

**CONFLCIT PREVENTION AND PEACE BUILDING IN NORTH LEBANON
FINAL NARRATIVE REPORT**

Participating UN Organization(s)	Sector(s)/Area(s)/Theme(s)
UNDP, ILO, UNFPA, UNICEF, UNESCO, UNRWA	Conflict Prevention and Peace Building

Joint Programme Title	Joint Programme Number
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Participating Implementing Line Ministries and/or other organisations (CSO, etc)
Prime Minister Office (PMO) Council of Development and Reconstruction (CDR) Ministry of Education and Higher Education (MEHE) Ministry of Labour (MoL) Ministry of Interior and Municipalities (MoIM) Lebanese Palestinian Dialogue Committee (LPDC) AL JINAN University Development without Borders Association-NABAA Lebanese Association for Development-AL MAJMOUA Permanent Peace Movement (PPM) Social Movement World Vision Palestinian Popular Committees in Naher el-Bared and Beddawi Camps

I. PURPOSE

- a. *Provide a brief introduction on the socio economical context and the development problems addressed by the programme.*

The North Lebanon is the poorest region of Lebanon with the worst poverty rates being recorded in the Tripoli City, and in Akkar. The Palestinian refugees living in the camps in the North also struggle to access many urban services and suffer from high unemployment rates. The unemployment rate in the three camps of intervention is particularly high among women and youth compared to other camps in Lebanon; for example, in Nahr el Bared Camp only, youth unemployment reached 90% after the war.

In May 2007, whilst most of Lebanon was still struggling to recover from the destruction caused by the July 2006 conflict with Israel, the infiltration of armed insurgents of Fatah al-Islam into Nahr el Bared (NBC) Palestinian Refugee Camp, located between Akkar and Tripoli area, culminated in armed conflict between the Lebanese Army and the insurgents. 169 soldiers, 287 combatants and 42 civilians were killed, and over 30,000 Palestinians refugees were forced to leave their homes behind becoming internally displaced and seeking temporary shelter in mainly the neighboring Palestinian refugee camp of Beddawi.

Similarly, many residents of the camp surrounding municipalities of Muhammara, Bebnine, Bhanine, Minieh, Beddawi and Deir Amar found themselves temporarily displaced. As a result of the intense aerial and artillery shelling the physical destruction in the camp and the neighbouring communities was immense, destroying around 85% of both public and private infrastructure. In addition to the 95,000 registered refugees, nearly 30,000 Lebanese live in the communities surrounding Nahr el Bared (Bhanine, Muhammara and Bebnine) and another 10,000 Lebanese in the municipality of Beddawi.

Since the Nahr el Bared crises, the tensions between the Lebanese and Palestinian residents were significantly increased and negatively affected the relatively good relations that existed between Lebanese and Palestinian communities in the area of intervention.

Over the course of the conflict, more than 95 per cent of the buildings in NBC were completely destroyed, including the UNRWA compound that was the focal point of the Agency's local health clinic, schools and relief offices. As a result of the conflict, the camp's residents not only lost their homes and belongings, but the local economy was also severely impacted, leading to the loss of livelihood opportunities for the displaced NBC residents, who have experienced increased unemployment levels, along with a deteriorating health situation, including stress-related and anxiety diseases and school dropouts.

Prior to the conflict, NBC had the most robust economy of all Palestinian camps in Lebanon; however, the current situation is bleak. The loss of the camp and the subsequent displacement has not only left many of NBC's former residents financially destitute but has had a profoundly negative impact on the surrounding areas. Palestinian stores have been a safety valve for surrounding marginalized villages in North Lebanon. The destruction of NBC harmed the commercial sector of Palestinians and poorer households in surrounding areas. In addition to the NBC war, and due to the political polarization in the country, the North is witnessing a

significant increase in tensions between Sunni and Alawite communities. These tensions turn frequently into armed clashes in Tripoli's Jabal Mohsen area.

Against this background, intrinsic mistrust between Lebanese and Palestinian communities has worsened over the last few years due to a continuous lack of an effective security system, poor governance and lack of rule of law in the camps. Any development efforts made in the area could be easily compromised overnight if further conflict erupts; especially when development gains are not equally distributed demographically or geographically.

Within the above context, the main objective of this Joint Programme was to mitigate the risk of relapse into violent conflict through the promotion of socio-economic development and peace-building in particularly conflict sensitive communities in North Lebanon. UNRWA received an amount of USD 256,867 to develop mechanisms of conflict resolution and mitigate tensions between Palestinian and Lebanese communities over the period of two years.

The main development problem addressed by this intervention was the lack of trust between the Lebanese and Palestinian communities which was partially addressed by UNRWA through joint initiatives with the communities and other stakeholders including among others the expansion of the Five Martyr's Cemetery in NBC, the development of a complaints and claims mechanism for NBC displaced families, and the capacity building of the popular committees in NBC and Beddawi Camp.

Akkar is the most deprived area of Lebanon with 63% of population living below the poverty line. It also has the lowest average individual income level and highest illiteracy rate in the country (30% for both men and women). It suffers from bad infrastructure and low quality education and health services. The residents feel left out from the national development efforts and the programmes being implemented in the area benefit limited selected groups. Low income and education levels as well as limited support from the public sector and civil society, has created a vicious cycle of poor living conditions and increased the level of marginalization of vulnerable groups.

The areas of Jabal Mohsen and Bab Al Tabbaneh are one of the conflict hot spots of Lebanon affected by extreme political polarization and sectarian divisions between the Alawites of Jabal Mohsen and the Sunnis of Bab Tabbaneh. The area is one of the poorest areas of Lebanon and the continuous clashes date back over three decades. Recently, the situation in Syria has increased the tension in the area with the residents of Jabal Mohsen being mainly pro-Syrian regime and the residents of Bab al Tabbaneh being mostly anti-Syrian regime. This increasing tension has resulted in more frequent clashes negatively affecting the economic situation in the area, claiming many lives of young people and increasing the Lebanese Armed Forces deployment in the area.

b. List joint programme outcomes and associated outputs as per the last agreed revision.

Outcome 1: Conflict resolution and mediation mechanisms developed and sustained in order to facilitate the resolution of inter- and intra-communal	Output 1: Role of formal Lebanese-Palestinian resolution mechanisms and Lebanese-Palestinian Dialogue Committee (LPDC), strengthened
	Output 2: Three forums in support of community-based conflict resolution and social service delivery

tensions between Palestinians and Lebanese.	initiatives in selected area of intervention established and operational. (1.Beddawi and surrounding Lebanese municipality 2. Nahr el-Bared and surrounding Lebanese municipalities, 3. Jabal Mohsen and Bab El Tabbaneh)
	Output 3: Culture of Peace, Human Rights & Gender Mainstreaming Capacities of Women Committees & NGOs in the targeted areas strengthened
	Output 4: Conflict resolution capacities of Youth and NGOs/CBOs working with youth in the selected areas improved
	Output 5: Capacities of the Popular Committees improved, particularly with regard to the conflict management skills
	Output 6: A Media Campaign to Raise Lebanese-Palestinian issues conducted
Outcome 2: Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives	Output 1: Local stakeholders' capacities in 15 communities strengthened in the areas of inclusive local governance, and social development planning
	Output 2: Local Socio-economic Plans Developed for the three sub -regions
	Output 3: Socio-Economic Initiatives Implemented in the three sub-regions
	Output 4: Coordination support provided

c. Explain the overall contribution of the joint programme to National Plan and Priorities

The Programme contributed to the national plan that aims at advocating for Palestinians' labour rights in Lebanon. ILO developed an employment and labour profile that provides a comprehensive socio-economic profile of Palestinians living in North Lebanon, with a focus on employment and key socio-economic related indicators. The document provides a bird's eye-view of North Lebanon Palestinians' employment and labour conditions, using essentially the results of the 2011 labour force survey conducted as part of the project on "Improving Access to Employment and Social Protection for Palestinian Refugees Living in Lebanon. The document aims to inform the dialogue among employers, syndicates, chambers of commerce and industry, trade unions, government entities, and other relevant stakeholders.

Through the second outcome, the programme contributed to the national priorities as stipulated in the "National Social Development Strategy for Lebanon". Specifically, it is directly linked to the objectives related to the protection and empowerment of children and youth through engaging them in the planning, needs assessments, and prioritization process in the programme. Furthermore, Outcome 2 also contributes to the Agricultural Strategy and Programme of Action 2010- 2014.

Finally, the MDG-F programme as a whole is also directly linked to Lebanon's UNDAF (2010-2014), whereby it contributes to outcome 3 on gender, outcome 4 on socioeconomic development and regional disparities as well as outcome 5 on environmental sustainability. Specifically, through the promotion of employability and livelihoods in one of the most vulnerable areas in Lebanon, the project has an added value in the achievement of sub outcome 4.4 "Improved access to sustainable livelihood and employment opportunities in underserved areas, with specific focus on vulnerable groups".

Proper relations between Lebanese and Palestinians communities have been always an issue in the Lebanese context. Due to a diversity of reasons, tension in relation has always been the case. Having specifically youth coming together in an informal setting and building relations based on communication and finding common ground is a positive step towards a national priority.

The conflict in NBC in 2007 provided a dark reminder of the inextricable link between the stability of Palestine refugee camps and the stability of Lebanon as a whole. At the time of writing, the instability in the region and more specifically in Lebanon remains high. However, the Government of Lebanon views a reconstructed Nahr-el-Bared Camp as a "model" for change to be replicated in other camps, showing interest in holding the responsibility of maintaining security in close cooperation with the PLO, and improving conditions and opportunities for Palestinian refugees.

The government has committed to the transparent, accountable and efficient use of all donor assistance that will be provided to NBC and the conflict affected areas.

In fact, in the ministerial statement of the cabinet dated 30 June 2011, Prime Minister Najib Mikati stressed that:

"The government abides by the UN conventions, and is attached to the principles of international law and UN resolutions pertaining to the Palestinian people's national rights, including Resolution 194 that concerns the General Assembly. In this context, the government emphasizes its commitment to the provisions of the Constitution, and reiterates its call for the Palestinians' right to return to their homes and its adamant rejection of the Palestinians' naturalization in Lebanon. The government renews its commitment to the Arab peace initiative, which was adopted by the Beirut Arab Summit in 2002. The government will pursue its work in ensuring the human and social rights of Palestinians living on Lebanese soil and in asking states and international organizations to be aware of its duty toward them and the government will request an increase in UNRWA's budget in order for it to be able to implement its mandate. The government will continue its follow up on the rebuilding of Nahr al-Bared camp, and work on improving the status of other camps."

This intervention is therefore embedded within the above cited spirit and national planning priority of improving the living conditions of Palestine refugees in Lebanon; specifically in NBC and its surrounding areas.

By providing assistance to curb further escalation of tensions between key marginalised communities in North Lebanon, the Joint Programme contributed to the national agenda of the Lebanese Government through creating better institutional dialogue mechanisms, promoting participation and civic empowerment, as well as strengthening civil society, in particular by involving youth and women, regardless of affiliation or religious confession, as agents of change.

An example of that would be Output 4 where Conflict prevention and peacebuilding techniques were piloted over a period of 2 years within 10 public and 8 UNRWA schools. This pilot was supervised by the Citizenship Committee at the Ministry of Education and Higher Education and consists the basis of the sustainability plan that was drafted jointly between UNICEF and the Citizenship Committee. The plan was modified several times and this is mainly due to the fact that different government and ministries brought to the agenda different priorities. Finally, and ever since the current government was in place (June 2011), the National Plan of the Ministry of Education

focused on the need to institutionalise and upgrade the current Citizenship Curriculum. In this event, the EU and the Prime Minister's office launched a call for proposal end of 2011 for the review of the current Citizenship Curriculum over a period of two years with the Center for Education Research and Development (CERD) at the Ministry of Education. The grant was won by a consortium of experts and education research NGOs located in Lebanon and in the UK; such as the Center for Lebanese Studies which is an education research NGO affiliated with Oxford University. However, the submitted proposal that won the grant did not include the principles of Children's rights, gender and violence and conflict management.

Hence, UNICEF and the Ministry of Education and Higher Education supported the Center for Lebanese Studies (CLS) and the Center for Education Research and Development (CERD) in initiating the first phase of the Citizenship Curriculum review that will only focus on the principles listed earlier. At the end of this first phase, the Citizenship textbooks and teacher guidebooks from grade 1 to 12 are reviewed and resource material are identified in order to be integrated within the final curriculum at the end of the review process that is commissioned for a period of 2 years.

d. Describe and assess how the programme development partners have jointly contributed to achieve development results

Throughout the implementation of the programme, the implementing agencies and partners, maintained close consultation with the local stakeholders, including municipalities, farmer unions, as well as cooperatives. For example, under outcome 2, ILO in collaboration with UNDP and other agencies, established the three regional working groups (RWG) for Northern Akkar village clusters (Sahel, Middle Dreib and Higher Dreib), which were tasked with the selection of the priority sectors, identification of priorities and overseeing the implementation of the two strategic plans. This approach has supported the stakeholders to take the lead on the decision-making process; and has therefore very much contributed to the achievement of development results.

In terms of microfinance, the ILO sub-contracted "Al Majmou'a", a well established microfinance institution (MFI) to disburse micro-credit loans to 110-130 established or new entrepreneurs (mainly in vegetables and olives), as well as provide training on business management and Get Ahead to forty women. The long-standing experience of Al Majmoua in working with local communities in general and in the North, in particular has facilitated the selection of beneficiaries and has contributed to the implementation of local socio-economic initiatives.

UNFPA conducted at an early stage of the programme, a women and young girl's needs assessment in collaboration with a local firm based in the North. Based on the findings of the assessment, activities - including a series of capacity development sessions - were conducted under outcome 1/ output 3 and under outcome 2/ output 3 for local and national NGOs and CBOs working mainly with women.

The participants (NGOs and CBOs) have been identified based on various selection criteria with the aim to have their capacities developed for mainstreaming gender equality in community development and for advocating about women rights through outreach session that are taking place through women groups / NGOs in the community respectively. The partnership contributed in transferring knowledge and enhancing understanding of the beneficiaries on gender equality issues as well as reproductive health and gender based violence.

UNICEF supported under output 4 the capacity building of youth and NGOs/CBOs working with youth in the selected areas on conflict resolution. This initiative was developed and implemented jointly with local NGOs- namely Center for Lebanese Studies, The Permanent Peace Movement and Mouvement Social Libanais- and governmental partners; including the Lebanese Palestinian Dialogue Committee at the Prime Minister's Office, the Ministry of Education and Higher Education and the Center for Education Research and Development (CERD)

III. ASSESSMENT OF JOINT PROGRAMME RESULTS

- a. *Report on the key outcomes achieved and explain any variance in achieved versus planned results. The narrative should be results oriented to present results and illustrate impacts of the pilot at policy level)*

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

Over the past two years, the LPDC has been working steadily to increase its presence on local levels in Baddawi and Nahr el Bared in both the camps and their respective Lebanese surroundings. Initially the first phase of the communication and reach out initiative adopted by the LPDC was to identify the potential opportunities to develop sustainable mechanisms in terms of identifying issues and addressing them that are key to the success of any permanent peace building initiative.

The second phase was to work collaboratively with all stakeholders including UN agencies, popular committees, municipalities and civil society organizations in order to benefit from the lessons learned and build a more holistic approach covering the various aspects of the socioeconomic situation of Palestinian refugees. Therefore, visits to the camps and the area were conducted on regular basis, meetings with all related stakeholders were organized in order to create a platform for people from both Lebanese and Palestinian sides to sit together and exchange views regarding the needs of both communities, identify available resources and build joint plans to address common priorities.

The field presence and outreach strategy adopted newly by the LPDC has led to creating a new dynamics of the Lebanese Palestinian relationship and for the first time since 1948 where representatives from the Lebanese government (LPDC team) were going to the field, meeting with people and introducing a more consultative and participatory approach towards identifying priorities and addressing them.

The LPDC experience in North of Lebanon to facilitate the camps' relationships with the surrounding environment was adopted as a model in the other areas of the country as well, including the Beqaa, South and Beirut. On monthly basis, meetings are being organized with local municipal authorities and popular committees in order to identify common priorities and provide the inter-ministerial committee through the LPDC president with clear idea of the situation on the ground and the dynamics of interactions between Palestinians on one side and between Lebanese and Palestinians on another side.

In addition, the LPDC has worked to update its website and produce a quarterly newsletter that aims at increasing the visibility of the committee's work and communicate with the wider audience both locally and internationally.

In North Lebanon, UNDP started working on developing mechanisms that can help in improving the skills of local stakeholders in taking more responsibility of the situation at the local level by improving their awareness of the possible ways of bringing together the Lebanese and Palestinian communities. UNDP aimed to help the local leaders realize their common interests and how they can play a role in reducing existing tension.

As planned, a forum of Lebanese Palestinian key stakeholders was established in Nahr el Bared Camp and the surrounding Lebanese communities. This forum is taking the form of the Nahr el Bared Popular Committee and Muhammara municipality holding regular meetings to discuss their common interests and plan for the management of the small scale joint initiatives that were initiated in the context of the programme. Currently, the partners of the programme including UNDP, UNRWA and LPDC are being invited to these meetings, although the Municipality and Popular Committee are also meeting outside these official meetings to discuss urgent issues.

This forum has been quite successful in managing joint initiatives targeting the Lebanese and Palestinian communities in NBC and surrounding that have been implemented in the context of the programme, although it is still too early to draw conclusions on the on-going work. However, some innovative ways have been reported by the local stakeholders in resolving tense situations, and certainly the relationships that have been formed through the joint initiatives under this programme have made a contribution towards these local actors assuming more responsibility on the local affairs. It is in their interest to sustain calm in order to be able to benefit from the assets and activities that were initiated.

A Lebanese Palestinian forum was also established in Beddawi bringing together the local leadership of the Beddawi Municipality and Beddawi Popular Committee. The forum in Beddawi has been very successful in planning and managing joint initiatives targeting the Lebanese and Palestinian communities in Baddawi Camp and Baddawi municipality. Recently, the Popular Committee and the municipal council members have started to be in regular, almost daily, contact regarding the progress of these initiatives. The activities faced some delays in the planning process but once agreed upon, they were implemented very fast in the local context.

The affected youth and Community Based Organizations (CBOs) and NGOs active in the area were provided with conflict resolution training, as well as leadership and networking skills training and coaching in order to improve their ability to play a role in reducing tension in their communities. Following the training, the training participants requested UNDP support in establishing an additional Lebanese Palestinian forum to target the cultural and social issues affecting both communities, and in order to instigate cooperation between the many small scale NGOs working in the area. The forum, named 'The Lebanese Palestinian Cooperation Committee' is composed of representatives of Beddawi Municipality, Beddawi Camp Popular Committee, Palestinian CBOs, Lebanese CBOs, as well as representatives of the Palestinian and Lebanese youth that have been participating in activities organised by UNDP over the last three years and that were provided with leadership and networking skills.

The committee has jointly created its own internal management structure and decision making process. It has already jointly planned, organized and implemented six activities that targeted youth, children and women of both communities. These activities have thus far covered educational, cultural, vocational and recreational themes. The committee has been playing an important role in bringing together the

Lebanese and Palestinian communities and has certainly reduced tensions through their work.

At the CBO level, the Lebanese and Palestinian CBOs forum called “Al Moltaqa Al Loubnani Al Falastini” was established following the CBOs requests to help them coordinate on the social and cultural activities, thus maintaining sustainable communication on the level of the communities and civil society. The forum includes around 13 Lebanese and Palestinian CBOs from Nahr el Bared camp, Beddawi camp, their surrounding Lebanese areas, as well as from Jabal Mohsen and Bab al Tabbaneh. The forum has recently planned, organized, and implemented a big public event that gathered children, youth and families from the targeted areas. This forum, gathering CBOs from Lebanese and Palestinian communities, in addition to Jabal Mohsen and Bab El Tabbaneh is a unique initiative in this area where no similar initiative exists.

In addition to the policy level support and the local dialogue activities, a media campaign was originally planned jointly by UNDP, ILO and UNRWA in order to publicize the forthcoming labour law that on the Palestinian labour rights. Due to the lack of sufficient legislative progress on Palestinian employment rights to communicate, it was agreed to replace the media campaign activity with the refurbishment of the Directorate of Political and Refugee Affairs within the Ministry of Interior. The DPRA, other than the general security, is the only governmental institution that deals with issues related to Palestinian refugees in Lebanon. This directorate is in charge of issuing identification cards as well as other official documents with very limited capacity that is located within a residential building in Beirut, to which all Palestinians in the country seeking services must travel. The refurbishment of the DPRA was identified as priority by most Palestinian refugees on national level to upgrade the facility and make it more accessible, which will save them time especially for those coming from north, south and Beqaa.

In light of the endorsement in August 2010 of the legal amendments granting some rights to Palestinian refugees registered and residing in Lebanon, the ILO alongside other agencies (UNDP and UNRWA) working on the Palestinian component of outcome 1, reviewed their planned activities and introduced a number of amendments. However, the fact that the implementation decrees accompanying these amendments have still not been issued until the current date has resulted in major delays on the part of the relevant agencies to implement even the amended activities under this component. In the case of the ILO, in particular, the activities related to preparing advocacy materials and organizing tripartite dialogue workshops to discuss the labour rights of Palestinians had to be first put on hold and then cancelled altogether.

Considering the high level of uncertainty related to the issuance of the decrees, the ILO decided in May 2012 to develop a set of alternate activities under outcome 1 that build on the findings of the recent labour force survey for Palestinians in Lebanon. Accordingly, the ILO has produced an employment and labour profile of Palestinians in North Lebanon that provides a comprehensive socio-economic profile of Palestinians living in North Lebanon, with a focus on employment related indicators. Furthermore, it also includes information about other socio-economic indicators that are closely linked to employment, including poverty, education, gender, and health.

The document is translated into Arabic and will be widely disseminated to inform dialogue about the state of employment of Palestinians in the North among employers, syndicates, chambers of commerce and industry, trade unions, and other relevant stakeholders. This document will also contribute to the broader efforts by the ILO and other stakeholders that aim at advocating for labour rights among Palestinians in Lebanon.

The ILO also produced a documentary that portrays employment related issues and challenges facing Palestinians in Lebanon with emphasis on North Lebanon camps and gatherings. The documentary will pay special attention to the situation in the North and will be used as another tool to foster dialogue on this contentious issue amongst Palestinians and Lebanese in the NBC and surrounding municipalities. It will be broadcasted in different contexts such as policy dialogue workshops, roundtable discussions, media and advocacy campaigns addressing employment challenges facing Palestinians in Lebanon.

With the support of UNICEF and the Ministry of Education and Higher Education, more than 2,000 adolescents and young people in Jabal Mohsen/ Beb el Tebanneh and Baddawi/Nahr el Bared camps were trained on peacebuilding, conflict and violence resolution and management skills, children's rights and communication techniques. The beneficiaries were reached through continuous weekly training sessions in 10 public schools, 8 UNRWA schools and 6 summer camps for 2 years in a row. In addition, the initiative focused on building the capacity of a total of 20 education professionals in the participating 10 Public schools on communication skills and conflict and violence management techniques to facilitate the resolution of inter and intra-communal tensions.

As a result to the above pilot project, a sustainability plan was developed with the Ministry of Education and Higher Education consisting of supporting the first phase of the Citizenship Curriculum textbooks and teacher guidebooks (grade 1 to 12) review on the principles of Children's rights, gender and violence and conflict management. This initiative supported by UNICEF and the Ministry of Education and Higher Education is the basis of the 2 years Citizenship review plan of CLS and CERD that was granted by the EU and the Prime Minister's Office.

Outcome 2: Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives

In Akkar, the implementation of the socio-economic initiatives followed planning much more smoothly from the beginning of the programme as the buy-in from the local communities was high and they were extremely excited to start working with UNDP and ILO on improving their livelihoods, and believed that this work would bring concrete improvements to their lives.

The Akkar border regions of Sahel, Middle and Higher Dreib include some of the poorest villages in Lebanon. Unfortunately they have also been left out of most both national and international development initiatives. Based on the assessment undertaken in the beginning of the project, the conflicts affecting this area are related to livelihoods, although the national political dynamics also play an important role. However, due to remoteness and neglect of these regions, they are also more quick to understand that they need local solutions to their problems, and are more ready to put behind their differences when offered ways of improving their incomes and livelihoods.

UNDP worked on reducing conflict risks through improving the skills of local leaders (mainly mayors and municipal council members) on local governance as well as on local development planning. Awareness of newly elected municipalities was increased on topics related to municipal work, management and local governance. Training was provided for the 33 municipalities of the Akkar border regions targeting newly elected municipal officials in order to improve their skills under the framework of a national initiative sponsored by the Ministry of Interior & Municipalities.

The ILO also supported in reducing tensions in the Akkar area through the participatory approach that it had adopted from the outset and the various fora it had created for fostering dialogue among local stakeholders with different religious backgrounds and political affiliations. The three RWGs, the two sectoral fora, as well as the two established cooperatives are concrete institutional structures that were formed during the project and that created an opportunity for open dialogue about the common socio-economic development challenges and priorities.

Furthermore, the participatory value chain analysis (PVCA) exercise that was facilitated by the ILO and conducted by all the relevant stakeholders proved to be an excellent tool in bringing people together to discuss purely technical issues (in this case, it was to assess the olive sector) and agree on the common objectives that serves all of them regardless of their individual backgrounds and beliefs.

Finally, the various trainings conducted for the members of the two cooperatives in Sahel and Dreib on cooperative management and technical training on good agricultural practices also helped in bringing together people from different villages to discuss technical issues and address their common challenges.

b. In what way do you feel that the capacities developed during the implementation of the joint programme have contributed to the achievement of the outcomes?

The individual and group capacities developed during the implementation of the joint programme have contributed significantly to the achievement of the outcomes. All activities being conducted are planned in a way that the local leaders are taking the leadership in the management of the initiatives, whether they are managing a bobcat being used by the Lebanese and Palestinians for solid waste removal in a camp surrounding area, or whether it is managing an agricultural cooperative in the Akkar border region. All achievements can be attributed to the leadership of these local stakeholders, and their hard work and cooperation in their villages.

With respect to the CBOs and NGOs active in the North, the capacity building on the communication skills and conflict prevention and resolution techniques has led to these organizations coming together and planning activities that can improve relationships in their communities. Despite the challenging variety of the backgrounds that those CBOs come from, they have managed to overcome their differences, their complicated history, and work together towards peace building.

With respect to ILO's activities in Akkar region, the agency has extensively worked on building the capacities of its local stakeholders as means to ensure sustainability of activities beyond the project. For example, in the case of the microfinance component, the ILO provided extensive training to AL Majmoua on ILO tools (Business management Training and GET Ahead) in order to ensure that the training they later provide in those areas is in line with international standards and mainstream gender issues.

As mentioned above, the ILO also conducted a series of trainings to build the capacities of the newly established cooperatives on cooperative management. The trainings built on ILO's established tools and methodologies related to cooperative development, including MATCOM and MY COOP, while adapting them to the specific needs of the cooperatives in Akkar. The specific topics covered include: a. basic agriculture cooperatives, b. cooperative management (financial and managerial system), c. fundraising and budgeting and d. work plan development. This initiative has supported the cooperatives in establishing the work plans for the cooperatives and has assisted them in identifying their priorities and defining their financial gaps.

Furthermore, the ILO, in collaboration with a national specialized consulting company, undertook a series of trainings for the board members of the cooperatives on good agricultural practices as well as quality control methods (HACCP and ISO). This training is meant to enhance the quality of the products, which in turn could improve accessibility to additional channels in the labour market and create avenues for export.

For UNFPA, the modification in knowledge, perception and behavior related to gender equality and GBV was perceived during the implementation of the programme, especially among women and young girls who expressed their needs for support and guidance. They have no other alternatives and for many of them it was the first time to debate such topics that are usually considered culturally sensitive and taboos. Also, the social workers were very motivated to participate to different capacity development events and in turn they were able to use the acquired knowledge and skills to improve the quality of services in the community.

As for the service providers in health centers who participated to the basic capacity development program, an assessment was conducted and the participants were asked to evaluate the program and indicate areas in which they needed further training. Although 80% of respondents said that they worked regularly and sometimes daily with pregnant women, they still requested information specific to pregnancy related morbidities. Thus one of the recommendations emanating from the 2011 workshops was the need to, “Provide extensive training to health care providers who deal specifically with pregnant women in order to increase their knowledge and empower them with advanced techniques and practices pertaining to maternal and pregnancy-related morbidities.” Based on the assessment an advanced capacity development on reproductive health was designed and conducted, which was aiming to empower service providers to deal in a better approach with patients and specifically pregnant women in view of their enhanced knowledge particularly in relation to four prenatal topics (pre-conceptual counseling, health promotion during pregnancy [anemia, weight gain, nutrition, exercise, gestational diabetes and gestational hypertension). Additionally proposed were five postnatal topics (health promotion [nutrition, rest, exercise, and stress management], infection, hemorrhage, mastitis, and mood disorders.

- c. *Report on how outputs have contributed to the achievement of the outcomes based on performance indicators and explain any variance in actual versus planned contributions of these outputs. Highlight any institutional and/ or behavioural changes, including capacity development, amongst beneficiaries/right holders.*

Outcome 1

Output 1

The fact that people were brought together to think collectively regarding their needs and priorities has founded a new era in the relationship between Lebanese and Palestinians. Most of the concerns that were identified during the various meetings are related to communication gaps, lack of existing mechanisms to overcome any upcoming challenges, and the lack of standard operating procedures. At this stage, it's too ambitious or it's too early to claim that most of the challenges will be addressed and resolved yet the fact that people have explicitly proved that there is a will to work jointly on addressing common challenges is a major breakthrough.

Output 2

Camp surrounding areas

The initiation of joint activities in the Nahr el Bared and Beddawi camps, and their surrounding Lebanese areas have facilitated the creation of the Lebanese Palestinian forums that are now playing an important role in reducing tensions between the Lebanese and Palestinian communities. Under this output, four forums were initiated i) the Lebanese Palestinian forum in Nahr el Bared and Muhammara; ii) the Lebanese Palestinian forum in Beddawi; iii) 'The Lebanese Palestinian Cooperation Committee' for the social and cultural activities for the local leaders, civil society and youth; and iv) the forum for the local CBOs to improve the coordination of their activities.

These forums have become focal points that have started to participate in conflict resolution at the local level. For example, the Beddawi forum has been facilitating the implementation of the infrastructure works and has been dealing with local communities that have not welcomed the road closures in order to explain the aims and to reduce tension, as well as managing the road diversions during the project implementation. This has contributed to reducing tensions between the Lebanese and Palestinian communities who are now seeing the representatives from both the Popular Committee and Municipality working together.

With regards to service delivery, a bobcat was purchased by UNDP for the solid waste removal in the Muhammara and Nahr el Bared adjacent area. The Popular Committee and Municipality developed a joint management plan and signed a Memorandum of Understanding for the use of the bobcat. They are currently jointly using the bobcat and are encouraged to continue cooperation based on the signed MOU in the future in order to benefit from the service.

In Beddawi camp, UNDP installed a new electricity room in order to improve the electricity supply to both the Lebanese and the Palestinian residents in the area. The electricity room is located in an area between the camp and the municipality and used to be overloaded as there used to be many people that the small electricity transformer had to cover, and an increasing amount of residents were illegally connecting to the facility. This overload used to negatively affect the power supply causing tensions between the people benefitting from the facility. The new electricity room will be equipped with a larger transformer that will be installed by Kadisha electricity as part of their responsibility to supply electricity in the region. This will reduce the tension being caused by the poor service delivery in the area.

The Popular Committees and the Municipalities in both Mohammara and in Beddawi areas jointly identified the issue of lack of functioning sewerage systems in the areas inhabited by the Lebanese and the Palestinian as a priority issue to deal with. It was agreed that civil works would be undertaken by UNDP to establish sewerage networks and storm water channels in order to avoid the sewerage running from the Lebanese area to the Palestinian area, and into the houses of both Lebanese and Palestinian residents.

With an effort to improve the cultural and social life in the area, the Popular Committee and the Municipality jointly agreed on the renovation of the Beddawi cultural centre, where the Lebanese and Palestinian NGOs are now organizing joint social and cultural activities.

The dialogue platforms in NBC, Beddawi camp and the Lebanese surrounding areas have been established, several meetings were organized and a number of joint programmes to be implemented between the Popular Committees (PCs) and the municipalities were identified and agreed.

The main interventions suggested for UNDP support were the following:

- Connecting the Salma quarter sewage system to the main network
- Buying a Bobcat for cleaning purposes inside NBC
- Fixing the sewage system in Mhamara area
- Building an electricity room for Baddawi camp
- Improving the sewage system in the Lebanese street, Beddawi camp.
- Rehabilitating and equipping a cultural centre in municipality of Beddawi
- Common Palestinian–Lebanese social and sport activities to be conducted in the cultural centre and in the area.
- Rehabilitating and equipping Mhamara’s sewage tanker to be used by municipality in the adjacent area.
- Extension of the Nahr el Bared Five Martyrs’ Cemetery

UNRWA actively participated with UNDP in the above identified activities. Actually, UNRWA has been at the core of the coordination efforts since the beginning to ensure local ownership, effective linkages at the national level, and to strengthen synergies with other activities. The Embassy of Palestine and representatives of the Lebanese Palestinian Dialogue Committee (LPDC) with UNDP support, also participated in the meetings and coordination efforts.

UNDP and UNRWA also jointly intervened in some of the above-mentioned community priorities. UNRWA's most relevant intervention has been focused on the extension of the Five Martyrs Cemetery in NBC.

The above mentioned interventions have contributed to raising awareness at the local level on the need for more collaboration and coordination between local authorities, such as the municipalities and the popular communities, to address issues related both communities. The enhanced collaboration and coordination mechanism contributes to the resolution of tensions between Palestinians and Lebanese.

In fact, the expansion of the Five Martyr's Cemetery has been signaled as a top priority to address a common problem affecting Lebanese and Palestinians living in the Adjacent Area (AA) of NBC, especially as the local community has started to put pressure through the organization of sit-ins and raised the issue of the limited space for burials at the Friday noon prayers in the mosques. These measures, among other measures, have been considered as a potential source of conflict.

The expansion of the cemetery has been identified as an intervention that will contribute to the achievement of Outcome 1 by making a tangible positive impact on the co-existence of Palestine refugees and the Lebanese population living in the NBC Adjacent Area. It was determined that providing additional burial space will not only address the repeated requests by both the Lebanese and Palestinian residents; but providing a common space for the two communities will also facilitate increased dialogue and decrease the underlying tension between both groups, which has contributed to strained relations since the 2007 crisis.

In response to the above identified needs, UNRWA proposed to undertake infrastructural works to increase the size of the cemetery, and thus increase the burial capacity. When the issue of enlarging the cemetery was raised, the popular

committee and the community representatives requested that UNRWA also construct the road outside the cemetery which would provide the cemetery an additional burial space of around 670m². The Lebanese Army and the Army Intelligence approved UNRWA's proposal to enlarge the cemetery, taking into consideration that UNRWA should first establish the official new road. On 13 June 2012, UNRWA also obtained the approval of the Municipality of Mohamara that also acknowledged the benefit of the extension to both Lebanese and Palestinian communities. It is important to note here that very close coordination was made between UNDP, UNRWA and the LPDC to address this key issue.

To be able to undertake the identified works, UNRWA proposed to the MDGF Steering Committee and Secretariat the reallocation of part (US\$ 96,587) of the savings registered under Output 5 into the reconstruction of the new cemetery in partnership with UNDP, who agreed to co-fund the remaining amount of US\$ 110,000. Approval of the MDGF Steering Committee and the MDG Secretariat on the proposal was granted on 21 June 2012. UNDP and UNRWA signed a Memorandum of Understanding (MOU) contemplating the agreement to contribute the amount of US\$ 110,000 to the reconstruction of the Five Martyrs Cemetery.

During implementation of works, the Popular Committee and the community requested the construction of a concrete shading shed to cover the people in the winter during funerals and the provision of water supply connections with water reservoirs and drinking water pints. The additional works were funded from savings sustained from the main cemetery expansion tender.

Jabal Mohsen Bab El Tabbaneh area

A different approach was initially planned in Jabal Mohsen and Bab el Tabbaneh. Due to the extreme political polarization in the area, it was decided that in order to address the core causes of conflict, issues affecting the whole of Tripoli should be addressed. Following this assessment, work was initiated with an aim to create a locally led conflict mitigation mechanism in Tripoli. A quick conflict and actor mapping in Tripoli was undertaken, and it was agreed to establish a conveners group in Tripoli who would lead the initiative in the city. The conveners group was to include representatives of all the different key local stakeholders, more specifically influential individuals with strong links with the different local political, business, cultural, religious, social and academic leaders. After the conveners started meeting regularly and had undertaken their own assessment of the situation in the city, the group started developing their common strategy for in Tripoli. This is when they decided to work on long term initiatives for the benefit of the city of Tripoli and develop a long-term strategy. Although this can be seen as an achievement in terms of creating a local mechanism and local ownership of the initiative, the initiatives that the Conveners decided to work on did not meet with the project's objectives and could not be implemented within the project timeframe.

It was then agreed that UNDP would re-target resources to continue the work that UNICEF had started in partnership with Mouvement Social in ten different schools covering Jabal Mohsen and Bab al Tabbaneh as well as other areas of Tripoli and Akkar. The young participants in the sessions showed signs of changing their attitudes and demonstrated improved tolerance when talking about the others. These sessions were designed to build their skills in conflict resolution, and the summer camps that were organized afterwards,

On its part, the ILO organized a youth camp involving both Lebanese and Palestinian workers from the camps and villages of North Lebanon to discuss labour rights and

especially the application of the new labour law. Given the delay in issuing the implementation decree and the high level of uncertainty, ILO amended its activities and produced an employment profile and documentary. These will be disseminated at a later stage at the national level and will be presented in policy dialogue workshops to discuss key employment facing Palestinians in Lebanon.

Output 3

UNFPA worked on increasing awareness and knowledge of health care providers on health, reproductive health, gender based violence and women's rights topics. UNFPA supported the implementation of gender based violence initiatives by selected local NGOs who had implemented small scale projects.

The training workshops targeted health care providers working in health centers throughout the two target areas of this project (i.e. Tripoli and Palestinian Camps). The training workshops aimed at enhancing the participants' skills and know-how for the provision of quality comprehensive reproductive health package including information and services. Few months later, a rapid assessment was carried out with the purpose of assessing the effectiveness of the knowledge acquired by service providers during the training workshop in promoting and evolving the RH services provided in the targeted health centers. More so, the assessment aimed at exploring, understanding, and identifying further needs, priorities and challenges of the targeted health centers (access to services, utilization of services, quality of services, etc) related to reproductive health in particular; in order to improve their services.

Based on the findings of the Reproductive Health assessment, two advanced training workshops were designed and delivered to health service providers, one on Sexually Transmitted Infections (STIs) and the other one on Maternal Morbidity. The first training workshop took place in Tripoli and consisted of 27 participants. It aimed to provide the participants with the necessary skills and knowledge to enable them to contribute to the provision of quality and comprehensive management of STI as well as to ensure adequate referral to various services according to the existing needs. The second workshop delivered in Tripoli focused on care during and after pregnancy maternal morbidity and was attended by 28 participants. It addressed prenatal and postnatal issues and information that participants had identified to be needed to improve their delivery of services to pregnant women.

A training workshop on Women Empowerment and Gender Based Violence was organized on 17 – 19 and 23 – 24 April (in Batroun) aiming at sensitizing and enhancing local capacities on Gender Based Violence (GBV). The workshop targeted 15 participants mainly social workers and women leaders of local NGOs in the areas of Tebbaneh/Jabal Mohsen as well as Nahr el Bared/Baddawi Palestinian camps and their surrounding Lebanese villages; the first 3-days of the training provided the participants with the basic Gender Based Violence (GBV) conceptual framework in various spheres (i.e. causes, consequences, protection, international resolutions, Lebanese law, health consequences, etc.). More so, the organizations that participated in the workshop have undergone an additional 2-days training on project development and results based management after which they submitted small proposals to implement local initiatives aiming at sensitizing communities towards reducing GBV vulnerabilities and risk factors in the targeted areas.

Through a participatory approach, and based on selection criteria, a total of 4 NGOs were selected to receive small grants for implementation of local community projects. These 4 NGOs are the following: Safadi Foundation – Tripoli (Project to empower women and young girls through awareness sessions and counseling as well as train

them on self-defense techniques), Ribat Association - Baddawi (Project to promote socio-economic empowerment for women to contribute in reducing GBV), Women Programs' Center – Baddawi Camp (Project to raise awareness among young girls and boys about early marriage and its consequences), and Nabeh Association – Bared Camp (Project to raise awareness among women and young girls especially by using interactive techniques and tools).

UNFPA produced a documentary to capture key success stories and good practices achieved during the implementation of the GBV local initiatives in Tripoli/Palestinian Camps. The documentary can be used as an interactive tool in different GBV capacity development events and can also be used as an advocacy and awareness material among local authorities for shedding more light on the need to better address GBV at local level. More so, the documentary highlighted the condition of some typical women in North Lebanon and more specifically in the targeted areas as beneficiaries/recipients of the information provided through the local initiatives. The documentary captured also some key decision makers and leaders who are supportive of the ongoing women initiatives.

A booklet was also produced to document some success stories on gender equality, women empowerment, and prevention/response to GBV in Tripoli/Palestinian Camps. The booklet presents the experiences of men and women who benefitted from UNFPA's related interventions under this joint programme. The booklet highlighted the situation of some typical women in North Lebanon and more specifically in the targeted areas. The booklet can be used as a strong advocacy tool.

Output 4

The capacity of Lebanese and Palestinian NGOs, CBOs and selected youth in Jabal Mohsen, Beb El Tabbaneh, NBC and Beddawi camp and their surrounding Lebanese municipalities was built through the conflict resolution skills training as well as the leadership and networking skills training provided through UNDP. As a result, these NGOs and CBOs gathered in order to plan and implement conflict sensitive youth activities in order to build bridges between the youth from the different affected areas. The following paragraphs outline these results achieved with UNDP support.

These NGOs and CBOs that used to compete against each other have now unified their efforts through the 'The Lebanese Palestinian Cooperation Committee' and are working in a more coordinated manner and planning and implementing activities jointly. In addition, the youth that used to come from conflicting communities are now able to meet together and enjoy social activities in the company of youth from different areas. The youth have already demonstrated improved leadership skills and is participating in the 'The Lebanese Palestinian Cooperation Committee'; as well as organizing cine club sessions on topics related to peace building in the renovated Beddawi cultural centre.

In the Beddawi area, a Lebanese NGO called Al-Ribat Association, is working together with five other Palestinian NGOs in order to organize cultural and social activities such as educational and recreational trips for children, renovation of Beddawi public garden, courses on computer skills and English language, crafts workshop, a festival to celebrate the Eid-El Iftar, and provision of support to a local civil defence centre.

In Nahr el Bared camp and surrounding Lebanese municipalities, a Palestinian NGO, Beit Atfal Al-Soumoud organized football matches with 30 Lebanese and Palestinian football clubs, five festivals targeting hundreds Lebanese and Palestinian children, as well as a kermis featuring games during the Eid-El Iftar holiday.

The Lebanese Palestinian CBOs gathering managed to solve conflicts between several NGOs and CBOs working in the area that were in conflict due to competition over activities or other issues. Having this new collective forum significantly improved the coordination of these NGOs, and the grant provided by UNDP made these NGOs work together on complementary efforts.

UNESCO aimed to empower youth, Palestinian and Lebanese, through active participation in community development and peace building activities. This was intended to improve interpersonal and inter-community ties between Palestinian and Lebanese in the area of North Lebanon. Nabaa NGO was the implementing partner and support was provided initially to its staff building their capacity on conflict resolution skills.

Seven schools in North Lebanon, 3 UNRWA schools in Naher Bared Camp and Beddawi Camp 4 Lebanese public schools in Minieh, Bebnine Beddawi and Deir Amar were twinned under joint activities and teachers of the participating schools were trained on conflict resolution skills in addition to extra-curricular activities as integral part of the curriculum. Teachers were involved in providing joint extra-curricular activities such as sports, music and handcrafts bringing both Palestinian and Lebanese youth together.

Skills of youth students from all participating schools were increased through training workshops on communication skills, accepting others and conflict resolution. Peer to peer training was also provided. As a result of the training, seven youth dialogue clubs were created in participating school and support was provided in organizing local initiatives promoting conflict prevention and peace building with surrounding schools and communities specifically parents.

Monthly exchange visits between twinned schools promoted joint social and recreational activities throughout the life of the project.

Week-long summer camp on peace-building and conflict transformation brought young people together to plan and explore how to promote non-violence and resolve conflicts. Families were involved as well and were encouraged to interact and built common understanding and friendship.

The UNICEF supported initiative contributed to the achievement of output 4 in terms of capacity building of young people on conflict resolution and the curriculum review exercise is contributing to the achievement of outcome 1 in relation to the sustainability of mediation mechanisms.

In fact, the mid-term evaluation conducted by MDG-F Secretariat and the continuous progress reports submitted by UNICEF to the donor, highlighted the positive change in knowledge and behaviour that occurred among a big number of the beneficiaries. This change was verified through: a) the progress reports of the implementing partners and the Ministry of Education's field officer; b) the field visits reports of UNICEF; and finally c) the evaluation questionnaires developed to assess the impact of the UNICEF supported interventions. During 2012's field visits conducted to the schools, the UNICEF officer reported that a considerable number of the students have matured considerably since 2010 (the beginning of the trainings in the schools) and they are now capable of communicating very calmly and to manage the conflicts (minor or major) taking place in their schools and their families. A considerable number of students are also serving as mediators within their schools and advising the teachers on how to handle violent students in their respective schools. Educational professionals in those 10 public schools have also learned the use of new techniques to respond and manage the numerous conflicts and violence incidents taking place within their schools as a reflection of the political tension in their environment.

Output 5

Popular committees act as formal governing bodies of the Palestinian refugee camps. They reflect the political division among the parties as they are formed of representatives of the various Palestinian political factions. Members are not elected and therefore they are not considered fully representative of the community, specially the socially excluded groups of women and youth. Furthermore, they lack the necessary skills and resources needed for them to assume their local governance role and deal with issues inside the camps and the neighboring areas.

Within the above context, the main aim of this component has been to build the capacity of the PCs in dealing with the day-to-day issues of the camps, address tensions and conflicts inside the camps and within the Lebanese neighborhoods and, in general, empower them to take part in the decision-making process of issues affecting their community. In short, it was meant to equip the PCs with conflict resolution skills to facilitate the resolution of inter- and intra-communal tensions between Palestinians and Lebanese.

A capacity assessment was conducted by UNRWA at the inception of the programme to point out the skill and knowledge gaps of the PC members. The results of the evaluation not only confirmed the existing weak capacities, but also highlighted the lack of interest and even resistance to the intervention. Therefore, activities were delayed during the first four months of project implementation. Other than the objection to the idea of sitting down for training, PCs thought that their restructuring and the admission of women and youth to their membership was premature.

During this delay period, discussions and negotiations took places with the Palestinian Ambassador, Abdullah Abdullah, Mone'm Awad, the General Secretary of the Federation of PLO Popular Committees, heads of PLO and Tahaluf factions in Beirut, as well as with the political factions and PCs to address their concerns and better tailor the design of the training programme to their needs.

Eventually, the PC members acknowledged the importance of the intervention and it was agreed that the training programme was divided into three components for participation by their members based on interests and needs. It was also agreed to form side community groups to represent women and youth and to explore opportunities of coordination and more engagement with them.

The training programme included 32 training sessions delivered over the period of five months, and with the participation of 30 out of 40 members of the PCs in NBC, Baddawi Camp and Tripoli city.

The component of the capacity-building included the development of communications skills of PCs in a manner that will allow greater engagement with the community and will reflect more transparency and accountability. With the assistance and training delivered, a community newsletter was produced addressing the activities taking place in the camps, the services delivered, and the issues faced by the community. Remarkably, issue zero of the newsletter was produced as a result of cooperation between the PCs and the community groups. Special attention was given to the neutrality of the newsletter to avoid transforming the newsletter into a political forum. The newsletter was well received by the community as it allowed more visibility of the various camp activities and services as well increased community participation. The group is now considering a proposal for continuing publication and ensuring its sustainability.

This Output (5) also included a component to establish and train working groups formed by community representatives (including women and youth) and to support the PCs and working groups in identifying, designing and implementing micro community projects.

The programme managed to establish the working groups; including two women groups and two youth groups in each of NBC and Baddawi camps. Following a capacity assessment, these groups also received training tailored to their needs, including basic training on project design and management. The PCs were asked to nominate three participants to this training, where all participants were asked to develop project proposals that were to be funded by the programme through grants. Project proposals were not only delivered late, but assessments of these project proposals revealed a lack of sustainability and therefore, none of them could be funded.

As a result, of non-funding the community project proposals, the project registered savings of US\$ 158,647. UNRWA proposed to the MDGF Steering Committee and Secretariat using part of these savings to finance a new activity under Output 5 aimed at enhancing UNRWA's complaints and claims mechanism for NBC displaced families. The main objective of the activity was to equip both UNRWA and the PCs with a comprehensive solution that links emergency relief services to the reconstruction process of NBC and manages the appeals and complaints process from beneficiaries. The new activity with a budget of USD 58,000 was approved by the MDGF Steering Committee and Secretariat on 21 June 2012.

The introduction of the new activity was meant to address pressing issues: (1) the risk of increased tension in NBC and its surrounding areas due to the high rate of complaints and dissatisfaction; and (2) to capacitate the PCs to be in a better position to address needs and problems faced by the community. In fact, the destruction of NBC and the massive relief and recovery efforts that have followed meant a dramatic increase in Palestinian needs, mainly in shelter and food security; creating a series of new challenges in service delivery during displacement, such as temporary schools, health care and abundant shelter and food needs. The displacement has also strained other existing UNRWA installations, primarily by the huge number of NBC residents now displaced in Beddawi Camp. All of these factors have resulted in a natural increase in appeals and complaints from the community.

To address this issue, UNRWA worked with the Popular Committee, NGOs and the local community to establish an effective and transparent appeals and complaints mechanism to increase beneficiary trust; improve the delivery of services and mitigate tensions in the community. The complaints and queries handling system (CQHS) was functioning under the auspices of an MoU signed between UNRWA, the Popular Committee and the community. The system tracked complaints and appeals through a process of initial filing, assessment, decision-making and ultimate implementation of the decision to address the complaint. However, over the past years, the stakeholders learned that the system suffers from many gaps, including the timely reply to complaints and the decision making process. To address these gaps, the stakeholders sought to improve the workflow and process of handling the complaint system from a static, paper-based system to a more comprehensive, linked system that ties all complaints and appeals and streamlines the process.

Work on the system started in May 2012. Technical specifications and specific user requirements were gathered from UNRWA staff in Tripoli and Beirut, covering all needed specifications in preparation for the system design. In June 2012, the database schema and interface design for each of the modules was finalized. Thereafter, the

development of the system began where the Registration & Design modules were highlighted as top priorities. By the end of August 2012, the contractor presented final approved versions of the modules (Registration, Relief, Design and Construction, Health and Complaint/Appeals) to the various UNRWA departments. An early draft of the modules can be seen on www.nbcd.com.

It is fair to say that both Outputs (2 and 5) have considerably contributed to the development of sustained conflict resolution and mediation mechanisms to facilitate the resolution of inter and intra communal tensions between Palestinians and Lebanese (Outcome 1).

Despite the resistance faced early in the programme, evaluations reveal that the Popular Committee (PC) training programme has managed to build trust and confidence between the Agency and the PCs, and promoted participation and cooperation among women, youth and the popular committees from one side and with the Lebanese community on the other. Evaluations revealed not only enhanced capacity and skills of the PC members – in terms of communications, conflict resolution and management, but also a change in attitudes and perceptions manifested, among other things, in the invitation of two women to join the PC of NBC, the invitation of youth volunteers to assist with the administrative work of the PCs and the joining of a member with an academic background. The planned target (indicator) of having 50% of the PC members participate in the training was achieved by having 30 out of 40 PC members from NBC, Beddawi and Tripoli City participated in the training.

The development of the complaints and claims mechanism for NBC displaced families, as a result of the reprogramming approved in June 2012, as explained above, also had positive impact on institutional and human resource capacities as well as institutional development. The system serves as an easy-to-use, interactive platform for NMU staff and other UNRWA employees to monitor and manage relief and reconstruction services in real time. This includes a more efficient filing and administrative system as well as improvements in the way cases are stored and evaluated. It also improves Popular Committee and community access to information, enabling the committee members to view pending complaints and appeals along with the relevant background documents. This streamlines the complaints and appeals mechanism, increases transparency and allows the community to make informed, fair decisions and ultimately, mitigates disputes and conflict in the community.

Under Output 5, two women groups and two youth groups were formed and received training. The planned target to ensure that 30% of youth groups are young girls was achieved as 40% of the youth group of NBC were young girls, while the Beddawi youth group included 50% girls.

The initial target to implement two local initiatives based on a participatory approach between PCs and community representatives through capacitating PCs and working groups to identify, design and implement micro component projects was not realized as the proposals submitted by the beneficiaries were not sustainable and were submitted very late. However, as mentioned earlier in the report, this was addressed by a reprogramming proposal by UNRWA to implement the expansion of the NBC cemetery and to develop the complaints and claims mechanism for NBC displaced families.

Regarding increased community participation and openness to reform, it is fair to say that it has been partially achieved. The PC of NBC called for volunteers from the

community to help them in their secretarial work. Further, the PC produced a newsletter in participation with community, addressing local community issues.

Output 6

The refurbishment of the DPRA has proven to be a positive message sent by the Lebanese government to all Palestinian refugees with the support of the joint programme. This will continuously facilitate the life of refugees by reducing the amount of time spent on each document to be processed, increasing the capacity of the waiting area to accommodate more visitors and establishing a queuing system in order to make that process bearable. This step was well perceived by the Palestinian community in camps and at the entrance of the DPRA.

Outcome 2

Output 1

In Akkar border regions, the awareness of newly elected municipalities was raised on topics related to municipal work and local governance. This was achieved through organizing a comprehensive training module in partnership with the Ministry of Interior and Municipalities, targeting municipal officials from 33 municipalities and including topics such as local governance, local development and municipal management.

Within this output, ILO's target was to establish sectoral platforms for the key economic sectors to design, monitor and promote local economic development strategies and projects. ILO conducted a socio-economic assessment and prepared an institutional mapping for the region. Main findings revolved around the necessity to support the agriculture sector and identified vegetable in Sahel and olive in Dreib as the key sub-sectors for intervention.

Output 2

At the socio-economic level, UNDP initiated work based on conflict mapping of the Akkar border regions that indicated that the main conflict causes were related to livelihoods, although the national political dynamics also played a role. Training sessions on Local Socio-Economic Development were prepared in coordination with ESCWA, ILO and IMTI, and delivered to key stakeholders in Sahel, Middle and Higher. Following the training, a participatory process was undertaken to develop and strategic plans to improve local economic development. In Sahel, the plan focused on the vegetable sector, whereas in Dreib (covering the Middle Dreib and the Higher Dreib) where the main agricultural sector is olive, the plan focused on olive sector development.

As the purpose was to reduce tensions through these economic plans, and to bring together the different political and sectarian communities in the North, UNDP and ILO insisted that regional working groups represented from all communities be formed and decide together on the selected approach.

In close cooperation with ILO and UNDP, two local cooperatives were formed with a unique management structure including municipal council members from different political and sectarian backgrounds, members of other existing cooperatives in the region, farmers from a variety of backgrounds, local CBO members as well as local business owners. This structure was designed with the aim of not only improving farming practices, but in order to take a holistic approach in improving the local

economic development and helping the local leaders to take leadership of the approach.

This approach has brought together the Sunni, Alawite and Christian communities in the North. Despite all the differences, they were able to agree on a common approach that will benefit all the farmers in the region. Interestingly some groups took a role of bridge builders, and in Sahel both the Alawite and Sunni communities insisted that the vegetable nursery will be installed in a Christian village that was seen as more impartial in that specific area.

ILO participatory approach adopted throughout the process of supporting local socio-economic development in akkar proved to be very effective in bringing people from different backgrounds together to agree on common objectives. This was manifested in the participation of representatives from virtually all villages in the consultations held within the Regional Working Groups; and at a later stage in the newly established cooperatives (7 out of 9 municipalities in the Sahel cooperative and 12 municipalities for the Dreib cooperative). This is particularly relevant taking into consideration the multiple attempts to form a Union of Municipalities in both regions and which were unfruitful so far due to the sectarian tensions.

UNFPA training workshop was organized in Akkar aiming to sensitize and enhance local capacities on GBV. The workshop targeted 19 participants of whom were mainly staff and volunteers from Social Development Centers (SDCs) and local NGOs in Akkar. The first phase of the training was intended to provide the participants with the basic Gender Based Violence (GBV) conceptual framework in various spheres (i.e. causes, consequences, protection, International resolutions, Lebanese law, health consequences, etc). The second phase of the workshop focused on project development and results based management with hands on practices and exercises.

As a result of the GBV related training workshop, the participants - representing 6 NGOs and one SDC - suggested to jointly design and submit a proposal to implement a series of awareness raising activities aiming at promoting gender equality on the one hand and reducing GBV vulnerabilities in the targeted areas on the other. In addition, the participants agreed to entrust one local NGO with the overall project management both operationally and financially. Finally, it is worth noting that the joint submission and implementation of a single proposal by seven different entities reflects a spirit of solidarity among the actors, and aspiration for coordinated efforts at local level, a matter to be considered a good practice.

Development of promotional material such as coffee cups, pens, note pads, and magnets to be distributed during the outreach component implemented in Akkar through the joint proposal. All promotional items contain messages revolving around 4 thematic areas i.e. preventing early marriage, preventing violence, promoting women's health, and gender equality.

Output 3

UNDP provided the cooperative in Sahel a vegetable nursery and potato harvesting equipment. The beneficiaries have been extremely excited about the new equipment and believe that the initiative has a real potential to improve the incomes of the local farmers. However, the local cooperative managers are in need of a lot of capacity building, and a UNDP Agricultural Engineer has spent a lot of time in coaching the Manager of the Cooperative.

In Dreib, the cooperative will be provided with olive harvesters, complete olive oil extraction line and olive oil bottling equipment. Unfortunately a slight delay was experienced with the procurement of this highly specialized equipment. On the positive side, the community has shown great commitment to the initiative, they are providing a large space for the olive line, and are currently in a process of completing the building.

The team believes that these local initiatives will be able to play a role in reducing tensions in the area in the future, and that the more advanced the cooperatives become and more incomes they are able to generate, the less likely it will be that they would allow external factors to influence given that they have the ability to influence the situation. Currently these communities are relatively unaffected by the situation in the neighboring Syria even with their close proximity. These communities do not wish to witness another war if they have the opportunity to influence the course of events.

On its part, the ILO through its collaboration with a microfinance institution at the local level - completed the disbursement of all funds allocated for micro-loans and started disbursing loans in the form of in-kind contribution. As of March 2012, ILO has completed the disbursement of loans reaching up to 36 micro entrepreneurs. Of those, 31% were women and the average loan was 1,469 USD, while the average age of beneficiaries was 39 years old. Additionally, 3 group loans were disbursed to 11 individuals with 30% being women.

UNFPA supported the initiative “Culture of Peace, Human Rights & Gender Mainstreaming Capacities of Women Committees & NGOs” in the targeted areas strengthened” in terms of capacity building for women and young girls on gender equality and women participation in decision making.

The institutional and behavioral change was verified through two key indicators: a) the number of NGOs capable of offering information and/or service package incorporating one or more of the following: gender equality, violence prevention, women empowerment, conflict resolution; b) the solidarity activities reflected in 6 NGOs and 1 SDC that come together and were collaborating towards designing and implementing a joint initiative in Akkar and finally. It was challenging and difficult to address the SCR 1325 however the notion of peace building was highlighted in preparation to awareness sessions where women and young girls showed improvement of knowledge about their role in peace building.

d. Who are and how have the primary beneficiaries/right holders been engaged in the joint programme implementation? Please disaggregate by relevant category as appropriate for your specific joint programme (e.g. gender, age, etc)

The primary beneficiaries were engaged through direct involvement in the planning and development of the projects and activities, to achieve local ownership and to contribute to sustainability. The Lebanese Palestinian forums suggested processes and initiatives that best suited their needs; they jointly developed them with the partners of the programme and have taken leadership in the implementation process. With regards to the social activities, the Lebanese Palestinian Cooperation Committee planned, developed, organized and implemented six activities were jointly identified as apriority in their communities.

The primary beneficiaries of UNRWA activities under the joint programme were Palestinian men receiving training and capacity-building on conflict resolution methods. In total 30 men (PC members) participated in the training courses.

UNRWA activities also targeted Palestinian Women aged between 35 and 50 years old, who were organized into two working groups (6 women in the working group of NBC and 7 women in the working group of Beddawi camp). The women received training on a number of topics including project design and management as well as media and communications training, and took part in the publication of the newsletter. Although by the end of the trainings the women were able to produce micro project proposals, however, the sustainability of their proposed projects was weak.

UNRWA also supported the Women Programme Centres in NBC and Beddawi camps; who nominated women for participation in the trainings. The Women Centres were invited to show and sell their products in MDG-F organized activities such as the International Labour Day.

The last group of beneficiaries was the Palestinian youth aged between 18 and 30 years. Two youth working groups were formed in NBC and Beddawi camp. The NBC youth working group included 10 members of which 4 were young girls, while the Beddawi youth working group included 6 members of which 3 were girls.

UNRWA also supported 15 young women aged between 16 – 25 years old through training on issues related to gender equality; the training addressed: violence and its impact on the family and the community, early marriage, reproductive health, and economic empowerment.

The implementation of activities under Output 5 adopted a participatory approach where the beneficiaries were directly engaged in implementation. As described above, although the PCs initially rejected the joint programme, they eventually adopted the project and were involved in the design of their training programme. Furthermore, meetings were organized throughout the project implementation between PCs and municipalities of the surrounding Lebanese areas to further promote dialogue and cooperation between both communities.

Implementation of activities under Output 2 also witnessed real involvement of the beneficiaries. In fact, with the assistance and facilitation of UNRWA, representatives of both Palestinian and Lebanese communities met on several occasions and were able to agree a list of priority interventions to be implemented to the benefit of their communities. For example, they were involved in the implementation of activities for the extension of the cemetery (participating in design and obtaining approvals).

Some of the programme beneficiaries can disaggregate as follows;

Lebanese Palestinian Dialogue Committee

- Government of Lebanon (the Ministries represented in the Inter-Ministerial Committee)
- Palestinian Community Representatives

Jabal Mohsen and Bab el-Tabbaneh area:

- 25 direct beneficiaries for the capacity building of the CBOs and NGOs, (18 of them women, and 7 men).

- The youth leadership capacity building included 40 youth, 10 young women, and 30 young men.
- The beneficiaries of the social and cultural activities in Jabal Mohsen – Bab el-Tebbaneh area are the participants in the activities conducted by the Lebanese NGO Mouvement Social Libanais in partnership with UNDP.
- Under the civic education initiative, Mouvement Social conducted a series of activities: citizenship training sessions, citizenship clubs, psychological support, empowerment and summer school for children from the area as well as dialogue and leadership sessions for young people in ten schools from the area. There were 799 beneficiaries of Mouvement Social activities in Jabal Mohsen and Bab el-Tebbaneh area.

Beddawi camp and surrounding communities:

- 250 Lebanese and Palestinian children participated in the recreational field trips,
- 30 people have participated in the English sessions (inside and outside the camp)
- 25 people have participated in the Computer training sessions (inside and outside the camp).
- A total of 305 people have so far participated in the ongoing activities of the Lebanese-Palestinian coordination committee in Beddawi.

Nahr el-Bared and surrounding communities:

- In Bhannine, 303 children from 3 different public schools have participated on a regular basis to the school activities: citizenship training sessions, citizenship clubs, psychological support, empowerment and summer school for children from the area.
- Approximately 1,250 children from NBC and 4 surrounding municipalities have participated in the children's festival and games organized by Beit Atfal al-Soumoud that included acrobatics as well as contests and games for the children and the distribution of gifts.
- Approximately 250 people from NBC and 17 Lebanese municipalities have participated in the Lebanese-Palestinian football tournament organized by Beit Atfal al-Soumoud in Bebnine.
- A total of at least 1,800 people have participated in the cultural and social activities organized in NBC and surrounding municipalities.

Akkar border regions

- 33 Municipalities received the local governance training organised with the Ministry of Interior and Municipalities.

- 30-45 direct beneficiaries in Sahel and Dreib respectively received the local socio-economic training. Out of these participants in each location 5-7 members have now formed the cooperative management board.
- All vegetable and olive farmers in Sahel and Dreib respectively will benefit from the cooperative services starting from the next planting and harvesting season.

Microfinance Component

- 40 participants received the Get Ahead Module (100% women)
- 91 individuals benefited from the Business Management Training modules, of those 33% were youth
- 36 individuals benefited from the micro-credit loans, of those 31% were women

Socio-economic component

- PVCA: 9 trainers and 60 participants
- RWG Dreib : 50 members representing local authorities and main stakeholders
- RWG Sahel: 28 participants in total, of those 19 independent individuals, and 9 individual representing their respective municipality.
- Cooperative Training: 14 participants in total (board of directors of both cooperatives)
- GAP, HASP and ISO Training: 20 participants in total of those 14 are board members of the cooperatives
- Participatory Marketing Strategy planning for Dreib Coop: 15 participants

Gender and Women Empowerment

Under outcome 1 / output 3, 54 service providers (80% women, 20% men) from 24 health centers and UNRWA dispensaries, attended the capacity development workshops on reproductive health. Further 27 women leaders from 16 NGOs (Palestinian and Lebanese), attended capacities developing activities for mainstreaming gender equality in community development and for advocating about women rights through outreach session that are taking place through women groups/NGOs in the community respectively, where about 800 women were reached. In addition to that 15 participants mainly social workers and women leaders of local NGOs participated to a training workshop on gender based violence and 4 NGOs were selected to receive small grants for implementation of local community projects which targeted about 145 women and young girls.

Under outcome 2 / output 3, 5 women leaders from 3 NGOs in Akkar, attended capacities developing activities for mainstreaming gender equality in community development and for advocating about women rights through outreach session that are taking place through women groups/NGOs in the community respectively, where about 270 women were reached. In addition to that 19 participants mainly social workers representing 8 NGOs and one 3 SDCs (Social Development Centers) participated to a training workshop on GBV and they jointly designed and implemented a series of awareness raising activities aiming at promoting gender equality on the one hand and reducing GBV vulnerabilities in the targeted areas on the

other targeting 900 women.

Students and Youth

More than 2,000 students and young people in 10 public schools and 8 UNRWA schools (991 Palestinians and 1,292 Lebanese) were the primary beneficiaries and participants of the joint programme. Among them, almost 880 Palestinian and Lebanese girls benefited and participated in the implementation of this output.

e. Describe and assess how the joint programme and its development partners have addressed issues of social, cultural, political and economic inequalities during the implementation phase of the programme:

a) To what extent and in which capacities have socially excluded populations been involved throughout this programme?

The youth from Bab El Tabbaneh and Jabal Mohsen are a remarkable example of working with excluded groups since very few of the participants in UNDP youth activities have ever participated in any other activity with NGOs. This is especially important considering that these activities were designed to address issues related to conflict resolution and peace building, something that most of these youth had not thought about before.

The socially excluded population of NBC and its adjacent area was involved in the programme at its outset and till the end. For example, the extension of the cemetery came in response to the repeated requests from Lebanese and Palestinians living in the Adjacent Area (AA) of NBC to provide additional burial space.

Vulnerable beneficiary groups (women and youth) were also involved throughout the programme. Besides the capacity building and training they received, it is worth noting that the PCs, who initially rejected participation or cooperation with these groups changed attitudes and recognized the need for engaging them. For example, a woman from the General Palestinian Women's Union was invited to attend training with the PC members. PC members also invited youth volunteers to assist them with their administrative work. Towards the end of the project, two women were invited to join the PC in NBC, which is a major breakthrough in attitudes and mentality of PCs.

Under outcome 1 and considering the additional set of challenges faced by Palestinian women in finding employment opportunities, the ILO's documentary will feature a story of a woman in Beddawi and the challenges that faced her in accessing the labour market.

Under outcome 2, ILO put a lot of emphasis on the participation of women in the socio-economic development process, despite all the cultural barriers. As a result, two women became board members of the agricultural cooperatives. Moreover, almost one third of the recipients of the individual microfinance and the group loans were women.

Finally, as a means of documenting the lessons learnt from the socio-economic development planning in Akkar, the ILO is currently working on a number of success stories related to cooperatives development and the involvement of the local stakeholders in the process. One of the good practices features the story of a woman who was involved in the cooperative development and articulates her experience in the process, while highlighting a number of lessons learnt.

The programme succeeded in involving socially excluded and marginalized women and young girls in the areas of Jabal Mohsen, Beb el Tebanneh, Nahr el Bared and Baddawi camps in addition to their surrounding communities as well as Sahel, Dreib and Upper Dreib in Akkar. As an example, during the implementation of outreach sessions on gender equality by local women leaders; many of the participants was not ready to lead the discussion and showed fear. They have no previous experience in taking the responsibility of any assignment or to speak in public; while encouraged by the group, they decided to overcome their difficulties. This small example is one of many, which shows small stories but reflect a life style. In fact, more than 2,000 young beneficiaries in 10 Public and 8 UNRWA schools were involved throughout the programme.

b) Has the programme contributed to increasing the decision making power of excluded groups vis-a-vis policies that affect their lives? Has there been an increase in dialogue and participation of these groups with local and national governments in relation to these policies?

In the context of the support provided to LPDC, a Nahr el Bared Camp Working Group was established to improve dialogue between the Lebanese and Palestinian stakeholders and UNRWA. Although this group held meetings with high level representation, the local follow-up committee was able to give access to the local communities in voicing their concerns and bringing these concerns to the national policy agenda.

With regards to the Akkar component, it is worthwhile noting that the formation of cooperatives has contributed to increased decision-making and bargaining power of its members. A cooperative by definition is a “firm owned, controlled and operated by a group of users for their own benefit and where each member contributes equity capital and share the control of the firm on the basis of “one-member, one-vote”. The members of these cooperatives bring together municipalities, mayors (Mokhtars, mainly in neighborhoods with no municipalities), existing cooperatives, NGOs and individuals thus forming a dialogue forum. Thus for the first time people from different religious, political and regional backgrounds came together to discuss key challenges and find solutions.

The programme contributed to capacity building and increased decision-making power of the PC on issues that touch the core of the lives and well being of their community.

The enhanced capacity and skills of the PC members have positively impacted their decision-making power. This is reflected in the increased dialogue and coordination with the municipalities of the surrounding areas and the agreement on priority initiatives that will benefit the socially excluded populations in this area.

The access that the PC members have to the complains and queries handling system empowers them to take timely, fair and appropriate decisions on issues that affect the well being of the community and basic services delivered to them (e.g. relief, health, education, housing, etc).

The change in attitudes and perceptions of PC members towards the youth and women and their invitation to join some of the PC activities, indicates that these groups are now better positioned to represent and advocate the rights of this vulnerable segment of the population. PCs’ communications skills have also been

developed and improved in a manner that will allow them more exposure and accountability to the community at large.

For instance while the UNFPA component did not contribute to any modified policy, however the supportive commitment of community leaders and popular committees in Palestinian camps were considered fundamental for advocating women's right issues through local NGOs and CBOs. The coaching and guidance provided to target groups of women leaders and local NGOs in the targeted area who participated in the program's activities, assisted the women leaders who has been trained on various skills (i.e. facilitation, communication, team building, etc.) as well as thematic topics related to the subject (Gender equality from a human rights perspective, participation in decision making, access to social services, economic development and protection) to be more empowered and take small initiatives towards participation in decision making. Through this acquired knowledge and skills, the women leaders targeted also their respective community groups i.e. women and young girls to get empowered too.

After two scholastic years of consecutive training, the young marginalized beneficiaries involved under output 4 are now empowered with the needed skills to participate effectively in the decision that affects them within their local communities. A considerable number of those beneficiaries have matured significantly and now became mediators within their schools and families.

c) Have the programme and its development partners strengthened the organization of citizen and civil society groups so that they are better placed to advocate for their rights? If so how? Please give concrete examples.

The program did strengthen the organization of citizen and civil society groups to advocate for their rights. For instance, the Lebanese and Palestinian NGOs who went through the capacity building sessions and workshops also learned advocacy and networking skills. With the support of UNDP, they formed the Lebanese Palestinian CBOs gathering (Al Moltaka Al loubnany Al Falastini) which have so far implemented one large scale event. The implementation of the activity required contacting the local authorities, arranging with them, contacting the media, preparing press communication, advertising the event for the public, and sending out invitations. In all of their communications, whether invitations, media, or direct contact with the local authorities, they advocated for their mission and goals, which is to encourage dialogue and strengthen the contact between the Lebanese and Palestinian communities.

UNRWA activities related to the organization of citizen and civil society groups mainly focused on the organization of the women and youth groups in NBC and Beddawi camps. However, these groups were not sustained after the end of project implementation due to the lack of funding for their initiatives. It is believed that further interventions would be needed in this area to empower these groups and better place them to advocate for their rights.

However, the engagement of these groups in the work of the PCs and the representation of women in PCs are seen as a step forward in this regard.

The establishment of two agricultural cooperatives is expected to increase the income of farmers since they provide the services involved in transporting a product from the point of production to the point of consumption. Agricultural marketing includes a series of inter-connected activities involving planning production, growing and harvesting, grading, packing, transport, storage, food processing, distribution and

sale. Thus this initiative will also increase the collective bargaining power of farmers and improve their access to the market.

Under outcome 1/ output 3 and outcome 2 / output 3, women leaders, social workers, women and young girls, service providers within local NGOs targeted by the project throughout the past two years are fully equipped now to advocate for their rights and to increase their involvement in the community.

As an example in Akkar, 6 NGOs and one SDC suggested jointly designing and submitting a proposal to implement a series of awareness raising activities. These activities aim to promote gender equality and women rights on one hand and to reduce GBV vulnerabilities in the targeted areas on the other. It is worth noting that the joint submission and implementation of a single proposal by seven different entities reflects a spirit of solidarity among the actors, and aspiration for coordinated efforts at local level, a matter to be considered as a good practice.

Under output 4, education professionals, young people and students targeted by the project throughout the past two years are fully equipped now to advocate for their rights and resolve many conflicts in their close surrounding. At the central level, the integration of children's rights, gender and violence and conflict management principles within the Citizenship curriculum will systematically facilitate the empowerment of future generations of students in public schools to advocate for their rights.

d) To what extent has the programme (whether through local or national level interventions) contributed to improving the lives of socially excluded groups?

Youth from Tabbaneh and Jabal Mohsen were mostly very poorly educated, and had very limited options for jobs. Their participation in UNDPs capacity building programme has widened their views and their experiences. They have acquired new skills that they didn't have before, such as the communication, leadership and networking skills which made it easier for them to apply for new opportunities. They have learned in the capacity building workshops how to go to interviews and make a good first impression. Most importantly, they have learned social entrepreneurship skills, and in groups of 4-5 they have jointly planned entrepreneurial project that address a need of their respective communities.

Although assessing the impact of the programme on improving lives of the beneficiaries and/or socially excluded groups is still early at this stage, however, several examples can be provided where the programme activities have contributed to improving the lives of the targeted socially excluded groups.

For example, the additional burial space provided by the extension of the Five Martyrs Cemetery in NBC positively reflected on the lives of the socially excluded groups from both Lebanese and Palestinian populations. Providing a common space for the two communities will facilitate increased dialogue and decrease the underlying tension between both groups.

The complaints and claims mechanism developed under Output 5 will ensure that complaints of the NBC displaced population are timely, fairly and transparently addressed, which will reflect on better delivery of essential services including health, education, relief, shelters and reconstructions, etc.

On a wider level, the increased trust and cooperation between the PC and the Lebanese municipalities will facilitate addressing common issues that affect the wellbeing of both communities and will contribute to reduce existing tensions.

In Akkar, the socio-economic interventions are benefitting groups that are largely left out from the national programmes. They are now benefitting from assets, training and income generating activities that will improve their livelihoods in the long-term.

UNFPA is entrusted with targeting a vulnerable group consisting mainly of women and girls such as Palestinian women, female heads of households, women affected by the conflicts of Nahr El Bared crisis in 2007, and women of low socio-economic status. A number of partners and stakeholders supported the Women and Leadership initiative under the overall guidance of local NGOs and other civil society groups working in the targeted areas. Local authorities and municipalities in the selected communities were engaged in supporting the creation and strengthening of the women committees, as well as promoting their participation in local development and implementation of key interventions within the spirit of United Nations Security Council Resolution (UNSCR) 1325 on Women, Peace, and Security.

- f.* Describe the extent of the contribution of the joint programme to the following categories of results:
- a.* Paris Declaration Principles
- Leadership of national and local governmental institutions
 - Involvement of CSO and citizens
 - Alignment and harmonization
 - The programme supported by UNICEF was aligned with the government priorities with regards to the citizenship education component
 - Innovative elements in mutual accountability (justify why these elements are innovative)

The support provided to the LPDC in the context of the joint programme has improved the capacity of the LPDC in reaching out to the Palestinian camps. Through the support provided by the joint programme, the LPDC has increased its capacity to reach out to all camps and gatherings on a national level. That has helped in developing a better understanding of the needs, challenges and existing mechanisms on local levels.

Almost all of the activities were conducted with the support of the local governmental institutions, especially the municipalities and the Popular Committees (in the camp surrounding areas), and all the social activities were implemented in partnership or through local NGOs with an effort to build their capacities in the field of conflict prevention and peace building. A lot of efforts were made in order to improve the coordination of NGOs and CBOs in order to improve the efficiency of their work and to reduce tension among the NGOs competing for resources to undertake similar activities.

A lot of innovative elements to mutual accountability had to be developed throughout the programme implementation. Most significantly, when working with the Lebanese and the Palestinian communities, the Lebanese and Palestinian stakeholders had to develop new types of memorandum of understanding as the Palestinian Popular Committees do not enjoy a legal status in Lebanon, and the United Nations institutions cannot enter into direct agreements with them. In order to support joint

projects, UNDP provided grants to the Municipalities in a condition that joint management mechanisms and MOUs were in place.

In Akkar border regions, the new cooperatives that were formed uniquely include the members of different municipal councils in their board of directors in order to improve the role of municipalities in providing sustainable solutions to local development problems.

b. Delivering as One

- Role of Resident Coordinator Office and synergies with other MDG-F joint programmes
- Innovative elements in harmonization of procedures and managerial practices (justify why these elements are innovative)
- Joint United Nations formulation, planning and management

Throughout the implementation of the JP, the RCO continuously coordinated between the different components conducting regular joint meetings to merge resources and efforts of all stakeholders

The Steering Committee, responsible of holding periodic meetings, was comprised of the United Nations Resident Coordinator's Office – UNRCO (chair), the Council for Development and Reconstruction – CDR as well as the Spanish Agency for Development Cooperation. The SC made an effort to ensure liaison and coordination between the six implementing agencies and the local partners.

On the other hand, and despite the complexities of joint implementation, the RCO joined efforts with the participating agencies to implement a coherent approach and enhanced efficacy to beneficiaries. In this regard, each agency of this JP has been responsible for its own activities and associated budget in accordance with their own administrative norms and procedures. However, the UNRCO has played an active role in facilitating and promoting coordination as well as encouraging joint reports, the result of which was a joint financial report at the end of each period.

Moreover, during the course of implementation of the CPPB, the PMC created a joint coordination budget, administered by the RCO. This coordination budget has set the ground for joint work, particularly joint monitoring activities. The local and national partners were fairly involved in the implementation of certain components of this joint programme further contributing to delivering as one on the program level.

III. GOOD PRACTICES AND LESSONS LEARNED

a. Report key lessons learned and good practices that would facilitate future joint programme design and implementation

UNDP received very good feedback for insisting on local leadership to all activities. This has made the Mayors, Popular Committees, NGOs and CBOs as well as the Cooperative Managers to feel more empowered and motivated to complete the activities, and sustain the work after the programme has finished.

These forum initiated in the context of the programme took much more time to form and gain traction than was originally anticipated, with the implementation process falling into place only towards the end of the project after the mid-term evaluation was undertaken and re-planning and reformulation of activities was completed.

The shift towards bringing together local leaders regularly in the context of implementation of concrete activities proved more effective than the initial efforts to create dialogue platforms separate from joint projects. When this started the formation of forums became necessary and something desirable to the local representatives in order to ensure that their voices were taken into consideration during the decision making process. The existing relationship with the LPDC and these forums will provide assistance to the communities in sustaining the dialogue beyond the project timeframe.

Any initiative that seeks to initiate dialogue committees or types of local peace councils in volatile areas requires a long-term approach. At least three year programme cycle should be planned for such initiatives from the beginning, and delays should not be seen as failures to implement but rather an adjustment to the local realities, priorities and working pace. Moreover, working on local peace structures in a context of a joint programme is difficult due to the sensitive nature of this kind of work on one hand and the requirements for sharing information on the other hand.

One of the key constraints faced by the UNRWA in implementing the programme was the rejection of some of the beneficiaries to its components. For example, and as mentioned in more detail earlier, the project faced a four-month delay in implementation at its inception because the PC members rejected participating in the training programme. Rejection mainly stemmed from cultural diversity and political sensitivity of the issue tackled by the project. For example, the PC (and political factions) viewed the programme as a challenge to their governing authority of the camps.

UNRWA addressed this constraint through coordination with all stakeholders and focused meetings to explain the programme and its objectives and eventually by engaging the PC members in designing their training programme.

In relation to this, Output 5 could have benefited from a more participatory approach in the design phase (involving the various stakeholders and beneficiary groups) and a simplified approach when dealing with issues with such cultural and political sensitivity.

External constraints to the programme mainly stemmed from the unstable security and political situation in the North of Lebanon which caused some delays in the project implementation.

Similarly, the elections of new municipalities in the Lebanese surrounding area delayed the coordination efforts between the municipalities and the PCs.

Involvement of local stakeholders in all stages of the socio-economic development planning process, including in the identification and prioritization of the key challenges, development of response strategies, and implementation of these strategic is the best means to ensure their buy-in and follow up once the project is completed. The structures that were formed (regional working groups, sectoral for a, cooperatives), which were representative of the various communities also proved to be quite useful in reducing tensions and conflicts, while focusing on the common objectives.

Involving young people in the design and running of activities from the start, gives them opportunities not only to build practical skills and self-confidence but additionally building of leadership skills. Furthermore, building connection ties with peers and community decreases their vulnerability to radicalization or joining violent groups.

Ensuring that families and communities are included, and discussing with them the project and its objectives is crucial to the success of similar actions. Not only does it reassure them that the activities are safe (in the challenging security situation in which they live) but also beneficial to the youth and communities more widely. Endorsement of activities by parents and communities also enhances the respect for, and self-esteem of, the participants.

In the troubling conflict-affected context in north Lebanon, such programmes can make a real difference to young people and communities. The youth involved in training and dialogue showed a genuine increase in understanding and empathy for their peers from other communities. They worked well together on cooperative tasks, built friendships, and built important ties between their communities that would not otherwise been possible. This is a highly important step in reducing conflict risk in this area.

This Programme is a joint initiative, which requires good coordination between all participating agencies to implement smoothly the activities. The coordination mechanism faced some difficulties; taking into consideration that each agency was focusing mainly on its activities, there is a need to strengthen the collaboration to maximize tangible results especially concerning the activities that are implemented jointly or requiring close coordination. The coordination role that UNRC played and the exerted efforts done to promote information sharing between the six participating agencies as well as establishing a coordination mechanism was helpful and it recommended for future joint programme to enhance the coordination mechanism.

In order to ensure sustainability and institutionalization of a programme outcome, joint UN programmes should be designed and developed based on needs assessments and participatory approaches with a priority to build strong relationships and partnerships in the community and at a national level.

There is a need to conduct a thorough political, economical, and conflict analysis at a national level before the design and planning stage. The government's institutional challenges and capacity for planning, managing and monitoring should be looked during the design of a joint programme. Finally, and with regards to the title of the programme, the term peacebuilding should be avoided in a country like Lebanon where this term is fraught with tension as it implies compromise or an imposed peace.

Building on the experiences of the participating UN agencies and national partners, below are principal recommendations for future programming of joint actions in Lebanon. The following recommendations tackle different aspects of joint programming including the design, management and implementation:

1. During the design phase and as an essential management tool for joint programs, the participating UN agencies should set up a joint results-based M&E framework incorporating measurable indicators and baselines in order

to ensure the efficiency, effectiveness and impact while promoting learning and performance measurement

2. Joint programs must be designed in a participatory approach with local and national partners in order to avoid re-shaping and duplication of activities as well to ensure local ownership of the program
3. During the design phase, the UN agencies and participating local partners must build on previously conducted field surveys, needs assessment and past experiences in order to ensure feasibility of joint programs, a high response rate from the targeted beneficiaries and a high completion rate of the planned outputs.
4. The joint program should follow a clear selection process for the participating agencies, partners and stakeholders in order to ensure transparency and accountability of the program.
5. Joint programs must ensure national ownership and sustainability through adopting a national execution model otherwise and if inapplicable the participating UN Agencies should adopt a direct implementation model involving national and local partners in the design and implementation phases of the program.
6. During the design phase of joint programs and in cooperation with the participating local stakeholders, the participating UN agencies should develop a strategy to work on the upstream level aiming to influence the course of the program as well as public policies and sustain a long term impact.
7. Joint programs must follow a clear communication plan with the involved stakeholders serving as a guide throughout the duration of the program to convey a unified message amongst the UN agencies and partners
8. The participating UN agencies must develop during the design of joint programs a risk analysis model identifying potential obstacles to the future exploitation of the program's results and also incorporating contingency planning.
9. During the design phase of joint programs, the UN agencies should develop interlinked and complementary activities to gain the greatest level of impact on the planned outcomes.
10. In order to contribute to national ownership and sustainability of joint programs, more emphasis should be dedicated to the authority and leadership of the steering committee with a designated national organizational chairperson.
11. The steering and project management committees must highly invest in time and efforts to improve strategic planning and management of joint programs.
12. Joint programs must highly emphasize on interagency coordination and harmonization through setting up regular coordination meetings with the implementing agencies and national partners.

13. The participating UN agencies should develop a visibility plan for joint programs. This plan must incorporate communication activities designed to raise awareness on the objectives of the action and on the UN support in the country for targeted groups.
14. In cooperation with the local partners, the UN agencies should also publicize the results and the impact of the ongoing joint programs.

b. Report on any innovative development approaches as a result of joint programme implementation

In the context of the surrounding areas of the Palestinian refugee camps, formal relationships with the local Palestinian leadership proved difficult due to their legal status. The programme had to develop an innovative way of formalizing the management mechanisms and agreed with the Municipalities and the Popular Committees that although grants would be directed to the Municipalities, the Municipalities and Popular Committees would develop and sign MOUs and joint management plans in order to ensure that both Lebanese and Palestinian sides would benefit from all assets and activities.

In order to empower the two cooperatives that were newly established in Akkar, and to improve the skills of the Municipalities in local economic development, a unique structure for the cooperatives was planned. It was agreed that municipal council members from different political and sectarian backgrounds, members of other existing cooperatives in the region, farmers from a variety of backgrounds, local CBO members as well as local business owners would become the members of the cooperative. The members selected the cooperative manager and the cooperative board members with a criterion to include municipal council members representing the different denominations of the area.

The major innovation was the high degree of involvement of youth in the design and running of the programme's activities. Giving beneficiaries the ownership of the project increased their confidence, sense of responsibility, and engagement throughout the lifetime of the project. Furthermore, introduction of recreational activities in the Lebanese schools in the north was a first. The positive impact on the youths' behavior such as decreased fighting and more community engagement encouraged schools to continue extracurricular activities by themselves after the end of the project.

c. Indicate key constraints including delays (if any) during programme implementation

a. Internal to the joint programme

The coordination between the different UN agencies was challenging, especially in the beginning of the programme. These agencies possess very different mandates and are not used to working together towards the same goal.

The programme was planned as very extensive ambitious programme to be implemented within a short timeframe in a very challenging context. Many of the planned activities were unrealistic in nature, and would have required a much longer timeframe for complete implementation.

- **Time:** Arranging times for activities suitable to all involved parties requested heavy coordination work needed between students from

Lebanese and Palestinian schools, and the schools themselves. This was especially true during the exam period. This was addressed by working closely with schools, parents and youth themselves to set mutually-beneficial timetables while maintaining flexibility as needed.

- **Materials:** At the beginning of the project, materials were not always available at the start of activities. This obstacle was overcome by increasing logistical planning to ensure that all materials are in place before the start of any activity, as failing to do could disappoint students' expectations and affect the credibility of the project.

Synergy between the agencies is crucial and particularly where the work the agencies intersect.

Delay in receiving the second portion due to low expenditure among some of the participating agencies which led to a delay in implementing the different programmes as planned.

b. External to the joint programme

The tense political and security situation at the national level remains the major risk facing programme implementation. Many activities encountered severe delays due to the violence in Jabal Mohsen Beb el Tebbaneh area. The clashes in this area not only affect activities being directly implemented in this area, but they also lead to closure of the main Northern highway halting access between the city of Tripoli and Akkar.

The Syrian crisis has also increased the political polarization especially in the city of Tripoli, and has led to constant clashes in the area. As a result meetings and workshops, as well as activities are often cancelled and rescheduled, and works stopped, and restarted only to be stopped again few days later.

The cabinet resignation in January 2011 and the five months stalemate in the formation of the new cabinet caused a delay in the adoption of the labour law and its respective implementation decree. Unfortunately, the UN agencies received information that the implementation decree would be signed many times over the course of the programme, and were waiting for the signature. When time became critical, it was finally agreed that the activities planned had to be cancelled.

In light of the endorsement in August 2010 of the legal amendments granting some rights to Palestinian refugees registered and residing in Lebanon, the ILO alongside other agencies (UNDP and UNRWA) working on the Palestinian component of outcome 1, reviewed their planned activities in order to adapt them to the amendments. However, the fact the implementation decrees accompanying these amendments have still not been issued until the current date has resulted in major delays on the part of the relevant agencies to implement their activities under this component. In the case of the ILO, in particular, the activities related to preparing advocacy materials and organizing tripartite dialogue workshops to discuss the labour rights of Palestinians had to be first put on hold and suspended altogether and replaced by other activities (as explained earlier).

- **Security:** Clashes and instability in North Lebanon (such as those in Jabal Mohsen/Bab al-Tabbeneh), especially towards the latter part of the project, caused delays and occasionally placed obstacles to running activities. Even after the immediate danger of clashes had subsided, parents became reluctant

to allow their children to participate in activities. In mitigating this difficult context, activities were delayed till the situation became safer, and parents were reassured at meetings that safety came first.

- **Working with Lebanese schools:** Initially the Lebanese schools were reluctant to become involved in the project and raised more objections than the UNRWA (Palestinian) ones, they insisted on receiving the permission from the Ministry of Education and Higher Education prior to the launch of any activity. At a later stage, an excellent relationship was built with the project and the implementation went smoothly with a supportive attitude from the directors.

Many factors in the country led into delays in the programme implementation, such as: a) the political instability in the country from 2009 onward; b) the lack of government for more than 6 months, c) the constant change of national/governmental priorities. As for the delay in implementation that occurred in the past 4 months, it was mainly caused by the civil unrest and internal armed conflict within the programme's targeted areas of Jabal Mohse/Beb el Tebanneh and Baddawi Camps. Those recurrent security incidents restricted the work of the programme's participating UN agencies and implementing partners.

c. Main mitigation actions implemented to overcome these constraints

Monthly coordination meetings for the whole programme were initiated in order to improve information sharing and planning. Eventually, the UN agencies also started to organise themselves into smaller groups that met on a weekly basis to discuss activities on the ground, and to solve any outstanding issues.

The security situation in the field meant that UN agencies involved in the programme had to accept constant re-scheduling of activities, and had to adjust to the working pace of the local communities. Unfortunately the rigid rules of the MDGF Secretariat regarding extensions does not take into consideration the local reality in the field, where activities are often delayed, and this is a normal occurrence for the local counterparts. The local stakeholders are often unable to think in terms of project timeframes and strict deadlines, especially that the local culture is quite flexible when it comes to respecting timelines.

Considering the high level of uncertainty related to the issuance of the decrees, the ILO had to develop a set of alternate activities under outcome 1, namely the employment profile and documentary rather than conducting a national workshop and tripartite dialogue.

Furthermore, with regards to outcome 2 and in light of the volatile security situation, and particularly in relation to the training activities, the ILO had to adjust the training schedule in order to provide longer hours of training in fewer days (hence, reducing number of times that the consultants had to undertake missions to Akkar).

The women and young girls' needs assessment has provided all the needed information to run the activities and the identification of local partners for follow up.

d. *Describe and assess how the monitoring and evaluation function has contributed to the:*

- a. Improvement in programme management and the attainment of development results

The monitoring and evaluation function was lacking at the beginning of the programme, later on a monitoring plan was designed and adopted by the joint programme in order to facilitate the better track the progress of the activities.

When the programme was designed, this function was lacking since no monitoring framework was included. However the framework that was developed at a later stage helped the national partners (ministries and NGOs) and the participating agencies in fine tuning and focusing their interventions into the ones that can be achievable within the period of the programme.

b. Improvement in transparency and mutual accountability

It contributed to avoiding overlap through identifying “who does what, where and how.”

c. Increasing national capacities and procedures in M&E and data

The M & E framework was not directly designed to increase national capacities in M & E however it indirectly contributed to assessing/evaluating the different interventions which fed into the sustainability plan.

d. To what extent was the mid-term evaluation process useful to the joint programme?

Maintaining accountability to beneficiaries and other stakeholders remained a priority in this project. To this end monitoring, evaluation, and consistent feedback, including that from parents, teachers and the youth themselves continued throughout the life of the project.

Monitoring was assured through continuous and regular reporting as well as through proper documentation of all activities completed.

The Mid-term evaluation by an external evaluator was useful to give an external feedback on the implementation and in the same time to help revising the work plan based on the outputs. It allowed the participating agencies and the national counterparts to determine which initiatives are successful and can be built upon and which initiatives should be modified or adjusted in order to reflect the reality and reach the set outcome. Based on the evaluation report and especially the recommendations; an improvement plan was elaborated in order to meet the expected outcomes. The evaluation report recommended also requesting an extension for the programme in order to be able to achieve all the activities.

e. *Describe and assess how the communication and advocacy functions have contributed to the:*

a. Improve the sustainability of the joint programme

It is important to have a communication plan included at the design phase of any joint programme in addition to a focal point recruited to follow up on the implementation of this plan

b. Improve the opportunities for scaling up or replication of the joint programme or any of its components.

In order to ensure the right scaling up or replication, it is crucial to involve national partners and government entities in the design and implementation of each joint programme.

c. Providing information to beneficiaries/right holders

Open communication lines with beneficiaries and other stakeholders have been vital to this programme. Having regular meetings with the directors of schools allowed to

overcome initial resistance to the programme in some Lebanese schools. By regular update on the progress and participation in the feedback, schools have expressed an interest in continuing activities past the lifetime of the project.

Peace building advocacy through the open days increased communication lines between Lebanese and Palestinians encouraging them to better relations. This end has been a core part of this project.

The RCO and the participating agencies succeeded in providing information to beneficiaries and national stakeholders through continuous information sharing meetings and articles in the local newspapers.

f. Please report on scalability of the joint programme and/or any of its components

a. To what extent has the joint programme assessed and systematized development results with the intention to use as evidence for replication or scaling up the joint programme or any of its components?

The lessons learnt from the Lebanese Palestinian initiatives will be critical in future programming for the different UN agencies engaged in the programme and will also be disseminated to a wider range of stakeholders. The Lebanese Palestinian Working Group based at the Support Office for Consensus Building, Civil Peace and Constitutional Strengthening (Common Space), is already collecting and utilizing some of these lessons learnt.

Working with the NBC and Beddawi PCs throughout the implementation of the programme, not only through delivery of training, but also through the increased dialogue and communication has built more trust between the PCs and the UNRWA. It has also reflected on the capacity of the PCs and their willingness to be more active and engaged in development works and efforts in the camps.

Building on these positive results, UNRWA has replicated the work with PC in the rest of the Palestine refugee camps. More cooperation and PC engagement in issues that affect the refugees are seen.

It is worth noting here that the Issam Fares Institute has replicated the intervention of training popular committees in Palestine refugee camps in Beirut and Saida. UNRWA cooperated with the Institute and shared with them the lessons learned.

Moreover, the Agency adopted a more participatory approach in the delivery of the reconstruction services in NBC, where the beneficiaries are more engaged in the design of the programmes and the PCs are engaged with the beneficiary lists.

As for the exit strategy and ensuring sustainability, UNRWA will continue the close cooperation with the PC and will aim to formalize the cooperation of the PC with other stakeholders in various forms including the signature of agreements and MOUs, setting agenda's for regular meetings that all stakeholders will be invited to, etc.

The employment and labour profile for Palestinians will support the broader ILO efforts to promote Palestinian labour rights on a national level.

The model of capacity building and joint activities is replicable for grass-roots peace building initiatives. UNRWA is considering replicating the initiative in the South of Lebanon.

The capacity-building of youth and teachers is to make the programme sustainable past the lifetime of the project. Twinned schools have reported interest in maintaining links and to continue holding dialogue-enhancing activities in the future.

More importantly is the social media training. 20 youth participants were provided with opportunities to engage socially with members of neighboring communities to break down existing barriers of dialogue and accepting others and to express themselves creatively with regards to topics related to dialogue, accepting diversity and peace building.

The joint programme focuses mainly on building partnership with local government and NGOs which will be reflected as results that will help the scaling up of the programme. In addition to that many assessments as well as other data collection means were adopted in order to collect needed information, to analyse it and to use it as evidence for scaling up.

The participating agencies invested considerable efforts in systemizing the results that will help the scaling up of the programme. An example of that would be under output 4 where specific tools were developed between UNICEF, the Ministry of Education and Higher Education and UNRWA to assess the impact of the interventions. As a result of the data gathered from the questionnaire proving an improvement in behaviour and knowledge among the beneficiaries, a scaling up plan was developed with the Ministry of Education and Higher Education.

b. Describe example, if any, of replication or scaling up that are being undertaken

UNDP and UN-HABITAT have recently (in 2012) initiated a new joint programme addressing the issues affecting the so-called grey areas, the adjacent areas of the Palestinian refugee camps that fall outside the UNRWA mandate and that are within the mandates of the municipalities but are often overlooked as they are mostly illegally constructed areas. In this context the initiatives that were initiated in the adjacent areas of the NBC and Beddawi camps in the North, will be continued and built upon and similar initiatives will be started in the adjacent areas of the southern refugee camps. In addition, this new project includes a national component under which policy changes are sought in cooperation with the LPDC in order to develop a guiding policy framework to improve the situation in these adjacent areas.

The LPDC experience in north of Lebanon facilitating the camps' relationships with the surrounding environment was adopted as a model in the other parts of the country as well, including the Beqaa, South and Beirut. On monthly basis, meetings are being organized with local municipal authorities and popular committees in order to identify common priorities

The employment and labour profile is being reproduced on a national level to provide insight on issues and challenges facing Palestinians in Lebanon according to the results of the labour force survey. Furthermore, the documentary which is currently being produced provides insight on a number of challenges facing Palestinian employability in Lebanon namely legal, procedural, education and skills as well as specific challenges faced by women and youth.

In order to empower local women to become actor of change in their communities, UNFPA organized training workshops for women leaders from targeted areas identified for mainstreaming gender equality and able to advocate about gender equality through outreach sessions that are taking place with women groups in the community. As follow up to the training workshops; coaching and mentoring was provided to women leaders as well as their respective NGOs while providing outreach sessions that are targeting women and young girls in the communities to ensure the enhancement in knowledge among targeted groups. This activity was one of the success stories showing the importance of empowering local actors to scale up the programme with local capacities.

One example of scaling up would be the initiative supported by UNICEF and the Ministry of Education and Higher Education which consist of reviewing the Citizenship Curriculum to integrate the main techniques and skills provided to the beneficiaries during the training.

c. Describe the joint programme exit strategy and asses how it has improved the sustainability of the joint program

In Akkar, the results of this joint programme will be sustainable through the active involvement of the local actors. The capacity building, socio-economic and local dialogue implemented initiatives are currently on-going and will play a vital role in further sustaining the results in the region especially with regards to the hosting capacity of Syrian refugees. Furthermore, the UNDP ArtGold development project will continue the support being provided to the two cooperatives in Akkar in cooperation with LEDA (Local Economic Development Agency). The cooperatives are formed as legal entities and will remain after the project is completed representing a means of contribution to the sustainability of the local economic development activities in the medium term. Sustainability of the microcredit and business management activities that were led by ILO will be maintained to a large extent by Al Majmoua NGO, the local partner that intends to open a sub-office in Akkar.

Due to the tense situation in Jabal Mohsen and Bab Al Tabbaneh and to the impact of the Syrian conflict; the Tripoli component was limited and could not be achieved as planned. However, the youth capacity building in this region represents a good step towards sustainability which will be mainly achieved through the change of attitude and improved tolerance noted among the participating youth.

In addition, UNICEF focused on building the capacity of a total of 20 education professionals in the participating 10 Public schools on communication skills and conflict and violence management techniques to facilitate the resolution of inter and intra-communal tensions. Based on the participants' evaluation, this exercise proved highly useful for the education professional in the schools experiencing conflict and influx of Syrian Refugees as they are facing increasing challenges with the Lebanese and Syrian students.

To ensure a proper exit and sustainability strategy, UNICEF and the Ministry of Education and Higher Education supported the Center for Lebanese Studies (CLS) and the Center for Education Research and Development (CERD) in initiating the first phase of the Citizenship Curriculum review that focused on Children's rights, gender and violence and conflict management principles. At the end of this first phase, the Citizenship textbooks and teacher guidebooks from grade 1 to 12 are reviewed and resource material are identified in order to be integrated within the final curriculum at the end of the review process that is commissioned for a period of 2 years.

In the Palestinian refugees' camps, the sustainability of the results will be ensured through the replication of the adopted approaches and activities in this joint programme in other regions of the country including the Beqaa, South and Beirut.

The activities in the Palestinian refugee camps shall continue through other initiatives aiming to improve living conditions of Palestinian refugees in Lebanon including a new joint programme to be implemented by UNDP and UN-HABITAT, funded by the Swiss Agency for Development & Cooperation as well as a project jointly implemented by UNRWA, UNICEF and ILO under the Peace Building Fund. Furthermore, the Lebanese Palestinian dialogue committee (LPDC) will sustain the involvement it started through the JP. The support of UNDP to the LPDC will surely help in sustainability of work of LPDC in general and in North Lebanon in particular.

IV. FINANCIAL STATUS OF THE JOINT PROGRAMME

a. Provide a final financial status of the joint programme in the following categories:

	Total approved budget	Total budget transferred	Total budget committed	Total budget disbursed
UNICEF	684,820.00	684,820.00	684,803.00	684,803.00
UNESCO	154,429.00	154,429.00	153,079.65	153,170.60
UNWRA	256,867.00	256,867.00	256,728.00	109,496.00
UNDP	2,553,984.00	2,553,984.00	2,525,993.71	1,793,057.30
ILO	876,559.00	876,559.00	870,931.00	870,931.00
UNFPA	473,361.00	473,361.00	473,360.28	444,379.28

V. OTHER COMMENTS AND/OR ADDITIONAL INFORMATION

VI. CERTIFICATION ON OPERATIONAL CLOSURE OF THE PROJECT

By signing, Participating United Nations Organizations (PUNO) certify that the project has been operationally completed.

PUNO	NAME	TITLE	SIGNATURE	DATE
UNICEF				
UNESCO				
UNWRA				
UNDP				
ILO				
UNFPA				

VII. ANNEXES

1. List of all document/studies produced by the joint programme

UNICEF

- Citizenship curriculum review on Children's rights, gender, violence and conflict management (grade 1 to 12)

UNFPA

- Women and young girls needs assessment in the targeted area
- Training package on gender equality
- Training package on reproductive health
- Training package on Gender Based Violence

UNRWA

- Success stories published on the MDGF website
- Assessment of training needs of the Youth in NBC and Beddawi camp
- Assessment of training needs of women groups in the North camps
- Needs assessment for the Popular Committees in NBC and BC
- Capacity Building Programme of Popular Committees in the North Camps 2010-2011
- Capacity Building Programme on Media Training/ phase 2 publishing a community newsletter

ILO

- Northern Akkar Socio-Economic Assessment -Marketing Strategy for Dreib (Olive oil)
- PVCA Report for the Olive Sector
- Labour and Employment Profile of Palestinians in the North
- Training Reports from the training on good agricultural practices

UNDP

- Three case studies on Lebanese-Palestinian relations in Nahr el-Bared, Beddawi and Ein el-Hilweh camps (2011):
- "Ein el-Hilweh Camp and Saida Municipality: Towards a Positive Interaction in Place and Space"
- "Local Relations in the Nahr el-Bared Camp and Surrounding Municipalities"
- "Rapid Assessment/Mapping of the Lebanese-Palestinian Interactions in Beddawi Area – North Lebanon"

- Report on Lebanese-Palestinian relations in the North: “Lebanese-Palestinian Perceptions: A Representative Sampling Survey of Youth in North Lebanon” (2011)
- Strategic plan for the development of the olive sector in Dreib, Akkar (2011)
- Strategic plan for the development of the vegetable sector in Sahel Akkar, Akkar (2011)
- Local community development training report on training activities in the Akkar area (2011)
- Capacity development training for Lebanese and Palestinian youth report on training activities in the North (2011)
- North Lebanon border area conflict analysis (2010).
- NGOs/CBOs capacity development training report on training activities in the North (2010)

2. List all communication products created by the joint programme

UNICEF

- Documentary on Conflict Prevention & Peace Building in 10 Public Schools and 8 UNRWA schools for the Vienna Inter-Agency fair in 2010

UNRWA

- Issue zero of the Community Newsletter of NBC - أخبار المخيم –
- Wall paintings (murals) by Lebanese and Palestinian Artists on the walls of UNRWA school in NBC

UNFPA

- Booklet which documents some success stories on gender equality, women empowerment, and prevention/response to GBV in targeted areas.
- Documentary capture key success stories and good practices achieved during the implementation of the GBV local initiatives in Tripoli/Palestinian Camps.
- Promotional material such as coffee cups, pens, note pads, and magnets distributed during the outreach component implemented in Akkar through the joint proposal. All promotional items contain messages.

ILO

- Documentation of success stories/lessons learnt from the process of cooperative development
- Documentary about employment challenges facing Palestinians

UNRCO

- Documentary highlighting the main components of the programme entitled “Wind of Change”
- The Programme Magazine
- Various media coverage

3. Minutes of the final review meeting of the Programme Management Committee and National Steering Committee



MDG-F Conflict Prevention and Peace Building in North Lebanon Project Management Committee Meeting 07/09/2012 at 10:30 – Beirut Minutes of meeting

Participants: Amal Karaki (CDR), Walid Nasr (RCO), Laetitia Weibel (ILO), Indra El Hage (UNDP), Amal Obeid (UNICEF), Doreen Farah (MEHE), May Abou Ajram (UNESCO).

Discussions:

As part of the results based monitoring and evaluation strategy of the MDGF, the consultants met with the MDGF Project Management Committee to discuss the evaluation report and its findings.

I. Final evaluation report:

The selected consultants; Mr. Carlos Carravilla and Mr. Nasser Yassin; shared the final evaluation report format, its sections and preliminary findings. The PMC had some comments regarding the evaluation report on the process, design and results levels.

The participants requested the consultants to be more specific in presenting the findings and their recommendations to enable the UN agencies to have a clearer direction to improve future joint programming.

It was also requested from the evaluators to take into consideration within the evaluation report the national and country contexts in analyzing the results and conclusions of this evaluation.

The PMC members agreed that the final evaluation report should clarify how to ensure more active roles for national partners and stakeholders in coordination of such programs in the future.

Finally the committee requested from the consultants to include recommendations with a focus on quality assurance in the design and implementation stages of joint programs.

II. Follow up

Responsibility	Task	Timeline
The consultants	Submit the final evaluation report	1 st week of October 2012



**MDG-F Conflict Prevention and Peace Building in North Lebanon
Final Steering Committee Meeting
9/10/2012 at 15:30 – Beirut
Minutes of meeting**

Participants:

Steering Committee (SC):

Amal Karaki (CDR), Wafa Charaf Eldine (CDR), Irene Cabrera (AECID), Alexander Costy (UNRCO)

Participating UN agencies:

Shaza Al Jondi (ILO), Shombi Sharp (UNDP), Indra El Hage (UNDP), Sara Dominoni (UNRWA), Amal Obeid (UNICEF), May Abou Ajram (UNESCO), Walid Nasr (UNRCO), Rony Gedeon (UNRCO)

Evaluation consultant:

Nasser Yassin

Discussion:

1. Welcome note by Alexander Costy (Head of RCO)

Mr. Costy welcomed the Steering Committee members and started the meeting by emphasizing the success of the MDGF Conflict Prevention and Peace Building in North Lebanon and the necessary continuation of such joint programs. As well, he announced this as the final steering committee meeting that will complete the operational closure of the program
2. Briefing on the final evaluation by Mr. Nasser Yassin (external consultant)

Mr. Nasser highlighted the main findings of the of the MDGF program:

 - i. The MDGF program achieved 72% of the planned targets
 - ii. The evaluation report is a qualitative assessment based on the available documents and literature, as well as field investigation and interviews with relevant stakeholders.
 - iii. The evaluation noted a higher and improved acceptance of the program and the implementing organizations by stakeholders previously known to oppose similar initiatives in the region.
 - iv. This program focused more on field activities with less focus on the upstream level which would have significantly facilitated and contributed to the program success
 - v. The participation of the local and national partners was low in the design phase of the program
 - vi. There was a lack of visibility of the MDGF as a joint program, it was rather perceived by the majority of the stakeholders as implemented by only one agency

- vii. Planning for sustainability did not follow a participatory approach between the agencies and the local partners (cooperatives, municipalities...)
 - viii. Field investigation and surveys would have added to the effectiveness of the program if considered in the design phase
3. Open discussion and recommendations
- It was agreed in the meeting that this evaluation will be taken into consideration for future planning by both the UN agencies and donors
 - The SC members agreed that a national execution modality would have been more ideal for similar initiatives. However, given the Lebanese situation in 2008 and the difficulties in finding suitable national alternative implementing organizations in particular in UNRWA area of work, this joint program adopted a direct implementation modality.
 - A proper results based monitoring and evaluation framework with measurable indicators contribute to successful implementation of joint programs and should be adopted in similar future actions during the design phase
 - The implementing UN agencies ensured to the SC members that each agency will follow up on the sustainability of the achieved results. Moreover, the agencies informed the SC that the unreached targets of the MDGF program are being incorporated in other ongoing programs.
4. Closing procedure of the program
- a. On behalf of the RCO, Mr. Walid Nasr informed the SC members and the participating agencies of financial and operational closing procedures according to the MPTF guidelines:
 - i. Each implementing agency headquarter will submit a final financial statement to the MPTF office and return all unspent funds along with incurred interest during the program timeframe
 - ii. The final narrative report will be circulated to the Steering Committee members, the MDGF Secretariat and the UN agencies focal points as well as the MPTF office

Next Steps:

- I. The RCO to send the final narrative report with all annexes including the final evaluation report to the SC members and the MDGF Secretariat and then submit it to the MPTF office
- II. The RCO to disseminate the MDGF joint video documentary to the SC members and the implementing UN agencies
- III. The 6 participating UN agencies to disseminate an Arabic translated version of the final evaluation report to their respective local partners
- IV. The RCO to post on the UN Lebanon website all compiled publications, videos and studies
- V. The RCO to draft a matrix incorporating recommendations and challenges as lessons learnt for join programming in the future

4. Final Evaluation Report (See full report attached)

EXECUTIVE SUMMARY

This is an individual and final evaluation of the joint programme (JP) entitled 'Conflict Prevention and Peace Building in North Lebanon' (MDG-F 1976). The JP had a main objective of mitigating the risk of relapse into violent conflict through promotion of socioeconomic development and peace building in conflict prone communities in North Lebanon.

The evaluation was carried out following a qualitative design. It has promoted a learning process essentially participatory and inclusive, giving voice to different population groups and institutions involved in the programme.

The JP has been the first joint experience for most partners and as such, it has been both a management challenge and an opportunity for institutions with different mandates and visions to discover new ways of working.

5. M&E framework with update final values of indicators

Outcome 1: Conflict resolution and mediation mechanisms developed and sustained in order to facilitate the resolution of inter- and intra-communal tensions between Palestinians and Lebanese.							
Expected Results	Indicators	Baseline	Overall Expected Target	Achievement of Target to date	Means of verification	Collection methods and Responsibilities with indicative time frame & frequency	Risks & assumptions
Output 1: Role of formal Lebanese-Palestinian resolution mechanisms and Lebanese-Palestinian Dialogue Committee (LPDC), strengthened	Number of coordination meetings with Municipalities, Popular Committees, NGOs, and UNRWA organized in North and South Lebanon	Limited involvement of the Government of Lebanon in the coordination of development and humanitarian efforts at the local level	Organize at least 1 coordination meeting/month and ensure the follow up at the local and national levels	Coordination meetings in place with key stakeholders in the North, following the recruitment of a new LPDC field officer Coordination in the South delayed given the ongoing recruitment for a field officer.	Minutes of coordination meetings	UNDP send copies to PC	Risks: The negative economic cycle in Nahr el Bared camp may cause a loss of interest in the activities to be undertaken Limited capacity at the municipal level may limit the development of partnerships

	Level of awareness of the work of LPDC by Palestinian community in the North	No trust between the Government of Lebanon and Palestinian communities in the North following the Lebanese crisis	Increase awareness of LPDC's work for Palestinian communities in the North	Meetings of the LPDC President with key stakeholders in the North (including PC) resumed, local presence in the North re-established and communication strategy with the army drafted.	Survey focusing on awareness of LPDC's work among key stakeholders	UNDP send results to PC	No major institutional/political change occurs during the implementation of the programme.
	Policy advice provided to Lebanese Government on access issues (including NBC reconstruction)	No strategy of the Government of Lebanon on access and return to NBC	Support the design of a strategic framework for NBC access and return	Security sub-committee of the LPDC (consisting of the Ministries, Palestinian parties and UNRWA) established.	MoM of Security sub-committee established under the LPDC	UNDP send copies to PC	No change in the Government of Lebanon policy and institutional set up for the Palestinian issues
					Draft of strategic framework on NBC access and return	UNDP send copy to PC	

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

Expected Results	Indicators	Baseline	Overall Expected Target	Achievement of Target to date	Means of verification	Collection methods and Responsibilities with indicative time frame & frequency	Risks & assumptions
Output 2: Three forums in support of community-based conflict resolution and social service delivery initiatives in selected area of intervention established and operational. (1.Beddawi and surrounding Lebanese municipality 2. Nahr el-Bared and surrounding Lebanese municipalities, 3.	Number of joint meetings	Lack of systematic and sustained mechanisms of interaction between Lebanese/Palestinian and Lebanese/Lebanese communities in the North	Organize at least 3 meetings per month	Two meetings of the core group for Jabal Mohsen-Tebbaneh / Tripoli held in March 2011 following extensive consultations with local stakeholders.	MoMs	UNDP, ILO, and UNRWA officers send MoMs and narrative reports to PC	Risks: The delay in the reconstruction of Nahr el-Bared Camp may raise frustration and tensions at the local level The municipal elections may lead to institutional discontinuity and the need to develop new
	Number of functional and sustained forums set up by Lebanese /Palestinian communities		Support the establishment of 2 Lebanese-Palestinian and 1 Lebanese-Lebanese forums	1) Core group for Jabal Mohsen-Tebbaneh / Tripoli formed, following	MoMs Narrative reports		

Jabal Mohsen and Bab El Tabbaneh)	Number of functional and sustained forums set up by Lebanese /Lebanese communities			conflict/actor mapping and extensive preparatory consultations 2) Lebanese-Palestinian forums to be formed following completion of mapping of frameworks of interaction			partnerships No major institutional/political change occurs during the implementation of the programme. No change in the Government of Lebanon policy and institutional set up for the Palestinian issues
	Number of joint initiatives	Limited number of joint initiatives between targeted communities	Implement at least 2 initiatives in targeted communities	No joint initiatives implemented (related to activities in the next quarter)	Photos ToRs contracts	Agencies send copies to PC during and after the implementation	
	Level of awareness on new labour law	Lack of knowledge of new labour law among Lebanese and Palestinian communities	Dissemination of information related to new labour law among Lebanese employers, Palestinian workers, and local authorities	Level of awareness still comparable to baseline	Focus groups Perception survey	ILO send results to PC UNDP sends results to agencies and PC	

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

Expected Results	Indicators	Baseline	Overall Expected Target	Achievement of Target to date	Means of verification	Collection methods and Responsibilities with indicative time frame & frequency	Risks & assumptions
Output 3: Culture of Peace, Human Rights & Gender Mainstreaming Capacities of Women Committees & NGOs in the targeted areas strengthened	Level of knowledge about SCR 1325 among women and community leaders increased	None of the community members (women and community leaders) heard about scr 1325.	Increase the awareness of 80% of targeted beneficiaries (women and community leaders) on scr 1325	Level of awareness still comparable to baseline	Pre and post tests of capacity building sessions (evaluation reports)	UNFPA PM sends copies of reports to PC	Risks: Security risks related to the political tensions at the national and regional level may slow down the implementation of the programme. Risk of resistance by popular committees members may
	Number of solidarity activities between two communities from different targeted communities	Lack of networks gathering women's groups from different targeted communities	Implement 2 networking activities between different women committees of targeted communities	0 Related activity planned to be conducted in third quarter	Activities observation (Field visits reports) as well as progress, activity or training reports	UNFPA PM sends copies of field visits reports to PC	

	Number of sensitized community leaders supportive of GBV initiatives	Lack of GBV initiatives	Two to three GBV initiatives supported by community leaders.	0 Related activity planned to be conducted in second quarter-preparatory meetings launched	The actual GBV initiative documents	UNFPA PM sends copies of initiative documents to PC	affect the implementation of some activities
	Number of sector plans incorporating conflict prevention that are lead by women	No sector plans existing in the targeted area	A minimum of 2 sector plans incorporating conflict prevention that are lead by women	0 Related activity planned to be conducted in last quarter	The sector plans with a lead role by women in the respective communities	Send copies of sector plans to PC	
	Number of NGOs capable of offering information and/or service package incorporating one or more of the following: conflict prevention, violence prevention, peace building, conflict resolution	Lack of NGOs offering information and/or service package incorporating one or more of the following: conflict prevention, violence prevention, peace building and conflict resolution.	A minimum of 2 to 3 NGOs are capable of offering information and/or service package	0 Related activity planned to be conducted in third quarter	NGOs training report and strategic vision	UNFPA PM sends copies of training reports and strategic vision document to PC	

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

Expected Results	Indicators	Baseline	Overall Expected Target	Achievement of Target to date	Means of verification	Collection methods and Responsibilities with indicative time frame & frequency	Risks & assumptions
Output 4: Conflict resolution capacities of Youth and NGOs/CBOs working with youth in the selected areas improved	Level of awareness of educational professionals of inter-personal conflict management techniques	<10% of knowledge/awareness of inter-personal conflict management techniques among the group of professional targeted	At least 30% increase from the baseline in awareness among educational professionals	Level of awareness unknown new monitoring tool under development (questionnaire for teachers)	Attendance sheets Field visits and Narrative reports Training evaluation reports	UNICEF and UNESCO send copies to PC	<p><u>Assumptions:</u> No major institutional/political change occurs during the implementation of the programme.</p> <p>No change in the Government of</p>

	Level of awareness of school children and youth of inter-personal communication, conflict resolution techniques and approaches (summer camps, dialogue clubs, etc)	<10% of knowledge/awareness of inter-personal communication, conflict resolution techniques and approaches among the group youth and school children targeted	At least 30% increase from the baseline in awareness among school children and youth	Level of awareness unknown new monitoring tools under development (questionnaire for children and youth)	Narrative reports Questionnaires analysis Field visits reports	UNICEF, UNESCO, and UNDP send copies to PC	Lebanon policy and institutional set up for the Palestinian issues Local Communities are committed to participate to the activities of the programme
	Level of awareness of parents of inter-personal conflict origin and prevention issues	<10% of knowledge/awareness of inter-personal conflict origin and prevention issues among the group of parents targeted	At least 30% increase from the baseline in awareness among parents	Level of awareness unknown	Narrative reports Field visits reports	UNICEF and UNESCO send copies to PC	
	Level of awareness of NGO activists, municipal and community leaders of intra- and inter-communal conflict and tension reduction approaches	<10% of knowledge/awareness of intra- and inter-communal conflict and tension reduction approaches	At least 30% increase from the baseline in awareness among NGOs activists, municipal and community leaders	Level of awareness still comparable to baseline monitoring tools were developed	Attendance sheets Narrative reports Training evaluation reports	UNDP send copies to PC	

	Number of joint inter-and intra-communal activities (school twinning, dialogue clubs, summer camps, team building, sports events, sightseeing trips, cultural festivals and fairs)	Narrative reports on the joint inter-and intra-communal activities implemented	At least 1-3 joint inter-and intra-communal activities held every month	11 joint activities conducted	Attendance sheets Narrative reports photos	UNICEF, UNESCO, and UNDP send copies to PC	
	Percentage of women and girls participating in activities	<30% girls and women participating in the training and networking activities	At least 50% of participants benefiting from the activities are girls and women	Almost 50% of participants in activities are girls and women	Attendance sheets Narrative reports	UNICEF, UNESCO, and UNDP send copies to PC	
	Number of young people capable of using peer to peer approach with emphasize on gender equity and equality	None of the young people is familiar with peer to peer approach.	At least 5 to 7 young people capable of using peer to peer approach	0 Related activity planned to be conducted in third and fourth quarter	Attendance sheets Narrative reports	UNFPA send copies to PC	

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

Expected Results	Indicators	Baseline	Overall Expected Target	Achievement of Target to date	Means of verification	Collection methods and Responsibilities with indicative time frame & frequency	Risks & assumptions
<p>Output 5: Capacities of the Popular Committees improved, particularly with regard to the conflict management skills</p>	<p>Level of improvement made in PCs knowledge in relation to conflict resolution and prevention Percentage of participation in the training sessions among PCs members Extent to which PCs are engaging the community in decision making Percentage of young girls participating in youth groups</p>	<p>PCs in NBC and BC has 16 members each Weak capacities and skills of PC members Lack of motivation of PCs members to participate in capacity building activities Limited community participation due to PCs resistance Limited women participation</p>	<p>Increase the level of knowledge of 25 % of PCs members 50 % of PCs members participate in training sessions Design and implement 2 local initiatives based on a participatory approach between PCs and community representatives Ensure that 30% of youth groups are young girls</p>	<p>Level of improvement unknown 50 % of PCs members participated in 14 training sessions 0 Introductory meetings held 0 related activity is planned to be conducted in second quarter</p>	<p>Attendance sheets Training and evaluation reports Photos Field visits reports Interviews with community members Narrative reports Minutes of design and implementation phases meetings Attendance sheets MoMs</p>	<p>Trainer sends attendance sheets, photos, and evaluation reports to UNRWA officer and PC UNRWA officer prepares field visits reports and send to PC UNRWA officer send interviews reports to PC Facilitator of meetings send minutes to UNRWA officer and PC UNRWA officer and UNFPA PM send attendance sheets and MoMs to PC</p>	<p>Assumptions: Political and security crisis does not deteriorate Access to the Nahr el Bared and Beddawi camps is guaranteed during the implementation of the programme.</p>

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

Expected Results	Indicators	Baseline	Overall Expected Target	Achievement of Target to date	Means of verification	Collection methods and Responsibilities with indicative time frame & frequency	Risks & assumptions
Output 6: A Media Campaign to Raise Lebanese-Palestinian issues conducted	Level of awareness among Palestinian workers on the implementation of new law regarding right to work	No implementation decrees for the new labour law A committee has been established to work on proposing the implementation decrees	Reach at least 50% of the Palestinian workers	Following the signature of a decree by the Ministry of Labour on Feb 22 implementing amendments to the Labour Law that were adopted on 17 August 2010 by the Lebanese Parliament, steps have been taken with UNRWA and ILO to propose a package of support to the Ministry of Labour, which includes the proposed communication campaign. A concept note will be discussed with the Ministry by beginning of April.	Rapid community survey Focus groups among Palestinian workers and Lebanese employers	UNDP send results to PC	

Outcome 2: Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives

Expected Results	Indicators	Baseline	Overall Expected Target	Achievement of Target to date	Means of verification	Collection methods and Responsibilities with indicative time frame & frequency	Risks & assumptions
Output 1: Local stakeholders' capacities in 15 communities strengthened in the areas of inclusive local governance, and social	Level of awareness of local stakeholders on the conflict, gender, governance and socio-economic situation of the three sub-regions	Limited awareness of local stakeholders on the conflict, gender, socio-economic and governance situation in the areas	One conflict analysis, socio-economic assessment, institutional mapping, and gender needs assessment conducted and disseminated for the three sub-regions of northern Akkar	All studies were completed, and the results being disseminated to relevant stakeholders.	Copies of the 4 reports Reports with recommendations of Working Groups and other dissemination workshops	ILO, UNDP, and UNFPA send copies to PC	Risks: Lack of involvement of local communities in local governance, and social development planning issues may slow down the implementation of the programme. The small number of local and national institutions that are functional in the area may limit the choices for potential partners.

**development
planning**

<p>Level of awareness of municipalities on local governance in the three targeted areas.</p>	<p>Limited experience and know-how of municipalities on local governance</p>	<p>Increase awareness of the newly elected municipal officials in the 33 municipalities on local governance in the targeted areas</p>	<p>Training targeting newly elected municipal officials in the 33 municipalities of the targeted areas conducted on local governance, within the framework of a national initiative sponsored by the Ministry of Interior (following the May 2010 municipal elections)</p>	<p>Attendance sheets Training reports Evaluation sheets</p>	<p>UNDP to send copies to PC.</p>
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Security risks related to the political tensions at the national and regional level may slow down the implementation of the programme.

The creation of new municipalities in the targeted area will require the development of new partnerships.

Outcome 2: Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives

Expected Results	Indicators	Baseline	Overall Expected Target	Achievement of Target to date	Means of verification	Collection methods and Responsibilities with indicative time frame & frequency	Risks & assumptions
Output 2: Local Socio-economic Plans Developed for the three sub -regions	Number of developed socio-economic plans by local stakeholders in the three sub-regions	Lack of socio-economic Development plans in targeted area	at least 3 socio-economic development plans in the three sub-regions on Akkar border area produced	Economic sub-sectors identified for the socio-economic plans, based on the assessments and consultations; Integrated training and participatory process to develop the socio economic plans ongoing (see below).	copies of the plans Minutes of Meetings of working sessions (including dissemination workshops)	UNDP, ILO and UNFPA to send copies to PC	Risks: The current regional dialogue between Lebanon and Syria and the new policy of the Government on border management may create misunderstanding at the local level as to the objectives of the programme and its linkages with the national framework being established by the GoL.

	Number of established sectoral platforms	Lack of economic networks in Akkar-border area	at least 2 networks based on the number of targeted sub-regions established	0 identification of forums members ongoing through training sessions	Minutes of working sessions Attendance sheets	ILO to send copies to PC	Women are not used to participate in livelihood support packages. The municipal elections may lead to institutional discontinuity, and new partnerships will need to be developed with newly elected mayors.
	Level of awareness of participating local stakeholders on local socio-economic development	Limited knowledge of Local socio-economic Development concepts and approaches among local key stakeholders	40% of participants report increased awareness on local socio-economic development	level of awarness on local socio-economic development of 50 % of participants in training sessions increased (3 field Monitoring reports are available)	Training reports Pre and post evaluation sheets and analysis Field monitoring reports	ILO, UNDP to send copies to PC	

Outcome 2: Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives

Expected Results	Indicators	Baseline	Overall Expected Target	Achievement of Target to date	Means of verification	Collection methods and Responsibilities with indicative time frame & frequency	Risks & assumptions
<p>Output 3: Socio-Economic Initiatives Implemented in the three sub-regions</p>	<p>Level of access of women and youth to financial and non-financial services</p>	<p>Low level of access of women and youth to financial and non-financial services</p>	<p>at least 40 loans and business management training targeting youth and women provided in the three sub-regions</p>	<p>0 Microfinance institution identified, contracted and trained</p>	<p>Al Majmoua quarterly narrative and financial reports</p>	<p>ILO and UNFPA to send copies to PC</p>	<p><u>Assumptions:</u> A sufficient number of local partners, including women and youth, are committed to participate in the programme. Socioeconomic needs in the targeted area are clearly tackled by the programme activities No major institutional</p>

	Level of inter-group interaction through joint meetings and implementation of strategic socio-economic initiatives in the three sub-regions	History of conflict and tension between different groups in the three sub-regions	at least 6 inter-group socio economic initiatives and 15 meetings implemented in the three sub-regions	No joint socio-economic initiatives implemented, pending the finalisation of the socio-economic plans (related to activities in next quarter) 5 joint meetings organised to enhance interaction	Concept notes Reports of preparatory meetings Attendance sheets List of loans/beneficiaries	ILO, UNDP, UNFPA to send copies to PC	change occurs during the implementation of the programme. Political and security crisis does not deteriorate
	Number of SDC (Social Development Center) trained on offering GBV services	None of the SDC provides GBV services	At least 1 SDC trained on offering GBV services	0	Report of training sessions	UNFPA	

Outcome 2: Conflict risk in North Lebanon communities reduced through the design and implementation of inclusive socio-economic initiatives

Expected Results	Indicators	Baseline	Overall Expected Target	Achievement of Target to date	Means of verification	Collection methods and Responsibilities with indicative time frame & frequency	Risks & assumptions
Output 4: Coordination support provided	Number of managerial practices (financial, procurement, etc) implemented jointly by the UN implementing agencies for MDF-F JPs	difficulties in conducting coordinated managerial practices among UN agencies	recruit a programme coordinator create a coordination budget to cover coordination costs	PC recruited coordination budget approved	Daily Attendance Approval letters	RCO will maintain direct supervision of PC Sent by agencies to RCO	
	Number of joint analytical work (studies, diagnostic) undertaken jointly by UN implementing agencies for MDG-F JP		3	3	copies of reports	To be archived by agencies and PC	
	Number of joint missions and coordination meetings undertaken jointly by UN implementing agencies for MDG-F JP	0	90	50	field visits reports MoMs	To be archived and sent by agencies and PC	