



**PEACEBUILDING FUND**  
**[LEBANON]**

**PROJECT HALF YEARLY PROGRESS UPDATE**

**AS OF JUNE 30, 2013**

<b>Project No &amp; Title:</b>	PBF/IRF/61 - Addressing Urban Hot Spots in Lebanon Project ID 00084141		
<b>Recipient Organization(s)<sup>1</sup>:</b>	UNDP & UN-HABITAT		
<b>Implementing Partners (Government, UN agencies, NGOs etc)</b>	UNDP, UN-HABITAT, UNIFIL (advisory capacity), OHCHR (advisory capacity)		
<b>Location:</b>	Lebanon		
<b>Total Approved Budget<sup>2</sup></b>	USD 1, 005,753		
<b>Funds Committed<sup>3</sup></b>	\$ 47'302.50	<b>% of funds committed / total approved budget:</b>	4.70%
<b>Expenditure<sup>4</sup>:</b>	\$67'626.24	<b>% of expenditure / total budget: (Delivery rate)</b>	6.72%
<b>Project Approval Date:</b>	<b>5 October 2012</b>	<b>Possible delay in operational closure date (Number of months)</b>	---
<b>Project Start Date:</b>	10 Oct 2012		
<b>Expected Operational Project Closure Date:</b>	<b>10 April 2014</b>		
<b>PBF Outcome Area<sup>5</sup></b>	<p>Outcome Area (from Priority Plan or Project Document):</p> <p><b>Promote coexistence and peaceful resolution of conflict</b></p> <p>This Priority Area includes support to national reconciliation, good governance and the management of natural resources. The scope of Priority Area 2 interventions are focused on social cohesion, women's empowerment, and strengthening independent institutions and non-state actors.</p>		

<sup>1</sup> Please note that where there are multiple agencies, only one consolidated project report should be submitted.

<sup>2</sup> Approved budget should be the amount transferred to Recipient Organisations

<sup>3</sup> Funds committed are defined as the commitments made through legal contracts for services and works according to the financial regulations and procedures of the Recipient Organisations.

<sup>4</sup> Actual payments (contracts, services, works) made on commitments.

<sup>5</sup> Reference to be made to outcomes of the Priority Plan or PBF Performance Management Plan (PMP)

**Qualitative assessment of achievements and challenges**

The “Addressing Urban Hot Spots in Lebanon” project aims to reduce and mitigate inter and intra communal tensions in selected urban areas in Beirut and Saida with potential for conflict. It aims to respond to existing conflict dynamics reflecting both tensions between Lebanese groups as well as between Lebanese and Palestinian informal gatherings and adjacent areas, while focusing on the Civil-Military coordination (CIMIC).

Specifically, the project seeks the development (Output1) and implementation (Output2) of inclusive strategies for safer neighborhoods; to support effective strategies and frameworks in an integrated manner targeting the national, local and neighborhoods levels, in order to mitigate potential outbreaks or escalations of violence at the local level.

The Addressing Urban Hot Spots in Lebanon project covers two geographical areas: Tariq el Jdidi in Beirut and the Adjacent Areas to the Ain el Helwe camp in Saida. In addition to working with national and local partners in each of the selected areas, a third component to the project is implemented with the Lebanese Armed Forces under the Civil-Military Coordination in the said areas. To date, the following have been carried out:

➤ Local level conflict resolution and Small scale joint initiatives to address tensions and promote cohesion in Beirut:

- 1) Participatory mapping of conflict dynamics in Tariq el Jdidi carried out
- 2) Reference group for Tariq el Jdidi established
- 3) Capacity building program in Tariq el Jdidi for Youth, Women, Reference group in mediation and conflict resolution designed and launched

➤ Local level conflict resolution and Small scale joint initiatives to address tensions and promote cohesion in Saida:

- 4) Participatory mapping of conflict dynamics in the Adjacent Areas to Ain el Helwe camp carried out/final stages
- 5) Small scale joint initiatives to address tensions and promote cohesion in Saida (Darb el Sim Municipality/Seerob and Jabal el Halib Adjacent Area to Ain el Helwe camp)

➤ Lebanese Armed Forces National Civil-Military Coordination CIMIC strategy and Community outreach interventions in Beirut and Saida:

- 6) National Lebanese Armed Forces (LAF) Civil-Military Coordination (CIMIC) strategy developed and endorsed (5 years plan)
- 7) Capacity development in basic CIMIC courses for LAF officers conducted
- 8) LAF Consultations for community outreach interventions in Tariq el Jdidi completed

In light of the security challenges, and the fact that Lebanon is currently at a

substantial security level (level 4) with frequent multiple threats, including areas pertaining to the selected Urban Hot Spots under the present project; a contingency plan has been developed for each of the project's activities. Under this progress report, the various risks and mitigation actions will be reflected under each of the following achievement sections.

#### 1- Participatory Mapping of Tariq el Jdidi Urban Hot Spot, Beirut.

##### Outcome:

In order to understand the conflict dynamics, coordination mechanisms, stakeholders relationships and main needs in Tariq el Jdidi, a Participatory Community Mapping has been implemented, under which the local communities, actors and Beirut municipality were empowered to carry out the baseline study of the mapping.

A stakeholders' analysis was carried out to map local non-governmental organizations that could be involved in the implementation of the process; as a result, the Makassed Association was selected in its quality of the most established NGO in Tariq el Jdidi.

The objectives of the baseline study were:

- Mainstream the safe and friendly cities approach into urban planning, management and governance frameworks;
- Incorporate women, child and youth participation based on holistic and participatory work methods;
- Consolidate the tools, training curricula, assessment methodologies, data collection and knowledge sharing.

##### Output:

Under the Output 1 of the project that aims to the development of Inclusive strategies for safer neighborhoods in the two selected areas, a first mapping was carried out in Tariq el Jdidi in Beirut, as a result of a baseline study on Safety and Security in Sabra and Tamlees neighborhoods. In close collaboration with the Beirut Municipality, the Makassed Association completed the baseline study "Safe and Friendly Cities for All" on May 22<sup>nd</sup>, 2013 under the joint program implemented by UNICEF, UNHABITAT and UN Women.

The participatory mapping was conducted with local actors to develop a shared understanding of conflict dynamics and drivers of insecurity in the targeted neighborhoods as well as existing mechanisms for conflict management. This included a conflict analysis and survey of the community's perception of security in the targeted area.

##### Indicators:

- Participatory mapping and assessment of conflict dynamics carried out
- Final baseline study developed
- List of needs and priorities for safer neighbourhood strategy produced

- *What are the major - expected and/or unexpected – highlights of results?*

Based on the participatory process and the findings of the mapping exercise, the Project would definitely achieve its planned results and is expected to promote some best practices. The good and truthful relationship that was built between different actors throughout the mapping process (municipality of Beirut, local NGOs, Women and youth representatives, etc), would help in sustaining the results of the Project.

- *Did the results impact the causes and drivers of conflict?*

The expected results will definitely impact the causes and drivers of conflict as the Project planned activities are being designed based on the findings of the mapping exercise and on the understanding of the different dynamics of various actors within the targeted neighborhoods.

Taking into account the inclusive strategies for safer neighbourhoods developed for Tariq el Jdidi urban hot spot, the second output works towards supporting the implementation of these frameworks with selected local counterparts. In particular, the project seeks to support a number of strategic interventions, including strengthening and/or supporting the establishment of conflict resolution mechanisms. Such local peace committees are typically multi-stakeholder by nature and traditionally seek to address common concerns (e.g. security; basic social services; economic growth; etc) by opposing groups.

As a result of the participatory mapping and local consultations, the following initial results:

- 1) Reference group for Tariq el Jdidi established

The selection and establishment of the Reference committee for Tariq el Jdidi was based on the participatory mapping baseline study, in addition to interviews with local key leaders, meetings with active non-governmental organizations, focus groups with Women and local inhabitants of the area. This work led to the finalization of a list of local operating organizations and key leaders, which in turn helped in the selection of 12 members of the Reference committee, based on their willingness to actively participate in the work of the Reference committee, their acceptance from the community, their significant impact and size of operation in the area

- 2) Capacity building program in Tariq el Jdidi for Youth, Women, Reference group in mediation and conflict resolution designed and launched

The baseline study, and its related participatory mapping revealed the need for the Reference committee, Youth and Women groups to be trained on improving their Mediation and conflict resolution, Peace building, Human Rights, Networking and Building Alliances, Communications, Needs Assessment and Planning skills. Further assessment in terms of specific training needs will be developed with the target groups once all of them have been established.

The objectives of the Capacity building program are:

- Within the target groups, bring together inhabitants from the same area yet from different communities and nationalities (Lebanese, Syrians, Palestinians and other) to communicate openly and freely, share their main challenges, know each other, assess and work on common solutions for a better daily life
  - Address some of the challenges faced by the communities in targeted area. Most specifically address the issue of violence against women in the public space
  - Strengthen the capacities of each of the target groups in mediation and conflict resolution
  - Support the target groups in establishing working mechanisms between each other and with the local authorities and municipality, including the establishment of a Steering committee gathering representatives from the 3 target groups, the local NGO partner and Beirut municipality
  - Bring together local and municipal key actors through the implementation of peace building related activities and community driven initiatives
  - Establish a long-term conflict resolution mechanism
  - Reduce inter and intra communal tensions
  - Promote coexistence and peaceful conflict resolution
- *Were there catalytic effects – additional funding commitments or unleashing peace relevant processes?*

Being involved in the whole process, it is expected that the municipality of Beirut would provide funding to cover future related activities.

- *What are the risks / challenges – and how to address them?*

The main risks and threats would come from the increasing number of refugees (mainly poor families) coming from Syria and settling in the targeted neighborhoods. This would increase the tension with the host communities and would lead to escalation in the security situation. It is expected that the capacity building components would address such risks and how to mitigate them.

As a result of the Participatory mapping, a Capacity building program for local actors in mediation and conflict resolution, in addition to small scale initiatives and basic urban services projects will be implemented. These face the following risks and related mitigation scenarios:

Risks	Mitigation
(1) Syrian spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots.	(1) Engage with established local partners; NGO, municipality, reference group, youth and women groups for access and outreach to selected areas. Find alternative locations to implement training workshops
(2) Restricted access to some parts of the country including geographic areas	

targeted by the action

(2) Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGO partner

(3) Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.

- *What can be expected as additional results by the end of year?*

It is expected that by the end of this year the planned results would be achieved. The results of the mapping will be used to support local communities develop an improvement plan or a 'Participatory Community Plan' for Tariq el Jdidi. An action plan with projects will be implemented to enhance peace building in the target areas.

## 2- Mapping of Adjacent Areas to the Ain el Helwe camp, Saida

In order to understand the conflict dynamics, coordination mechanisms, stakeholders' relationships and main needs in Ain el Helwe AAs, the project is currently implementing a Participatory Community Mapping (expected final report by August 2013).

Local communities and actors, including Ain el Helwe Adjacent Areas and the concerned municipalities of Saida, Darb el Sim and Mieh Mieh, have been empowered to carry out the Participatory Mapping. The mapping aims at understanding the underlying relationships and governance structures of the living environment on the one hand and conflict drivers on the other. The mapping focused on two main interconnected areas:

- a) The living environment with focus on access to Basic Urban Services
- b) Conflict dynamics, peace assets, interaction patterns

A Stakeholders Analysis was carried out to map local NGOs that could be involved in the implementation of the process; as a result PARD was selected. In addition, a competitive process was carried out and Knowledge Development Company (KDC) was selected as the winning company to carry out the mapping exercise. After KDC finalized the methodology, PARD formed the local team, which was trained by KDC before carrying out the field work of semi-structured interviews with key informants and observations in addition focus group discussions with community members.

### Indicators:

The results of the first phase of the project included:

- Finalizing the research methodology
- Training and coaching the field team
- List of key stakeholders identified
- The official launch of the mapping project in Ain el Helwe

- *What are the major - expected and/or unexpected – highlights of results?*

The main objectives of carrying out the Participatory Community Mapping for Ain el Helwe Adjacent Areas are the following:

1. Assist local communities identify their emerging needs and priority areas of intervention;
2. Establish communication and dialogue between local communities and their representatives in Ain el Helwe AAs and the concerned local authorities on areas of common interest;
3. Empower the local communities to take the lead in the decision-making process to promote the development and peace building in their neighborhoods/areas;
4. Strengthen the capacities of local stakeholders (CBOs, NGOs, Popular Committees, municipalities ....) and engage them actively in the entire process;

By the end of the assignment, an improvement community plan including action plan for improving the living environment in the Adjacent Areas and for conflict resolution and strengthening local peace with neighboring communities shall be developed and validated with the local communities.

- *Did the results impact the causes and drivers of conflict?*

The approach is of participatory nature, as representatives of all stakeholders in Ain el Helwe AAs and the concerned local authorities were involved in assessing diverse needs at the local level and in identifying local capacities and resources for addressing these needs.

The mapping did also support the identification of key priorities and recommendations for improving the living environment in the AAs and for enhancing relationships internally and with the surrounding Lebanese communities.

- *Were there catalytic effects – additional funding commitments or unleashing peace relevant processes?*

These will be assessed after the completion of the Participatory Mapping and the development of the strategies for safer neighborhoods, by September 2013.

- *What are the risks / challenges – and how to address them?*

The main risk is that the security situation deteriorates in the Ain el Helwe camps, its Adjacent Areas and in Saida area, preventing access to the areas pertaining to the mapping field work.

Below are the risks and related mitigation scenarios:

Risks	Mitigation
(1) Intra-communal tensions: Escalation of tensions between Lebanese and Palestinians within the Adjacent Areas	(1) Coordinate with local NGO partner working in the adjacent areas to the Ain el Helwe camp. Implement actions based on

(2) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees. This situation may result in political polarization and struggle over available or depleting resources.

available resources. If the situation deteriorates delegate the responsibility to local NGO partner  
  
(2) Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.

- *What can be expected as additional results by the end of year?*

The results of the mapping will be later used to support local communities develop an improvement plan or a ‘Participatory Community Plan’ for Ain el Helwe camp Adjacent Areas. An action plan with projects will be implemented to enhance peace building in the target areas.

- *Is there any need to adjust project strategies?*

In case of increasing security risks, possible alternative strategies could be developed.

3- Small scale joint initiatives to address tensions and promote cohesion in Saida; Coordination between Lebanese and Palestinian actors on joint Basic Urban Services projects in the Adjacent Areas to the Ain el Helwe camp

The joint projects implemented by Darb el Sim Municipality were completed by the end of June 2013, targeting communities living in the village, Seerob gathering and Adjacent Area of Ain el Helwe Camp as well the camp itself.

Projects included:

- Construction of sewage and rain water system between Darb el Sim village, Seerob gathering in Darb el Sim and the entrance to Ain el Helwe Camp;
- Rehabilitation of sewage pipe and manhole between Darb el Sim village and Jabal el Halib Adjacent Area around Ain el Helwe Camp.

In March 2013, the municipality carried out a call for offers and selected the best offer, in consultation with UNDP appointed supervising engineer. A grant agreement was signed for the implementation of works. Concept notes, BOQs and illustrations of the projects were developed to assist municipality initiate a call for proposal.

Indicators:

- Signed grant agreements between UNDP and the municipality of Darb el Sim to empower municipality carry out improvement projects targeting both Lebanese and Palestinian communities
- Coordination mechanisms set in place

- Joint infrastructure works carried out

- *What are the major - expected and/or unexpected – highlights of results?*

The municipality of Darb el Sim accommodates for a number of Adjacent Areas (around Ain el Helwe Camp) as well as gatherings within their domains. Although infrastructure networks are ultimately connected and the effects of improper basic urban services are adverse, little coordination exists between the municipality and Palestinian representatives in the gatherings and AAs. The municipality does not provide services or carry out infrastructure services in these areas. In order to address this problem, the project brought together members of the municipality, popular or local committees in the camps, gatherings and AAs, UNRWA camp officers and representatives of the Union of Palestinian Engineers in Saida area to discuss joint Basic Urban Services projects that would benefit both Lebanese and Palestinian communities. As a result, the actors had agreed on a list of projects that require interventions in both Lebanese and Palestinian inhabited areas and would therefore require the engagement and coordinating of all actors. It is worth mentioning that members of the municipality and Palestinian committees had not met before this initiative.

In a step that is considered the first of its kind, the municipality has implementing projects in the gatherings and AAs. A joint committee formed of main local actors (municipality, Popular Committee, UNRWA officers) agreed on coordination mechanisms for the maintenance and the sustainability of interventions. This initiative would contribute to achieving the following impact:

- Encourage and empower the municipality to engage in improvement projects in Palestinian gatherings and AAs;
- Enhance communication and relationships between municipality and representatives of Palestinian communities living within the municipal boundaries
- Improve living conditions / environment for both Lebanese and Palestinian communities through implementing physical interventions and devising coordination and follow-up mechanisms

In fact, this initiative acted as unofficial mediation and dialogue need linked with practical projects that provide tangible peace dividends (i.e. basic urban services) that capitalized on personal attitudinal change and improved inter-personal relationships between the various stakeholders.

- *Did the results impact the causes and drivers of conflict?*

Tension has been most recently increasing in area of Saida, either as intra communal tensions within the Lebanese community displaying different sectarian belongings or between neighboring Lebanese and Palestinian communities (mainly around Ain el Helwe Camp). The Saida area also includes two camps for Palestinian refugees, Ain el Helwe and Mieh Mieh, which exhibit high tensions within the Palestinian communities themselves due to affiliation to different political movements. Such tensions have often erupted in the form of armed conflicts, especially in and around Ain el Helwe

Camp which includes eight Adjacent Areas (informal Palestinian gatherings located along the boundaries of Palestinian Refugee Camps). These Adjacent Areas are administratively located within the three municipalities of Saida, Darb el Sim and Mieh Mieh. The occurrence of repeated armed conflicts, in addition to land occupation in the Adjacent Areas, has negatively affected perceptions and relationships between the Palestinian communities and the surrounding Lebanese communities. Such stressed relationships are even manifested at the level of local authorities, which do not intervene for any service provision in the Adjacent Areas and do not share any mechanisms for interaction or communication with the Palestinian communities and authorities in the area. The deteriorated living conditions and environment in Ain el Helwe Adjacent Areas contribute to increased engagement in conflicts and to rising tensions.

The engagement of the municipality of Darb el Sim in improving lives of Palestinian refugees within its domain has contributed to enhancing relationship and coordination between the two entities.

- *Were there catalytic effects – additional funding commitments or unleashing peace relevant processes?*

There are no direct catalytic effects to these specific basic urban services interventions, however this kind of interventions can build for further development of UNDP/UN-HABITAT plans for future peace processes or resource mobilization.

- *What are the risks / challenges – and how to address them?*

As the basic urban services interventions have been completed, there are no direct risks associated.

- *What can be expected as additional results by the end of year?*

Darb el Sim Municipality will be implementing infrastructure projects in the two Adjacent Areas to Ain el Helwe Camp within its domain (Jabal el Halib and Hay el Sohoun).

- *Is there any need to adjust project strategies?*

In case of increasing security risks, possible alternative strategies could be developed.

#### 4- Civil-Military Coordination: National LAF CIMIC strategy, Capacity development in basic CIMIC skills and Community Outreach Interventions in Tariq el Jdid

##### Outcome

The CIMIC component of the Addressing Urban Hot Spots clearly falls under the global outcome to “build and/or strengthen national capacities to promote coexistence and peaceful resolution of conflict and to carry out peace building activities.

In Lebanon, since the signature of the Ta’if agreement after the end of the civil war in 1990, the Lebanese Armed Forces have been entrusted with the role of maintaining law and order and defusing internal tensions. That often came at the cost of the Army’s relationship with the local communities in

certain areas such as the surroundings of the Palestinian refugee camps. As such, most of the Adjacent Areas to the camps are physically isolated either by fences or by Army checkpoints; this has had an adverse effect on the development of Lebanese-Palestinian social relationships, and the development of systematic communication mechanisms. The CIMIC component of the project aims to be catalytic in providing the foundation for an expanded support of the UN and the international community to the Lebanese Armed Forces and the Ministry of Defense in taking forward the CIMIC concept and approaches at the national level.

#### Output

Under the project outputs aiming at the development and implementation of locally agreed strategies for safer neighborhoods, the CIMIC component aims at the development of strategic frameworks namely the engagement of the security forces operating in the 2 selected Urban Hot Spots in strengthening community outreach and their role in local level mediation. While working with the LAF and the Ministry of Defense at the national level to develop their overall strategy for taking forward CIMIC concept and approaches, the project also provides support to a number of training and outreach activities with the LAF in the targeted conflict hot spots.

In terms of achievements so far, the project has provided results in the following:

- National Lebanese Armed Forces (LAF) Civil-Military Coordination (CIMIC) strategy developed and endorsed (5 years plan)
- Capacity development in basic CIMIC courses for LAF officers conducted
- LAF Consultations for community outreach interventions in Tariq el Jdidi completed

Most modern armies only use the CIMIC function while deployed overseas, yet in Lebanon it is also used inside the country considering the expanded role of the Army in supporting state institutions and civilian population in times of emergency, as well as its involvement in community assistance, confidence building and liaison between the Army and the various communities.

LAF CIMIC experts with advisory support from UNDP, UNIFIL and OHCHR have finalized the national strategy, along with the five years action plan.

The CIMIC operations were envisioned to:

- Strengthen relations between the military and local authorities and community representatives
- Support to the civil environment with the use of available military assets and expertise
- Reduce the impact of the military operations on the civilian population
- Plan for the civil emergency operations
- Coordination with and support to stakeholders involved in social and economic development, environment, infrastructure, health and education

- Respecting Human Rights and humanitarian law standards

The CIMIC structure model involves establishing CIMIC sections in each of the 5 military zones (Beirut, South, Bekaa, North and Mount Lebanon) that would be linked to the zone at the administrative level and linked to the Army Directorate of Information at the functional level.

The five year action plan was prepared for the period of 2012-2017 and includes the following goals:

- Strengthening CIMIC institutionally through manning the section, providing training and equipment
- Establishing CIMIC sections in all 5 military zones in Lebanon
- Planning and execution of community outreach projects and outreach campaigns
- Establishing active cooperation with regional and international centers of CIMIC expertise
- Drafting CIMIC doctrine for LAF

### **Indicators**

-National LAF CIMIC strategy finalized and endorsed by Army commander, 5 year action plan developed

-CIMIC structure designed and approved

-Appointment of 4 out of 5 CIMIC personnel to be appointed in one LAF region (Headquarters Beirut) by end of 2013. Two out of the four designated officers being female officers

-Appointment of 1 out of 5 CIMIC personnel to be appointed in one LAF region (South) by end of year 2014

- Training of 16 out of 20 LAF officers in basic CIMIC courses

- Facilitation of LAF participation in consultations with local key actors in Tariq el Jdidi, and community outreach plan of interventions/projects developed

- *What are the major - expected and/or unexpected – highlights of results?*

Based on the participatory process of local consultations for community outreach, the project would definitely achieve its planned results and is expected to promote some best practices. In such tense times, a truthful relationship is being built between the CIMIC section and the various stakeholders in Tariq el Jdidi.

With regard to CIMIC trainings, in the Lebanese Armed Forces there is a constant rotation of officers between various sections, including those designated to the CIMIC section. For that, trainings should be ongoing as to integrate all new staff while previous staff spread the CIMIC values within other LAF sections.

It is also worth noting that the project targets female officers to strengthen their capacity to effectively contribute to conflict prevention and strengthen the impact of the outreach of LAF in the communities.

In the national CIMIC strategy it is envisioned that after CIMIC further expands in the Army, CIMIC sections or branches could be established at the level of a brigade or regiment.

- *Did the results impact the causes and drivers of conflict?*

The expected results will definitely impact the causes and drivers of conflict as the Project planned activities are being designed based on community outreach local consultations and on the understanding of the different dynamics of various actors within the targeted neighborhoods.

- *Were there catalytic effects – additional funding commitments or unleashing peace relevant processes?*

The engagement of the Lebanese Armed Forces in recognizing the growing importance of the civil dimension of the traditionally military operations, and in working on the development of the CIMIC strategy and structure reflects the sustainability of such work, and could be used for further resource mobilization.

The project also hopes to be catalytic in providing the foundation for an expanded support of the UN and the international community to the Lebanese Armed Forces (LAF) and the Ministry of Defense in taking forward the CIMIC concepts and approaches at the national level, should there be a second phase of funding allocation from the Peace Building Fund.

- *What are the risks / challenges – and how to address them?*

Risks	Mitigation
1) Difficulty to bring the army and local key actors in selected areas (popular committees, NGOs etc...) together due to the sensitivity of the issue.	1) Find alternative ways to complete the action by coordinating with other LAF sections operating in the selected areas.
2) For community outreach interventions, Escalation of conflict within Lebanon leads to the disruption of CIMIC activities due to LAF being involved in clashes.	2) Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.
3) For trainings, Escalation of conflict within Lebanon leads to the disruption of CIMIC activities due to LAF being involved in clashes.	3) Postpone trainings until return to normal. If end of project timeline is almost reached, use the funds for CIMIC community outreach interventions

- *What can be expected as additional results by the end of year?*

It is expected that by the end of this year the planned results would be achieved; namely the capacity development in CIMIC courses for designated and non designated LAF officers, equipment support to the CIMIC section headquarters, the development of a community outreach plan for the two urban hot spots addressed by the project, as well as the implementation of at least one community outreach project in the selected areas.

- *Is there any need to adjust project strategies?*

In case of increasing security risks, possible alternative strategies could be developed.

**In addition to the achievements above listed, it is important to note the following.**

The “Addressing Urban Hot Spots in Lebanon” project falls under the Peace Building Fund and its duration is 18 months (October 2012 – March 2014). The low delivery rate of expenditure does not reflect the reality as activities only started in 2013 and some important deliverables such as the participatory mapping of conflict dynamics and the development of a national Civil-Military Coordination strategy did not fall under/or need the resources available to the project. Many of the planned activities are currently in development, and the expected delivery rate by end of year will be in line with the annual work plan. Taking into consideration the security challenges in the country and potential risks on the course of action, a contingency plan has been prepared as to ensure the expected project achievements.

**INDICATOR BASED PERFORMANCE ASSESSMENT:** *Using the Programme Results Framework from the Project Document - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.*

	<b>Performance Indicators</b>	<b>Indicator Baselines</b>	<b>Planned Indicator Targets</b>	<b>Achieved Indicator Targets</b>	<b>Reasons for Variance (if any)</b>	<b>Risks</b>
<b>PBF Outcome<sup>6</sup>: Inter/Intra communal tensions are reduced and mitigated in the two selected conflict-prone areas</b>	-Strategies for safer neighborhood developed in the targeted areas  -Specific peace building initiatives identified by local stakeholders in the targeted neighborhoods implemented					
Output 1: Inclusive strategies for safer neighborhoods in the two selected areas are developed	Indicator 1.1	-Number of mapping of conflict dynamics and actor analysis undertaken.	2 mapping of conflict dynamics and actors analysis, one in each of the selected areas	-Mapping of Tariq el Jdidi, one of the two selected areas is completed. List of needs and priorities for strategy for safer neighborhood developed. -Mapping of the		Syrian conflict spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots/

<sup>6</sup> Either country relevant (from the Priority Plan or Project Document) or PMP specific.

				Adjacent Areas to the Ain el Helwe camp in progress.		Involvement of LAF in clashes
	Indicator 1.2	-Number of local stakeholders, including women's groups, who have been trained in conflict prevention and peace building concepts and techniques	Development of Capacity building programs for local actors in mediation and conflict resolution in the 2 selected areas	Based on mapping and local consultations, design for capacity building program in Tariq el Jdidi developed. Grant agreement signed.		Syrian conflict spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots/Involvement of LAF in clashes
	Indicator 1.3	-National strategy for LAF on CIMIC/MCO and community outreach	Development and endorsement of a national CIMIC and community outreach strategy incorporating Human rights	-National CIMIC and community outreach 5 years strategy developed and endorsed. -Trainings on basic CIMIC courses achieved.		Escalation of conflict within Lebanon leads to the disruption of CIMIC activities due to the army being engaged in clashes
Output 2: Locally agreed peace building interventions are implemented with concerned	Indicator 2.1	Number of local level conflict management mechanisms strengthened or established	Reference groups or main partners are established in the two selected areas	Main partner NGO Makassed Association and Reference group for Tariq el Jdidi both established.		Syrian conflict spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot

stakeholders in the selected two areas	Indicator 2.2	Number of small scale initiatives identified by local stakeholders to reduce tensions	Initiatives identified by local stakeholders to reduce tensions	Based on local consultations for urgent interventions, first Basic Urban Services project in Darb el Sim (Adjacent Area to Ain el Helwe camp) carried out; coordination mechanisms enhanced.		Spots/Involvement of LAF in clashes Situation deteriorates in the Adjacent Areas to the Ain el Helwe camp. Syrian conflict spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots/Involvement of LAF in clashes
	Indicator 2.3	Support small scale joint initiatives to address tensions and promote cohesion		At least one small scale initiative supporting women's participation in local peace building in each area Planned for Quarter 4 of 2013		
	Indicator 2.4	Strengthen conflict reduction mechanisms		Updated local development / municipal plans Planned for Quarter 4 of 2013		

	Indicator 2.5	At least one plan for community outreach developed by LAF units in the selected areas	Facilitate LAF participation in at least 2 consultations with key actors in the selected areas	Local consultations achieved in Tariq el Jidi. Community outreach interventions identified.		Syrian conflict spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots/Involvement of LAF in clashes
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CONTINGENCY PLAN 2013-2014  
 PROJECT NAME: ADDRESSING URBAN HOT SPOTS IN LEBANON  
 PROJECT ID: 00084180  
 EXECUTION MODALITY: DIM  
 RECIPIENTS ORGANIZATIONS: UNDP - UNHABITAT  
 CONTINGENCY COORDINATION COMMITTEE MEMBERS: GHALIA FAYAD (UNDP)-NANCY HILAL (UNDP)-ZAFEEER UD DIN (OHCHR)- TAREK OSSEIRAN (UNHABITAT)

Expected Outputs- Baseline and Indicators

OUTPUT 1: INCLUSIVE STRATEGIES FOR SAFER NEIGHBORHOODS ARE DEVELOPED IN THE TWO SELECTED AREAS

Baseline: Long-term conflict prevention mechanisms are missing

Indicators: 1) National strategy for LAF 2) Number of mapping of old conflict dynamics and actors analysis is undertaken 3) Number of stakeholders including women's groups that have been trained on conflict prevention and peacebuilding concepts and techniques 3) Number of peacebuilding activities undertaken at the local level

Planned Activity Actions

Planned Activity Results	ACTIVITY	DESCRIPTION	RISKS	MITIGATION RESPONSE	OPERATIONAL AND MONITORING ROLES
<b>1.1 Activity result: Development and endorsement of a National CIMIC and community outreach strategy incorporating Human Rights</b>					
<b>1.1.1 Action:</b> Establish strategy drafting committee including LAF, UNDP, OHCHR and UNIFIL that would work on the main substance of the strategy	Activity 2	CIMIC	Action Completed/ Risk non existent	Action Completed/ Risk non existent	LAF and Ministry of Defense
<b>1.1.2 Action:</b> Finalize and endorse the strategy	Activity 2	CIMIC	Action Completed/ Risk non existent	Action Completed/ Risk non existent	LAF and Ministry of Defense
<b>1.1.3 Action:</b> Implement the strategy	Activity 2	CIMIC	1) Difficulty to bring the army and local key actors in selected areas (popular committees, NGOs etc...) together due to the sensitivity of the issue. 2) Escalation of conflict within Lebanon leads to the disruption of CIMIC activities due to LAF being involved in clashes.	Find alternative ways to complete the action by coordinating with other LAF sections operating in the selected areas.	LAF and Ministry of Defense
<b>1.2 Activity result: Appointing LAF CIMIC personnel in response to LAF institutional gaps in CIMIC and community outreach</b>					
<b>1.2.1 Action:</b> Design and approve LAF CIMIC structure	Activity 2	CIMIC	Action Completed/ Risk non existent	Action Completed/ Risk non existent	LAF and Ministry of Defense
<b>1.2.2 Action:</b> Appoint LAF CIMIC personnel (5pax) in I LAF region (HQ Beirut) in 2013 and 5 officers in I LAF region (South) in 2014 by EOY	Activity 2	CIMIC	No risk assessed	No risk assessed	LAF and Ministry of Defense
<b>1.3 Activity result: Capacity development in CIMIC and community outreach of the LAF in general and CIMIC personnel in particular</b>					
<b>1.3.1 Action:</b> Conduct basic CIMIC training for 20 designated and non-designated LAF CIMIC officers and NCOs	Activity 2	CIMIC	Action Completed/ Risk non existent	Action Completed/ Risk non existent	LAF and Ministry of Defense
<b>1.3.2 Action:</b> Facilitate participation of 5 designated and 5 non-designated LAF officers in CIMIC courses for staff officers and higher command overseas	Activity 2	CIMIC	Escalation of conflict within Lebanon leads to the disruption of CIMIC activities due to LAF being involved in clashes.	Postpone trainings until return to normal. If end of project timeline is almost reached, use the funds for CIMIC community outreach interventions (medical supply through local project partners)	Contingency Coordination Committee
<b>1.3.3 Action:</b> Facilitate participation of 5 designated LAF offices in PIO, community outreach courses/seminars in-country and/or overseas	Activity 2	CIMIC	Escalation of conflict within Lebanon leads to the disruption of CIMIC activities due to LAF being involved in clashes.	Postpone trainings until return to normal. If end of project timeline, use the funds for CIMIC community outreach interventions (medical supply through local project partners)	Contingency Coordination Committee
<b>1.4 Activity result: Undertake participatory mapping/assessment of conflict dynamics, stakeholders, existing mechanisms for tension reduction and the living environment in 4 neighborhoods in Beirut and Saida</b>					
<b>1.4.1 Action:</b> Develop stakeholders analysis of potential partners	Activity 4	Local level Conflict prevention	Action Completed/ Risk non existent	Action Completed/ Risk non existent	UNDP
<b>1.4.2 Action:</b> Select 4 neighborhoods based on pre-defined selection criteria	Activity 4	Local level Conflict prevention	Action Completed/ Risk non existent	Action Completed/ Risk non existent	UNDP
<b>1.4.3 Action:</b> Develop the framework of the mapping (conflict, planning, living environment, relationships, etc.) including methodology of data collection	Activity 4	Local level Conflict prevention	Action Completed/ Risk non existent	Action Completed/ Risk non existent	UNDP
<b>1.4.4 Action:</b> Advertise ToR for mapping exercise and select winner	Activity 4	Local level Conflict prevention	Action Completed/ Risk non existent	Action Completed/ Risk non existent	UNDP
<b>1.4.5 Action:</b> Carry out the mapping with working groups of the local communities	Activity 4	Local level Conflict prevention	(1) Intra-communal tensions: Escalation of tensions between Lebanese and Palestinians within the Adjacent Areas (2) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees This situation may result in political polarization and struggle over available or depleting resources. 3) Escalation of conflict leads to LAF involvement in clashes	(1)Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGO partners (Makassed and PARD) (2)Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.	UNDP with Contingency Coordination Committee
<b>1.5 Activity result: Develop and disseminate strategies for safer neighborhoods in 2 selected areas</b>					
<b>1.5.1 Action:</b> Develop a list of needs and priorities through the participatory mapping	Activity 4	Local level Conflict prevention	(1) Intra-communal tensions: Escalation of tensions between Lebanese and Palestinians within the Adjacent Areas (2) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees This situation may result in political polarization and struggle over available or depleting resources.	Develop list of needs based on existing and available mapping results	UN-Habitat with Contingency Coordination Committee
<b>1.5.2 Action:</b> Based on the previous, start developing work plan of the strategies in 2 neighborhoods	Activity 4	Local level Conflict prevention	(1) Intra-communal tensions: Escalation of tensions between Lebanese and Palestinians within the Adjacent Areas (2) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees This situation may result in political polarization and struggle over available or depleting resources.	Developing work plan strategies based on existing and available mapping results	UN-Habitat with Contingency Coordination Committee

1.6 Activity result: Build the capacity of local actors in mediation and conflict resolution (e.g. selected municipalities, local NGOs and CBOs, religious leaders, mukhtars, women's group etc.)						
1.6.1 Action: Select target groups based on participatory mapping and/or strategies	Activity 4	Local level Conflict prevention	(1) Syrian spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots. (2) Restricted access to some parts of the country including geographic areas targeted by the action	(1)Engage with established local NGOs (Makassed or PARD), municipalities, reference groups, youth and women groups for access and outreach to selected areas (i.e. for field mapping, and providing medical supplies etc.) (2)Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGOs (Makassed and PARD) (3)Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.	UNDP with Contingency Coordination Committee	
1.6.2 Action: Identify main needs based on participatory mapping and/or strategies	Activity 4	Local level Conflict prevention	(1) Syrian spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots. (2) Restricted access to some parts of the country including geographic areas targeted by the action	(1)Engage with established local NGOs (Makassed or PARD), municipalities, reference groups, youth and women groups for access and outreach to selected areas (i.e. for field mapping, and providing medical supplies etc.) (2)Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGOs (Makassed and PARD) (3)Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.	UNDP with Contingency Coordination Committee collaboration	
1.6.3 Action: Develop training programs and material	Activity 4	Local level Conflict prevention	(1) Syrian spillover effects leads to escalating tensions within Lebanon. (2) Restricted access to some parts of the country including geographic areas targeted by the action	Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGOs (Makassed and PARD)	UNDP with Contingency Coordination Committee	
1.6.4 Action: Deliver training to selected groups	Activity 4	Local level Conflict prevention	(1)Syrian spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots. (2) Restricted access to some parts of the country including geographic areas targeted by the action	(1)Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGOs (Makassed and PARD) (2)Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.	UNDP with Contingency Coordination Committee	
1.6.5 Action: Identify concrete follow up peacebuilding related activities and initiatives as a result of the trainings	Activity 4	Local level Conflict prevention	(1) Syrian spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots. (2) Restricted access to some parts of the country including geographic areas targeted by the action	(1)Engage with established local NGOs (Makassed or PARD), municipalities, reference groups, youth and women groups for access and outreach to selected areas (i.e. for field mapping, and providing medical supplies etc.) (2)Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGOs (Makassed and PARD) (3)Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.	UNDP with Contingency Coordination Committee	
1.7 Overall coordination and management						
1.7.1 Action: Equipment and Supplies	Activity 4	Local level Conflict prevention	No risk assessed	N/A	UNDP	
1.7.2 Action: Salaries	Activity 1	Project Management	No risk assessed	N/A	UNDP	
1.7.3 Action: Rent	Activity 1	Project Management	No risk assessed	N/A	UNDP	
<b>OUTPUT 2: LOCALLY AGREED PEACEBUILDING INTERVENTIONS ARE IMPLEMENTED WITH CONCERNED STAKEHOLDERS IN THE SELECTED 2 AREAS</b>						
<u>Baseline:</u> Long-term conflict prevention mechanisms have been identified					<u>Indicators:</u> 1) At least one plan for community outreach developed by LAF units in the selected areas 2) At least one plan for community outreach developed by LAF units in the selected areas	
Number of local level conflict management mechanisms strengthened or established 4) Number of small scale initiatives identified by local stakeholders to reduce tensions					3) At least one small scale initiative supporting women's participation in local peacebuilding in each area 6) At least one updated local development/municipal plan	
<b>2.1 Activity result: Support LAF in planning and implementing community outreach activities in at least 1 selected area</b>						
2.1.1 Action: Facilitate LAF participation in at least 2 consultations with key local and national actors in the selected areas (joint training or dialogue session) where a community outreach plan/project could be jointly developed	Activity 2	CIMIC	Consultation completed and community outreach plan jointly developed in Tariq did. For the AA.s risks would be consultation is still in progress (not completed) because of the following risks: (1) Intra-communal tensions: Escalation of tensions between Lebanese and Palestinians within the Adjacent Areas (2) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees This situation may result in political polarization and struggle over available or depleting resources. (3) Escalation of conflict within Lebanon leads to the disruption of CIMIC activities due to LAF being involved in clashes (4) Difficulty to bring the army and local key actors in selected areas (popular committees, NGOs etc...) together due to the sensitivity of the issue	(1) Engage with established local NGOs (Makassed or PARD), municipalities, reference groups, youth and women groups for access and outreach to selected areas (i.e. for field mapping, and providing medical supplies etc.) (2) Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGOs (Makassed and PARD.) (3) Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.	UNDP and Contingency Coordination Committee	
2.1.2 Action: Develop and implement at least one community outreach initiative/project in the selected areas	Activity 2	CIMIC	(1) Escalation of Conflict within Lebanon leads to the disruption of CIMIC activities due to the army being at war (2) Syrian spillover effects leads to escalating tensions within Lebanon. (3) Restricted access to some parts of the country including geographic areas targeted by the action (4) Difficulty to bring the army and local key actors in selected areas (popular committees, NGOs etc...) together due to the sensitivity of the issue	(1)Engage with established local NGOs (Makassed or PARD), municipalities, reference groups, youth and women groups for access and outreach to selected areas (i.e. for field mapping, and providing medical supplies etc.) (2)Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGOs (Makassed and PARD) (3)Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.	UNDP and Contingency Coordination Committee	

2.2 Activity result: Facilitate the establishment and/or strengthening of conflict reduction mechanisms in up to 4 neighborhoods					
2.2.1 Action: Identify and work on the establishment of a local reference group or main partner (such as NGO etc.)	Activity 4	Local level Conflict prevention	Reference group completed in Tariq Jiddi. Decision was made to accelerate the establishment of the reference group in the AAs prior to the final result of the mapping. Risks: (1) Escalation of intra communal tensions between Lebanese and Palestinians within the AAC. (2) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees This situation may result in political polarization and struggle over available or depleting resources.	(1) Coordinate with PARD and concerned municipalities to establish an ad-hoc reference group (2) Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.	Contingency Coordination Committee
2.2.2 Action: Based on the previous, establish the local conflict reduction mechanisms	Activity 4	Local level Conflict prevention	(1) Syrian spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots. (2) Restricted access to some parts of the country including geographic areas targeted by the action	(1) Engage with established local NGOs (Makassed or PARD), municipalities, reference groups, youth and women groups for access and outreach to selected areas (i.e. for field mapping, and providing medical supplies etc.) (2) Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGOs (Makassed and PARD) (3) Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.	Contingency Coordination Committee
2.3 Activity result: Build the capacity of selected municipalities in conflict sensitive/inclusive planning and its integration into existing development plans					
2.3.1 Action: Design and implement training workshops on inclusive planning	Activity 4	Local level Conflict prevention	(1) Intra-communal tensions: Escalation of tensions between Lebanese and Palestinians within the Adjacent Areas (2) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees This situation may result in political polarization and struggle over available or depleting resources.	Find alternative locations to implement training workshops.	UN-Habitat with Contingency Coordination Committee collaboration
2.3.2 Action: Build the capacities (through training and coaching) of municipalities on developing local development plans	Activity 4	Local level Conflict prevention	Restricted access to some parts of the country including geographic areas targeted by the action	Find alternative locations to implement training workshops.	UN-Habitat with Contingency Coordination Committee
2.3.3 Action: Assist the municipalities and other key local stakeholders in the development of an inclusive development plan	Activity 4	Local level Conflict prevention	Restricted access to some parts of the country including geographic areas targeted by the action	Find alternative locations to conduct the training workshops	UN-Habitat with Contingency Coordination Committee
2.3.4 Action: Support the organization of coordination meetings with local communities and other municipalities or national and international organizations	Activity 4	Local level Conflict prevention	(1) Syrian spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots. (2) Intra-communal tensions: Escalation of tensions between Lebanese and Palestinians within the Adjacent Areas (3) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees This situation may result in political polarization and struggle over available or depleting resources.	Call for further engagement of national and international organization for maximizing peace building efforts	UN-Habitat with Contingency Coordination Committee
2.4 Activity result: Support small scale joint initiatives to address tensions and to promote cohesion in the 2 selected areas, including at least one initiative strengthening the role of women in peacebuilding					
2.4.1 Action: Based on the participatory mapping with the working groups and discussions of the reference group, identify potential small scale initiatives	Activity 3	BUS	No risk assessed (based on previous mapping and discussions)	N/A	Contingency Coordination Committee
2.4.2 Action: Validate needs and finalize selection of the small scale initiatives in the 2 selected areas	Activity 3	BUS	No risk assessed (based on previous mapping and discussions)	N/A	Contingency Coordination Committee
2.4.3 Action: Develop necessary documents and/or collect necessary data	Activity 3	BUS	No risk assessed (based on previous mapping and discussions)	N/A	Contingency Coordination Committee
2.4.4 Action: Start implementation in at least 1 area	Activity 3	BUS	(1) Syrian spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots. (2) Intra-communal tensions: Escalation of tensions between Lebanese and Palestinians within the Adjacent Areas (3) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees This situation may result in political polarization and struggle over available or depleting resources. (4) Restricted access to some parts of the country including geographic areas targeted by the action	(1) Engage with established local NGO partners (Makassed or PARD), municipalities, reference groups, youth and women groups for access and outreach to selected areas (i.e. for field mapping, and providing medical supplies etc.) (2) Coordinate with local NGOs working in selected areas. Implement actions based on available resources. If the situation deteriorates delegate the responsibility to local NGOs (Makassed and PARD) (3) Enhance coordination with service providers, donors and UN agencies for continuous delivery of essential services to mitigate the tensions over access to services.	Contingency Coordination Committee
2.5 Activity result: Monitor impact of strategies/interventions on neighborhood perception of security and trust, and undertake evaluation with concerned parties at the local and national levels					
2.5.1 Action: Development of baseline indicators to assess impact of strategies and interventions	Activity 4	Local level Conflict prevention	The above risks mentioned affected the project activities therefore the project's evaluation	Project evaluation is conducted based on available activity results	UNDP with Contingency Coordination Committee
2.5.2 Action: Conduct a pre-assessment survey of parties' perceptions. Project Mid-term Evaluation	Activity 3	BUS	The above risks mentioned affected the project activities therefore the project's evaluation	Project evaluation is conducted based on available activity results	UNDP with Contingency Coordination Committee
2.6 Overall coordination and management					
2.6.1 Action: Equipment and Supplies	Activity 4	Local level Conflict prevention	No risk assessed	N/A	UNDP
2.6.2 Action: Salaries	Activity 1	Project Management	No risk assessed	N/A	UNDP
2.6.3 Action: Rent	Activity 1	Project Management	No risk assessed	N/A	UNDP

<p><b>2.6.4 Action:</b> Communications</p>	<p>Activity 1</p>	<p>Project Management</p>	<p><b>Some risks may impact the communication tools (i.e. film documentary) these include:</b>  (1) Intra-communal tensions: Escalation of tensions between Lebanese and Palestinians within the Adjacent Areas  (2) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees This situation may result in political polarization and struggle over available or depleting resources.  (3) Restricted access to some parts of the country including geographic areas targeted by the action</p> <p><b>Some risks may impact resource mobilization:</b>  (1) Syrian spillover effects could cause the escalation of conflict throughout Lebanon leading to rising tensions within the selected Urban Hot Spots.  (2) Intra-communal tensions: Escalation of tensions between Lebanese and Palestinians within the Adjacent Areas  (3) Inter-communal tensions: Escalation of tensions between the Palestinians due to the influx of Palestinian refugees from Syria and Syrian refugees This situation may result in political polarization and struggle over available or depleting resources.  (4) Restricted access to some parts of the country including geographic areas targeted by the action</p>	<p>Find alternative locations and means to achieve the actions since this is a core peace building effort</p>	<p>UNDP with Contingency Coordination Committee</p>
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