activity 5.2: Set-up livelihood community projects that are operated and sustained by local</p>	<p>Local Committees: community outreach; take part in planning.</p> <p>CBOs: community outreach; planning; participate in</p>	<p>Project Personnel</p> <p>Contracts for socio-economic and market studies</p>

<p>Interventions that support income generation and community empowerment contributes to channelling youth time and energy into positive rather than risky behaviour and alleviates poverty.</p>	<p><i>Baseline (2015): 0</i> <i>Target (2023): 7</i></p> <p>Results Indicator 5.2: # Of individuals who have received (vocational) training and post-graduation support. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015):</i> <i>Target (2022): 1,200</i> <i>Women: 550</i> <i>Men: 650</i></p> <p>Results Indicator 5.3: # Of small businesses that have received support. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 0</i> <i>Target (2023): 400</i> <i>Women: 150</i> <i>Men: 250</i></p> <p>Results Indicator 5.4: #Of individuals who have benefited from other socio-economic interventions. <i>Data Source: monitoring during implementation, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 0</i> <i>Target (2023): 4,000</i></p> <p>Results Indicator 5.5: # of areas benefitting from support to local economic structures <i>Baseline (2015):</i> <i>Target (2023): 4</i></p>	<p>mechanisms.</p> <p>Activity 5.3: Enrol youth in vocational training programmes based on market demand and supply.</p> <p>Activity 5.4: Carry out competition to award small grants to individuals to start small businesses.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> - Community projects and individual grants represent an option for generating income for Palestinian refugees under the current employment laws. - Local CBOs or NGOs have the capacities to manage and sustain community projects. <p>Risks: Further restrictions on work for Palestinian refugees take place.</p>	<p>mechanisms to operate and sustain community projects.</p> <p>Local NGOs: community outreach; planning; participate in mechanisms to operate and sustain community projects.</p> <p>(I)NGOs and UN agencies: participate in the gatherings WG; share information and data; jointly plan intervention strategy in Palestinian gatherings.</p>	<p>Community livelihood projects</p> <p>Vocational training</p> <p>Start-up grants USD 1,020,000</p> <p>Miscellaneous</p> <p>M&E costs</p> <p>GMS costs</p> <p>ISS costs</p> <hr/> <p>Total USD 4,500,000</p>
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<p>Output 6: Develop a national coordination and planning platform for response and development in Palestinian Gatherings.</p> <p>National planning based on reliable data ensure that a strategy for development and response in the gatherings address local needs and utilize resources in the most efficient manner. Coordination among organizations increase impact on improving living conditions in the gatherings through complementarity and avoiding duplication.</p>	<p>Results Indicator 6.1: # Of meeting of the Gatherings working Group <i>Data Source: MoMs, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 20</i> <i>Target (2023): 68</i></p> <p>Results Indicator 6.2: Database on living conditions, needs and interventions in Palestinian gatherings developed and shared with active organizations. <i>Data Source: 4Ws, on-line system, Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): 0</i> <i>Target (2018): 1</i></p> <p>Results Indicator 6.3: Number of studies / reports issued. <i>Data Source: Studies / reports</i> <i>Frequency: yearly</i> <i>Baseline (2015):</i> <i>Target (2023): 5</i></p>	<p>Activity 6.1: Continue to organize and chair monthly meetings of the Gatherings Working Group, consolidating MoMs and 4Ws.</p> <p>Activity 6.2: Develop and update database on living conditions in Palestinian Gatherings.</p> <p>Activity 6.3: Devise method to share data with national actors and members of the Gatherings Working Group.</p> <p>Activity 6.4: Produce sectoral / thematic reports and studies and share with relevant originations and stakeholders.</p> <p>Assumptions: - Organizations active in the gatherings remain committed to participating in the WG. - Organizations continue to share information and data.</p>	<p>(I)NGOs and UN agencies: participate in the gatherings WG; share information and data; jointly plan intervention strategy in Palestinian gatherings.</p>	<p>Project Personnel</p> <p>Studies and reports, including costs of developing and publishing</p> <p>Information sharing meetings, workshops and national events</p> <p>Miscellaneous</p> <p>M&E costs</p> <p>GMS costs</p> <p>ISS costs</p> <p>Total USD 400,000</p>
<p>Output 7: Strengthen communities' preparedness and response to COVID-19.</p> <p>This output aims at improving local capacities in Palestinian Gatherings to implement preventive measures and address the impacts of COVID-19.</p>	<p>Results Indicator 7.1: # of institutions supported through equipment, works and training <i>Data Source: Studies / reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): N/A</i> <i>Target (2022): 4</i></p> <p>Results Indicator 7.2: # Of youths enrolled in accredited educational and vocational training programs in needed paramedical domains <i>Data Source: Studies / reports</i></p>	<p>Activity 7.1: Support health institutions respond to COVID-19 and health challenges through technical and HR support, provision of equipment and civil works.</p> <p>Activity 7.2: Enrol students in accredited nursing and paramedic training programs.</p> <p>Activity 7.3: Support local NGOs design and implement interventions to address the social impact of COVID-19.</p>	<p>Health institutions: needs assessment, response, implementation and coordination.</p> <p>Local NGOs: community outreach; planning; participate in mechanisms to operate and sustain community projects.</p>	<p>Project Personnel</p> <p>Studies and reports, including costs of developing and publishing</p> <p>Information sharing meetings, workshops and national events</p> <p>Miscellaneous</p> <p>M&E costs</p>

	<p><i>Frequency: yearly</i> <i>Baseline (2015): N/A</i> <i>Target (2023): 200</i></p> <p>Results Indicator 7.3: # Of individuals who have benefited from interventions led by local NGOs to address COVID-19 impact. <i>Data Source: Annual reports</i> <i>Frequency: yearly</i> <i>Baseline (2015): N/A</i> <i>Target (2022): 7,500</i></p>	<p>Assumptions:</p> <ul style="list-style-type: none"> - Health institutions have the capacity to address COVID-19 as well as other health challenges on the gatherings. - Local NGOs are willing to work on social impact of COVID-19. 		<p>GMS costs</p> <p>ISS costs</p>
				<p>Total USD 2,000,000</p>
<p>TOTAL OUTPUTS</p>				<p>USD 35,000,000</p>

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following:

Within the annual cycle

- **Track Progress.** Following the frequency cited in the monitoring plan, progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management. Beneficiary feedback will be part of regular data collection and performance assessment.
- **Monitor and Manage Risk.** Based on the initial risk analysis submitted, a risk log shall be actively maintained, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using a risk log. This includes monitoring social and environmental management measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.
- **Evaluate and Learn.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), it should be conducted in accordance with the project's evaluation plan.
- **Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the next Project Board meeting.

Annually

- **Annual Project Quality Rating.** On an annual basis and at the end of the project, the quality of the project will be rated by the QA Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.
- **Annual Project Review and Report.** The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project Board for the review, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.

Closure

- In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

VII. ANNUAL WORK PLAN (2022)

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	2022				RESPONSIBLE PARTY	Budget USD
		Q1	Q2	Q3	Q4		
Improving Living Conditions in Palestinian Gatherings Host Communities						Project Personnel USD 695,496.74	
Output 1: Provide environmentally and economically sustainable WASH services at community level in the gatherings. Results Indicator 1.1: # Of individuals with improved access to WASH services <i>Target (2022): 8,000</i> Results Indicator 1.2: # of local mechanisms with systems and capacities strengthened for improved service delivery. <i>Target (2022): 1</i>	1.1 Carry out and update WASH needs appraisal with local communities and actors.					UNDP	Civil works contracts USD 610,104
	1.2: Implement civil works to upgrade / install water and sanitation systems						Engineering studies and consultancies USD 100,000
	1.3: Set up / strengthen local mechanisms to operate and maintain services						TOTAL USD 710,104
	1.4: Develop the capacities of local service providers and WASH actors						
Output 2: Improve environmental and structural conditions of shelter units in the gatherings. Results Indicator 2.1: # Of refugees living in structurally and environmentally improved shelters. <i>Target (2022): 600</i>	2.1: Carry out and update shelter assessment at the national and local levels					UNDP	Shelter studies and consultancies USD 91,1451.7
	2.2: Select shelters for rehabilitation works according to priority criteria and develop BOQs						Shelter works contracts USD 600,000
	2.3: Implement civil works to improve structural and environmental conditions of shelters						TOTAL USD 691,1451.7
Output 3: Promote inclusive and safer environments in the gatherings through comprehensive neighbourhood	3.1: Develop participatory neighbourhood upgrading plan in selected gatherings					UNDP Local NGOs	Neighbourhood upgrading plan USD 21,85.82

<p>Palestinian Gatherings.</p> <p>Results Indicator 6.1: # Of meeting of the Gatherings working Group <i>Target (2022): 6</i></p> <p>Results Indicator 6.3: Number of studies / reports issued. <i>Target (2018): 1</i></p>	6.2: Develop and update database on living conditions in Palestinian Gatherings.						Studies and reports USD 14,265.93
	6.3: Share data with national actors and members of the Gatherings Working Group.						Information sharing meetings, workshops and national events USD 5,000
	6.4: Produce sectoral / thematic reports and studies and share with relevant originations and stakeholders.						TOTAL USD 19,265.93
<p>Output 7: Strengthen communities' preparedness and response to COVID-19.</p> <p>Results Indicator 7.1: # of institutions supported through equipment, works and training <i>Target (2022): 1</i></p> <p>Results Indicator 7.2: # Of youths enrolled in accredited educational and vocational training programs in needed paramedical domains <i>Target (2022): 50</i></p>	7.1: Support health institutions respond to COVID-19 and health challenges through technical and HR support, provision of equipment and civil works.					UNDP Local NGOs	Studies and consultancies USD 42605.73
	7.2: Enrol students in accredited nursing and paramedic training programs.						Civil works contracts USD 89,211.47
							Purchase of equipment USD 237,271.6
							Agreements with NGOs USD 446,977.3
							TOTAL USD 816,166.1
Total Project						M&E	USD 33,000
						Miscellaneous	USD 225,630.8
						GMS & ISS	USD 425,844.67
						TOTAL	USD 4,083,816.66

Note: Individual Annual Work Plans (2016 – 2021) are presented in Annex 4.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be directly executed by UNDP and will follow a direct implementation (DIM) modality. All activities are to be conducted by the project team, under the overall guidance and supervision of the Crisis Prevention and Recovery (CPR) portfolio. The Steering Committee will be chaired by UNDP and will include members from the Council for Development and Reconstruction (CDR) as the official government counterpart and project donors. The Steering Committee will mainly provide overall guidance and direction to the project, assess its performance and ensure transparency and accountability. Other stakeholders will participate in the meetings of the Steering Committee; these are: the Lebanese Palestinian Dialogue Committee (LPDC), UNRWA, and partner NGOs.

UNDP will be responsible of coordinating with donors, government counterparts and other partners in order to ensure effective implementation of the project, avoiding duplication with others working in the selected areas and capturing lessons learnt. The UNDP Country Office will provide these services:

General Management Support:

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

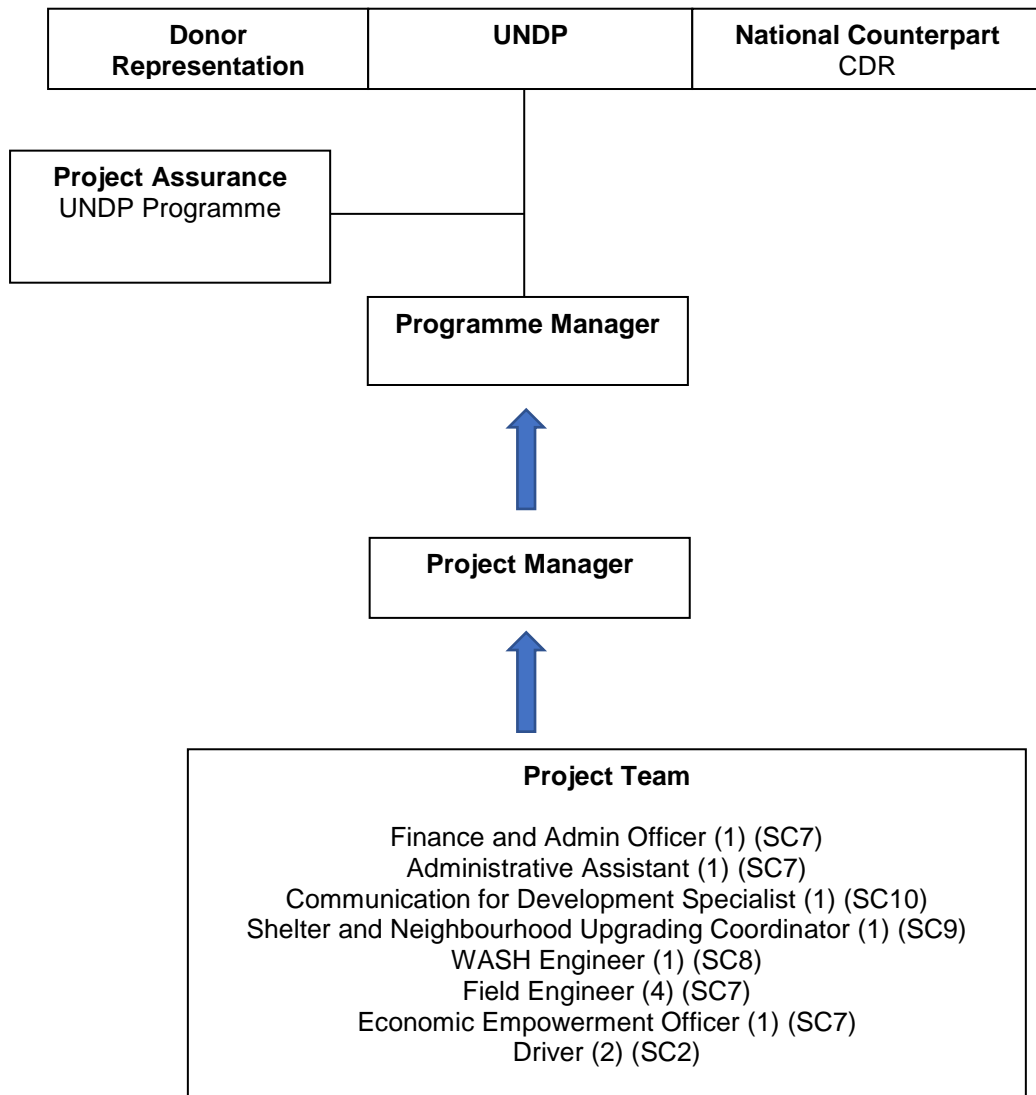
Implementation Support Services

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, 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

All services shall be provided in accordance with UNDP procedures, rules and regulations. The Project Manager should act as secretariat of the Steering Committee with the responsibility to call for meetings, distribute information and follow up on their recommendations. The Project Manager is responsible for day-to-day management and decision-making for the project. Project Manager prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The audit of the project is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Investigation).

Figure 3: Project Organizational Structure:



Reporting line

Note: Communication for Development Specialist is needed in 2022 to replace the existing post of Communication and Community Engagement Officer (SC9).

IX. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will agree to undertake all reasonable efforts to ensure that none of the project are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.