

**PEACEBUILDING FUND (PBF)  
END OF PROJECT REPORT  
COUNTRY: LEBANON  
REPORTING PERIOD: 10.2012 TO 04.2014**

<b>Programme Title &amp; Project Number</b>
Programme Title: PBF-IRF 61 Addressing Urban Hot Spots in Lebanon Programme Number <i>(if applicable)</i> MPTF Office Project Reference Number: <sup>1</sup> 00084141

<b>Recipient UN Organizations</b>
List the organizations that have received direct funding from the MPTF Office under this programme:
<ul style="list-style-type: none"> <li>• UNDP: United Nations Development Programme</li> <li>• UN-HABITAT: United Nations Human Settlements Programme</li> </ul>

<b>Implementing Partners</b>
List the national counterparts (government, private, NGOs & others) and other International Organizations:
<ul style="list-style-type: none"> <li>• UNIFIL: United Nations Interim Force in Lebanon</li> <li>• UN-OHCHR: United Nations Office of High Commissioner for Human Rights</li> <li>• Presidency of the Council of Ministers/Lebanese Palestinian Dialogue Committee (LPDC)</li> <li>• Ministry of Defense/Lebanese Armed Forces Civil-Military Cooperation Section (LAF CIMIC Section)</li> <li>• Municipalities of Beirut, Saida, Mieh Mieh and Darb el Sim</li> <li>• The Popular Aid for Relief and Development (PARD)</li> <li>• The Makassed Philanthropic Association of Beirut</li> </ul>

<b>Programme/Project Budget (US\$)</b>
PBF contribution (by RUNO) <b>USD 1,005,753</b>
Government Contribution <i>(if applicable)</i>

<b>Programme Duration</b>
Overall Duration <i>(months)</i> 18
Start Date <sup>2</sup> <i>(dd.mm.yyyy)</i> 15.10.212
Original End Date <sup>3</sup> <i>(dd.mm.yyyy)</i> 15.04.2014

<sup>1</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to "Project ID" on the [MPTF Office GATEWAY](#)

<sup>2</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

<sup>3</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

Other Contributions (donors) <i>(if applicable)</i>	
<b>TOTAL:</b>	USD 1,005,753

Final End date <sup>4</sup> <i>(dd.mm.yyyy)</i> 15.04.2014
---

<b>Programme Assessment/Review/Mid-Term Eval.</b>	
Mid-Term Evaluation / Review - if applicable <i>please attach</i>	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No Date: November 2013 (Appendix 1)
End of project Evaluation– <i>if applicable please attach</i>	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No Date: April 2014 (Appendix 2)

<b>Report Submitted By</b>	
Name: Ghalia Fayad	
Title: Addressing Urban Hot Spots in Lebanon Project Coordinator	
Participating Organization (Lead): UNDP	
Email address: ghalia.fayad@undp-lebprojects.org	

---

<sup>4</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed.

**PART 1 – RESULTS PROGRESS**

**1.1 Assessment of the project implementation status and results**

**For PRF projects, please identify Priority Plan outcome and indicators to which this project has contributed:**

<i>Priority Plan Outcome to which the project has contributed.</i>
<i>Priority Plan Outcome indicator(s) to which project has contributed.</i>

**For both IRF and PRF projects, please rate this project’s overall achievement of results to date:** on track

**For both IRF and PRF projects, outline progress against each project outcome, using the format below. The space in the template allows for up to four project outcomes.**

**Outcome Statement 1:** Inter / Intra communal tensions are reduced and mitigated in the two selected conflict-prone areas

**Rate the current status of the outcome:** on track

<p>Indicator 1: Strategies for safer neighborhood developed in the targeted areas</p> <p>Indicator 2: Specific peace building initiatives identified by local stakeholders in the targeted neighborhoods implemented</p> <p>Indicator 3:</p>	<p>Baseline: Long-term conflict prevention mechanisms are missing Target: Strategies for safer neighborhood developed in the targeted areas Progress: On track</p> <p>Baseline: Long-term conflict prevention mechanisms have been identified Target: Specific peace building initiatives identified by local stakeholders in the targeted neighborhoods implemented Progress: On track</p> <p>Baseline: Target: Progress:</p>
--	--

**Output progress at the end of project**

List the key outputs achieved under this Outcome (1000 character limit). Outputs are the immediate deliverables for a project.

- Output 1: Inclusive strategies for safer neighborhoods in the two selected areas developed
- Targets Achieved:
  - 2 mapping of conflict dynamics, actor analysis and living conditions
  - Over 150 local stakeholders, decision makers and civil society activists trained in conflict prevention and peace building concepts and techniques
  - National strategy for LAF on CIMIC/MCO developed and endorsed with 5 year action plan, 20 LAF officers trained incl. 2 females, HQ offices established and equipped

Output 2: Locally agreed peace building interventions with concerned stakeholders in the selected areas

Targets Achieved:

- Local level conflict management mechanisms: 9 groups established and trained (70 Women, 45 Youth & 19 Reference actors) with NGO partners
- 17 Joint small scale Basic Urban Services, Women empowerment, Social cohesion & Public Health projects implemented
- Coaching of 3 Municipalities on Inclusive sensitive planning
- 2 Community Outreach projects implemented by the LAF CIMIC

### **Outcome progress at the end of project**

*Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?*

The Addressing Urban Hot Spots in Lebanon (AUHS) project falls under the PBF Priority Area: Promote coexistence and peaceful conflict resolution, with PBF Outcome: Inter and intra communal tensions are reduced and mitigated in two selected conflict prone areas.

The AUHS project was implemented in an integrated manner targeting three levels: national, local and neighborhoods level. The strategic framework for safer neighborhoods developed at national and municipal level under output (1) set the basis for the implementation of strategic peace building actions falling under output (2).

The selected areas were identified in Beirut (Mazraa - Tariq el Jdidi - Burj Abi Haidar - Sabra axis) and in Saida Palestinian gatherings, namely the 8 Adjacent Areas (AAs) to the Ain el Helwe camp.

The AUHS project brought together national and local authorities, civil society partners and residents to work for safer neighborhoods through a set of inter-related interventions including; Capacity building programs in mediation & conflict resolution; Participatory mappings in both areas conducted, on the basis of which lists of needs and priorities for safer neighborhoods were developed and disseminated; Establishment of local reference youth, women, and key actors groups; Support small scale joint initiatives to address tensions and to promote cohesion in the two selected areas and the Coaching of municipalities in conflict sensitive & inclusive planning.

In parallel the project established a partnership with the Lebanese Armed Forces (LAF) on its Civil-Military Cooperation (CIMIC) Programme providing institutional and operational support for the development, endorsement and implementation of the national CIMIC strategy (Appendix 3), the establishment of CIMIC section and the planning/execution of community outreach projects in Beirut and South Lebanon areas serving Lebanese, Palestinian and Syrian beneficiaries. As such, the LAF Commander in Chief formally expressed interest in the continuation of the UN support towards the implementation of national CIMIC strategy (Appendix 4).

The AUHS project came to address a very well established link, by project partners and beneficiaries, between the lack of basic services, poor infrastructure, poverty and unemployment and local conflict, all in an environment toppled with strong, local and regional, political interferences increasing people's aggressiveness and susceptibility for clashes.

In light of the national developments linked to the repercussions of the regional crisis and the efforts led by the UN Response to the Syria crisis in Lebanon, specifically the work on Support to Host Communities; the AUHS project conflict sensitive approach took into consideration the tensions between Lebanese groups as well as between the Lebanese, the Palestinians informal gatherings in addition to the Refugees coming from Syria and Host communities while implementing the strategic peace building actions in the targeted areas.

**Reasons for low achievement and rectifying measures**

*If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?*

**Outcome Statement 2:**

**Rate the current status of the outcome: on track**

Indicator 1:	Baseline: Target: Progress:
Indicator 2:	Baseline: Target: Progress:
Indicator 3:	Baseline: Target: Progress:

**Output progress at the end of project**

*List the key outputs achieved under this Outcome (1000 character limit). Outputs are the immediate deliverables for a project.*

**Outcome progress at the end of project**

*Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?*

**Reasons for low achievement and rectifying measures**

*If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?*

**Outcome Statement 3:**

**Rate the current status of the outcome: on track**

Indicator 1:	Baseline: Target: Progress:
Indicator 2:	Baseline: Target: Progress:
Indicator 3:	Baseline: Target: Progress:

**Output progress at the end of project**

*List the key outputs achieved under this Outcome (1000 character limit). Outputs are the immediate deliverables for a project.*

**Outcome progress at the end of project**

*Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?*

**Reasons for low achievement and rectifying measures**

*If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?*

**Outcome Statement 4:**

**Rate the current status of the outcome: on track**

Indicator 1:	Baseline: Target: Progress:
Indicator 2:	Baseline: Target: Progress:
Indicator 3:	Baseline: Target: Progress:

**Output progress at the end of project**

List the key outputs achieved under this Outcome (1000 character limit). Outputs are the immediate deliverables for a project.

### Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

### Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

## 1.2 Assessment of project evidence base, risk, catalytic effects, gender at the end of the project

<p><u>Evidence base</u>: What was the evidence base for this report and for project progress? What consultation/validation process has taken place on this report (1000 character limit)?</p>	<p>The AUHS project was designed to include consultation and validation throughout its implementation. The activities of the projects were as such designed based on a participatory approach for the development of inclusive strategies for safer neighborhoods and locally agreed peace building interventions. The project's key activities also included undertaking evaluations and lessons learnt exercises with concerned parties at the local and national levels through the development of baseline indicators to assess impact of strategies and interventions and pre-assessment survey of parties' perceptions. These mid-term and final evaluations have been carried out and shared with project partners and concerned stakeholders.</p>
<p><u>Funding gaps</u>: Did the project fill critical funding gaps in peacebuilding in the country? Briefly describe. (1500 character limit)</p>	<p>Through the implemented interventions, the project initially sought to address critical gaps in funding for peace building in the country in an effort to mobilize financial support for these activities from the broader international community. Throughout the project implementation, the regional transformations in general and those occurring in Syria spilled over into Lebanon including the massive influx of Refugees from Syria into the country, which shifted the focus of priorities from conflict prevention to the needs of conflict transformation. A shift that prioritized the Stabilization of Lebanon from the repercussions of the Syria conflict and impact of Refugees. Yet partners involved in the project, namely NGO partners have benefited from additional funding to sustain activities implemented. Being involved in the whole process, it is also expected that the municipality of Beirut would provide funding to cover related activities. The project has also contributed to outreach and visibility of the LAF CIMIC with major donors, some of which expressed interest in further funding community outreach projects. Finally, based on the positive results achieved on LAF</p>

	<p>CIMIC, UNDP has funded additional institutional support activities which included capacity building in Project Management for 10 LAF officers and CIMIC personnel as well as the first Civil-military Relations and Cooperation Seminar to be held in Lebanon in collaboration with the LAF.</p>
<p><u>Catalytic effects:</u> Did the project achieve any catalytic effects, either through attracting additional funding commitments or creating immediate conditions to unblock/accelerate peace relevant processes? Briefly describe. (1500 character limit)</p>	<p>In light of the changes that occurred in the local context, the project achieved catalytic effects chiefly with regard to the development of the Army's Civil-military cooperation initiative which is now recognized as an essential tool for peacebuilding and stabilization in the country, mainly as a result of the AUHS project partners efforts and call for support to the LAF CIMIC in collaboration with UNSCOL.</p> <p>The project's achievements chiefly included the support to the development, endorsement and support to implementation of the national CIMIC strategy along its 5 year action plan. This strategy is now part of the LAF 5 year Capabilities Development Plan and has been endorsed by the Council of Ministers and the President of the Republic.</p> <p>The Civil-military Cooperation is now also part of the national and international priorities for Lebanon as it has been included in the "Lebanon Roadmap of Priority Interventions for Stabilization from the Syrian Conflict" which specifies that "In order to ensure minimum levels of stability in rural and urban hotspots, it is essential to strengthen the capacity of the Lebanese Armed Forces (LAF) in communicating and coordinating with a large non-Lebanese population. Being the chief government institution trusted with maintaining the peace, the LAF CIMIC efforts are key to fostering stability in areas most prone to conflict and hosting refugees".</p>
<p><u>Risk taking/ innovation:</u> Did the project support any innovative or risky activities to achieve peacebuilding results? What were they and what was the result? (1500 character limit)</p>	<p>Working in complex multi-confessional contexts and conflict prone areas while aiming at social cohesion in such difficult times has been a challenge in itself. Many experiences of the project proved the risk and were up to the challenge including that with the municipality of Darb el Sim which accommodates for a number of AAs and informal gatherings within its domain; and although infrastructure networks are ultimately connected and the effects of improper basic urban services are adverse, 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 BUS projects that would benefit both Lebanese and Palestinian communities. As a result, the actors agreed on a list of projects that require interventions in both Lebanese and Palestinian inhabited areas and would therefore require the engagement and coordination of all actors. It is worth mentioning that members of the municipality and Palestinian committees had never met before this initiative.</p>

	<p>In a step that is considered the first of its kind, the municipality has implementing projects in the gatherings and AAs, and a joint committee was formed to coordinate mechanisms for the maintenance and the sustainability of interventions.</p>
<p><u>Gender marker:</u> How have gender considerations been mainstreamed in the project to the extent possible? Is the original gender marker for the project still the right one? Briefly justify. (1500 character limit)</p>	<p>Throughout the project implementation, a number of programmatic steps have ensured the mainstreaming of gender issues. First the participatory mappings of conflict dynamics, stakeholders analysis and living conditions focused on women's role in conflict prevention identifying their contributions to community conflict resolution. Consequently, the capacity building programs in mediation and conflict resolution targeted women and strengthened their capacities in that sense both in the local communities and within the LAF CIMIC personnel (2 female of the total 5 CIMIC HQ personnel). In both areas addressed, the established women groups showed high level of commitment and eagerness to learn and be active in their respective communities. As such, the most notable results in the trainings and the implementation of small scale projects to reduce tensions came from those carried out by women in the 2 areas addressed.</p>
<p><u>Other issues:</u> Are there any other issues concerning project implementation that should be shared with PBSO? This can include any cross-cutting issues or other issues which have not been included in the report so far. (1500 character limit)</p>	

## PART 2: LESSONS LEARNED AND SUCCESS STORY

### 2.1 Lessons learned

*Provide at least three key lessons learned from the implementation of the project. These can include lessons on the themes supported by the project or the project processes and management.*

Lesson 1 (1000 character limit)	Overall, additional interventions/project should be designed for at least 2 to 3 year timeframe whereby mediation and dialogue need to be linked with practical projects that provide tangible peace dividends (e.g. basic urban services and income generating joint activities for better living conditions and social cohesion) that capitalize on personal attitudinal change and improved inter-personal relationships between the dialogue participants and involve them as leaders of social change. While recognizing the impact on the communities, further interventions will mostly benefit beneficiaries at the individual level and will mainly aim at reinforcing the sub groups cohesion and collaboration. For a fact, the impact on the communities as a whole largely depends on external factors which development projects could not realistically address on their own.
Lesson 2 (1000 character limit)	On the project's contribution in reducing and mitigating tensions, it is fair to say that in such a short period of time, it is extremely difficult to measure the level of impact in the areas addressed. A major factor to be considered is that the targeted communities are subject to many external factors outside the control of the project that have direct implications on the levels of tensions and violence in them. Such externalities are linked to national processes such as the disarmament of Palestinian Refugee camps in Lebanon which remains unresolved, as well as the absence of government control in terms of policing in many Palestinian Refugee camps and camp adjacent areas. Moreover, the spillover of the Syrian crisis has also impacted the project in terms of more communities becoming more prone to conflict and witnessing violence than the areas originally chosen for this project.
Lesson 3 (1000 character limit)	<p>On support to national capacities, there is a need to maintain the support to the LAF CIMIC and implementation of the national strategy with a focus on empowerment of their community outreach skills.</p> <p>On local and community level there is a need to:</p> <ul style="list-style-type: none"> <li>- Maintain and strengthen relationship with local NGO partners (PARD and Makassed)</li> <li>- Empower established local groups of Women, Youth and key local actors established</li> <li>- Taking in to consideration the diffuse presence of refugees from Syria, systematically include host communities in the targeted audiences.</li> <li>- In areas of great tension such as the AAs; support collaboration between LAF CIMIC and Internal Security Forces for better community outreach.</li> </ul>
Lesson 4 (1000 character limit)	<p>On activity level, there is a need to:</p> <ul style="list-style-type: none"> <li>- Engage with municipalities in targeted community outreach interventions focusing on conflict management and promoting social cohesion and highlighting the unifying role of the municipalities.</li> <li>- Advanced training sessions, including additional ToT trainings empowering beneficiaries in community development projects, including conflict management, conflict resolution, social, communications and working skills as well as further</li> </ul>

	<p>trainings in first aid in the AAs and exhibition management for the Women of Tariq el Jdidi, as employment needs were clearly identified in both areas addressed and linked to tension reduction.</p> <ul style="list-style-type: none"> <li>- Support to awareness and sensitization campaigns on the local level related to social and health challenges such as early marriage, domestic violence and drug abuse.</li> <li>- Priority in choice of trainers should be given to those with sound and proven experience working with the targeted communities if not from within the communities.</li> </ul>
Lesson 5 (1000 character limit)	<p>On project outreach, a dedicated project team would have benefited the coordination of the project;</p> <ul style="list-style-type: none"> <li>- for a greater involvement in implementation of activities on the field</li> <li>- for enhanced communications around the project, with stakeholders and beneficiaries and with media</li> <li>- for continuous resource mobilization efforts for a phase 2 of the project but also to further address the critical gaps in funding for peacebuilding in the country</li> </ul> <p>On project name, the Arabic name of project should be chosen taking into consideration sensitivities (i.e., hot spots naming), plus for future projects/phases, it is important to adopt an easier name and slogan in Arabic and communicate the project accordingly.</p> <p>Finally, here are the Youtube links to the AUHS documentary film:</p> <ul style="list-style-type: none"> <li>- English version: <a href="http://youtu.be/shNojbVdZW8">http://youtu.be/shNojbVdZW8</a></li> <li>- Arabic version: <a href="https://www.youtube.com/watch?v=UzpN6YoicMk&amp;list=UUGDp1PB2sq84nF7_hyL4IFg">https://www.youtube.com/watch?v=UzpN6YoicMk&amp;list=UUGDp1PB2sq84nF7_hyL4IFg</a></li> </ul>

## 2.2 Success story (OPTIONAL)

*Provide one success story from the project implementation which can be shared on the PBSO website and Newsletter as well as the Annual Report on Fund performance. Please include key facts and figures and any citations (3000 character limit).*

See Appendix 5

## PART 3 – FINANCIAL PROGRESS AND MANAGEMENT ARRANGEMENTS

### 3.1 Comments on the overall state of financial expenditure

*Please rate whether project financial expenditures were on track, slightly delayed, or off track: on track*

If expenditure was delayed or off track, please provide a brief explanation (500 characters maximum):

Please provide an overview of project expensed budget by outcome and output as per the table below.<sup>5</sup>

<sup>5</sup> Please note that financial information is preliminary pending submission of annual financial report to the Administrative Agent.

Output number	Output name	RUNOs	Approved budget	Expensed budget	Any remarks on expenditure
Outcome 1: Inter / Intra communal tensions are reduced and mitigated in the two selected conflict prone areas					
Output 1.1	Inclusive strategies for safer neighborhoods in the two selected areas are developed		US \$ 252,199	US \$ 252,199	
Output 1.2	Locally agreed peace building interventions are implemented with concerned stakeholders in the two selected areas		US \$ 753,554	US \$ 753,554	
Output 1.3					
Outcome 2:					
Output 2.1					
Output 2.2					
Output 2.3					
Outcome 3:					
Output 3.1					
Output 3.2					
Output 3.3					
Outcome 4:					
Output 4.1					
Output 4.2					
Output 4.3					
Total			US \$ 1,005,753	US \$ 1,005,753	

### 3.2 Comments on management and implementation arrangements

*Please comment on the management and implementation arrangements for the project, such as: the effectiveness of the implementation partnerships, coordination/coherence with other projects, any South-South cooperation, the modalities of support, any capacity building aspect, the use of partner country systems if any, the support by the PBF Secretariat and oversight by the Joint Steering Committee (for PRF only). Please also mention if there have been any changes to the project (what kind and when) (2000 character maximum):*

On management arrangements, the project benefited from 4 Steering Committee meetings within a span of 18 months, more than initially foreseen in the project document, and which

included representatives from UNDP, Lebanese Palestinian Dialogue Committee, Ministry of Interior and Municipalities, Ministry of Defense, LAF, Council of Development and Reconstruction, UNIFIL, UNRWA, UN-HABITAT and OHCHR.

On implementation partnerships, the project has benefited at many levels. Based on their comparative advantages, the participating UN agencies collaboration was key to the effective implementation of the project;

- UNDP Lebanon projects brought expertise in 1) the field of conflict prevention and conflict sensitive development, mainly related to the capacity building programs carried out by UNDP Strengthening Civil Peace project, and 2) working with and in Palestinian gatherings in collaboration with the joint UNDP/UNHABITAT "Improving Living Conditions in Palestinian Gatherings in Lebanon" and "Support to Host Communities in Palestinian gatherings" projects ensured successful choice of local partners that had credibility in the areas addressed and smooth activities' implementation.

- Working with the LAF and establishing a sound partnership was possible through the joint efforts of UNDP, UNIFIL, OHCHR with the continuous support of UNSCOL; UNIFIL's available staff with relevant civil affairs and CIMIC experience, OHCHR providing technical knowledge and expertise on human rights and gender balance in the context of capacity building and UNSCOL for political/security engagement and networking with the LAF in the context of the Army's Capabilities Development 5 year Plan. All partners played a major role in the task force established for the development of the first national CIMIC strategy.

- The AUHS project certainly benefited from the continuous support of the Resident Coordinator Office, chiefly in terms of monitoring and evaluation guidance.

**List of Appendices:**

- I. Appendix 1 - AUHS Mid-Term Evaluation Report
- II. Appendix 2 - AUHS Final Evaluation Report
- III. Appendix 3 - LAF CIMIC National Strategy – EN
- IV. Appendix 4 - Army Commander Formal Interest in continuation of UN support to CIMIC strategy  
Implementation
- V. Appendix 5 - Letter from Tarik El Jdide - Ahmad Story



**UN HABITAT**  
FOR A BETTER URBAN FUTURE



# Mid-Term Evaluation Report – November 2013

ADDRESSING URBAN HOT SPOTS IN LEBANON PROJECT

ZEINA EL-HELOU



UNITED NATIONS PEACEBUILDING FUND (PBF)

## **Table of Content**

### **List of Acronyms**

### **Executive Summary**

### **Description of the Project**

### **Methodology**

### **Constraints and Limitations**

### **Evaluation Findings**

- 1- Local level Conflict Prevention Component**
  - a. Tariq Jdide**
  - b. Ain el-Helwe Adjacent Areas**
- 2- Support to Civil-Military Cooperation**
- 3- About the Project**

### **Conclusions**

- Relevance**
- Effectiveness**
- Efficiency**
- Sustainability**
- Impact**

### **Recommendations**

### **Annex: Questionnaires**

## **List of Acronyms**

AA	Adjacent Area
AUHS	Addressing Urban Hot Spots in Lebanon
CIMIC	Civil-Military Cooperation
KDC	Knowledge Development Co.
LAF	Lebanese Armed Forces
LPDC	Lebanese Palestinian Dialogue Committee
OHCHR	Office of the High Commissioner for Human Rights
PARD	Popular Aid for Relief and Development
TJ	Tariq Jdide
UNDP	United Nations Development Program
UNIFIL	United Nations Interim Forces in Lebanon
PBF	UN Peace Building Fund

## Executive Summary

This report describes the findings of the mid-term evaluation mission of the Addressing Urban Hot Spots in Lebanon (AUHS) project undertaken in October and November 2013. The mid-term evaluation aims to assess the relevance, effectiveness, efficiency, prospective impact and sustainability of the project activities, as well as to provide actionable recommendations and accordingly propose corrective measures on how to enhance the project implementation. Certain aspects related to the coordination between UNDP, UN-HABITAT, UNIFIL and OHCHR were also examined under this evaluation. The evaluation design was mainly based on qualitative research methods, such as focus groups, in-depth key informant interviews and document reviews. The mid-term evaluation covers the period from January to October 2013.

The AUHS is a joint UN agencies project funded by the Peace Building Fund under the global outcome to “build and/or strengthen national capacities to promote coexistence and peaceful resolution of conflict and carry out peace building activities”<sup>1</sup>. The project aims to reduce and mitigate inter and intra communal tensions in selected urban areas. It is currently being implemented in two identified hot spots in the country, Mazraa - Tariq Jdide – Bourj Abi Haidar – Sabra Axis in Beirut, and 8 Adjacent Areas surrounding Ain el-Helwe camp. A preliminary mapping of needs and priorities was operated in both regions prior to the starting of project implementation. Reference groups, including women and youth groups were formed and some capacity building activities have already started, specifically in Beirut hot spot. The Adjacent areas are facing some security challenges causing certain delays to the initial process. The coordination provided for the implementation of the project is successful and ensures that project activities properly take place without major delays or problems.

All stakeholders recognized the relevance of the project and considered that it does address an urgent need in the regions where it is being implemented. They all agreed as well on the positive aspects of the participatory approach adopted by the project and its ability to connect, within each component, stakeholders who never had the chance to interact before. The support provided to the CIMIC component and the institutionalization of this section within the LAF is also an important and a very relevant addition. However, the approach adopted by LAF is rather service-based; it seems to be perceived as a unilateral relation, in terms of the Army engaging in providing some sort of assistance to civil communities outside the state of war. A real understanding of partnership and cooperation as well as gender sensitivity is still at its developing stage.

---

<sup>1</sup> Peace Building Fund Guidelines, October 2009

Conflict resolution as the main project objective needs to be more visible to the communities, and there is a need to redefine the project as a holistic intervention and provide conceptual linkages between the various components.

There are serious indications that the sustainability of the project will be ensured after the withdrawal of the funds. The implementing partners are well established organizations that are well known and respected in their regions; they have indicated their willingness to replicate the methods introduced by the project – namely the participatory mapping and the engagement with the communities. In addition, the projects implemented are urgently needed and enjoy a high level of ownership among the local authorities – both in the Lebanese and the Palestinian milieus. Finally, the development and adoption at the highest command level of the CIMIC section strategy indicates that the LAF is committed to pursuing civil military cooperation activities and to secure funds to that end.

Based on the evaluation findings, it seems that the AUHS project is going in the right direction when it comes to yielding concrete results, yet it needs to be further supported until the new concepts introduced – such as the civil-military cooperation and the local structures for dialogue and conflict resolution – fully mature and become functional on their own.

Recommendations include the necessity to provide more robust technical assistance to the CIMIC section in order to further build its capacity, especially in participatory methods for community outreach, human rights, and gender mainstreaming. More work still needs to be done at the attitude level of the Lebanese authorities (Municipalities and LAF) in order to build up values of tolerance and acceptance, especially when it comes to their relation with Palestinian refugees. Further synergy is also needed amongst various components of the project. Adjustment at the local level should be also done to redirect the objective of the project towards conflict resolution and mitigation, beside the implementation of projects and activities. On a more technical level, the project needs to increase its visibility among targeted communities so it becomes more easily recognized and acknowledged for what it is doing. Finding and adopting an Arabic name for the project is essential. The involvement of LPDC as an official umbrella should be enhanced, which could bring assistance in promoting the project at the decision making level, especially with LAF command, thus ensuring better outcomes for the project in general. Regular dialogue among implementing partners could prove beneficial in terms of fostering information and experience sharing, as well as for creating a platform for local communities to meet and mingle, which would contribute to establishing sustainable structures for dialogue and conflict resolution across hot zones.

## **Description of the Project**

This initiative is a joint UN agencies project funded by the Peace Building Fund for an 18 months time frame and which falls under the global outcome to “build and/or strengthen national capacities to promote coexistence and peaceful resolution of conflict and carry out peace building activities”<sup>2</sup>. The project also aims to contribute to the draft Peace Building plan for Lebanon, and in particular, the strategic area related to “areas of tension”<sup>3</sup>. The project partners are recipient organizations UNDP and UNHABITAT, and UNIFIL and OHCHR in the advisory capacity.

The project aims to reduce and mitigate inter and intra communal tensions in selected urban areas. Specifically, it seeks to support effective strategies and frameworks to mitigate potential outbreaks or escalations of violence at the local level, under output 1 where “Inclusive strategies for safer neighborhoods in the two selected areas are developed” and under output 2 where “locally agreed peace building interventions are implemented with concerned stakeholders in the selected areas”.

In particular, the project and its proposed interventions aim to contribute to strengthening civil peace and peace building in Lebanon. The project stems from an identified need to support the establishment of sustainable conflict management mechanisms at the local level, especially in urban areas with a history of intra communal tensions and/or the potential for violence given the evolving national and regional situation, within the context of a national framework.

The “Addressing Urban Hot Spots in Lebanon” project is currently being implemented in two identified hot spots in the country, Mazraa - Tariq Jdide – Bourj Abi Haidar – Sabra Axis in Beirut, and 8 Adjacent Areas surrounding Ain el-Helwe camp. A preliminary mapping of needs and priorities was operated in both regions prior to the starting of project implementation. Reference groups, including women and youth groups were also formed and some capacity building activities have already started, specifically in Beirut hot spot. The Adjacent areas are facing some challenges causing certain delays to the initial process, mainly due to security conditions.

## **Methodology**

As per the inception report submitted to UNDP on 30 July 2013, the table below shows the tasks that were undertaken for the evaluation. The evaluation questions used for the various focus groups and interviews can be found in Annex 1 (enclosed).

---

<sup>2</sup> Peace Building Fund Guidelines, October 2009

<sup>3</sup> Peace Building Priority Plan for Lebanon, March 18, 2011

<b>Output 1: Inclusive strategies for safer neighborhoods in the two selected areas are developed</b>	
<b>Activities</b>	<b>Methodology for mid-term evaluation</b>
<i>Activity 1:</i> Build the capacity of local actors in mediation and conflict resolution	This component started only in Beirut axis. Specific questions about the trainings and the trainers were asked to community groups.
<i>Activity 2:</i> Undertake participatory mapping of conflict dynamics, stakeholders and existing mechanisms for tension reduction in up to 4 neighborhoods (which ended up to be 3)	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>1-Assess the level of inclusiveness in the mapping process</li> <li>2-Understand knowledge, perceptions, and opinions of local community stakeholders about the project</li> <li>3-Gauge ownership of local communities onto the project</li> <li>4-Understand perceptions of local communities towards LAF and CIMIC initiative (serves activity 4 below)</li> </ul>
<i>Activity 3:</i> On this basis, develop and disseminate strategies for safer neighborhoods in the two selected areas	<p><b>Tools</b></p> <p>5 focus groups in both selected areas and key informant interviews</p> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>1- Popular committee members in Ain el-Helwe and AAs as relevant</li> <li>2- Reference groups and local committees (focus on gender balance) in selected neighborhoods</li> <li>3- Research teams involved in data collection (Makassed, PARD and KDC)</li> <li>4- Municipal councils of Beirut and Darb al-Sim</li> <li>5- Lebanese Palestinian Dialogue Committee (LPDC)</li> </ul>
<i>Activity 4:</i> Strengthen the knowledge and skills base of Lebanese Armed Forces (LAF) officers, including female officers operating in the selected	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>1-Understand perceptions of LAF about the project and CIMIC initiative</li> </ul>

<p>areas in community mediation and local level peace building</p>	<p>2-Understand needs and expectations of CIMIC personnel from the project</p> <p><b>Tools</b></p> <p>Semi-structured interviews</p> <p><b>Targets</b></p> <p>1- Head of CIMIC section Colonel Youssef Mechref</p>
<p><i>Activity 5:</i> Develop with LAF/Ministry of Defense a national CIMIC/MCO/human rights strategy to respond to institutional gaps and capacity needs in community outreach</p>	<p><b>Objectives</b></p> <p>1-Assess understanding of the role of CIMIC in conflict prevention</p> <p>2-Assess understanding of human rights principles and values, community mediation and local level peace building among LAF / CIMIC leadership</p> <p>3-Assess ownership of LAF leadership onto the project</p> <p><b>Tools</b></p> <p>Semi-structured interviews</p> <p><b>Targets</b></p> <p>1- Head of CIMIC Section Colonel Youssef Mechref</p> <p>2- Zafeer Ud Din, OHCHR</p>
<p><b>Output 2: Locally agreed peace building interventions are implemented with concerned stakeholders in the selected two areas</b></p>	
<p><b>Activities</b></p>	<p><b>Methodology for mid-term evaluation</b></p>
<p><i>Activity 1:</i> Facilitate the establishment and/or strengthening of conflict resolution mechanisms in up to 4 neighborhoods</p>	<p><b>Objectives</b></p> <p>1-Assess the level of inclusiveness in the planning process and in the establishment of the</p>

<p><i>Activity 2:</i> Support LAF in planning and implementing community outreach activities in the two selected neighborhoods</p>	<p>reference groups in Tariq Jdide as a conflict resolution mechanism</p> <p>2-Understand knowledge, perceptions, and opinions of local community stakeholders about LAF / CIMIC interventions</p> <p>3-Gauge ownership of local communities onto LAF projects</p> <p><b>Tools</b></p> <p>Focus groups and/or semi-structured interviews to be conducted under output 1, activities 2 and 3 (same targets)</p>
<p><i>Activity 3:</i> Build the capacities of selected municipalities in conflict sensitive / inclusive planning and its integration into existing local development plans</p>	<p>NA- activity not started yet</p>
<p><i>Activity 4:</i> Support small scale joint initiatives to address tensions and to promote cohesion in the two selected areas</p>	<p><b>Objectives</b></p> <p>1- Assess the approach used to identify the small scale joint initiatives that have been implemented (in terms of inclusiveness and relevance)</p> <p>2- Understand impact of small scale joint initiatives on local communities</p> <p>3- Understand needs and expectations of local communities from the project, with regards to the small scale initiatives</p> <p><b>Tools</b></p> <p>focus groups and/or semi-structured interviews to be conducted under output 1, activities 2 and 3 (same targets)</p>

It is to be noted as well that certain aspects related to the coordination between UNDP, UN-HABITAT, UNIFIL and OHCHR were also examined under this evaluation.

## **Constraints and limitations**

The major constraint pertaining to the implementation of evaluation activities as planned were the deteriorating security conditions, especially in Ain el-Helwe, which affected the timeline of the evaluation and caused persistent delays to the process.

Another limitation was due to the fact that members of the reference, women and youth groups in Ain el-Helwe AAs were not identified at the moment of conducting the evaluation, which resulted in the lack of substantive feedback on this matter, which could have been useful for the mid-term evaluation. This will be compensated in the final evaluation, expected to take place in March 2014.

In Tariq Jdide, a major limitation was the fact that the field work for the evaluation came at a time where the community members were busy in the preparation of the events planned in the framework of the AUHS project; thus several appointments were scheduled before some feedback was collected.

## Evaluation Findings

The project is implemented using an integrated approach targeting three levels: national, local and neighborhood levels, through two different components working in parallel: i) the local level conflict prevention, which includes capacity building on mediation and conflict resolution, provision of basic urban services and support to small scale joint interventions to promote cohesion; and ii) Support to the Lebanese Army LAF/Civil-Military Cooperation CIMIC section and the development of the CIMIC national strategy. In addition, a third section about the project coordination and design is added at the end of this report.

The mid-term evaluation report is double folded: it first shows the progress of the project activities (table below) whereas the second part reflects the opinions of key stakeholders about the project progress and implementation.

<b>Output 1: Inclusive strategies for safer neighborhoods in the two selected areas are developed</b>	
<b>Activities</b>	<b>Progress</b>
<i>Activity 1:</i> Build the capacity of local actors in mediation and conflict resolution	<p>This component started only in Beirut hot zone; In the AAs, the increasingly tense situation has resulted in delayed implementation.</p> <p>A series of trainings have been provided to the community groups in Tariq Jdide, most of them are activity based, whereas some sessions about conflict resolution and mediation have been delivered. Community members indicated a very high level of satisfaction about the trainings provided. This activity started in September 2013 and is ongoing until the end of 2013.</p>
<i>Activity 2:</i> Undertake participatory mapping of conflict dynamics, stakeholders and existing mechanisms for tension reduction in up to 4 neighborhoods (which ended up to be 3)	<p>In Beirut hot zone, the project relied on a study that had already been implemented in the framework of a UN-HABITAT, UNICEF and UN-WOMEN program, “Safe and Friendly Cities for All”, aiming at mainstreaming the safe and friendly cities approach into urban planning, management and governance frameworks; Incorporating women, child and youth participation based on holistic and participatory work methods; and consolidation of the tools, training curricula, assessment methodologies, data collection and knowledge sharing.</p>

	<p>The baseline survey conducted in conjunction with Makassed Association and the Municipality of Beirut, with the aim to assess factors that might affect public safety and security perceived by the population in the neighborhoods of Sabra and Tamlees. The study mainly showed that urban services are present in both neighborhoods but need major rehabilitation. It also showed that many NGOs are operating in both neighborhoods yet they are not able to address urban services issues and improve safety and security conditions. The baseline survey was completed in May 2013.</p> <p>In Ain el-Helwe adjacent areas, the participatory mapping was conducted by KDC in conjunction with PARD, whose team of researchers completed the surveys and field work. The main findings included a high level of school drop outs and poor education enrolment in general as well as complicated communication among key stakeholders in charge of the AAs management. The mapping was completed in November 2013.</p>
<p><i>Activity 3:</i> On this basis, develop and disseminate strategies for safer neighborhoods in the two selected areas</p>	<p>The strategy for safer neighborhoods for Tariq Jdide was developed in May 2013.</p> <p>The strategy for safer neighborhoods for the AAs has not been completed. As mentioned earlier, the project implementation in the AAs is facing consistent delays due to the increasingly tense situation in the camp as well as in Saida city in general.</p>
<p><i>Activity 4:</i> Strengthen the knowledge and skills base of Lebanese Armed Forces (LAF) officers, including female officers operating in the selected areas in community mediation and local level peace building</p>	<p>This activity has partly been implemented; in fact, the project facilitated the travel of LAF officers to attend international trainings on civil-military cooperation and conflict resolution. However, none of these were females, and the number is still relatively limited. This is mainly due to the fact that the LAF command is currently giving the priority to the deteriorating security situation across the country, in addition to the fact that the CIMIC section is still at a developing stage.</p>
<p><i>Activity 5:</i> Develop with LAF/Ministry of Defense a national CIMIC/MCO/human rights strategy to respond to institutional gaps and capacity needs in community outreach</p>	<p>The strategy for civil-military cooperation has been completed, approved and endorsed by the LAF command in June 2013. The LAF received consistent support from the UN partner organizations for the completion of this task, namely UNIFIL and OHCHR.</p>

<b>Output 2: Locally agreed peace building interventions are implemented with concerned stakeholders in the selected two areas</b>	
<b>Activities</b>	<b>Progress</b>
<i>Activity 1:</i> Facilitate the establishment and/or strengthening of conflict resolution mechanisms in up to 4 neighborhoods	<p>In Tariq Jdide, the AUHS project has contributed to the establishment of 3 community groups (reference group, women group and youth group). These groups have designed and implemented a series of activities revolving around a theme that they have previously identified, the drug awareness, due to alleged substance abuse widely spread in their neighborhoods.</p> <p>The group composition is heterogeneous, and reflects the mixture that prevails in the region. Groups are generally harmonious, and members cooperative altogether. The reference group has already successfully dealt with cases of conflicts, after their received the training (the details are provided below), whereas the women and youth groups have not yet set up conflict resolution mechanisms.</p>
<i>Activity 2:</i> Support LAF in planning and implementing community outreach activities in the two selected neighborhoods	<p>LAF has already engaged in the implementation of community outreach activities in Tariq Jdide; activities include the provision of medical equipment to a number of local dispensaries and medical centers in need.</p> <p>However, LAF is still reticent regarding the implementation of community outreach activities in Ain el-Helwe adjacent areas, due to the security situation and the prevalence of hostile feelings towards LAF.</p>
<i>Activity 3:</i> Build the capacities of selected municipalities in conflict sensitive / inclusive planning and its integration into existing local development plans	<p>The municipalities of Beirut, Saida and Darb al-Sim have been approached by the project team, and the project was extensively explained to them while seeking their support and involvement. In general, the municipalities are supportive of the project and show a high level of satisfaction about it. However, their contribution remains minimal and their capacities have not yet matured in relation with conflict sensitive and inclusive planning. This is expected to better yield during the remaining period.</p>
<i>Activity 4:</i> Support small scale joint initiatives to address tensions and to promote cohesion in the two	<p>The following small scale joint initiatives have been completed or ongoing:</p> <ul style="list-style-type: none"> <li>• AAs: Construction of Sewage and Rain water system- Darb el Sim-Serrob-Ain el-Helwe</li> </ul>

<p>selected areas</p>	<p>camp</p> <ul style="list-style-type: none"> <li>• AAs: Rehabilitation of Sewage pipe and Manhole Darb el Sim-Jabal el Halib</li> <li>• TJ: Rehabilitation of Rifai Garden</li> <li>• TJ: Rehabilitation of Daouk Sewage network</li> </ul> <p>A number of small scale initiatives are scheduled to take place before the project comes to an end as follows:</p> <ul style="list-style-type: none"> <li>• AAs: Rehabilitation and equipment of first aid center in Sikke</li> <li>• AAs: Establishment and equipment of Community Center in Sikke</li> <li>• AAs: Clinical Aid Winter 2013 – 2014</li> <li>• TJ: Rehabilitation of Sabra Street Buildings' Façade</li> </ul>
-----------------------	---

## **1. Local level Conflict Prevention Component**

### **a. Tariq Jdide**

The project is following the initial timeline to a large extent, and most of activities are taking place on time. Groups are formed and functional, despite of minor ups and downs in commitment of some of the group members, randomly.

Community members interviewed in Tariq Jdide showed a high level of enthusiasm about the project, especially with regards to the infrastructure projects that have been initiated there. For them, the added value of AUHS was its ability to deliver, i.e. the implementation of concrete projects which respond to urgent needs expressed by the community during the mapping phase. Women and youth interviewed in Tariq Jdide also showed a high level of ownership and interest for the theme they have identified – the awareness on drugs – and expressed strong feelings of attachment towards Al-Makassed Foundation. They also indicated that the process was participatory throughout, and that they have been involved in the decision making of every single aspect of the project. Having said this, the “Addressing Urban Hot Spots” project as such has little visibility within the community members interviewed, but was rather referred to as the “UNDP project”.

About the capacity building activities, members of the reference, women and youth groups interviewed expressed satisfaction about the trainings provided as well as the trainers, who were depicted as professional, responsive and well experienced. Having said this, community members interviewed, expect for one member of the reference group – the secretary general of Palestinian Beirut Gatherings Mohamad Kayyale – did not mention specific trainings received on conflict resolution. This is probably because the capacity building program was based on the activities that the communities were preparing. When probed about the conflict resolution trainings, Kayyale indicated that they have learned how to approach conflicts in a different, “more diplomatic manner, and to position themselves as an impartial side, which has contributed to better containing rising conflicts” in the Palestinian gatherings. He explained that in 65% of the conflicts, they were able to convene reconciliation meetings between the conflicting parties, after they learnt mediation and conflict resolution techniques in this project, whereas in 35% of cases, conflicting parties were inflexible and did not accept any sort of mediation. Before, he continues, “I used to beat both parties, and I thus become a party myself; now we are more able to find solutions”.

A young man who was interviewed in Tariq Jdide showed a very high level of commitment to the process; he volunteered at al-Makassed and spends most of his days providing assistance to the department in charge of the AUHS implementation. He indicated that the project has

“brought him out of the street and improved his behavior and morals”. He said he became more tolerant and less aggressive as a direct outcome of his involvement in the AUHS project.

#### **b. Ain el-Helwe Adjacent Areas**

Little can be said about this component so far; the components implemented are the mapping, as well as some of the planned Basic Urban Services projects (sewage, rainwater canals, asphaltting) jointly implemented in Mieh w Mieh and Darb al-Sim (Lebanese villages) and Shoun, Jabal al-Halib and Baraksat AAs. The composition of the reference, women and youth groups was still being done in October 2013, when the consultant conducted the field visits. Meetings were organized with PARD team of data collectors, as well as a number of NGOs active in the AAs and members of the Popular Committees. In addition, an interview was conducted with the Head of Darb al-Sim Municipality Maroun Geha and KDC consultant Dr. Nasser Yassin.

The data collectors considered that the mapping was comprehensive as was the training provided to them by KDC. However, they considered that some of the questions were repetitive which generated some sort of frustration among the population. In addition, the researchers reported that the local population showed some sort of hostility towards studies that do not result in concrete projects that they keep demanding, which adds to the value of the project, because it includes the implementation of urgent infrastructure projects. In addition, the data collectors did recognize the importance of the mapping exercise and considered it as a very important step for a proper community development planning.

On the relation with KDC, PARD considered that the study would have been more beneficial had KDC been more present on the ground. PARD indicated that KDC should have deployed more effort in order to better understand the reality and the complexities it entails. This was seconded by UNDP project team as well. When asked about this, Dr. Yassin indicated that this is typical of research projects dually implemented, i.e. by a field team different than the design team. He also says that they did their best to be as flexible and responsive as possible, but the fact that the data collectors were not professional researchers was a major obstacle. In addition, he said that “the model followed by UNDP and UN-Habitat to complete the mapping is complex and engenders a lot of miscommunication, which in return causes delays and difficulties”. However, this method was necessary because the field work required the presence of “locals” and Dr. Yassin considered that the quality of the end product was not affected by the drawbacks of the process, but this necessitated a greater effort on the level of the writing team. On this note, one lesson learnt could be drawn, which is to better foster exchanges between the research and field team, whereby the research team would train the field team on data collection techniques while the field team could brief the research team about the context characteristics.

The NGOs in Ain el-Helwe adjacent areas were able to recognize the project after the explanation provided and considered that the infrastructure projects are urgently needed in their regions. They praised the road asphaltting which is currently being implemented, but demanded that closer control be made on the contracting companies to avoid low quality work as it has previously happened with similar projects<sup>4</sup>. They also demanded that community members to be appointed in the reference groups be honest and not engage in acts of favoritism, as has been commonly the case in the past.

The meeting with representatives of the Adjacent Areas in the Popular Committee showed that the project is very well perceived; especially that it is addressing fields of extreme importance that no one has ever addressed before, i.e. infrastructure works that contribute to the improvement of living conditions in the camp and its adjacent areas. As put by one of the AAs representatives, “this was a dream for us, and it is now coming true through the AUHS project”. The AAs representatives also deplored the bad quality of the infrastructure projects that have been implemented before and considered that AUHS project should make sure not to reiterate this bad experience they have had. In addition, they indicated that better results could be yielded if works are done in a complementary manner and donations better coordinated, so duplication is avoided and achievements are optimal. The AAs representatives explained that many donor agencies have previously implemented infrastructure projects in the camp, based on which they could draw two main lessons: i) works are usually not completed; for example, roads are not asphalted properly after excavation is done for the sewage network; ii) works that need excavation are not done in a synchronized manner, which means that roads are dug up many times. They demanded that this project intervenes in a different manner and hoped that it presents a different model for a better efficiency and effectiveness.

In addition, there was some sort of resentment from the representative of Jabal al-Halib Adjacent Area who considered that the small scale initiative implemented in his AA was more beneficial to Darb al-Sim Lebanese village rather than to Palestinians, although the project completion report<sup>5</sup> states that the project was identified “following a number of meetings and field visits to these areas, and the actors agreed on two key projects that address both Lebanese and Palestinian inhabited areas and would therefore require the engagement and coordination of all actors”. As a result, the rehabilitation of the sewage pipe and manhole between Darb el Sim village and Jabal el Halib Adjacent Area around Ain el Helwe Camp was completed, as well as the 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.

---

<sup>4</sup> Throughout the meetings, the sewage network project previously implemented by the French NGO Première Urgence was severely attacked for the low quality of works provided. Stakeholders were keen on having these pitfalls avoided by AUHS.

<sup>5</sup> Completion report, Joint infrastructure projects in Darb al-Sim, South Lebanon, The Republic of Lebanon, UNDP, and UN-HABITAT

AA representatives expressed content about the fact that works are being sub-contracted to Palestinian companies, yet some resentment was expressed about the non-Palestinian workers hired by these contracting companies, which could have benefited from hundreds of unemployed Palestinian youth from inside the camp who could have contributed to the works and gained some money in return. Had this happened, according to the AAs representatives, “the whole project would have been better adopted and owned by the community”. There was also a deep resentment about aid being turned to refugees from Syria in the camp.

When asked about the potential impact of the project, AAs representatives considered that this project would probably have a limited impact on the conflict scheme in the camp because of the political nature of the conflicts and the fact that they are intermingled within the general political situation in the country. Yet, they indicated that the AUHS could contribute to lessen the tension people feel in the course of their daily lives, while moving around the various areas in the camp. NGOs, on the contrary, considered that the project could significantly contribute to lessening the number of circulation conflicts for example, which very often escalate into shooting and serious injuries.

On another note, the Municipality Head of Darb al-Sim expressed his satisfaction about the project and the progress it is making, a major contribution to the infrastructure in the region which the Municipality would not have been able to do. The Municipal Council (MC) head indicated that the UNDP is being very cooperative and responsive to their needs. Despite this expressed satisfaction, the MC head voiced some sort of resentment about projects being addressed to Palestinians and Syrians while the Lebanese population also needs assistance and support. When asked about the contribution of the MC, the mayor indicated that they will ensure the maintenance of the implemented projects, yet would probably not undertake any similar projects in the adjacent areas region because priority will always be given to Darb al-Sim. During the interview, some resentment could be felt against the Palestinian refugees living in the vicinity of the village, which shows that some work still needs to be done at the attitude level of the Lebanese local authorities in order to build up values of tolerance and acceptance.

## **2. Support to Civil-Military Cooperation**

For this component, an interview was conducted with Colonel Youssef Mechref, the head of the CIMIC section at LAF, which was established in 2012 and received support, in the framework of the AUHS project, to develop a national civil-military cooperation strategy, as well as a grant to implement community outreach projects in the targeted zones. It is to be noted in this context that stakeholders – other than the UN agencies – had little knowledge about the CIMIC section and the work being done through AUHS in this regard.

When asked about his opinion of the civil-military cooperation, Colonel Mechref indicated that it contributes to improving the image of the LAF in the communities where recent tensions have risen, especially with regards to the tense political situation in the country. According to him, it might not be able to drastically change the negative perceptions that some people may have about the LAF, but it does contribute to some sort of healing, he says. Colonel Mechref considered that the CIMIC could pave the road for the period where tensions would be mitigated, the image of the LAF could then quickly improve as a result of the work they would have done by then, but in the current situation where ideological thinking supersedes all forms of rational reasoning, CIMIC faces a lot of challenges, which actually makes its existence even more needed.

During the interview with Colonel Mechref, it seemed that the idea of community outreach is still new and not very well assimilated. For example, they still consider that the local intelligence bureau can be a main source of information when it comes to problem identification and assessment of communities' needs. This is probably because the CIMIC section is recent and not yet fully staffed as per the action plan of the strategy which is still in the process of being implemented. Colonel Mechref indicated that he very often triangulates this information through his own sources, mainly informal interviews and meetings with key informants – usually public figures close to the Army and the authorities in general – which he personally conducts.

It is to be noted that CIMIC section is currently providing IT and medical equipment to dispensaries and social development centers in Tariq Jdide, based on an assessment they previously conducted in the framework of another aid project. These centers were selected because they lacked certain essential equipment and because they serve a deprived population among Lebanese, Palestinians and Syrians. Colonel Mechref considered that it was very important to ensure that the centers supported by LAF be neutral and impartial to avoid accusations of biasness. On that note, Colonel Mechref deplored that the project is working only in regions with a majority of Sunnis, which could compromise the Army and undermine its credibility and inclusiveness, he says. UNDP attended to this through equipping an additional center that falls in the Sunni-Shiite mixed region, thus serves Shiite community living in the vicinity as well.

Furthermore, Colonel Mechref indicated that the LAF command would not easily engage in CIMIC initiatives in the adjacent areas of Ain el-Helwe because the environment is very difficult and hostile to the Army. The LAF also prefers to give priority to Lebanese communities and considers that providing any sort of aid to Palestinians needs to be linked with support to the Lebanese communities. On that note, the community members interviewed in both Tariq Jdide and Ain el-Helwe AAs were asked about their perceptions towards the LAF, and the answers were diverse, varying from those who expressed full support and understanding to the LAF, to

others who considered that the LAF tends to rally to one party, i.e. Hezbollah, out of impotence, against the Sunni counterparts, who are perceived as the weakest group. Community members of Tariq Jdide had in mind the alleged inertia of the Army during the events of May 2008, while community members in Ain el-Helwe adjacent areas expressed resentment about harassing measures at checkpoints and insensitive treatment of women, which they considered offending. Yet, while expressing those perceptions about the army, community members acknowledged the need to be protected by the Army. This shows a latent aspiration to be re-assured by the army of its unconditional and equal protection, which is an opportunity for the CIMIC section to play a positive role in enforcing civil and military cooperation.

When asked about the sustainability of CIMIC interventions, Colonel Mechref indicated that the LAF is committed to pursuing the civil-military cooperation – this has translated through the approval of the CIMIC strategy by LAF command – but it is unlikely that they would allocate any core funds for this section due to fund shortage in the LAF budget. In other terms, the survival of the CIMIC section inside LAF depends on their fundraising ability, taking into account the necessity to diversify the funding sources.

### **3. About the Project**

Most of the stakeholders interviewed considered that the AUHS added value consists in its participatory approach and involvement of local communities in development. Another added value is the support to the CIMIC section and the institutionalization of this section within the LAF. Many stakeholders considered that the niche of the project should be to provide additional support and technical assistance to the CIMIC section in order to better promote the importance of this section inside LAF, as well as to build the capacity of its staff to better perform their duties and optimize the benefits of civil-military cooperation for the mitigation of conflicts arising all over the country.

All UN partner organizations interviewed indicated that the coordination of the AUHS project is satisfactory in terms of communication and information sharing. They indicated that the steering committee meetings were an opportunity to meet and discuss the progress of the project. However, it was felt, during the interviews, that each organization is more aware of its component than of the implementation process of the project as a whole. Many of the stakeholders specifically mentioned this themselves.

When asked about the design and initiation of the project, all stakeholders praised the fact that the AUHS built on existing initiatives. In the AAs, the AUHS is working in collaboration with the joint UNDP and UN-HABITAT “Towards Sustainable Solutions for Improved Living Conditions of Palestinian Refugees in Lebanon”. In Tariq Jdide, it built on the mapping initiated under the

“Safe and Friendly Cities for All” project, which was previously implemented by UN-HABITAT, UNICEF, UN-WOMEN, Makassed and the Municipality of Beirut. In addition, AUHS also introduced a new component, the support to the civil-military coordination at LAF. It thus contributed to continuing the work that has already been initiated through other projects, while at the same time supporting a national policy that could enhance the efforts made at the local level. However, it sometimes appears like a series of independent projects that are implemented separately without being interlinked. This explains the perception of fragmentation which many stakeholders mentioned, and makes it difficult to look at the project as a holistic concept.

In addition, LPDC considered that they could have a greater role in the project implementation, especially for promoting the project at the decision making level, especially with LAF command, thus ensuring better outcomes for the project in general. The Head of LPDC Dr. Khaldoun Sharif also considered that more work should be done with LAF on the ground, in the sense of providing trainings and capacity building for officers and soldiers on CIMIC principles.

Regarding the risk analysis, the project did take into account the risks that could accompany the project implementation in the selected areas, mainly pertaining to stability of political and security situation and stability at the institutional level. However, the project needs more time so the interventions can mature and foster sustainable change in the mentality and attitudes towards conflicts within targeted communities. Thus, key stakeholders stressed the importance of having long-term peace building interventions especially given the increasingly tense situation, to bear real fruits. This issue has been also highlighted by the implementing partners who indicated that the timeframe for the implementation of activities was rather limited and could cause some challenges to the overall process. It is to be noted though that the timeframe is bound by the Peace Building Fund rules and regulations for the Immediate Response Facility (IRF) projects.

Finally, and with regards to the outcome indicators identified in the project document, it is noticeable that their main focus is on the output level rather than on the outcomes per se; for example, the development of strategies for safer neighborhoods in the targeted areas is not enough to measure whether inter and intra communal tensions are reduced and mitigated in these regions. Thus, the indicators to measure success need to be reconsidered to reflect the qualitative aspect of the attitude and behavioral change sought.

## **Conclusions**

Below is a summary of the evaluation findings responding to the five evaluation pillars.

### **Relevance**

All stakeholders recognized the relevance of the project and considered that it does address an urgent need in the regions where it is being implemented. They all agreed as well on the positive aspects of the participatory approach adopted by the project and its ability to connect, within each component, stakeholders who never interacted before. This is particularly important in the case of the Adjacent Areas in Ain el-Helwe and the Municipalities of Darb al-Sim and Saida. In that sense, the project can be considered as a breakthrough for a long-lasting hostility between Lebanese and Palestinians, as well as the total neglect of Palestinians needs in general. Even in Beirut hot zone of Tariq Jdide-Sabra-Tamlees, there is a growing need for local community structures to counter the effects of the security turmoil happening in the country. The support provided to the CIMIC section and the institutionalization of this section within the LAF is also an important and a very relevant addition, for there is a mounting need to support the Lebanese Army operations within civil contexts, which very often results in clashes between the military forces and angry citizens.

### **Effectiveness**

The evaluation showed that conflict resolution as the main project objective needs to be more visible to the communities, it is also important to redefine the project as a holistic intervention and provide conceptual linkages between the various components. This was particularly felt in Tariq Jdide, where Makassed Foundation is very focused on the activity-based capacity building programme. Although it is important to provide assistance for the preparation of events, in addition to the learning effect that this could potentially have on communities, it is also important to work on a more conceptual level, through building the capacities of community groups to ensure the sustainability of a community-based structure for the resolution of conflicts. Little can be said on the assimilation of the project in Ain el-Helwe adjacent areas at this stage, except for the fact that the project implementation is facing challenges related to the security turmoil as well as delays in the issuance of permits by LAF for the construction of infrastructure projects.

On another note, the evaluation showed that the approach currently being adopted by LAF is rather service-based; in that sense, it seems to be perceived as a unilateral relation, in terms of the Army engaging in providing some sort of assistance to civil communities outside the state of

war. A real understanding of partnership and cooperation as well as gender sensitivity is still at an early stage, although Colonel Mechref did express full satisfaction of the efforts being deployed by UNIFIL as well as the trainings they have followed abroad.

### **Efficiency**

Despite of the increasingly tense situation across the country and more particularly in the targeted areas, the project is able to achieve its milestones in a relatively timely manner. The coordination provided for the implementation of the project is successful and ensures that project activities properly take place without major delays or problems.

### **Sustainability**

There are serious indications that the sustainability of the project will be ensured after the withdrawal of the funds. First, the implementing partners are well established organizations that are well known and respected in their regions. These organizations have indicated that they are willing to replicate the methods introduced by the project – namely the participatory mapping and the engagement with the communities. In addition, the projects implemented are urgently needed and enjoy a high level of ownership among the local authorities – both in the Lebanese and the Palestinian milieus. Finally, the development and adoption at the highest command level of the CIMIC section strategy indicates that the LAF is committed to pursuing civil military cooperation activities and to secure funds to that end.

### **Impact**

Because this is a mid-term evaluation, this aspect has not been extensively explored at this stage. Based on the diverse responses provided by the stakeholders on this matter, it seems that the AUHS project is going in the right direction when it comes to yielding concrete results, yet it is to be further supported until the new concepts introduced – such as the civil-military cooperation and the local structures for dialogue and conflict resolution – fully mature and become functional on their own. Having said this, one can observe a visible change in the attitudes of community members involved in the project activities, mainly related to the attitude towards conflict, which turned from being a natural behavior into an avoidable incident.

## Recommendations

1. As recommended by many stakeholders, there is a need to provide more robust technical assistance to the CIMIC section in order to build its capacity, especially in participatory methods for community outreach, human rights, and gender mainstreaming, in order to ensure its sustainability and effectiveness. On that note, it would be useful to include a larger spectrum of security forces, such as Internal Security Forces and Security General and establish an expanded task-force for civil-military cooperation at all levels.

*Corrective measure: intensify trainings for CIMIC section staff, increase contribution of OHCHR, seek support from LPDC, promote the idea of an expanded security task force for civil-military cooperation, and facilitate dialogue between security apparatuses*

2. More work still needs to be done at the attitude level of the Lebanese authorities (Municipalities and LAF) in order to build up values of tolerance and acceptance, especially when it comes to their relation with Palestinian refugees.

*Corrective measure: conduct regular coordination meetings between Palestinian popular committee and Municipalities, seek support from LPDC to engage CIMIC/LAF in small scale initiatives in Ain el-Helwe AAs, encourage PARD to include Lebanese population in reference, women and youth groups and to foster constructive dialogue between Lebanese and Palestinian youth as part of the project activities.*

3. Despite of good communication and information sharing at the project level, there is a need for further synergy amongst various components of the project. In other terms, it needs to find a common umbrella for the work being done at the local levels. Adjustment at the local level should be also done to redirect the objective of the project towards conflict resolution and mitigation, beside the implementation of projects and activities.

*Corrective measure: This can be done through convening a workshop where the project objectives will be drawn in the form of a graph, for the sake of showing the various components and how they connect altogether. The workshop will also serve to establish the communication and experience sharing between various partners and explain the progress of the project implementation.*

4. On a more technical level, the project needs to increase its visibility among targeted communities so it becomes more easily recognized and acknowledged for what it is doing.

*Corrective measure: Adopt an Arabic name for the project that would be easily recognizable without being a translation of the current name, for the sensitivity it may engender. Options include “rehabilitation of infrastructure” تأهيل البنى التحتية; conflict resolution through street rehabilitation حل النزاعات بتأهيل الطرقات. Another option is just to adopt the funder’s name, i.e. the Peace Building Project, مشروع بناء السلام.*

5. Enhance the involvement of LPDC as an official umbrella which could bring assistance in promoting the project at the decision making level, especially with LAF command, thus ensuring better outcomes for the project in general.

*Corrective measure: reassure LPDC of their importance to the project and providing the official patronage it needs, better involve LPDC in various project activities, especially those in relation to the CIMIC support*

6. Foster regular dialogue among implementing partners in order to encourage information and experience sharing, as well as to provide a common platform for local communities to meet and mingle, which would contribute to establishing sustainable structures for dialogue and conflict resolution across hot zones.

*Corrective measure: Conduct regular coordination meetings among implementing partners, i.e. PARD and Makassed, as well as among members of reference, women and youth groups in both targeted locations, facilitate a structured dialogue to promote experience sharing and learning*

## **Annex 1: Questionnaire used for various focus groups and interviews**

### **Questions for UN partner organizations**

- 1- What is the role of your organization in the AUHS project?
- 2- How would you assess the level of ownership of your organization towards the AUHS project?
- 3- In your opinion, what is the added-value of the AUHS project? Why?
- 4- From your perspective, what are the main pitfalls of the AUHS project? How can these be addressed?
- 5- Please tell me about the design phase: To what extent was your organization involved in the project design? Why?
  - a. How was it designed?
  - b. What did designers have in mind when thinking of this project?
  - c. What is it that they wanted to achieve?
  - d. Who are the donors for this project?
- 6- How did you think of the risks pertaining to working in these regions?
- 7- What do you think of the coordination, communication and information sharing among UN partner organizations of the implementation of this project? Any suggestions for improvement?
  - a. Could you tell me what are the main components of the project and what you think of each of them?
- 8- In your opinion, what would be the impact of the AUHS project? Why?
- 9- What are the chances for sustainability of the AUHS initiative?
- 10- Any final thoughts?

### **Questions for project designer**

- 1- In your opinion, what is the added-value of the AUHS project? Why?
- 2- From your perspective, what are the main pitfalls of the AUHS project? How can these be addressed?
- 3- How would you assess the level of ownership of various partner organizations towards the AUHS project?

- 4- Please tell me about the design phase: How was it designed? What did designers have in mind when thinking of this project? What is it that you wanted to achieve?
- 5- How did you think of the risks pertaining to working in these regions?
- 6- In your opinion, what would be the impact of the AUHS project? Why?
- 7- How did you do to make these achievements measurable? How can the project be evaluated to make sure whether it succeeded or failed?
- 8- What are the chances for sustainability of the AUHS initiative?
- 9- Any final thoughts?

### **Questions for Municipalities**

- 1- What do you think of the AUHS project? Why?
- 2- In your opinion, what is the added-value of the AUHS project? Why?
- 3- From your perspective, what are the main pitfalls of the AUHS project? How can these be addressed?
- 4- Do you know where the money of this project comes from?
- 5- How do you perceive the role of your municipality in this project? Why?
- 6- What can you tell me about the project approach? How participatory is the process?
- 7- Did you hear about the CIMIC section? What can you tell me about it?
- 8- What are the chances for sustainability of the AUHS initiative?
  - a. What are the plans of your municipalities to pursue this project after the withdrawal of UNDP?
- 9- In your opinion, what would be the impact of the AUHS project? Why?
  - a. Did you hear anything about it from the local communities? What was it?
- 10- Any suggestions or final thoughts?

### **Questions for local communities**

- 1- What do you think of the AUHS project? Why?
- 2- Tell me how did you first know about this project?

- 3- In your opinion, what is the added-value of the AUHS project? Why?
- 4- From your perspective, what are the main pitfalls of the AUHS project? How can these be addressed?
- 5- On the personal and community level, what did the project give you exactly? Why?
- 6- Do you know where the money of this project comes from?
- 7- What can you tell me about the project approach? How participatory is the process? Please explain.
- 8- What do you think of the projects that were already implemented (small-scale initiatives)? How did you decide on these projects rather than any others?
- 9- What can you tell me about your relation with the implementing partners (PARD, KDC and Makassed)?
- 10- How do you perceive the role of the municipalities in this project? Why? What should they do?
- 11- Did you hear about the CIMIC section? What can you tell me about it?
  - a. What do you think of the Lebanese Army? Why?
- 12- Finally, as a community, what do you expect from AUHS project? Why?
- 13- Any suggestions or final thoughts?

#### **Questions for Head of CIMIC section**

- 1- In your opinion, what is the added-value of the AUHS project? Why?
- 2- From your perspective, what are the main pitfalls of the AUHS project? How can these be addressed?
- 3- Who are the donors of this project?
- 4- What is the role of LAF in this project? What do you personally think of this?
- 5- What can you tell me about the CIMIC Section? Why is it important?
- 6- How do you assess the contribution of the project in this? (UNIFIL technical assistance and training provided to officers) What else is needed?

- 7- What are the chances that the CIMIC unit pursues its activities after the withdrawal of the project?
- 8- How do you assess the ownership of LAF leadership towards the CIMIC? How can this be reinforced?
- 9- Can we say that there was a change in the attitudes, perceptions and overall approach of LAF officers towards the urban hot spots in Lebanon as a result of this project? Can you give me examples?
- 10- How do you perceive the role of the municipalities in this project? Why? What should they do?
- 11- What do you think of the coordination, communication and information sharing among UN partner organizations and with you? Any suggestions for improvement?
- 12- Any final thoughts or suggestions?

#### **Questions for KDC research consultant**

- 1- In your opinion, what is the added-value of the AUHS project? Why?
- 2- From your perspective, what are the main pitfalls of the AUHS project? How can these be addressed?
- 3- Who are the donors for this project?
- 4- What do you think of the design of the project? The way it was conceived?
- 5- What do you think of the coordination, communication and information sharing among various partner organizations and your organization? Any suggestions for improvement?
  - a. Could you tell me what are the main components of the project and what you think of each of them?
- 6- What can you tell me about the approach used for completing the mapping? To what extent was it inclusive and participatory?
- 7- What can you tell me about the relation between KDC and PARD?
- 8- In your opinion, what would be the impact of the AUHS project? Why?
- 9- What are the chances for sustainability of the AUHS initiative?
- 10- Any final thoughts?

### **Questions for Head of LPDC**

- 1- In your opinion, what is the added-value of the AUHS project? Why?
- 2- From your perspective, what are the main pitfalls of the AUHS project? How can these be addressed?
- 3- Who are the donors for this project?
- 4- What do you think of the coordination, communication and information sharing among various partner organizations? Any suggestions for improvement?
- 5- What do you think of the CIMIC section?
- 6- In your opinion, what would be the impact of the AUHS project? Why?
- 7- What are the chances for sustainability of the AUHS initiative?
- 8- How can LPDC support and take over the achievements which would be made by AUHS?
- 9- Any final thoughts?



**UN HABITAT**  
FOR A BETTER URBAN FUTURE



UNITED NATIONS PEACEBUILDING FUND (PBF)

# Addressing Urban Hot Spots in Lebanon

Project Final Evaluation

Hicham Jadaoun

12/05/2014

## TABLE OF CONTENTS

List of Acronyms.....	2
Executive Summary.....	3
Introduction.....	5
• Project Description.....	5
• Purpose of Evaluation.....	6
• Methodology.....	7
• Constraints.....	9
Update on Midterm Evaluation.....	10
Findings & Analysis.....	13
• Relevance.....	13
• Effectiveness.....	13
• Efficiency.....	19
• Impact.....	21
• Sustainability.....	23
Conclusions and Recommendations.....	24
Best Practices and Lessons Learned.....	26
Constraints.....	27
Annexes.....	28
• List of People Interviewed.....	28
• Focus Groups Guide.....	29
• Semi-Structured Interviews Guide.....	29
• Summary of Outputs/ Activities, Achievements, Learning & Success.....	30

## LIST OF ACRONYMS

AA	Adjacent Area
AEH	Ain el Helweh
AUHS	Addressing Urban Hot Spots in Lebanon
CIMIC	Civil-Military Cooperation
LAF	Lebanese Armed Forces
FGD	Focus Group Discussion
LPDC	Lebanese Palestinian Dialogue Committee
MoSA	Ministry of Social Affairs
MPA	Makassed Philanthropic Association
UN-OHCHR	United Nations Office of the High Commissioner for Human Rights
PARD	Popular Aid for Relief and Development
PBF	United Nations Peace Building Fund
TJ	Tariq Jdide
UNDP	United Nations Development Programme
UN-HABITAT	United Nations Human Settlements Programme
UNIFIL	United Nations Interim Forces in Lebanon

## EXECUTIVE SUMMARY

This report constitutes the final evaluation of “Addressing Urban Hot Spots in Lebanon” project. The evaluation was built around the findings of the mid-term evaluation and looks at AUHS’s specific relevance, efficiency, effectiveness, impact and sustainability extending from October 2012 until March 2014. It aimed at achieving a fair, objective and an accurate assessment of the project’s performance, ensuring recommendations for future Peacebuilding interventions in Lebanon, and drawing lessons learned and best practices. For this to be achieved, all the UN and local partners involved in the project were interviewed. Additionally, primary accounts of participants were collected through several focus group discussions.

The strategic objective of this project was *to reduce and mitigate inter and intra communal tensions in selected urban areas of Lebanon with the potential for conflict, through a set of inter-related interventions*. AUHS aimed at reducing and mitigating inter and intra communal tensions in selected urban areas, identified as affected by chronic instability, and with the potential for further deterioration. In particular, this project sought to address local tensions in TJ in Beirut and Areas surrounding AEH camp in Saida. Within these two priority areas, the project worked in the neighborhoods of Tamliis and Sabra in Beirut, and in the AAs of AEH Palestinian refugee camp in Saida. It aimed to respond to existing conflict dynamics reflecting both tensions between Lebanese groups as well as between the Lebanese and Palestinian informal gatherings and AAs. Specifically, it sought to support effective strategies and frameworks to mitigate potential outbreaks or escalations of violence at the local level. This initiative falls within the Peace Building Fund Global Outcome to “build and/or strengthen national capacities to promote coexistence and peaceful resolution of conflict and to carry out peace building activities”.

AUHS came to address a very well established link between the deteriorating social and economic situations in these 2 communities and the increased level of conflict. The relevance of AUHS was highly perceived from the implementing partners and participants. Similar to other projects falling under the Peace Building Fund, the reference group strategy was followed. Such a group was formed from the well-respected, committed and influential people in both areas believing in the values this project brings and operates upon. In addition to this group, women and youth underwent a capacity building program focusing on increasing their skills and capabilities in mediation and conflict resolution. This component had bigger results on the individual level of each participant, and was short on attaining impact on the group and mechanism levels.

The innovation this project brought was the institutional and technical support provided to LAF CIMIC office. The major role it can play in establishing and maintaining a healthy relationship with these specific communities and on the national level as a whole was empowered. AUHS supported in the development and endorsement of a national CIMIC and community outreach strategy incorporating Human Rights along with a 5 years’ work plan for the CIMIC section. At the same time, CIMIC activities were not conducted in AA as planned due to the tense security situation

during the project period. Moreover, the community outreach activity organized in TJ although successful in terms of impact and filling an urgent medical need in that community could have reinforced the notion of civil military cooperation in a stronger manner

The choice of the well-established, committed partners played a major role in the successful implementation of the project and its sustainability. Although it is not perceived to continue in the same format, these partners have a clear will to remain engaged with the participants of AUHS project.

## INTRODUCTION

### A- Project Description

More than two decades since the end of the civil war and the signature of the Ta'if agreement, Lebanon has continued to witness a series of destabilizing national crises. Notwithstanding these macro level developments, the country has also witnessed sporadic tensions at the local level, which are often the reflection of increasing political polarization at the national and regional levels and tend to be associated with deteriorating economic conditions and unemployment, including among young people, especially in increasingly dense urban settings such as specific neighborhoods of Beirut and Saida, as well as Adjacent Areas of Palestinian refugee camps and Gatherings. Tensions at the local level are at times also exacerbated by the role of the Lebanese Armed Forces (LAF), whose responsibilities at times have come at the cost of the Army's relationship with the local communities in certain areas of Lebanon. Overall, the resolution of local level tensions tends to suffer from the lack of implementation of past agreements and the absence of ongoing conflict management mechanisms. The project "Addressing Urban Hot Spots in Lebanon" falls under the Peace building Fund and was approved in October 2012 with a total budget of USD 1,005,753. This project is implemented by UNDP and UN-HABITAT, as well as UNIFIL and OHCHR on an advisory capacity.

### Project Objectives

"Addressing Urban Hot Spots" project aims to reduce and mitigate inter and intra communal tensions in selected urban areas. Specifically, it seeks to support effective strategies and frameworks to mitigate potential outbreaks or escalations of violence at the local level. This initiative clearly falls within the Peace Building Fund Global Outcome to "build and/or strengthen national capacities to promote coexistence and peaceful resolution of conflict and to carry out peace building activities"<sup>1</sup>. It will also directly contribute to the draft Peace Building Priority Plan for Lebanon, and in particular, the strategic area related to "areas of tension"<sup>2</sup>. In this framework, urban hot spots were identified as areas affected by chronic instability, and with the potential for further deterioration.

The strategic objective of this project is *to reduce and mitigate inter and intra communal tensions in selected urban areas of Lebanon with the potential for conflict, through a set of inter-related interventions*. In particular, this project seeks to address local tensions in two urban hot spots; TJ in Beirut and Areas surrounding AEH camp in Saida. Within these two priority areas, the project works in the neighborhoods of Tamlis and Sabra in Beirut, and in the AAs of AEH Palestinian refugee camp in Saida. It aims to respond to existing conflict dynamics reflecting both tensions between Lebanese groups as well as between the Lebanese and Palestinian informal gatherings and adjacent areas.

### Project Outputs and Key Activities

This project has been designed in an integrated manner targeting three levels: national, local and

---

<sup>1</sup> See Peace Building Fund Guidelines, October 2009.

<sup>2</sup> See Peace Building Priority Plan for Lebanon, March 18 2011.

neighborhoods level. The strategic framework for safer neighborhoods under output (1) lays the foundation for the implementation of strategic peace building actions falling under output (2) of the project. It is worth noting that while output (1) of the initiative targets the national and municipal/city level, output (2) concentrates on the execution of the strategy components in the selected neighborhoods within the two areas.

***Output 1: Inclusive strategies for safer neighborhoods in the two selected areas are developed***

- ⊕ Activity 1: Build the capacity of local actors in mediation and conflict resolution
- ⊕ Activity 2: Undertake participatory mapping of conflict dynamics, stakeholders, and existing mechanisms for tension reduction in up to 4 neighborhoods
- ⊕ Activity 3: On this basis, develop and disseminate strategies for safer neighborhoods in the two selected areas
- ⊕ Activity 4: Strengthen the knowledge and skills base of LAF officers, including female officers, operating in the selected areas in community mediation and local level peace building
- ⊕ Activity 5: Develop with LAF/Ministry of Defense a national CIMIC/MCO/human rights strategy to respond to institutional gaps and capacity needs in community outreach

***Output 2: Locally agreed peace building interventions are implemented with concerned stakeholders in the selected two areas***

- ⊕ Activity 1: Facilitate the establishment and/or strengthening of conflict reduction mechanisms in up to 4 neighborhoods.
- ⊕ Activity 2: Support LAF in planning and implementing community outreach activities in the two selected areas.
- ⊕ Activity 3: Build the capacities of selected municipalities in conflict sensitive / inclusive planning and its integration into existing local development plans.
- ⊕ Activity 4: Support small scale joint initiatives to address tensions and to promote cohesion in the two selected areas.
- ⊕ Activity 5: Undertake evaluation and lessons learnt exercise with concerned parties at the local and national levels.

**B- Purpose of evaluation**

Building on the project mid-term evaluation findings, this exercise looked at the 5 pillars of project evaluations namely the relevance, efficiency, effectiveness, impact and sustainability. In order to identify performance levels, achievements, and lessons learned, this final evaluation provides analysis of the project's contribution to preventing relapse into conflict and promoting sustained engagement in Peace building. The evaluation aimed also at achieving a fair, objective and an accurate assessment of the project's performance and at ensuring recommendations for future Peace building interventions in Lebanon. The final evaluation covers the entire project period from October 2012 until March 2014.

- ⊕ Measure to what extent the project achievements are in line with its stated objectives, outcomes, and outputs both quantitative and qualitative; and explain why/why not, draw out the best practices and lessons learned to consider in future interventions;
- ⊕ Measure, where applicable, to what extent the recommendations resulted from the midterm evaluation are implemented; and explain why and why not;
- ⊕ Measure to what extent the resources are used in line with its listed outcomes; are the allocated resources utilized its fund efficiently and explain why/why not;
- ⊕ Measure to what extent the UN partners' coordination between UNDP, UN-HABITAT, OHCHR and UNIFIL has contributed to the success of the various interventions and explain why/why not;
- ⊕ Document lessons learned, success stories, and good practices and provide recommendations on how to best utilize them in future interventions;
- ⊕ Measure to what extent the various interventions have impacted the relevant stakeholders especially the direct and indirect beneficiaries; and
- ⊕ Identify the sustainability measures that are put in place to ensure the benefits of the projects' interventions are going to be sustained by the relevant stakeholders and partners and explain why/why not.
- ⊕ Assess the project's contribution to reducing the risk of the targeted groups getting involved in future conflicts.
- ⊕ Assess this project's contribution to the stability or instability of the targeted areas.

## C- Methodology

The final evaluation of AUHS project was conducted over the following 4 steps:

### Step1: Conducting Internal Assessment

The first step of the evaluation started by conducting a comprehensive desk study reviewing the entire project related documents and reports (project document, work plan, participatory mappings of conflict dynamics, CIMIC national strategy, ToRs, initial M&E plan, and other supporting documents). During this same phase debriefing meetings were conducted with the different UN partners who gave an idea about the process of the project, its implementation, lessons learned and recommendations.

The following is a list of partners interviewed:

- ⊕ **UNDP**
  - Addressing urban hot spots in Lebanon project team: Ghalia Fayad & Carole Karam

- Crisis Prevention & Recovery (CPR) Programme: Fadi Abilmona
- Strengthening Civil Peace project: Joanna Nassar
- ✦ **UNDP/UN-HABITAT:** “Improving Living Conditions in Palestinian Gatherings in Lebanon”: Nancy Hilal
- ✦ **UN-HABITAT:** Tarek Osseiran
- ✦ **OHCHR:** Abeer Al Khraisha, and Zafeer Ud Din (written feedback)
- ✦ **UNIFIL:** Ewa Turyk-Mazurek
- ✦ **UNRCO:** Rony Gedeon (Monitoring & Evaluation Unit)

## Step 2: Developing Data Collection Tools

Taking into consideration the time allocated for this evaluation and the importance of rigor and in-depth understanding over generalizability, qualitative data collection methods were developed based on findings from the desk review and internal meetings.

Such methods and tools helped answering questions related to how much the project was able to achieve its intended objectives, and sought to interpret the meaning of the project for its participants and partners.

For that reason, tailored semi-structured and focus group guides were designed based on the appropriate targeted groups.

## Step 3: Conducting field work and data collection

The following table describes the division of methods based on source of information:

Semi structured interviews	Focus group discussions
<ul style="list-style-type: none"> <li>● LPDC               <ul style="list-style-type: none"> <li>○ Abdelnasser el Ayie</li> </ul> </li> <li>● Municipalities               <ul style="list-style-type: none"> <li>○ Focal point Beirut municipality: Muhamad Doughan</li> </ul> </li> <li>● CIMIC               <ul style="list-style-type: none"> <li>○ Head of section: Colonel Mechref</li> </ul> </li> <li>● Partnering NGOs               <ul style="list-style-type: none"> <li>○ PARD</li> <li>○ Makassed</li> </ul> </li> <li>● AAs trainer               <ul style="list-style-type: none"> <li>○ Jean Makhoul</li> </ul> </li> <li>● Clown theatre animator               <ul style="list-style-type: none"> <li>○ Abbas Bayram</li> </ul> </li> </ul>	<p>3 focus group discussions in each of AAs and TJ were conducted separately with:</p> <ul style="list-style-type: none"> <li>● Youth (total of 23 participants)</li> <li>● Women (total of 22 participants)</li> <li>● Reference group (total of 20 participants)</li> </ul>

#### **Step 4: Developing Final report**

2 presentations of preliminary findings was conducted with the different UN partners and the AUHS project steering committee during which feedback and comments were collected and integrated in the first draft and the final report.

#### **D- Constraints**

The final project evaluation had a relatively short period of time to be conducted. This fact though did not affect the quality of inputs and outputs. At the same time, with the closing of the project several activities were still taking place during and after the evaluation. This could have affected the evaluation of the process and activities more than the holistic impact of the project. A key factor affecting the final evaluation of AUHS as well was the basic monitoring and evaluation plan set when developing the project and it being limited to quantitative indicators only and with no personnel capacity assigned to follow up on it. As for the mid-term evaluation, it was conducted within a very recent period and corrective measures suggested did not have enough allocated time and resources to be implemented within the current project.

**UPDATE ON MIDTERM EVALUATION**

The following table describes the recommendations and corrective measures proposed in the mid-term evaluation and an update on its implementation from AUHS project coordinator.

<b>Recommendations</b>	<b>Corrective Measures</b>	<b>Update</b>
As recommended by many stakeholders, there is a need to provide more robust technical assistance to the CIMIC section in order to build its capacity, especially in participatory methods for community outreach, human rights, and gender mainstreaming, in order to ensure its sustainability and effectiveness. On that note, it would be useful to include a larger spectrum of security forces, such as Internal Security Forces and Security General and establish an expanded task-force for civil-military cooperation at all levels.	<i>intensify trainings for CIMIC section staff, increase contribution of OHCHR, seek support from LPDC, promote the idea of an expanded security task force for civil-military cooperation, and facilitate dialogue between security apparatus</i>	<b>The remaining period of the project was not sufficient to conduct such corrective measures (especially the task force idea). All the recommendations in that aspect were included in the phase 2 concept note.</b>
More work still needs to be done at the attitude level of the Lebanese authorities (Municipalities and LAF) in order to build up values of tolerance and acceptance, especially when it comes to their relation with Palestinian refugees.	<i>Conduct regular coordination meetings between Palestinian popular committee and Municipalities, seek support from LPDC to engage CIMIC/LAF in small scale initiatives in Ain el-Helwe AAs, encourage PARD to include Lebanese population in reference, women and youth groups and to foster constructive dialogue between Lebanese and Palestinian youth as part of the project activities.</i>	<b>Joint meetings between the reference group of AAs and surrounding municipalities were allegedly not conducted for the lack of time.</b>  <b>The role of LPDC became limited when LAF decided not to conduct any activities in the AAs.</b>
Despite of good communication and information sharing at the project level, there is a need for further synergy amongst various components of the project. In other terms, it needs to find a common umbrella for the work	<i>This can be done through convening a workshop where the project objectives will be drawn in the form of a graph, for the sake of showing the various components and how they connect altogether. The workshop will</i>	<b>The corrective measure suggested will be implemented (a bit late though). A closing event will bring participants from both groups where they will share their work and experiences.</b>

<p>being done at the local levels. Adjustment at the local level should be also done to redirect the objective of the project towards conflict resolution and mitigation, beside the implementation of projects and activities.</p>	<p><i>also serve to establish the communication and experience sharing between various partners and explain the progress of the project implementation.</i></p>	
<p>On a more technical level, the project needs to increase its visibility among targeted communities so it becomes more easily recognized and acknowledged for what it is doing.</p>	<p><i>Adopt an Arabic name for the project that would be easily recognizable without being a translation of the current name, for the sensitivity it may engender. Options include “rehabilitation of infrastructure” التحتية البنى تأهيل conflict resolution through street rehabilitation حل النزاعات بتأهيل الطرقات Another option is just to adopt the funder’s name, i.e. the Peace Building Project, مشروع بناء السلام</i></p>	<p><b>In terms of the name, there is a consensus on the need for adopting an Arabic more recognizable one, but this measure could not have been done in that advanced period of the project.</b></p> <p><b>In terms of visibility, communication was increased and more materials were developed reflecting a new identity of the project (logo, brochures, banners and documentary). The CIMIC opening event was also covered with press releases.</b></p>
<p>Enhance the involvement of LPDC as an official umbrella which could bring assistance in promoting the project at the decision making level, especially with LAF command, thus ensuring better outcomes for the project in general.</p>	<p><i>reassure LPDC of their importance to the project and providing the official patronage it needs, better involve LPDC in various project activities, especially those in relation to the CIMIC support</i></p>	<p><b>LPDC was involved in the post-mapping process and on the board of the steering committee. In addition, the 3 infrastructure projects in the AAs were coordinated with the LPDC.</b></p> <p><b>At the same time, no extensive work with the LPDC was done after the mid-term evaluation for the reason mentioned earlier regarding the decision of LAF not to intervene in the AAs.</b></p>
<p>Foster regular dialogue among implementing partners in order to encourage information and experience sharing, as well as to</p>	<p><i>Conduct regular coordination meetings among implementing partners, i.e. PARD and Makassed, as well as among</i></p>	<p><b>Due to time limitation this was not conducted. The closing ceremony is hoped to achieve the outputs of the corrective</b></p>

<p>provide a common platform for local communities to meet and mingle, which would contribute to establishing sustainable structures for dialogue and conflict resolution across hot zones.</p>	<p><i>members of reference, women and youth groups in both targeted locations, facilitate a structured dialogue to promote experience sharing and learning</i></p>	<p><b>measure suggested.</b></p>
---	--	----------------------------------

## FINDINGS AND ANALYSIS

### A. Relevance

AUHS project came to address a very well established link, from partners and participants, between the lack of basic services, poor/non-existing infrastructure, poverty and unemployment and local conflict. This environment toppled with strong, local and regional, political interferences is increasing people's aggressiveness and susceptibility for clashes.

*“AUHS was perceived as a vital project answering people's needs and concerns, combining soft and physical work”, PARD project coordinator*

It became evident throughout the implementation of the project that the community's perception of needs and priorities identified are one step shorter from the perceived causes of conflict. Substance abuse and unemployment stood out in both areas as the main issues to be addressed.

The reference group in TJ failed to recognize the importance of capacity building component (although provided in a different style as an activity based capacity building program) and focused on the linear aspect of problems in their community and provision of services. This fact has become obvious as the community's main need, and further attention can be directed towards addressing essential urban services and infrastructure related to the daily lives of TJ inhabitants.

Local communities, especially women and youth demanded also more actions to be implemented on the economic and social levels as this represents their day to day “sufferings”. Income generation activities were perceived to solve, or at least, diminishes conflict and clashes in the area. This was partly addressed within AUHS through the exhibitions and fairs organized.

Interviews and focus groups with participants from AAs and TJ revealed the importance of CIMIC, and the role it can play in maintaining a healthy link between the LAF and the civilians. At the same time, it wasn't perceived as well integrated with the other components of the project especially that it wasn't perceived to have achieved the “external” role it was hoped to achieve. More information concerning this issue will be highlighted in the coming sections.

### B. Effectiveness

#### B.1. Reference Group Strategy:

- ⊕ **Selection of members:** In both areas there was a good selection of reference group members. In AAs, it constituted of representatives of popular committees in the 8 “sectors”, the popular committee's secretary of AEH camp, in addition to representatives from local active NGOs. As

for TJ, the reference group was the re-activated “United Unit for Tarik El Jdideh”<sup>3</sup> who re-initiated its work after the “Safe and Friendly Cities for All” assessment<sup>4</sup>. This group brought Lebanese and Palestinian representatives from the 3 areas who themselves are the “keys” and primary stakeholders for any community action in TJ. These individuals are the most active and influential people in the area, and have the capacity to facilitate or hinder any community activity planned by an external member.

- ⊕ **Effectiveness:** Members in the reference groups didn’t develop a strong believe in the role and capacity of “the group” in resolving or mitigating conflict. It was more an individual or bilateral approach for them. A reference group identity and commitment for common work needed more time and effort to be created and enhanced. “Reference group” as a mechanism for conflict resolution worked better in AAs as the basis for joint action was established, whereas it is still somehow missing in TJ. This can be related to the choice of trainer, type of trainings and the clear political and cultural divide in the area.

## **B.2. Capacity Building Component:**

- ⊕ **Reference groups:** The results came very much different between the trainings conducted in AAs and TJ. The methodology was different to begin with. In TJ, a more activity oriented sessions were conducted, supporting the group in identifying and prioritizing the needs and planning relevant activities to address it. As for the AAs, the design of the trainings was more interactive and participatory and better perceived by the reference group. It increased their self-confidence, communication skills, and provided them with a space to share and express their capabilities. It improved the relationship between the different members of the group, and empowered them in solving and mitigating personal and communal conflicts. The choice of the trainer, his style and knowledge of the area played a major role.

*“You can feel a remarkable change from how they arrived on the first day. Any different opinion used to be met with refusal, offensiveness, and negativity”,  
John Makboul, AAs trainer*

- ⊕ **Women:** The key role this component played was brining women together on a regular basis and allowing them the chance of meeting new people from their areas. Participating in a complete cycle of capacity building increased their self-esteem and confidence. Quoting here a women participant from AA: “this project unleashed our potentials and awakened what is in us, now I trust myself”.

*“This project allowed me to meet new people. Lately, we are much closed on ourselves, afraid of others and their political affiliations”, Women participant in TJ*

<sup>3</sup> A pre-existing informal gathering of influential representatives of the 3 sectors of TJ.

<sup>4</sup> A baseline study on safety and security in Sabra and Tamlees conducted by MPA, UN-HABITAT, Beirut municipality, UNICEF, UNWOMEN.

Conflict resolution as a topic didn't have a major impact on the women participants. Soft skills topics were better appreciated and had more "touchable" influence on their daily lives. At the same time, as one of the women expressed in the FGD in TJ: "I participated because I want to contribute to peace building, prevention of violence, fighting of confessionalism and other problems caused by political affiliations", this opportunity and enthusiasm can be belt upon in future projects in the area.

- ⊕ **Youth:** The style of training was also different with the youth group in TJ. The number of participants started decreasing after the first session<sup>5</sup>. Some due to their school obligations, and

*"We had the opportunity to meet new people, built new friendships, and increased our self-confidence and collaboration", youth participant in AA*

others because of the trainer. The latter was perceived as "autocratic" by the youth, and didn't open the space for participatory decision making and planning. Looking at the positive aspect of this, the youth came together while implementing their planned activities and a core group of committed youth was formed. In the AAs, youth participants described their communication mechanism before the trainings as "barbaric" and described the positive impact it had on them. They are now "capable of formulating their messages, and advocate their needs with policy makers". It increased their self-confidence and their sense of collaboration. Nevertheless, the main priority of these youth was unemployment and access to the job market as mentioned earlier.

- ⊕ **Selected municipalities:** The capacity building trainings envisioned for the selected municipalities was not implemented as planned. Municipalities such as Saida and Ghobeiry didn't perceive the importance of such component and though that the targeted areas fell out of their scope. Furthermore, other municipalities were not very much committed in dealing with formal capacity building sessions. Basically this component was limited to "coaching" of municipal members of Beirut, Miyeh w Miyeh and Darb el Sim, focusing more on providing technical assistance and problem solving support in their actions.

---

<sup>5</sup> The initial idea proposed was to have 2 separate youth groups (12 to 15 each) divided based upon their educational background (one group of literates who are just able to read and write, and another group formed of high school or university students). Most of the participants of the latter group withdrew after the beginning of the academic year. The final number of youth trained was 15.

Summary of Capacity Building Effectiveness & Lessons Learned			
Target Group	Effectiveness		Lessons Learned
<i>Reference Group</i>	<b>AA</b>	<b>TJ</b>	<ul style="list-style-type: none"> <li>• The choice of trainer, his experience and accepting personality plays a major role.</li> <li>• Interactive &amp; participatory trainings are more effective.</li> <li>• More results on the individual than the group level.</li> <li>• There is a remaining need for more continuous and advanced trainings in conflict resolution.</li> <li>• Municipalities showed low commitment for formal training. Whereby only 3 out of the 5 selected municipalities agreed to undergo coaching activities rather than training.</li> <li>• Municipalities lack local development plans in order for it to be conflict sensitive/inclusive.</li> </ul>
	Higher self-confidence, communication & listening skills.	Lack of interest in training topics and format.	
Better individual conflict resolution skills.			
<i>Women</i>	<b>AA</b>	<b>TJ</b>	
	Increased communication skills, confidence & self-esteem.	Increased communication skills, confidence & self-esteem.  Establishing a trusting relationship & environment among the group.	
<i>Youth</i>	<b>AA</b>	<b>TJ</b>	
	Increased self-confidence, collaboration & communication skills	“Autocratic” & distant trainer.  Poor participation in decision making.	
<i>Selected Municipalities</i>	Adopting coaching and problem solving approach rather than training style. This component wasn't able to empower & build the capacities of the selected municipalities on conflict sensitive / inclusive planning and its integration in their local development plans.		

### **B.3. Basic Services & Infrastructure Support:**

- ⊕ The basic services and infrastructure support, especially in the AAs were perceived as a great added-value to the project. It addressed the community's main priority and helped in decreasing tensions on the long term. Basic urban services covered in the AA area were:
  - Construction of a sewage & rain water systems
  - Rehabilitation of a sewage pipe & manhole serving the municipality of Darb el Sim, Mieh w Mieh, the AA of Jabal el Halib, Seroob & the entrance of the AEH camp.

- ✦ In TJ, by the time of the final evaluation the only project implemented was the rehabilitation of Rifai public garden<sup>6</sup>. As one of the members of the reference group expressed: “the project didn’t even start to end, we didn’t know what happened.” This came as a reaction vis-à-vis the project not addressing the priorities in basic services and infrastructure. Participants associated the term “project” with the “infrastructure project” wording in Arabic more than AUHS. This is a primary indicator of where their priorities are, and the lack of proper visibility and labeling of AUHS among the participants and the community.

#### **B.4. CIMIC Component:**

The importance of supporting the LAF through the CIMIC was perceived as the innovation this project achieved. All the partners, including Colonel Mechref the head of the section, recognized the key role CIMIC can play in diffusing the tension in these communities and on the national level, in addition to maintaining a sustainable and positive link with the society by implementing community outreach projects. The support invested by the different partners facilitated the development and endorsement of the CIMIC strategy. The idea of institutional support was well received by the office and there were so much gain in the collaboration with the UNIFIL. The flexibility of UNDP and its cooperation in providing support to the CIMIC trainings<sup>7</sup> and section offices, in addition to the support to the community outreach interventions in Beirut<sup>8</sup> were highlighted by colonel Mechref. Work with the UNDP, UNIFIL and the other UN partners as well presented an opportunity to diversify the donations presented to the office and not limiting it only to “American”<sup>9</sup> support as the Colonel describes it.

As mentioned in the relevance section of the report, the CIMIC component didn’t manage to well integrate within the other activities implemented in the project. A specific example for this was the community outreach interventions in TJ. For all the benefits it brought on the communal health care and well-being of TJ, it took place with limited coordination between the CIMIC and the local partner MPA and the reference group. In addition to that, the launching of the outreach interventions was conducted outside of this area<sup>10</sup>. In addition to the importance of providing direct service to the community, CIMIC had the opportunity to better reap the benefits of their community project and strengthen their visibility and relationship with the local community while enhancing their image.

---

<sup>6</sup> The establishment of a new sewage network serving the Palestinian gathering of Daouk Ghawach is currently under implementation.

<sup>7</sup> Training impact couldn’t be included in the final evaluation field work since the trainings were conducted abroad. At the same time feedback from officers describes it as: “intensive, serious and very beneficial content”.

<sup>8</sup> 4 Medical and social centers were supported in total, 2 MoSA social development centers and 1 MoPH medical center and 1 non-governmental one.

<sup>9</sup> Support provided by US CMSE(Civil Military Support Element).

<sup>10</sup> This was based on the decision of the army for logistic reasons, as the centers equipped had small venues, in order to maximize the number of participants at the event.

Another drawback for this project as perceived by CIMIC was the limitation of work to only one area, whereas the hopes are to go on a “national scale”. In addition to that, the exclusion of AA in CIMIC’s work limited the impact and outreach of AUHS as a whole and the involvement of LPDC.

The priorities established during the design and development of the project became very much different during its implementation. Back in 2012 the Lebanese-Palestinian situation was the major source of conflict, whereas today the Syrian crisis has greatly changed the situation, and the priority for action (for CIMIC and other actors) is not AEH.

### **B.5. Conflict Mapping:**

The conflict mappings were conducted after the beginning of the project and took a long time to be implemented. This didn’t allow for any relevant changes on the level of outputs and activities accordingly, and limited time was provided for planning and execution of the remaining activities of the project. Local partners didn’t recognize the added value of such assessments, taking into consideration their experience in the area and their close interaction with the community and its needs and priorities. Even if these mappings came to validate pre-existing knowledge, it didn’t provide (at least as perceived by the local partners) any additional value in relation to recommendations and plans for action.

On another level, one of the main priorities identified during the “Safe and Friendly Cities for All” assessment in TJ was the need for “security” and increased presence and collaboration with the security forces in the area<sup>11</sup>. AUHS could have better addressed such need, especially with the CIMIC intervention.

### **B.6. Community Based Activities:**

The community based activities implemented in AA and TJ were closer to the perceived needs of the participants than the project’s area of focus. As part of the women program in both areas, an awareness raising event on substance abuse and methods of prevention was implemented. This was a major concern for women that necessitates a lot of attention, and was able to gather an important number of participants.

*“In the exhibition, I sold products for 3,000 L.L but it felt like 3,000 USD. I was very happy to participate and proud of being productive. It taught me how to achieve self-actualization and to never give up”, woman participant in TJ*

Additionally, the youth group of TJ planned and implemented a “kermes” aiming at bringing adolescents and youth from the different areas of the region together in a healthier environment.

Specifically for the women group of TJ an exhibition of art work and handicrafts was organized. It was a success among these women and answered one of their main needs (other fairs following that were organized).

---

<sup>11</sup> Safe and Friendly Cities for All, Baseline study: Safety and Security in Sabra and Tamlees, Makassed, 2013.

### **B.7. Addressing the Emerging Needs of Syrian Refugees:**

AUHS project was written and developed in early 2012 when the urban hot spots were the main peace building priorities. It didn't include, as it wasn't evident at that time, a component to address the needs and realities of the Syrian refugees and Palestinians coming from Syria in these specified areas. What was the priority back then became secondary to an emerging reality. For that reason, AUHS managed to integrate within its activities the support to these populations in different methods.

As inhabitants of TJ, AA and AEH, refugees were mobilized, invited and participated in all the community outreach activities organized in these areas (Drug awareness sessions, handicrafts exhibitions, kermes, and theatre workshop). Additionally, the 4 medical and social centers supported by CIMIC serve the Lebanese, Palestinian and Syrian populations equally and equitably. A more direct assistance was provided and 550 hygiene kits were distributed for refugee and host communities' families in the AAs of AEH. In terms of first aid assistance as well, PARD's community center and teams will be serving the whole Southern region and will attend to the needs of Syrian and Palestinian refugees.

### **Conclusion of Effectiveness**

Overall, AUHS project helped in building the capacities of the different beneficiaries/stakeholders and increased their self-confidence. Reference groups needed more time and attention in order to fully enact the role envisioned for them. Throughout the different activities the project managed to address basic needs of the 2 communities in terms of infrastructure, economic and social empowerment. Another key component was the effective structural and operational support for the LAF CIMIC section that set the path for future collaboration between the various UN agencies and LAF.

### **C. Efficiency**

When evaluating and analyzing the efficiency of the project, the important resource of "time" has to be taken into consideration. During a span of 18 months, activities with the community were carried out in 12-14 months, including the intensive capacity building component and community activities during the last 6 months. This has influenced the sought for impact and the period provided for proper implementation of activities. When such perceived impact needed at least 24 months as a start.

From another aspect, the project team and different partners managed to well collaborate in the implementation of the project. Internal communication between implementing partners (UNDP/UN-HABITAT, UNDP & UN-HABITAT/UNOCHR/UNIFIL, and UNDP/PARD/MPA) was smooth, efficient, and done on regular basis. The result of this came clear when talking with the local partners who felt their role respected and recognized as key elements in the successful implementation of the project.

Within 18 months, and even less in terms of proper implementation, with the budget and staff available, and the security situation in the country, AUHS was able to pull out these targets:

- ✦ 2 reference groups (19 members) established/strengthened and trained
- ✦ 2 women groups (70 members) established and trained
- ✦ 2 youth groups (45 members) established and trained
- ✦ CIMIC strategy developed and endorsed
- ✦ CIMIC community outreach activity implemented and support for 4 medical and social centers provided high end medical equipment of ultrasound, dental care, EEG and ECG
- ✦ CIMIC section provided with high end communications material of video cameras, cameras and workstation
- ✦ CIMIC community outreach intervention in hot spot area in the south, namely provision of stress test machine
- ✦ 20 LAF officers trained on CIMIC
- ✦ Community outreach activities organized and implemented (Kermes, drug awareness, theatre, photography and storytelling workshops, exhibitions and Illiteracy course for 20 women aged between 18 and 25 from the adjacent areas)
- ✦ NFI kits distributed to over 550 families of Palestinian refugees and host communities families
- ✦ Community and Receptions centers were established in both areas
- ✦ Infrastructure projects implemented in AA and TJ. Rifai garden, sewage and rain water systems, sewage network at daouk gathering
- ✦ South first aid teams equipped
- ✦ First aid clinic established and equipped in the AAs, including provision of medical aid (gynecologist, and pediatrician.) for 6months of winter and spring 2014 with free basic medication available
- ✦ Establishment of reception and community centers in both hot spots serving Lebanese, Palestinian and Syrian populations.
- ✦ Local partnerships forged and role of partners empowered

In terms of time and resource allocation, the following can be noted:

- ✦ The donation provided for the 4 medical and social centers by the CIMIC brought a lot of benefits and increased the quality and service provision capabilities of these centers. This intervention came at an advanced stage of the project implementation, and its concrete impact (number of patients, their nationalities, fees compared to other centers in the area, and other indicators) could not have been measured during this evaluation. On the relationship building and visibility level this community outreach project could have had additional impact among the local community if there were more collaboration between CIMIC from one side and the local partner and reference group. This could have brought more awareness on the work done and enhanced the trust in the LAF. It is important to note here that the contracting process for the medical, IT, and office equipment was a transparent and efficient procedure. It constituted a precedent in the procurement of non-traditional items used by UNDP.

- ✦ In regards to the number of personnel allocated to the project, direct coordination and supervision in the field was limited. This diminished from the visibility of the project and first hand contact with participants and beneficiaries.

## D. Impact

With all the resources and time allocated for the different components and activities of the AUHS the following can be highlighted regarding to the impact of the project:

- ✦ Strengthening of local mechanisms for conflict resolution and mitigation. This was developed more on the individual level rather than on the group level. Members of the reference, women, and youth groups mentioned their developed capabilities of attending to mitigating conflict in their areas. It is essential to note here that it is unrealistic to say that the participants have become trained and established “conflict resolution specialists” or that they have developed advanced communication strategies. At the same time, if such efforts wouldn’t be continued AUHS won’t have longer term outcomes.
- ✦ Also on the individual basis, youth, women, and members of the reference groups are perceived by their trainers, PARD and MPA as less aggressive, better listeners and communicators, and accept the ideas of others.
- ✦ The relationship between the communities, the reference groups and the responsible municipalities has improved. For example, a pre-existing personal relationship with the head of Beirut municipality was transformed into an institutionalized one. In AAs, this project encouraged the first meeting between the gathering and the municipalities.
- ✦ Beirut municipality is more aware and closer to the needs of people in TJ. The representative of the municipality will continue to collaborate with MPA on future planned activities.
- ✦ Groups formed, especially women and youth acknowledge the role they can play in improving the conditions and mitigating conflict. As one of the women in TJ expressed: “I want to keep meeting with these women because it helps me achieve my self-actualization and contribute to the betterment of the area”.
- ✦ The development of the Lebanese Army CIMIC strategy and 5 years plan and its endorsement presented a keystone in the advancement of the work hoped to be achieved and continued by CIMIC section.
- ✦ A well-established relationship with 2 key local partners was developed/enforced during this project. PARD and MPA are now essential partners for collaboration with the different UN partners in their areas.

### Status of Outputs Indicators

Outputs	Measurable Indicators/Targets	Means of Verification	Status
<b>Output 1: <i>Inclusive Strategies for Safer Neighborhoods in the two selected areas are developed</i></b>	Number of mapping of conflict dynamics and actor analysis undertaken	Copy of conflict mapping	2 mappings conducted and reports available
	Number of local stakeholders, including women's groups, who have been trained in conflict prevention and peace building concepts and techniques	Training evaluation reports	Training evaluation reports available from PARD & MPA  Women: <b>70</b> , Youth: <b>45</b> , Reference group: <b>19</b>
	National strategy for LAF on CIMIC/MCO and community outreach	Copy of assessment	Developed and endorsed. Copy of 5 years strategy available
<b>Output 2: <i>Locally agreed peace building interventions with concerned stakeholders in the selected three areas</i></b>	Number of local level conflict management mechanisms strengthened or established	Minutes of meetings	Training reports available
	Number of small scale initiatives identified by local stakeholders to reduce tensions	Copy of grant agreements	Grant agreements available
	At least one small scale initiative supporting women's participation in local peace building in each area	Copy of the local plans	Initiatives implemented. Plan available for MPA, and training program for AAs
	Updates local development/municipal plans	Copy of the local community outreach plan	<b>No plans were developed</b>
	At least one plan for community outreach developed by LAF units in the selected areas		1 community outreach activity conducted

## **E. Sustainability**

The choice of local partners was a key factor in the sustainability of the project. PARD and MPA expressed their wish and plans to integrate all the work done and the groups formed in the heart of their future actions. Although, the institutionalization of these reference groups wasn't realized in the manner hoped for in the project document, with the efforts of the local partners they will continue to work in such an ad-hock manner. It will be more difficult though in TJ to maintain the work with the reference group, for all the reasons mentioned before. Also in terms of sustainability, the joint UNDP/UN-HABITAT project for better living conditions in the Palestinian gatherings is still operating in the AA area, and has expressed interest in exploring ways to build on the AUHS achievements to integrate peace building efforts to the project.

As part of AUHS project sustainability, community centers in both areas have been established and equipped. These centers would continue to provide the participants and additional beneficiaries with a platform and space to meet, conduct trainings, and implement joint activities and community interventions.

As for the CIMIC, the development and endorsement of the strategy and 5 years plan, establishment and provision of equipment for the headquarters offices and the support in training for designated and non-designated officers established the building blocks for a sustainable action and collaboration with the office.

## CONCLUSIONS AND RECOMMENDATIONS

The AUHS project's contribution in "reducing the risk of targeted groups getting involved in future conflicts", and the "stability or instability of the targeted area" was fair taking into account two main factors. In such a short period of time, it is extremely difficult and almost unrealistic to measure whether the interventions have resulted in reducing the possibility of the targeted groups getting involved in conflicts or violence. The second important factor is the fact that these targeted communities are subject to many external factors outside the control of the project that have direct implications on the levels of tensions and violence in them. Such externalities are linked to national processes such as the disarmament of Palestinian Refugee camps in Lebanon which remains unresolved, as well as the absence of government control in terms of policing in many Palestinian Refugee camps and camp adjacent areas. Moreover, the spillover of the Syrian crisis has also impacted the project in terms of more communities becoming more prone to conflict and witnessing violence than the areas originally chosen for this project.

Overall, the project had more direct results on the individuals participating in the trainings and activities but didn't have the chance to extend to the whole community. As individuals they will have from now on an increased catalytic role in enforcing change and stability.

*A representative of one of the AAs faced a problem with supporting its sector with electricity. His only option was to seek this supply from another sector. After AUHS this has become easier as the representatives of these 2 areas were more willing to "sit" together and negotiated the possibility of collaborating in providing a better service for their communities*

- ✦ Recommendations for work continuation in AAs collected from PARD, the trainer, and participants came on 3 different levels
  - There is need for more advanced training sessions on the same topics already provided, and on: report writing, official correspondence, and designing small projects for the reference group. The trainer suggested a more developed ToT training while providing the group the opportunity to assess, prioritize, plan, implement, and monitor community development projects in their respective sectors with his guidance and mentoring.
  - Continue on providing the trainings on similar and additional topics for the women and youth groups. Topics suggested were the following: planning and SWOT analysis, needs assessment and priorities identification, participatory leadership and first aid courses.
  - Raise the awareness<sup>12</sup> of the participants and the community on issues such as: early marriage, substance abuse, adolescence, violence against women, increasing self-esteem.

---

<sup>12</sup> These sessions has started in April and will be carried out over a period of 2 months. It will take place in the community center in Sikke, rehabilitated and equipped by the AUHS project.

- ⊕ Recommendations for work continuation in TJ was related to the provision of an advanced intensive training on handmade works and exhibition management for women, trainings covering personal and social skills in communication and conflict resolution for youth, and additional awareness raising around substance abuse and methods of prevention.
- ⊕ Common activities as identified in the mid-term evaluation between the different groups (youth, women and reference) within the same area at least, were identified as a need for better collaboration and impact.
- ⊕ The needs for women and youth are concentrated on employment and dealing with substance abuse. There is always a demand on awareness raising activities on topics such as: mother and child health, women rights, and psychosocial support.
- ⊕ Continue to empower and strengthen conflict resolution skills for women, especially in TJ, as they can have a bigger role in that regards.
- ⊕ Include the Internal Security Forces in upcoming actions, as the security situation and presence of security forces is a major demand for the different communities.
- ⊕ For future projects, it is important to adopt an easier name and slogan in Arabic and communicate the project accordingly. Especially on such cases when multiple partners are involved, labeling the project as one component would be easier. Adopting “lay” terms in explaining the project and its objectives can also increase the association between the activities implemented and the intended outcome.
- ⊕ The involvement of LPDC was very much limited in the project due to the absence of CIMIC activities in the AA. Suggestions that came out from meeting with LPDC representative mentioned the importance of including the LAF intelligence unit in addition to CIMIC as it is the main decision maker in any LAF involvement in AEH and AA. Moreover, CIMIC if open to work in the area it can be through the establishment of a hospital or dispensary run by LAF doctors serving Palestinians and Lebanese. This would decrease the tension towards LAF and increase its acceptability.

## BEST PRACTICES AND LESSONS LEARNED

- ✦ In the absence of a clear mechanism for coordination between the different collaborating UN partners, the role of the leading agency was a bit vague in the project document. A lesson learned in that regards was the establishment from the beginning of clear mechanisms for collaboration and not only limiting it to communication and meetings. A possible suggestions that came out was the allocation of “one” joint team (or at least a UNDP project team) working full time on this project.
- ✦ The choice of local partners with the credibility they have and their relationship with the participants played a major role in the successful implementation of the project. MPA and PARD team were always present in the field, ready to assist and listen to the participants “their level of involvement made the project succeed”.
- ✦ The choice of the trainer in AAs greatly influenced the quality of the capacity building component. His flexibility, previous experience and knowledge of the area, interactive and participatory methods attracted the participants and gave them more ownership to the project. This wasn’t the case in TJ, as the style was different and the trainers were perceived as “unaware and far from the local specificities and culture”.
- ✦ Meeting outside of the camp and facilitating transportation in the AAs encouraged the regular attendance of participants.
- ✦ The inclusion of youth and women in the project and not only sticking to reference groups was an important factor. They are perceived to have more time, higher commitment and productivity.
- ✦ Tending to basic needs and infrastructure and not only limiting to capacity building was well regarded from the participants and local partners. For example, more participants joined the women group after the first exhibition was organized.
- ✦ Even though the reference groups were not able to play the real intended role expected from them, the selection of members reflected the reality and the representation on the ground.
- ✦ The internal communication between the different implementing partners was the success of this project. There was a good flow of information and UNDP dedicated all the capacities to nurse and lead on this project.
- ✦ More time is needed to build proper mechanisms for mitigating conflicts. In comparison to other PBF projects, at least 2 years of efforts should be anticipated for any expected impact.
- ✦ The innovative support for the Lebanese Army CIMIC section was the flagship of this project. More effort should be invested in implementing the strategy endorsed and transforming the role of the section from “distributor of items” into a proper community developer assessing the needs of the communities and building an intervention accordingly.
- ✦ The role of municipalities in such initiatives is very important, at the same time it is very hard to expect that they would integrate any community development priorities and concerns identified in their plans. There is a need to hold a discussion with such stakeholders prior to planning the project in order to assess their needs, and ensure their interest and commitment.

## Constraints

- ⊕ The short amount of time provided for the implementation of the project was a key factor in limiting the impact it could have yielded.
- ⊕ The pace of implementation as described by different partners was slower than hoped for, mainly due to security challenges delays 50% of the total expenditure was done in the first quarter of 2014.
- ⊕ Forming the reference groups in both areas and convincing them to participate in the project took a lot of time.
- ⊕ Taking into consideration the size of the project, no budget was allocated for a monitoring and evaluation personnel.
- ⊕ The decision of LAF not to conduct any activities in the AAs, limited the impact it was hoped to achieve in that area and the involvement of LPDC in possible actions.
- ⊕ The emergent changes in the populations and realities of the 2 targeted areas, and the need for dealing with these priorities.

## ANNEXES

### List of People Interviewed

<b>UNDP</b>	
<i>Addressing Urban Hot Spots in Lebanon project team</i>	Ghalia Fayad & Carole Karam
<i>Crisis Prevention &amp; Recovery (CPR) Programme</i>	Fadi Abilmona
<i>Strengthening Civil Peace project</i>	Joanna Nassar
<b>UNDP/UN-HABITAT</b>	
<i>Improving Living Conditions in Palestinian Gatherings in Lebanon project</i>	Nancy Hilal
<b>UN-HABITAT</b>	Tarek Osseiran
<b>UN-OHCHR</b>	Abeer Al Khraisha & Zafeer Ud Din (written feedback)
<b>UNIFIL</b>	Ewa Turyk-Mazurek
<b>UNRCO</b>	Rony Gedeon (Monitoring & Evaluation Unit)
<b>LPDC</b>	Abdelnasser el Ayie
<b>Focal point Beirut municipality</b>	Muhamad Doughan
<b>Head of the LAF CIMIC section</b>	Colonel Mechref
<b>Local Partners</b>	PARD Makassed Philanthropic Association
<b>AAs trainer</b>	Jean Makhoul
<b>Clown theatre animator</b>	Abbas Bayram

### **Semi-Structured Interviews Guide**

- ⊕ Can you please describe your involvement in the project?
- ⊕ What was the added value this project brought (if any)? Please describe how?
- ⊕ What did you like/dislike the most about this project?
- ⊕ In case this project is planned to be implemented all over again, what would be the changes that you would hope to see in it?
- ⊕ Do you have any recommendations for future action(s)?

### **Focus Groups guiding questions**

- ⊕ What is the first thing that comes to your mind when I say conflict?
- ⊕ Please describe your involvement in the project?
- ⊕ What was the added value this project brought (if any)? Please describe how?
- ⊕ In case this project is planned to be implemented all over again, what would be the changes that you would hope to see? Why?
- ⊕ Do you have any recommendations for future action(s)?
- ⊕ How do you perceive the continuity of this project? Will you continue to be part of similar work with the local partner?

**Summary of Outputs/Activities, Achievements, Learning & Success**

Outputs/Activities	Achievements	Learning & Success
<b>Output 1: Inclusive strategies for safer neighborhoods in the two selected areas are developed</b>		
Build the capacity of local actors in mediation and conflict resolution	<p><i>Capacity building program in mediation &amp; conflict resolution administered for locally established groups</i></p> <p><i>Individual skills improved</i></p> <p><i>Higher self-esteem, confidence and communication skills</i></p> <p><i>Increased willingness to continue work</i></p>	<p><b>Choice of trainer and local partner.</b></p> <p><b>Location of training, and facilitation of transportation</b></p> <p><b>Individual impact higher than on the group level</b></p> <p><b>The inclusion of youth and women in the project and not only sticking to reference groups</b></p>
Undertake participatory mapping of conflict dynamics, stakeholders, and existing mechanisms for tension reduction in up to 4 neighborhoods	<p><i>Participatory mappings in both areas conducted</i></p>	<p><b>These mappings came to validate pre-existing knowledge in both areas. The way forward provided in AEH mapping could have benefited more the local community had contained a more concrete plan for action.</b></p>
On this basis, develop and disseminate strategies for safer neighborhoods in the two selected areas	<p><i>List of needs and priorities for safer neighborhoods developed</i></p>	<p><b>Basic plans for outreach activities developed</b></p>
Strengthen the knowledge and skills base of LAF officers, including female officers, operating in the selected areas in community mediation and local level peace building	<p><i>Capacity development in CIMIC skills &amp; community outreach for 20 LAF designated &amp; non-designated officers &amp; NCOs.</i></p>	<p><b>Based on the rotation of appointments within the army not all the officers and non-commissioned officers trained will be appointed to the CIMIC section.</b></p> <p><b>Work in parallel on attitudes and community development concepts ought to be also</b></p>

		considered
Develop with LAF/Ministry of Defense a national CIMIC/MCO/human rights strategy to respond to institutional gaps and capacity needs in community outreach	<p><i>Establishment of a task force: LAF, UNDP, OHCHR &amp; UNIFIL to develop LAF CIMIC national strategy along its 5 years action plan: endorsed &amp; currently implemented.</i></p> <p><i>Rehabilitation &amp; equipment of the CIMIC HQ offices in the Shukri Ghanem barracks in Fayadieh, Baabda</i></p>	<p><b>The joint work between the different partners and the flexibility of UNDP and support of equipment.</b></p> <p><b>The innovative support for CIMIC office was the flagship of this project. More effort should be invested in implementing the strategy endorsed and transforming the role of the office from “distributor of items” into a proper community developer assessing the needs of the communities and building an intervention accordingly.</b></p>
<b>Output 2: Locally agreed peace building interventions are implemented with concerned stakeholders in the selected two areas</b>		
Facilitate the establishment and/or strengthening of conflict reduction mechanisms in up to 4 neighborhoods.	<i>Establishment of local reference youth, women, and key actors groups</i>	<p><b>Selection of reference group.</b></p> <p><b>Limited time to develop/strengthen mechanisms.</b></p>
Support LAF in planning and implementing community outreach activities in the two selected areas.	<p><i>Support to the LAF’s community outreach activities in Beirut urban hot spot, where 4 MoSA &amp; MoPH health &amp; social centers were provided with high end medical &amp; IT supplies serving Lebanese, Palestinians &amp; Syrians communities of the area.</i></p> <p><i>Provision of ultrasound machine, ECG, EEG, dental equipment as well as ICT to 4 social &amp; medical centers.</i></p>	<b>CIMIC had the opportunity to better reap the benefits of their community projects and strengthen their visibility and relationship with the local community through further coordination with the Reference group and Makassed Association.</b>
Build the capacities of selected municipalities in conflict sensitive / inclusive planning and its integration into existing	<i>Coaching of municipalities in conflict sensitive &amp; inclusive planning</i>	<b>The role of municipalities in such initiatives is very important, at the same time it is very hard to expect that</b>

<p>local development plans.</p>		<p>they would integrate any community development priorities and concerns identified in their plans. Municipalities showed low commitment for formal training. Whereby only 3 out of the 5 selected municipalities agreed to undergo coaching activities focusing more on providing technical assistance and problem solving support in their actions rather than training. Municipalities such as Saida and Ghobeiry thought that the targeted areas fell out of their scope.</p>
<p>Support small scale joint initiatives to address tensions and to promote cohesion in the two selected areas.</p>	<p><b>Basic Urban services:</b></p> <ul style="list-style-type: none"> <li>• <i>Rehabilitation of the Rifai Public garden, and the sewage network serving the Palestinian gathering of Daouk Ghawach in TJ</i></li> <li>• <i>Construction of a sewage &amp; rain water systems in AA, and rehabilitation of a sewage pipe &amp; manhole serving the municipality of Darb el Sim, Mieh w Mieh, the AA of Jabal el Halib, Seroob &amp; the entrance of the AEH camp.</i></li> </ul> <p><b>Social:</b></p> <ul style="list-style-type: none"> <li>• <i>Establishment of a reception center at MPA</i></li> <li>• <i>Establishment of a community center in the AA of Sikke</i></li> <li>• <i>Implementation of women empowerment &amp; social cohesion activities in both areas (mothers of TJ artisanal fairs, kermes, storytelling &amp; photography workshops, drug awareness</i></li> </ul>	<p>Tending to basic needs and infrastructure and not only limiting to capacity building was well regarded from the participants and local partners.</p> <p>The projects implemented, especially in the AAs were perceived as a great added-value to the project. It addressed the community's main priority and helped in decreasing tensions on the long term.</p> <p>In TJ, by the time of the final evaluation field work the only project completed was the Rifai public garden. The rehabilitation works of the Daouk Ghawach sewage network were still in progress. As such, the project wasn't perceived at the time to address the</p>

	<p><i>campaigns, theatres workshop).</i></p> <p><b>Public Health:</b></p> <ul style="list-style-type: none"> <li>• <i>Establishment &amp; equipment of a First Aid center in Sikke</i></li> <li>• <i>Distribution of hygiene kits for 550 refugee &amp; host communities' families</i></li> <li>• <i>Equipment of PARD 6 first aid teams operating in South Lebanon &amp; Beirut.</i></li> </ul>	<p><b>priorities in basic services and infrastructure yet.</b></p>
<p>Undertake evaluation and lessons learnt exercise with concerned parties at the local and national levels.</p>		<p><b>The internal communication between the different implementing partners was the success of this project. There was a good flow of information and UNDP dedicated all the capacities to nurse and lead on this project.</b></p> <p><b>More time is needed to build proper mechanisms for mitigating conflicts. In comparison to other PBF projects, at least 2 full years of efforts should be anticipated for any expected impact.</b></p>

# Lebanese Armed Forces National Civil-Military Coordination CIMIC Strategy

---

## **General Introduction**

- A- Historical Overview
- B- LAF Vision

## **CIMIC in Lebanon and its feasibility**

- A- CIMIC in the Lebanese Law
- B- Analysis of Influencing Factors
- C- Internal Factors
- D- External Factors

## **CIMIC from LAF Point of View**

- A- LAF Vision for CIMIC
- B- Aspired Objectives
- C- Possible Activities and Services by LAF
- D- Basis and Principles of Work

## **Elements of CIMIC Strategy**

- A- Structure of CIMIC Section and its Missions
- B- Team and Required Qualification
- C- Training and Capacity Building
- D- Continuous Communication with the National Civil Authorities and the Sponsoring Countries

## **Five Years Work Plan (Annex 1)**

**1- General Introduction:**

**A- Historical Overview:**

CIMIC is cooperation and coordination to support the mission between the military command and the civilian activists including the people and the local authorities in addition to the international and the national organizations and the NGO's.

CIMIC dictates on the military commanders to take into account the social, political, cultural, civil, economical, environmental and humanitarian factors during the planning and the command of the military operations.

CIMIC provides an immediate goal objective which is to establish and pledge the full cooperation between the commander of the military troops and the civil authorities and the local population within its area of operations which would allow it to implement its mission. As for the further objective, it is to assist in creating and sustaining the circumstances which support the fulfillment of the long term goals of the military operations.

The concept of CIMIC is not something new in Lebanon even if it has started in various forms, since assisting the citizens is one of the prime duties of the LAF as it has stemmed from this people and it depends on its support and love as a basic element of its elements of strength.

Since it was established, LAF has taken part in assisting the people using the competencies of its members and its wide deployment all over the country, in addition to its equipment which then were considered sophisticated compared the available equipment for the civilians. For instance, LAF has taken part in fighting of locust in 1928 and 1930. LAF has also contributed in opening mountainous tracks blocked by snow and also in rescuing citizens stranded in the snow storms.

After 1990, LAF role has emerged effectively in lifting off the effects of the war from village and towns. LAF has contributed in reconnecting the Lebanese citizens through operations of demining and re-opening of roads. LAF has taken part in building the state institutions which were almost paralyzed. LAF has helped the Ministry of Environment in cleaning the beaches and the Ministry of Tourism in cleaning and rehabilitating the ruins, and the Ministry of Health in establishing clinics in the remote villages and has organized free medical care by military doctors.

The CIMIC understanding has been introduced to LAF through the military training which LAF officers have undertaken in the U.S. and European countries and others.

LAF has also benefited from UNIFIL, and it has started since 2009 in focusing on this issue through officers who have undertaken training sessions and exercises with UNIFIL. Also the U.S. contributed in this issue through training sessions for LAF officers. In addition to this, officers were sent for CIMIC training sessions in various countries including Turkey, the U.S., Jordan, Australia and Greece...

In 2011, the CIMIC issue was given a new push through coordination meetings between LAF and a team of UNDP and a team in UNIFIL.

Based on the results of these meetings, LAF Command has established a CIMIC section in the LAF Staff Ops and has set missions for this section.

## **B- LAF Vision:**

LAF defined a vision for the operations for CIMIC in the following way:

- (1) CIMIC outside the borders: There will be planning in the future to work under the UN flag within the CIMIC international standard-rules, mainly:
  - a- Coordination of the civil ops with the international and governmental orgs and public sector.
  - b- Reduction of impact of the military ops on the civilian population
  - c- Providing support ops for the State institutions during conflicts and when it is unable to carry out the required missions
  - d- Providing and managing the human and food resources in the areas of conflict until the local authorities are able to restore its control over the area.
  - e- Provision of support for the local people for sustaining life.
  - f- Provision of necessary expertise in the civil field to assist the population or the institutions when need calls for that.
  - g- In case of mistakes, the CIMIC bears the concerned responsibility towards the citizens and the institutions in accordance with international law.
- (2) CIMIC on Lebanese territory:

The civil strategy of LAF and based on its experience focuses on the following main points:

  - a- Strengthening relations between the military and the local authorities through communication channels which would help enable the success of LAF missions.
  - b- Support of the civil environment in the AOR through the use of available military resources such as info, personnel, material and equipment, expertise and training.
  - c- Planning for the civil emergency operations: providing basic needs for the people once crisis emerge (natural disasters, armed conflicts, political instability and terror attacks)
  - d- Developing the understanding of social work: developing the understanding of the relations between the military and the civil society.

## **2- CIMIC in Lebanon and its feasibility:**

### **A- CIMIC and the Lebanese law:**

The Lebanese law has given special attention to CIMIC on various aspects since the laws which are relevant to the Armed Forces have given special attention to its relations with the civilians, especially on the law of the national defense number 102 issued on 16/9/1983 and the military judiciary law number 24/68 issued on 13/4/1968.

What concerns us in this study is to shed the light on the military cooperation in particular the LAF with the civilians in the development and the social fields on the legal level.

LAF has a basic role in development and social work which is complementing its main mission which is the defense of the nation and protection of its borders and the ensuring of its independence. The proof on that lies in the first article of the law of national defense which asserted this role of the armed forces including LAF as the aforementioned article reads:

***“National defense aims at reinforcing the capabilities of the State and the developing of its capacity to resist any attack on the land of the nation and any aggression against it and against the ensuring of the State sovereignty and the safety of its citizens.***

***The Armed Forces could be used in the development and social fields on condition that it does not obstruct its basic missions. This use is decided based on a decree based on the proposal of the MOD and the concerned minister. Armed Forces Refer to: LAF, ISF, Public Security and in general the rest of those who work in public administrations and institutions and municipalities, who carry weapons in accordance with their functions.”***

We conclude from the second item in the aforementioned article that the Lebanese law allows LAF to contribute in development and social work but based on two conditions:

- 1-That this does obstruct its main mission, which is to defend the nation and protect its borders
- 2-That this use is defined together with its time by a decree based on the proposal of the MOD and the concerned minister, meaning that this use is interlinked and defined by a decree issued by the official concerned authorities.

### **SWOT Analysis**

This analysis is mainly adopted in the business world and the small or big projects. This analysis is about defining the entire internal and external elements which have an impact on the process of evaluation and the developing of projects and business.

- A- This analysis discusses the internal elements (inside the project) and it is:
  - 1- Strengths: it is the elements and points inside the project which gives it a positive push and helps it in realizing its objectives.
  - 2- Weaknesses: it is too the internal elements and points but which have negative impact on the developing of the project and negatively influence the realization of its objectives.

Activation of the power points and resolving the weakness points is on the shoulder of the project managers; they are the ones who should be reinforcing the strengths and countering the weaknesses and minimizing its effects as much as possible.

- B- There are external factors in addition to the internal ones:
  - 1- Opportunities: it is the conditions and available opportunities to help this project realize its objectives. These circumstances are external to the project.
  - 2- Threats: it's the negative conditions which might pose a threat to the realization of the project's objectives and they're external factors stemming out of the environment surrounding the project
- C- We will elaborate on the strengths, weaknesses, opportunities and threats which influence the project of LAF CIMIC.

**1- Internal elements:** Internal elements include both strengths and weaknesses in the CIMIC project:

- a- CIMIC is not a new understanding in LAF where the army has been implementing several activities in this field since 1990 (tree planting, fire-extinguishing etc...)
- b- Great confidence in the performance of LAF and its role which facilitates the process of communication with the people
- c- Full deployment of LAF throughout the country from the north to the south, which also facilitates the implementation of projects
- d- Approval by the LAF Command and Staff to develop and circulate the CIMIC understanding in the Army and establish units for this purpose.
- e- A considerable number of LAF officers and non-commissioned officers not only have been on regular contact with the civil society during their tour of duty but also have underwent specialized trainings in CIMIC with UNIFIL and some teams in the American Army who are dealing with this.
- f- The acceptance of LAF by all religions and sects, being the institution which includes in its units all the Lebanese with their different sects; this grants military the cultural and religious awareness which is sufficient for dealing professionally with the all the citizens regardless of their religions and traditions.

-----

- a- Availability of military human resources: this would allow the full exploitation of the allocated budgets for projects in development without any costs related to human resources, managing and implementing the projects, which usually exhausts around 40% of the total value of amounts of money allocated
- b- Confidence in LAF: This would represent a national model which includes all the elements of the Lebanese society and its balanced performance in its AOR all over the Lebanese territory
- c- Available expertise: specialists from various ranks and in various fields.
- d- Possibility of use of military resources in development operations (vehicles, equipment, multi tools...)
- e- Less bureaucracy
- f- Speed in decision-making
- g- LAF ability to lead the coordination process with various parties because of its experience in the civil work and the project management.
- h- Joint planning with the concerned associations to provide development on the following levels:
  - aa- Economical level: Strategic cooperation with local and international committees and funds and investors to create new work opportunities in the rural areas.
  - bb- Environment: Following up the developments in this field on the international and local levels so that the army would develop itself in this vital sector and would also master it in all its sides (cleaning historical sites and beaches, extinguishing fires, prevention of violations to natural resources and taking part in national environmental campaigns)
  - cc- Infrastructure: developing basic structures in the Lebanese rural areas: paving of roads, canals, sewage systems, artesian wells, renovation of official facilities etc...)

dd- Health: Developing the Military Health sector to be able to join the local and international medical organizations in the programs of relief of the sick.

**2- Weaknesses:**

- a- The shortage in the human resources due to the big number of missions LAF is tasked with, in addition to the budget allotted to the army is not enough to cover the urgent needs of the LAF, in addition to the scarcity of external and internal funding.
- b- The LAF members are implementing some activities and missions of a nature of CIMIC (spraying of pesticides – fire fighting) without the existence of a clear understanding or a clear structure on the nature of CIMIC as is the case with other armies.
- c- So far there is no clear structure or hierarchy of the CIMIC in LAF.
- d- The CIMIC strategy is still under study until now, which is delaying the project's kick-off.

-----

- (a) -The possibility of influencing the implementation of the basic practical missions.
- (b) – Insufficient knowledge in the civilian affairs.
- (c) –Unavailability of physical resources.
- (d) –Lack of needed information for preparations of required plans.
- (e) –Difficulty of coordination with the relevant parties due to the numerous numbers of interveners in public affairs which would lead to duplication of work.

**3- External elements:**

This includes external opportunities, opportunities and threats:

**Opportunities (external elements):**

- a- A lot of gaps and projects which the local civil authorities cannot resolve, which underlines the effective role which LAF CIMIC units could assume.
- b- The possibility of delegating LAF units to carry out missions under the UN flag where Lebanon is a founding member in it. This would heighten the significance of developing this project and that is to use it outside the borders of the Lebanese State if there is a need for that.
- c- Available cooperation and coordination with the UN to provide support and back up in the fields of funding and training through bringing n donations and establishing training sessions in CIMIC.
- d- Those overseeing the project should follow the steps of the National Office for Demining, where Lebanon has become a regional center for training on demining.
- e- The possibility of being introduced to many types of CIMIC and that is because there are several countries taking part in UNIFIL. This diversity is useful for developing the potential and capacity of LAF in this field.
- f- (repeated in b)

#### **4- Threats (external elements):**

- a- The possibility of duplication with civil authorities through carrying out the same projects
- b- Continuous security tension which Lebanon has been witnessing which has a negative influence on the freedom of movement of the military units and the CIMIC units from it.
- c- Some groups and areas which are witnessing security tensions might not respond to the attempts of CIMIC units to communicate with it for assistance as they don't know the purpose of these units and its goals.
- d- The speed of the project's development is linked to external aid and external funds. If these sources are not available, then this would weaken the ability of this project to succeed.

Based on this, and after we have elaborated on the internal and external factors which influence the CIMIC project, it is worth mentioning that through our serious study of those factors, we can reinforce the useful factors (strengths and opportunities) and counter the negative factors (weaknesses and threats) in accordance with the available resources of the LAF.

#### **A- CIMIC from LAF Point of View:**

LAF implements CIMIC operations all over the Lebanese lands, with one particularity of coordination with UNIFIL (at present) when working in the sector of South Litani. This is why the vision of LAF for CIMIC operations tackles the following points:

- (1) Reduction of impact of the military ops on the civilian population
- (2) Providing support ops for the State institutions during conflicts and when it is unable to carry out the required missions
- (3) Coordination of the civil ops with the international and governmental orgs and public sector.
- (4) Providing and managing the human and food resources in the areas of conflict until the local authorities are able to restore its control over the area.
- (5) Provision of support for the local people for sustaining life.
- (6) Provision of necessary expertise in the civil field to assist the population or the institutions when necessary.
- (7) Support the program of preserving the civil peace and support the LAF plan for the continuity and sustainability of peace.
- (8) Planning for work in the future under the UN Flag on peacekeeping missions.

#### **B- Aspired Goals:**

The direct goal is to build full cooperation between the military commander and the civil authorities, the institutions, the agencies and the community inside the AOR in order to facilitate for him the implementation of his duties. This cooperation might cover the direct support to implement a civil plan on the long run. Also CIMIC aims at helping to create conditions which support the implementation of the goals in the forces in their operations and at sustaining these conditions. The following should be done to achieve this goal:

- (1) Contacting the civil society and according to the appropriate levels.
- (2) Contributing in joint planning on the strategic and tactical levels with the civil society concerned before and during a certain operation.
- (3) Conducting a continuous evaluation of the population environment relevant to the local needs with the aim of defining the size of gaps and the way of filling it.
- (4) Supervising the course of the civil activities by the military troops including the provision of needs by specialist technician.
- (5) Working with the other Staff in all the relevant aspects of the operations.
- (6) Present advice to the Commander in all the listed earlier.
- (7) Supporting the Civil Environment: This support takes place in the appropriate time and place to prepare the required conditions to realize the military mission and it covers a wide range of CIMIC activities and at the same time is in harmony with the military mission. This kind of support is usually under the supervision of the civil authorities and could cover a wide group of military resources: personnel, equipment, machinery, contact, specialized expertise or training. The decisions on this kind of support are to be taken on the highest levels, while taking into account the political, military and civil factors.
- (8) Supporting the Military Troops: The CIMIC Section coordinates the civil support which is needed by the military commanders in the stage of their ops without standing in the way of the process of the military ops. It also organizes the op of the movement of the people and the control of the local resources as well as it mobilizes the biggest support possible for the commanders. In addition to this, there would be investing of the information from the civilian sources.
- (9) Planning of Civil Emergency Operations: Planning in civil emergency ops is associated with the provision of protection and support of local population. Usually this is within the context of natural disasters or wars. This takes place through planning and coordination of civil support which is a must for the success of the mil ops.
- (10) Military Assistance in Cases of Relief: Once a relief operation is staged after a disaster or others happen in the cases of civil emergency cases, military troops might be deployed with the objective of supporting the civil authorities in supervising the emergency situations. The military troops could deal with humanitarian emergency cases knowing that the humanitarian assistance is first the duty of the Govt and the responsibility of the UN. If needed, rapid response for civil requirements could be provided when the military units are given definite missions within the context of limits of available resources and potentials and also according to an ops plan set in advance.

### **C- Possible Activities and Services by LAF:**

The military troops possess great capabilities in the fields of protection, movement and stability which would enable it to carry out its mission. These capabilities include fighter ground troops which provide stability and protection, air force and maritime which provide protection, transport and vital supplies, and engineering provide basic services such as water, energy, sewage system, shelter and flexibility in movement including demining.

As for the additional capacities, it includes providing medical services for saving lives and minimizing the spreading of diseases. In turn, the logistical units provide vital supplies such as food supplies and medical requirements. Also the communication units could support the passing of information.

(1) The prototype missions:

Due to the nature of the military mission, the civil agencies could need some capacities which have been mentioned earlier for the purpose of implementing CIMIC activities. Despite that, the responsibility of the military troops is restricted to carrying out missions related to security and relief in case of emergency in order to support the appropriate civil authority within the military's available resources. The missions of the military support could cover firstly the protection of the unarmed civilians, transport to safe shelters, provision of basic services such as access to clean water and toilets, as well as providing limited medical support to save lives. The military support could secondly be provided in case of the availability of the required resources for that on condition that this support would be in harmony with the comprehensive plan of the Commander and according to the authorities granted to him by the civil authorities. In addition to this, the military support should not be provided on the account of the realization of the comprehensive military goals, knowing that these goals are the main drive behind the deployment of the troops in the first place. The responsibility of the relevant civil missions is to be handed over to the appropriate authority or the civil agency whenever possible preferably in a smooth way. Experience has shown that the military troops cannot provide for all the entire requirements because this usually exceeds the available resources. That is why; the limited resources must be distributed according to priorities.

The various activities of CIMIC must focus on the following:

Water – energy – food – culture – transport – economy – human resources – primary resources and food resources.

(2) While preparing for various activities and services, the following issues must be taken into account:

The main mission of the military force in the AOR is to provide a safe and stable environment, which would allow the rest of the institutions to work in it. However, in case the security fears were great and thus obstructing the presence of the civilian representatives, then the military units could be tasked the conducting of activities beyond its main missions. There might be a need to execute small projects for the purpose of reinforcing protection for the force operating in a certain area. Even there might be a need to take part in the efforts of the wide scale reconstruction. Despite this, these projects should stay on the minimum needed level and it should be coordinated not only with the various military units but also with the civil associations which are responsible for these projects. This would lead to avoiding any duplication of work.

During the implementation of some kind of project by the military unit through its own resources, this unit should assess the risks before carrying out the project. In order to do this, it has to answer the following questions:

- 1- Is this project necessary for the support of the mission?
- 2- What's the legal responsibility of carrying out any work?
- 3- Are the military resources available for completing the project at the needed time?
- 4- What is the negative impact on local economy during the project execution without involving companies, laborers and local products?
- 5- Will the work be followed up, and will the project be handed over to the incoming unit, or will the project be followed up by a civil org?
- 6- The situation of dependency of the local population on the military troops must be avoided.

**D- Basis and Principles of Work:**

**A- The Planning Process:**

Planning is a continuous process in CIMIC. It is directed towards the preparation of basis which is aimed at a healthy decision-making and controlling the path of the implementation of the mission. This is a challenge for the CIMIC team in trying to support the decision-making on the level of the Commander inside the HQ. It should be confirmed that all the factors relevant to the civilian dimension are listed in all the aspects of the decision-making on the level of the Commander. The CIMIC team should be an inseparable part of the planning cell and this is the prerequisite condition which will avail the realization of its functional objectives.

The planning process by the CIMIC team should pass through the following phases:

- 1- Preliminary phase
- 2- Orientation
- 3- Developing the understanding
- 4- Developing the plan
- 5- Reviewing the plan

**1- The Preliminary Plan:**

During this phase, the CIMIC team conducts an assessment of the civil situation according to an adopted model. This phase starts in defining the possible scopes of the op, and it also aims at collecting as much information as possible. The assessment should be based on reconnaissance of the field supported by information which collected from various sources whether classified as confidential or non-confidential. It assesses all civil situations in the field of the ops because it might affect the troops.

It is important to note that the other units will take part in this op. For instance, the squad of engineers will have a role in geographical and infrastructure reconnaissance. Also the other legal, medical, MP, manpower and equipment units will also have roles...

After information collection, the op of liquidation, analysis and orienting the info takes place; this assessment aims at defining the direction and the possible role of CIMIC. It is the reference for all the later phases of the planning process where it would avail to the Commander an entrance for CIMIC which will be later applied.

## **2- Orientation:**

The purpose of this phase is to define what should be realized to fulfill the vision of the command and its instructions in order to define the nature of the problem, and the results which must be achieved. This is why; the CIMIC team has to conduct an analysis of the mission in this field within the context of the mission of the Commander and his plans and also the aspired results. This aims at a clear definition of the missions of the elements during this op in close and strong connection with the other missions according to the following steps:

Aa- General Overview of the situation and of the Commander's plan

Bb- Demonstration of the restraints and the obstacles

Cc- Demonstration of the assumptions

Dd- Points of weaknesses which are open for investment

Ee- Substantial positions

Ff- Goals

Gg- military capabilities

Hh- Aspired purpose

Ii- Self-success criteria

We could obtain the full assessment of the CIMIC through the results of the analysis of the mission and the civil assessment which was conducted in the preliminary phase. This assessment must be in harmony with the brief of the mission submitted for the Commander. Based on this brief, the Commander would formulate instructions for planning with a guarantee that the appropriate civil-military factors are listed in the outline of the possible works.

## **3- Developing the Understanding:**

In this phase, the CIMIC team helps in comprehensive development of the possible works and contributes in the process of decision-making. Therefore, it is closely linked to all the possible works in the mission. During this phase, the CIMIC team provides the preliminary vision of the possible missions. The CIMIC team has to gather those missions under the title of liaison, support to the force, and support to the civil environment. This vision must demonstrate the pros and cons of the possible work when briefing the Commander so that he will be the one who decides what to select as the basis for developing this plan.

## **4- Developing the Plan:**

At the phase of developing the plan, the CIMIC team has to present its contributions in the plan of the comprehensive ops plan while taking into account the following:

Aa – Situation: the civil elements must be included in the general situation

Bb – Mission: It should include the formulation of the whole mission of CIMIC

Cc – Execution: The CIMIC considerations and missions are part of the factors which would enable the success of the whole mission. That is why it is under an independent title which is CIMIC as set tasks for those working in this field

#### **5- Reviewing the Plan:**

The situation in the field might continuously and quickly change. That is why, the CIMIC personnel must take part in the continuous review and evaluation process to ascertain that the plan is responding to the effective need. This phase is usually subject to several changes in the physical situation and is simultaneous with changes to the main plan. This results in issuing partial orders for reviewing the ops plan in order to match the emerging situation.

### **4- The Elements of CIMIC Strategy**

#### **A- Structure of CIMIC and its Missions:**

Since its establishment, LAF has introduced in its ideology a development role which contributes in reinforcing confidence and cooperation between it and the people of the nation. If we wish to catch up with modernization and the development of the armies, then we have to think about the updating of our army, not only in equipment but also in establishing units in accordance with the requirements of the future missions. LAF has been and is in contact with the civilians, and is deployed all over the Lebanese territories and has been carrying out various development tasks. Therefore, a CIMIC unit has to be formed similar to the situation of the armies which adopt long run five and ten phases plans in the field of Cooperation. The first step is to lay the structure and then the following executive steps will follow.

The models of CIMIC divisions in the western armies are various. Each country has adopted what is fitting its resources and its military organization and tasks outside its borders. Each country has selected various sizes for these divisions whereby the size of the Cooperation division is closely linked to the foreign military policy of the country. If a country has foreign military ambitions (pre-emptive or hostile) such as the US for example, we find that the Cooperation division is big in equipment and personnel. The US Cooperation division is comprised of special units.

If a country has controlled foreign military ambitions under the UN umbrella in peacekeeping missions or relief forces, we find the Cooperation division a small one operating as a one small group which works with the unit deployed abroad. This group distributes its work among the various units such as France, or small groups on a level of a battalion or up such as Italy.

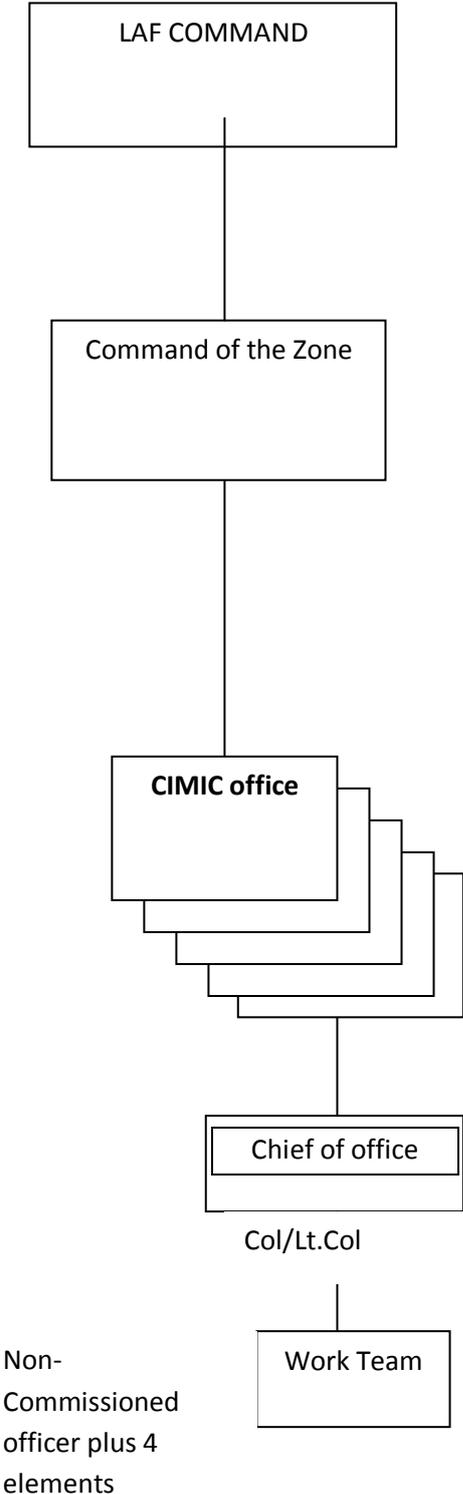
#### **1-The model fitting LAF: the five zones**

This model is not copied from any country, and is therefore exclusive. We have tried through this model to apply the understanding of the CIMIC to the current LAF structure in order to reduce the administrative or physical burdens of introducing a new division to the present structure and in order to prevent the conducting of any partial or fundamental amendments. LAF had divided Lebanon into five military zones, where each zone has an HQ and a commander. The regulations adopted in LAF define the missions and duties and missions of the commander of the military zone.

These regulations also define the basis of the liaison of the units deployed within the zone’s geographical scope with its various administrations.

The proposal is establishing a CIMIC office in each military zone which is linked to it on the administration level, but physically is linked to CIMIC Section.

**The table of organization: the five zones**



**The association and missions of CIMIC division in the Information Directorate**

**Association:** The CIMIC division is linked to the Army Ops Staff – Directorate of Information

**Missions:**

It's considered as the chief adviser of the director of the directorate of Info in development and living affairs of the people in the areas of the deployment of military troops. It assumes the following missions:

- a- CIMIC Cooperation in coordination with the concerned ministries and donors to carry out services (development, social, humanitarian)
- b- Contacting the local authorities (mayors, civil society...) to assess life needs , development needs...etc
- c- Supervising the coordination of the development work of the sectors of the troops which are deployed on the ground
- d- Regular reporting on executed work and its impact on the civilians

<b>Manpower of the CIMIC division in the Information Directorate</b>																
<b>Enlisted</b>		<b>Non-commissioned officers</b>					<b>Officers</b>								<b>Functions</b>	
<b>Total of non-commissioned</b>	<b>Soldier 1<sup>st</sup></b>	<b>Corp</b>	<b>Sgt First Class</b>	<b>Adjutant</b>	<b>First Adjutant</b>	<b>Chief Warrant &amp; ...</b>	<b>Total officers</b>	<b>First Lt and LT</b>	<b>Capt</b>	<b>Maj</b>	<b>Lt Col</b>	<b>Col</b>	<b>Brig gen</b>	<b>Maj Gen</b>	<b>Specialty</b>	
							1								Staff	Chief of division
							1			1					No specific specialty	Officer in division
1						1									First Class	Non-commissioned officer in division
2			1		1										Trustee	Trustee
1		1													Trustee	Clerk
4		1	1		1	1	2				1	1			<b>Total manpower of CIMIC division</b>	

## Qualifications of CIMIC members

The CIMIC units are often moving and operating on its own without any escort, that is why they are known as “easy targets” due to their weak armament and power. Therefore, it is necessary to train them and prepare them very well for their missions in order to boost their capacity to counter challenges and realize their missions effectively. The member of CIMIC should have the following skills:

- 1- **Combat skills** : He has to be master of his private weapon and should enjoy self-protection skills
- 2- **Medical skills**: He should enjoy urgent first aid skills to treat critical injuries
- 3- **Field skills**: he should plan well, fortify his position and defend it. All the team members have to use the main transport means of the unit.
- 4- **Language skills**: In addition to our native language, he has to be fluent in English in order to communicate with international organizations.
- 5- **Mediation and Negotiation skills**: He has to be capable of mediation and negotiating in all fields of CIMIC.
- 6- **Project Management skills**: He has to be able to manage a project. This is dependent on the rank and the mission.
- 7- **Cooperation with local and international authorities**: He has to be in harmony with local and international associations. This is dependent on the rank and the mission.

## Training and Capacity Building

Training on CIMIC program is based on the study of various policies and studies which the armies have established in this field depending on modern training techniques. The various training sessions on CIMIC inside and outside Lebanon could be followed up by the military (officers / non-commissioned officers/enlisted) who meet the requirements for each session.

### 1-CIMIC Basic Course

Training duration: three months (theory – practice)

Training Purpose: Introducing the participants to CIMIC objectives, goals, principles, organization, project implementation, related activities on practical level.

Ranks of participants: officers / non-commissioned officers/enlisted

Training location: UNIFIL HQ / abroad

### 2-CIMIC Staff Course

Training duration: two weeks (theory – practice)

Training Purpose; Tactical CIMIC work study

Ranks of participants: Commanding officers

Training location: UNIFIL HQ / abroad

### **3-CIMIC Liaison Course**

Training duration: one week (theory – practice)

Training Purpose: General knowledge of various skills, interview techniques and negotiations/mediation

Ranks of participants: officers / non-commissioned officers/enlisted

Training location: UNIFIL HQ / abroad

### **4-CIMIC Functional Specialist Course**

Training duration: two weeks (theory – practice)

Training Purpose: Training military and civilian staff in LAF from various specialties (general medicine – dentists – nursing – engineers) on CIMIC basic understandings and the nature of their functions within the CIMIC activities and their role in implementing various projects and relief missions

Ranks of participants: officers / non-commissioned officers/enlisted of various specialties, LAF civilian staff

Training location: UNIFIL HQ / abroad

### **5-CIMIC Higher Command Course**

Training duration: two weeks (theory)

Training Purpose: Studying CIMIC functions on strategic level in each of the Staff work.

Ranks of participants: Commanding officers, generals, major-generals and brig-generals

Training location: abroad

### **6-Training Curriculum of CIMIC in the Command and Staff Academy and the Military Academy and Training Institute:**

**Subjects of Curriculum of Training:** Introduction to CIMIC - Purpose of CIMIC – Functions of CIMIC - CIMIC Structure - Manpower – Qualifications – CIMIC activities - CIMIC projects – Relationship of CIMIC with local and international orgs

### **D-Continuous Communication with the national civil authorities**

Since it was established, LAF has been communicating with the civil authorities and has been supporting the civil society because it believes in its development role and in enhancing relations between the military and the civil society. All LAF units have assumed this role without any exceptions. It has been doing that even though there were no specialized units in it for this work. Yet it has shown an outstanding work in this field. This was shown in the confidence which the LAF has earned from the entire Lebanese communities. After the army has established the CIMIC in the

army, today LAF is looking forward to establish CIMIC units in the five zones in order to reinforce its development role in supporting the civil society.

**1-LAF activities in supporting the civil society in communication with civil authorities and sponsoring countries:**

LAF believes that the development work is not carried out separately from developing the understanding of the relations of the military with the civil society, especially in the social field. Therefore, LAF has assumed this role in war as well as in peace in the following fields:

**A – Support of infrastructure (in cooperation with ministries of public works, agriculture, energy, environment and tourism)**

- 1- Building of bridges
- 2- Paving of dirt tracks
- 3- Tree planting (fighting desertification plan in cooperation with UN)
- 4-Fighting pollution (cleaning coast, lakes and rivers)
- 5-Rehabilitating power stations
- 6- Rehabilitating water networks
- 7- Rehabilitating and cleaning touristic sites and castles

**B- Supporting the development and Social Emergency Bodies (in cooperation with MOSA, public works and Health Ministries):**

- 1-Rescue and relief victims of natural and humanitarian disasters (floods – earthquakes – wars and drop of planes)
- 2-Opneing snow blocked mountain roads or tracks where rocks and dirt fall on
- 3- Sheltering displaced and providing for their daily needs (water – medicine – shelter – food)
- 4-Dislcosing the identity of unknown bodies through DNA tests
- 5-Rescue people stuck in snow storms
- 6- Conducting workshops on crisis and natural disasters management among the various bodies

**C-In medical support and medical services (in cooperation with Ministry of Health)**

- 1- Carrying out children paralysis vaccinations campaigns
- 2- Carrying out medical checks in remote areas
- 3-presenting medicine to the people in remote areas
- 4-treating wounded and conducting simple surgeries
- 5-medical evacuation to hospitals and medical centres
- 6-verfying validity of medicine and supervising its distribution

**D-In environmental support (in cooperation with Ministries of Health – Tourism and Agriculture)**

- 1 – Removing the oil spill pollution from the sea in cooperation with local and international NGO's
- 2-cleaning the Lebanese coast (Big Blue)
- 3-Cleaning al-Qaroun Lake
- 4-Cleaning river courses and banks
- 5-spraying agriculture pesticides
- 6-Treeplanting and rehabilitating woods
- 7-Destroying prohibited plantations
- 8-Fire extinguishing

**E-In supporting official institutions and ministries**

- 1 – Supplying these institutions with manpower and expertise
- 2- Building a geographical database
- 3-organizing the computerization of the cars registration dept
- 4-organizing the computerization of the water departments in several areas

**F-In removing mines (in coop with MOSA, Education Ministry and local and international orgs)**

- 1- Establishing the National Demining office
- 2-Removing the mines and cluster rounds and UXOs from areas of residential locations and fields and main roads and dirt tracks in cooperation with international community (112000 a/p mines removed, 114000 suspicious devices removed, 60000 cluster rounds removed and 800 rockets and bombs removed in coop with UN and US)
- 3-Continuous scanning of dubious locations and warning of it
- 4-Mine danger awareness campaigns

End.

20130018790

الجمهورية اللبنانية

وزارة الدفاع الوطني

قيادة الجيش

أركان الجيش للعمليات

رقم ٧٢٧٢/ع م/إستعلام

تصنيف : ١/٣٩٩

جانب برنامج الأمم المتحدة الإنمائي (UNDP)

الموضوع : التحضير لمشروع تعزيز الإستقرار ومنع الصراعات من خلال دعم برنامج الجيش اللبناني في مجال التعاون العسكري - المدني (CIMIC) .

جواباً على كتابكم رقم CPR/00084180/GF/sz/132 تاريخ ٢٠١٣/١٠/٨ المتعلق بمشروع تعزيز الإستقرار ومنع الصراعات من خلال دعم برنامج الجيش اللبناني في مجال التعاون العسكري - المدني والتحضير لمشروع جديد إستكمالاً للمساهمات السابقة واستمرار التعاون ما بين الجيش اللبناني وبرنامج الأمم المتحدة الإنمائي، فإن قيادة الجيش ترحب باستمرار هذا التعاون وتطويره بما يؤمن الإمكانيات الضرورية لتنفيذ استراتيجية التعاون العسكري - المدني .

للتفضل بالإطلاع والمقتضى .

البرزة في ٢٠١٣/١٠ /

العماد قهوجي قائد الجيش

عنه/اللواء الركن سلمان رئيس الأركان



*(Handwritten signature in blue ink)*

UNDP LEBANON
FILE: 00084180
05 NOV 2013
INFO: RL
ACTION: FAM

September 21, 2014

Beirut

Letter from Tarik El Jdide

First of all, I am going to introduce myself. My name is Ahmad Berjaoui, a Lebanese young man living in Beirut, Tarik El Jdide, and more specifically in Sabra area. It is a poor overpopulated informal settlement mostly with illegal small houses and cracked buildings not exceeding two rooms and in which families with an average number of 5 children live.

I am eighteen years old, and I have attained the elementary degree during my academic years at school. I dropped out of school in 2013 as most other youngsters in my neighborhood who leave the school without any plan or hope and join the street gangs of the neighborhood, where people from different nationality live.

I decided to look for a job because I grew tired of staying at home or wandering in the streets. However, the quest for a job did not turn out to be easy, since I did not possess the necessary qualifications for the job I aspired to get.

I struggled with life and truly confronted myself in order not to drown in misery. My attempts remained in vain until a year ago, when I met a group of young people who were involved in a Project which aims to enhance maturity and consciousness among generations, and spread awareness against the dangers of life. This Project, funded by the United Nations Peacebuilding Fund was implemented by UNDP and UN-HABITAT under the supervision of the Makassed Health Care Bureau. They offered help and individual psychological support through trainers and experts we met through the office. They taught us life skills that ranged from comprehensive awareness to guidance.



The mission of the trainers would end once they would have organized activities that demonstrated the extent of their impact on individuals regarding the methods of execution, communication, and the selection of proper ways to develop an action plan for any activity we would like to carry out for the sake of our neighborhoods. Some people separated from the group, while others stayed in contact. As for me, I liked the variety of activities that we used to practice, and I appreciated the ease of communication with the team.



By the end of the training, I felt so comfortable dealing with this group of people which were completely different from the community where I live. I started coming to the Makassed offices daily where my presence was welcomed, until I felt as one of the working team. I used to come with them in the morning and leave in the afternoon. I hated the vacation days because in the office I was well surrounded and protected and the most important is that I started feeling that I am learning new things in life (experience, concept, ideas).



My behavior and my communication skills evolved and improved by working at the office. Most importantly, my vision of the future changed drastically, especially compared to how I used to view myself before joining the team. Truthfully, I had no real future plan regarding my career, so I began to realize the importance of continuing and going forward with my education.

In the end, each step I make towards success is a life opportunity, and each minute I waste is a step back in life.

- I participated in the Makassed Health Bureau administrative work, working daily from 8 a.m. till 4 p.m.
- I helped in establishing the Youth and Women Community Center
- I participated in the Youth activities of the Voluntary Affairs Unit, and decided to become part of the team after I had first refused joining them in any activity, feeling completely different from the rest of the team.
- I attended a summer camp
- I participated in the preparations for Ramadan Iftars for Dar al A'ajaza Elderly and Orphans

In a word, I know now what being responsible and having a job means, and most importantly I now know my perception of the future.

Last but not least, the team helped me find a full-time job beginning of October as an employee in the Pharmaceutical department of the Makassed Hospital. My future plan is to get enrolled again in an educational institution with my work as I will be having the full Makassed support.

Finally, I would like to sincerely thank every person who has helped me reach this point in my life, since I would have never imagined myself sitting here one day and writing this letter. Thanks to them, I will arrive to the status I deserve and I will not disappoint them after all the support they provided me with, especially after they successfully managed to clear out the mind of a young delinquent who did not realize the dangers of his actions. With their help, I became more conscious, interested, and responsible regarding everything I do, always hoping to reach my full potential.

Ahmad Berjaoui  
Beirut, Lebanon