



LRF Quarterly PROGRESS REPORT

Reporting UN Organization	: United Nations Development Programme
Country	: Lebanon
Project No.	: 00090567
Project Title	: Selected Rapid Delivery and Immediate Impact Interventions
Project Start date	: 20 May 2014
Reporting Period	: June - September 2014

List of Acronyms

UNDP:	United Nations Development Programme
UNHCR:	United Nations High Commissioner for Refugees
RRP:	Regional Response Plan
DIM:	Direct Implementation Modality
GA:	Grant Agreement
PHCC:	Primary Health Care Center
MoPH:	Ministry of Public Health
UoM:	Union of Municipality
ACTED	Agence d'Aide a la Cooperation Technique et au Developpement
DRC	Danish Refugee Council
ITB	Invitation to Bid
PCPM	Polish Center for International Aid
PV	Photovoltaic
REACH	Society for Rehabilitation, Education and Community Health
DRM	Disaster Risk Management
PMO	Prime Minister Office
NCC	National Coordination Committee
COM	Council of Ministers
DRR	Disaster Risk Reduction
NRP	National Response Plan
HFA	Hyogo Framework of Action
NOR	National Operations Room
MOR	Mobile Operation Room
CBRN	Chemical – Biological – Radioactive - Nuclear



BRHIA	Beirut Rafik Hariri International Airport
UN ISDR	United Nations Office for Disaster Reduction
INSARAG	International Search and Rescue Advisory Group
CDR	Council for Development and Reconstruction
NGO	Non-Governmental Organizations
LAF	Lebanese Armed Forces
ISF	Internal Security Forces
CDR	Council for Development and Reconstruction
CNRS	National Council for Scientific Research
LRC	Lebanese Red Cross
NCLW	National Commission for Lebanese Women
GARD	Getting Airport Ready for Disasters
WHO	World Health Organization
SOP	Standard Operating Procedures
QPR	Quarterly Progress Report
APR	Annual Progress Report
M&E	Monitoring and Evaluation



I. PURPOSE

The impact of the Syrian crisis on Lebanon is reaching a scale unprecedented in the history of complex, refugee-driven emergencies. While in April 2012, 32,800 refugees were registered or awaiting registration with UNHCR, by August 2014 that figure has jumped sharply to over 1,100,000, an increase equal to over 25% of the entire Lebanese pre-crisis population. To contextualize the impact further, Lebanon was already one of the most densely populated countries in the world, with an average of over 400 people per square km of land. This sudden and large influx of refugees from Syria is now placing enormous pressure on the country and its people, especially those in the poorest areas, where refugee concentrations have been greatest.

The crisis is not only challenging the country's existing social and economic infrastructure, it is exacerbating significant development deficiencies such as unemployment, especially among women and youth, and profound disparities between the wealthy and the poor. In addition, the crisis brings to Lebanon a set of new tensions that threaten to undermine Lebanon's delicate social and political balance of power while amplifying pre-existing inter Lebanese divisions and provoking increasingly negative reactions against the Syrian refugee presence.

A robust response to the complex crisis requires a mix of both urgent and developmental responses. The project therefore includes rapid interventions, and seeks to contribute to stabilization and recovery in refugee hosting areas in Lebanon through the accomplishment of two main outcomes:

- **Outcome 1:** Livelihood and economic opportunities increased in selected refugee hosting areas through upgrading, repairing and improving the production infrastructure and creating short and medium term employment opportunities.
- **Outcome 2:** Delivery of basic social services expanded and improved in target communities through equipping, rehabilitating and upgrading the infrastructure and improving the skills of service providers.

Main international and national partners;

- The Ministry of Social Affairs
- Local Authorities
- The Ministry of Education and Higher Education
- The Ministry of Public Health
- The Ministry of Social Affairs
- The Ministry of Interior and Municipalities
- The Prime Minister's Office



- National NGOs (LOST, ZAKIRA)
- Lebanon Support

II. RESOURCES

Total budget approved	\$5,531,469.86
Total disbursements as of 30 September 2014	\$122,872.76
Available Balance	\$5,399,996.01

CATEGORY	TOTAL BUDGET (USD)	TOTAL EXP (USD) to Date
1. Staff and other personnel	\$482,727.00	\$48,699.80
2. Supplies, Commodities, Materials	\$1,946,635.00	\$4,084.23
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$1,603,900.00	\$7,556.64
4. Contractual services	\$281,492.00	\$0.00
5. Travel	\$25,000.00	\$0.00
6. Transfers and Grants to Counterparts	\$736,232.77	\$50,000.00
7. General Operating and other Direct Costs (1.6%)	\$93,611.23	\$12,532.09
Sub-Total Programme Costs	\$5,169,598.00	\$122,872.76
8. Indirect Support Costs 7%	\$361,871.86	\$8,601.09
TOTAL	\$5,531,469.86	\$131,473.85



III. RESULTS

The project is progressing effectively to meet the expected outcomes scheduled for the project duration. For projects implementation two modalities are applied:

- (1) Grant Agreement modality whereby each activity is divided into two or several phases depending on its type. Accordingly, each grant is transferred in tranches to the corresponding municipality after the accomplishment of each phase. UNDP field officers and consultants provide technical support to each municipality as needed, monitor the implementation of each phase, and approve the transfer of corresponding tranches upon successful accomplishment of the agreed tasks. The GA modality is an instrument to promote good governance and capacity building of specific competencies of the Municipalities. It also ensures monitoring and evaluation in close cooperation with UNDP and under its guidance.
- (2) Direct procurement modality: In case certain municipalities do not have the capacity to implement, UNDP will do direct procurement of services in collaboration with the municipality. Similar approach applies for NGOs. For government agencies UNDP direct procurement will apply.

In this regard, UNDP already launched the procurement processes for all activities identified in the project document.

OUTPUT 1: Livelihood and economic opportunities increased in selected refugee hosting areas through upgrading, repairing and improving the production infrastructure and creating short and medium term employment opportunities.

Activity 1.1. Support value added production of fruits and vegetables in Akkar through postharvest processing

Jord Akkar is the major fruit producing area in Akkar district, where apple is the major crop in addition to some annual crops and summer vegetables. Prior to the conflict across the border, Syria served as the main transit route for the export of fresh agricultural produce. The Syrian crisis and the consequent closure of the border had limited the demand to the local consumers and has resultantly decreased the prices of agriculture produce in this region, affecting the income of farmers and the livelihood of their families. This situation is forcing many farmers to abandon their fields and orchards. The decrease in livelihood opportunities has been further exacerbated due to the influx of refugees and is causing stress to the local socio-economic fabric.

An agricultural cooperative for food processing exists in Fneideq (Jord Akkar), which possesses several food processing machines and has been assisting the community of Jord Akkar. The project is aiming at increasing the cooperative's manufacturing capacity by equipping the



cooperative with fruit-drying-equipment that works on solar energy. The project team is working closely with the cooperative to:

- Alleviate the effects of improper marketing of the agricultural products
- Increase the cooperative's manufacturing capacity by equipping the cooperative with fruit-drying-equipment that works on solar energy.
- Provide cooperative members with a training in accounting and marketing.
- Supply the cooperative with a vehicle to transport the products to different markets.

Activity 1.2. Enhance fruit marketing in Akkar

The United Cooperative in Joumeh region of Akkar is a union of 3 agricultural cooperatives, which are active in fruit production in the villages of Rahbeh, Bazbina, Akkar El-Atiqua and their surrounding areas. The United Cooperative has established (since 1999) a refrigerated storage facility for the farmers in the region. Like the farming communities elsewhere in Akkar, the Cooperative is suffering economic stress due to the closure of the transit route through Syria. The project aims at enhancing the capacity of the cooperative through:

- Providing a washing, grading and packaging machine.
- Providing a vehicle to the cooperative for the transportation the products to the market.
- Improving the efficiency through the establishment of a hangar in front of the facility; this will allow the easy access for trucks to deliver the apples to the facility and the transportation of the processed apples from the production line end to the freezers.
- Enhancing the capacity of the Cooperative storage by providing 3000 boxes.

Activity 1.3. Implement a cash for work reforestation activity in Bekaa

(a) Construction of wastewater network for better hygiene and health conditions in Ain Kfarzabad

The Wastewater network within town is the responsibility of town municipality, which has to do important efforts to deliver the proper services with a restricted budget. The impact of the Syrian crisis, by increasing the pressure on public services in general, and on the wastewater network in particular, is leading the situation to a critical point. On one hand, much more efforts are needed to process the wastewater produced. On the other hand, Ain Kfarzabad Municipality is overwhelmed and unable to fulfil its responsibility in terms of public services in general, and of wastewater management, one of the most expensive, in particular. Hence, local populations and refugees face a critical hygiene and health situation, with a dramatic increase in the spread of diseases, and the creation of unsuitable living conditions.



The project is working closely with the municipality to extend the sewage network. This action will have an impact on livelihood conditions, since the wastewater will not any more pollute the agricultural lands and will contribute to a better quality of agricultural products.

(b) Enhancing the capacity of Chwaghir municipality in improving farmers Livelihood through the rehabilitation of the irrigation canals

Chwaghir community depend on the agriculture sector. Most of its farmland is irrigated through traditional Irrigation canals that are cracked & water seepage is the main reason for losing a very scarce water resource in the region. Given the limited financial resources and the massive work that needs to be done, the municipality is unable to solely rehabilitate the agricultural infrastructure. Within its effort to improve the agricultural sector, the municipality identified along with local farmers the scarcity of water and the lower farms productivity as the main problem of the sector. Limited access to irrigation water is also increasing the already high cost of production.

Thus, the project is currently working closely with the municipality to improve the conditions of the farmers in Chwaghir through improving the irrigation system and strengthening farmers' capacities.

(c) Integrated water resources management to improve environment and health conditions in the host communities of Qab Elias

In the village of Qab Elias, some households are connected to a local sanitation sub-network that it discharging to a collective cesspit to drain the sewage. The location of the cesspit is right on the top of the main river feeding irrigation water into the agricultural plain of Qab Elias and passing through a touristic site with restaurants. As a result, the river is directly polluted with untreated domestic wastewater, posing health risks for consumers who use the river water at home and or in the field to irrigate their crops. This may lead to increased waterborne diseases be it at home or from agricultural products. As such, the project is working closely with Qab Elias municipality to improve the sanitation network.

Activity 1.4. Increase irrigated agricultural areas in North Bekaa

This activity aims at increasing irrigated agriculture areas in the refugee hosting Bekaa region through constructing irrigation channels in 4 villages in Northern Bekaa in collaboration with the municipalities of Flawi, Boudai, Zrazir and Hermel. The agricultural lands in Flawi, Boudai



and Zrazir depend on supply of water drawn from Alyamuna stream through an infiltration gallery and the main channel from it spreads into minor branches many of which are earthen, causing massive conveyance losses due to seepage, evaporation and perforation. Similar issues are faced by the communities' dependent upon an earthen channel emanating from a stand-alone spring in Hermel area. The water loss in the earthen channel is a major constraint to expansion of irrigated lands, intensification of cropping pattern and the consequent increase in the economic benefit of the water.

The project is thus working closely with the four municipalities to line and improve the channels to achieve sustainable income for Lebanese farmers and to the creation of short-term job opportunities for both Lebanese and Syrian laborers and long-term jobs for the farmers living in those four areas.

Activity 2.1. Increase access to quality public primary health care services and health awareness in public schools

The influx of refugees from Syria has put additional burden on the already stretched capacities of the health and educational system in the refugee hosting areas of Lebanon. The already dilapidated water and sanitation facilities, as well as the lack of awareness about primary health care in the public schools are feared to become major sources of diseases among the population. The delivery system of curative health is under major stress for taking care of the existing increased caseload and is unlikely to be able to respond to any outbreaks.

The project is working on a local referral system in collaboration with the Ministry of Public Health, the Ministry of Education and Higher Education, the Ministry of Interior and Municipalities, the CDR and the local authorities. The project's ultimate aim is to:

- Increase access to quality public primary health care services by the community.
- Increase awareness on health in public schools.
- Promote dialogue among all the involved stakeholders at territorial level i.e. representatives of the line ministries and of local authorities, directors of primary health care centers and public schools and other actors to discuss and set up (with the support of technical experts) the territorial health plan.
- Support the primary health care centers (PHCC) and public schools in the most vulnerable areas affected by the influx of Syrian refugees through comprehensive interventions.
- Improve the capacities of selected primary health care centers in the most under-served communities.
- Improve the capacities of teachers on health education in selected public schools in the most vulnerable communities, and
- Improve sanitation conditions of the selected public schools.

Activity 2.2. Provide Septic Pumper Trucks to five Union of Municipalities in the South



Most of the the 658,000 residents of the Chqif, Jabal Amel, Tyre, Bint Jbeil, and Iqlim Tefah regions in South Lebanon suffer from the absence of sewage networks in their villages. Thus, the majority of the houses use cesspits with high cost of cleaning leading to leakages and health problems. Presently, the households pay private dump-truck owners to periodically remove the sewage from the cesspits and dispose them into the sewage drainage canals or treatment units in the nearest available facility. On the average, each household has to pay around US\$ 700 per year – a hefty sum for the poor. The situation has become even more precarious with the large influx of refugees from Syria, which has introduced significant additional stress on the environment.

The project will provide septic pumper trucks to the Union of Municipalities of Jabal Amel, Tyre, Bint Jbeil, and Iqlim Tefah, and a sweeper for UoM of Chqif to decreasing the cost per household for sewage removal down to USD 300 per year.

Activity 2.3. Improve the water infrastructure in the Union of Municipalities of Kalaa

Many villages in South Lebanon suffer from shortage of household water, and the situation has worsened following the Syrian crisis and influx of Syrian refugees. One of the main reasons for this is the old water conveyance network that often develops ruptures and leakages, causing the wastage of this precious and essential resource. Currently, the 80,000 inhabitants of the 10 villages within the Federation of Municipalities of Kalaa (Tibnin, Haris, Kafra, Aita El-Jabal, Safad Al-batikh, Jmaijmeh, Deir Antar, Kfar Donin, Qalaway and Yater) receive drinking water only two days a week provided there is no leakage in the water system. South Water Authority, which covers the whole South region is unable to respond to all maintenance activities of the water networks especially the internal ones within the villages due to the lack of proper tools for detecting and repairing the ruptured pipelines.

The project is working closely with the Federation of Municipalities of Kalaa to equip the water maintenance center with all the equipment and machinery necessary for repairing any possible problem occurring in the water network in the most efficient way. After project will also provide training on water management and maintenance for 5 technicians already employed by the municipalities for pipe network maintenance and management.

Activity 2.4: Provide sustainable lighting and heating to host communities

The provision of sustainable heating and cooking through stoves and briquettes and solar lighting kits involves several steps from (1) beneficiary identification, (2) site/beneficiary confirmation, (3) technical specifications of systems and procurement, (4) implementation, (5) monitoring of implementation, (6) operation and maintenance training, and (7) awareness-raising and donor visibility. These items are described below, along with respective progress.

1.1. Beneficiary identification

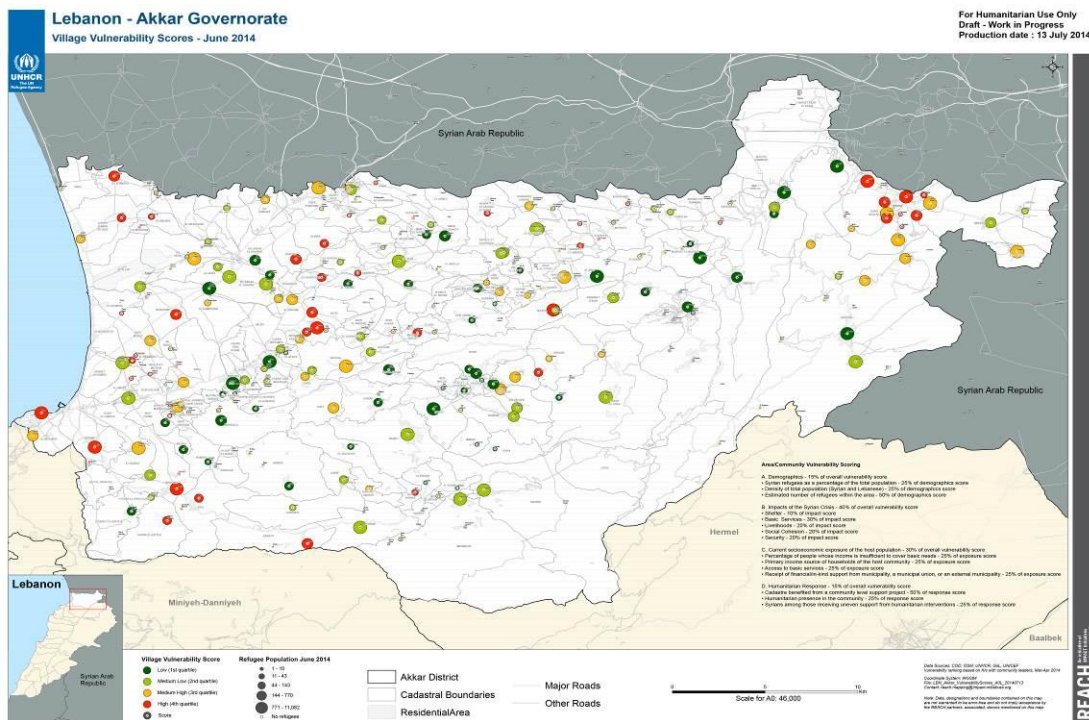
Beneficiary identification is one of the more challenging parts of this project in terms of identifying who best deserves to be the recipient of these systems, and what defines those most in need, i.e., the vulnerable population. To ensure that we deliver the systems and respective products to those most in need, the UNDP-CEDRO team has undertaken consultations with the Ministry of Social Affairs, the National Poverty Targeting Project (NPTP) of the World Bank coordinated by the Office of the Prime



Minister, the UNHCR Office in the Bekaa and the North, and the UNDP offices in these respective regions as well.

For proper implementation of the project, and for reasons of lowering the risk of any disputes, it was decided that the systems will be delivered, to the extent possible, to clusters of communities in areas and villages within areas. On the one hand, the implementation of this project in this relatively more concentrated manner would facilitate the follow-up and monitoring required as opposed to spreading the systems out to 500 beneficiaries (at most) in each of the two large areas (Akkar and the Bekaa).

For Akkar, these areas were decided upon after intensive discussions with the Host Community Support Unit in Akkar consisting of the UNHCR, ACTED, DRC, PCPM, and REACH, among others. Work has been well advanced in Akkar, and a 'vulnerability' map has been produced, as shown below in Map 1.



Map 1. Vulnerability mapping of REACH – UNHCR based on several criteria.

From Map 1, work was decided to focus on the 'red colored' relatively higher vulnerable areas and/or villages, and these are mainly in Wadi Khaled, and some other villages like Bebnine in Akkar. To select beneficiaries within these villages, the lists from the Ministry of Social Affairs and the NPTP were officially requested for these particular areas, identifying those that are in 'extreme poverty' by names, contact information and addresses. These are the targets currently being focused on.

Similarly in the Bekaa, lists were also received from UNHCR Bekaa Office, that included actual names and numbers of beneficiaries that the UNHCR regarded as 'vulnerable'. The list focused on Marej, Zahleh, Baalbeck, Majdal Anjar, and Aarsel. Aarsel was later dropped out due to the security situation. The UNHCR list was augmented by a list from the Ministry of Social Affairs of those considered 'extremely poor', similarly with updated names and addresses and these beneficiaries are the focus of selection.

For both regions, coordination and communication with local municipalities was followed, informed the municipalities of our intentions and work to be done. Most municipalities facilitated our work and



preferred not to get involved given the limited number of systems available and therefore assisting in beneficiary identification would cause them many local problems.

1.2 Site/beneficiary confirmation

The identified people from the lists of the Ministry of Social Affairs and the UNHCR will have to be visited house by house. Work is already underway from the hired site engineer and supported by the CEDRO project manager, engineers, and driver. The visits involve filling a technical survey shown in Annex 1. The surveys are then transported to Excel and prioritization of sites can take place according to the criteria outlined in the survey itself.

To date (as of end of October), approximately 20% of targeted houses have been identified.



Zahle, Bekaa (house) – Example from site visits

1.3 Technical specifications and procurement

The UNDP-CEDRO hired two international consultants to write the terms of references for (1) the biomass stove and briquettes, and (2) the solar lighting kits.

For the biomass, the terms of references were posted on the UNDP website on August 15th and the deadline for submission was originally 11 September 2014, yet extended for 1 week after multiple requests from bidders (only 1 week was given in order to ensure winter is met). Evaluation of files (five bidders) is currently underway and the signing of contracts is expected by mid-October at the latest.

For the solar lighting kits, the terms of reference was posted on August 14th 2014 and the deadline was originally for September 8th 2014, however it was postponed for two weeks after multiple requests. Evaluation of files is ongoing (11 bidders have submitted their files).

1.4 Implementation

As soon as the contracts for the above systems are signed by the selected/winning contractors, implementation will begin by the UNDP-CEDRO team delivering, in groups, the addresses of the beneficiaries. Implementation has therefore not begun in Q3 of 2014.

1.5 Monitoring of implementation

The UNDP-CEDRO team, with the hired engineer, will be monitoring the installations of the winning contractors to ensure that the requisites identified in the terms of reference are being implemented to the standards required. Monitoring work will commence once the systems are beginning to be installed on site.



1.6 Operation and maintenance training

All the systems come with a performance guarantee for two years (with the exception of the briquettes that will be burned). However the proper operation of the systems (stoves and solar lighting kits) are critical for ensuring their longevity. To this end, the UNDP-CEDRO project has indicated that simple operation and maintenance manuals will be done and placed near or on the systems in Arabic. Also training for the beneficiaries on the systems will be taking place by the winning contractors yet monitoring by the CEDRO team.

These actions have not been undertaken to date.

1.7 Awareness raising and donor visibility

Awareness-raising on biomass stoves, briquettes and solar lighting kits will be delivered to each of the selected beneficiary upon installation. The O&M poster will also include the donors' logos of the systems. However, all work will be indicated in CEDRO's newsletters, website, and promotional material, inclusive of Donor recognition and/or logos. The publication of two respective reports on these two systems and product will be undertaken at the end of the project, built on experiences and feedback gained from the ground.

2.5 Improve government response to crisis and major civilian operations

Project Progress, main activities undertaken and results achieved in reporting period as per project annual work plan

The project team developed different project outputs, especially in relation to the development of the operation rooms and implementation of the response plans at the national sectoral and local levels as well as in preparing for mass awareness and capacity building at the national level.

The major success models can be summarized as the following:

The government's endorsement and commitment to the project that will continue due to its strategic importance. The development of response plans in key critical sectors and regions as part of the National Response Plan which supports a comprehensive, collaborative and coordinated approach that yields multiplier impact results in safeguarding population that is at risk.

The procurement of necessary furniture and equipment for the National Operations Room within the Grand Serail which sets concrete steps towards the implementation and institutionalization of the response plan.

Below are main activities undertaken and results achieved in reporting period as per project annual work plan

1- Institutional mechanisms for DRM established with sufficient capacities to increase resilience against disaster risks.

During the month of September a project board was conducted to discuss project progress and present the work plan; the meeting also aimed at giving project stakeholders the opportunity to discuss and comment on the project's strategic direction.

The meeting was chaired by Mr. Shadi Karam - Senior advisor to the Prime Minister who highlighted the importance of integrating DRR into development planning, and who thanked the donors and stakeholders for their support. In this context, Mr. Karam reiterated the government's endorsement and commitment to the project. Mr. Luca Renda – UNDP Country Director stressed that the project's



vision is to build the country's resilience through integrating DRR into different development plans as well as enabling government agencies to better respond to disasters. Mr. Renda highlighted that DRR work is more process oriented and as such quick wins are not always available. The project manager Ms. Zaarour made a presentation of the project since its initiation as well as the main objectives of the two project phases, accomplishments, challenges and activities till the end of 2014.

Future directions were also discussed among the attendees who agreed that the project requires lots of patience and that success is achieved through change in behaviors within institutions. Strong evidence to the success of the project is the strengthened coordination among agencies and collaboration with partners. Ms. Hage-Felder reconfirmed SDC's continued engagement and said it's good to have other donors including the Germany onboard. Ms. Hage-Felder also requested to have the unit engaged in another important topic which is water management due to the potential conflicts that may arise stemming out from water shortages.

The meeting was attended by:

- Prime Minister Office (PMO): Mr Shadi Karam;
- The Council of Development and Reconstruction (CDR): Ms. Wafaa Charafeddine;
- UNDP : Mr. Luca Renda, Fadi Abilmona, Nathalie Zaarour, Karine Zoghby
- Donors: Swiss Agency for Development and Cooperation (SDC): Ms. Heba Hage Felder, Ms. Dalia Lakkis- German Embassy: Dr. Hanane Abdul Reda
- Lebanese Red Cross: Mr. Georges Kettaneh

Support the establishment and set up of a fully functional and operational central National Operations Room (NOR)

As proposed within the general framework of the national response plan there is a need to establish National Operations Room (NOR) that will ensure a holistic approach, strategic coordination, implementation of minimum standards in response that caters to the needs and priorities in the management of resources, information and disaster mitigation, and maximizes its impact.

Within this framework and based on best practices in the field from the US and Europe and after the designation of the location within the Presidency of the Council of Minister, a senior IT consultant working within the Presidency of the Council of Ministers was appointed to draft the terms of references and technical specifications for the National Operation Room. Currently the documents are being reviewed prior to posting them for procurement. In parallel, the project drafted the terms of reference for the equipment of the NOR with adequate furniture, installation of auditorium and related logistics to cater to the needs of the team who will run and operate the NOR. Currently the project is in the final evaluation phase prior to procuring goods and services. It is projected to have the NOR fully furnished and equipped by the end of 2014.

2- DRR Considerations integrated into development planning of critical economic and social sectors to reduce vulnerability of development infrastructure and assets

Collaboration and support of concerned Ministries

Within the framework of supporting key ministries in DRM and within the scope of the national response plan and coordination among different agencies, a consultant was hired to support the ministries and draft a response plan to integrate DRR into these critical sectors as well as support in increasing government response and resilience to disasters.

Support and set up coordination with the Ministry of Education MEHE



The response plan for the Ministry of Education (MEHE) was launched in January 2014 and was accomplished during the third quarter. Currently the Ministry team is putting the final comments prior to approval and adoption by the Ministry. The delay in the approval of the response plan is due to the Ministry team occupation with strikes that took place during this period at the Ministry and with teachers requesting adjustments of their salaries. Moreover, the project had identified the needs for the establishment of the crisis operations room for the Ministry and is currently procuring the needed equipment for setting up the crisis room since the response plan will be implemented through a table top exercise during the month of November 2014.

Support and set up coordination with the Ministry of Social Affairs MoSA

As of July 2014, the project consultant has been conducting meetings with the established ministry committee every other week. Since then and within the ministries response plan the following actions have been accomplished:

- Establishment of a disaster committee within the ministry chaired by the director general
- Identification of different stakeholders involved in the development of the response plan at the Ministry level
- Identification of the disaster risk reduction structure at the ministry
- Evaluation of the role of MOSA and identification of priorities in accordance with the National Response Plan

Moreover the project has identified the needs of the ministry and will be supporting it in establishing its crisis management room. The response plan along with the crisis management room are expected to be finalized and established in December which also includes setting an implementation plan and testing it through the a table top exercise.

Coordinate with BRHIA and military airports for logistics needs

The project conducted several meetings at Beirut Rafic Hariri International Airport where the response plan is being updated and is expected to be accomplished in November 2014.

Support the activation of the Crisis Management Room at BRHIA

With the objective of raising the personnel and technical capacities within the airport the project had initiated the upgrading of the crisis management room at the airport. The terms of references for the airport crisis management room were developed, currently the project is working on procuring the necessary tools, equipment and furniture.

3- Local and community Capacity for DRR enhanced to reduce losses to life and property

Develop and prepare response plans at regional level

Within the comprehensive approach of reaching out and building capacities for disaster risk reduction including preparedness and response to emergencies at the national, sectoral and local level, the project has been supporting several Mouhafaza, Caza, Union of municipalities and major cities in Lebanon in an overarching approach which includes developing their response plans and crisis management cells in line with the National Response Plan.

In this context, the project has accomplished the following local level activities:





- **Mouhafaza of South:** a committee consisting of major concerned stakeholders and agencies was formed to develop and implement the response plan for the Mouhafaza of South of Lebanon. Meetings are being conducted every other week at Saida with the active participation of the Governor and the committee. An important part of the plan has already been achieved including setting the structure of the response plan and the identifying the roles and responsibilities of each entity and agency in responding to crisis and disasters.



- **Mouhafaza of North:** the project had already accomplished the response, nevertheless with the appointment of a Governor and presentation of finding the new governor is requesting to make some updates and amendments prior to implementing the table top exercise. Currently the project is working on equipping the regional operations room. It is worth noting that due to the situation in the North especially in Tripoli some meetings have been postponed as roads were blocked due to tensions, nevertheless the operations room is projected to be establishing within the month of November.



- **Caza of Chouf:** a committee consisting of major concerned stakeholders and agencies was formed to develop and implement the response plan for the Caza. Meetings are being conducted every other week with the active participation of the Kaemakam and the committee. An important part of the plan has already been achieved including setting the structure of the response plan and the identifying the roles and responsibilities of each entity and agency in preparing and responding to crisis and disasters. Currently the project team is discussing the logistical aspects needed for the establishment of the operations room in the Caza. So far the kaemakam has not been able to allocate a place for the operations room, she will raise this issue with the Governor of Mount Lebanon so as to secure an adequate place. Meanwhile the response plan is expected to be accomplished by the end of 2014.



- **Caza of Maten:** a committee consisting of major concerned stakeholders and agencies was formed to develop and implement the response plan for the region. Meetings are being conducted every other week with the active participation of the Kaemakam and the committee. An important part of the plan has already been achieved including setting the structure of the response plan and the identifying the roles and responsibilities of each entity and agency in preparing and responding to crisis and disasters.



Currently the project team is discussing the logistical aspects needed for the establishment of the operations room in the region. As with the case of Chouf, no place has been allocated for the operations room so far. Meanwhile the response plan is expected to be developed by the end of 2014.



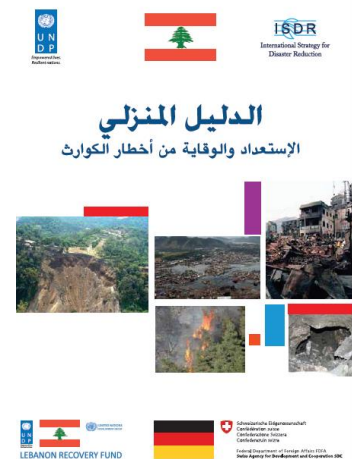
- **Union of Municipalities of Dannieh:** a committee consisting of major concerned stakeholders and agencies was formed to develop and implement the response plan for the Union. Meetings are being conducted almost every week with the committee. So far the following actions have been accomplished; setting the structure of the response plan and the identifying the roles and responsibilities of each entity and agency in preparing and responding to crisis and disasters, development of standard operating procedures.

Currently the project team is discussing the logistical aspects needed for the establishment of the operations room in the Union.

- **Union of Municipalities of Sour:** a committee consisting of major concerned stakeholders and agencies was formed to develop and implement the response plan for the Union. Meetings are being conducted almost every week with the committee. So far the following actions have been accomplished; setting the structure of the response plan and the identifying the roles and responsibilities of each entity and agency in preparing and responding to crisis and disasters, development of standard operating procedures.

Currently the project team is discussing the logistical aspects needed for the establishment of the operations room in the Union.

- **Mouhafaza of Bekaa:** a committee consisting of major concerned stakeholders and agencies was formed to develop and implement the response plan for the Mouhafaza. Meetings are being conducted almost every week with the committee, nevertheless as a result of the situation some meetings have been postponed due to roads being closed. So far the following actions have been accomplished; setting the structure of the response plan and the identifying the roles and responsibilities of each entity and agency in preparing and responding to crisis and disasters.



Community awareness

Promote the idea of making personal and family emergency kits

As part of raising awareness on disaster preparedness and response at the population level and within the International Disaster Risk Reduction Day activities the project proceeded in updating and reprinting 100,000 copies of the home guide for disaster preparedness and response which includes awareness tips for individuals on actions to be taken before, during and after; earthquakes, tsunamis, landslides, floods, thunder storms and forest fires including how and what to include in preparing an emergency kit.

The home guides will be distributed in collaboration with the Internal Security Forces all over the Lebanese regions. This action will be accompanied with a social media campaign.

Distribute sample emergency kits (+/-1000 emergency kits) to major critical areas, sectors, institutions, women, people with disabilities to promote their replication

Within the scope of spreading awareness among government entities, the civil society and the private sector on emergency preparedness which is a fundamental element in disaster risk reduction and since the project recommends families, businesses and institutions to have emergency kits at hand that help



protect people before a crisis and for at least 72 hours afterwards. The project team has procured 1,000 new emergency kits, which are projected to be delivered between December and January. These kits will be distributed to major stakeholders with the objective of raising awareness and preparedness. A comprehensive list of these stakeholders is being developed focusing on the three levels of the project stakeholders national, sectoral with a particular focus on the local level stakeholders including municipalities.

Develop an interactive disaster risk reduction mobile application

Access to vital information before, during and after emergencies and disasters is critical to help saving lives. As such and with the objective of raising awareness and giving people access to vital information the project developed the terms of reference for the development of a mobile application that will contain important information people can use before, during and after an emergency or disaster. More specifically the application will include the following:

- Knowledge/information on the major disaster facing Lebanon
- Information on how to be prepared for different types of disaster: before, during and after
- Information on emergency kit
- Link to useful Disaster Risk Management contacts
- Link to report on disasters which includes; type, location, downloading pictures etc.
- Subscription to early warning and alerts as well as receiving early warning messages

It is projected to have the application finalized and tested by the end of the year.

A- Implementation constraints, lessons learned from addressing these and knowledge gained from evaluations and studies that have taken place during the reporting period.

At the national and political level, one of the greatest challenges that remains in the political instability, with the security threats of man-made disasters and unrest. The attacks by ISIS in Arsaal targeting the army and kidnapping soldiers has aggravated the situation. Man-made disasters in the form of car bombings, attacks on army checkpoints in the North have resurfaced, posing additional challenges. This has been reflected on project activities especially those targeting the development of response plans in some regions by postponing the meetings due to the situation

Another alarming issue is the increasing number of Syrian refugees which is projected to reach 1.5 million by the end of 2014 with non-adequate infrastructure or services for neither them nor their host communities especially as the winter season begins. On another note, some regions have not yet been able to allocate space for the development of the emergency crisis rooms namely in Chouf and Maten regions which poses a challenge that needs to be followed.

Regarding the lessons learnt, one of the most important lessons learnt during this period is reflected in linking local and sectoral level stakeholders working on their response plans with the national response plan. The additional project funding through the Lebanese Recovery Fund – German Embassy has also supported in the development of the National operations room.

Another project lesson learnt is the balance of actions between preparedness, response and early recovery despite the situation the country is passing through as all of these actions lead to strengthened capacities that reduce threats and disasters. The board meeting also constituted an important moment to reflect on future directions and opportunities for the project. Where all of the stakeholders reiterated their commitment which reflects in continued support and increased results.

B- Key partnerships and inter-agency collaboration: impact on results.



For the success of the project, the project has fostered partnerships and built collaboration with the main concerned stakeholders and agencies of DRR which includes: the Prime Minister's Office (PMO), the NCC which constitutes representatives of all ministries and concerned agencies, higher council of defence, relevant ministries, municipalities, Red cross, civil defence, media, private sector, academics (universities). This collaboration has resulted in a higher degree of visibility as well as reinforced partnerships for the DRR at high level decision making in Lebanon as well as local authorizes and stakeholders.

C- Other highlights and cross cutting issues pertinent to the results being reported on.

The project has several cross-cutting issues including gender mainstreaming of DRR actions, security, and poverty. Another main cross-cutting issue remains with the influx of Syrian refugees the amounting pressure on already inadequate infrastructure as well as their settlement in vulnerable areas and the risks this poses on the community at large.

3.2 Develop local level peace building strategies to mitigate tensions in selected conflict prone areas of Lebanon hosting Syrian refugees

The activities' progress is relatively in line with the approved workplan. The work on the conflict mapping/conflict analysis is on the right track as well as the work with the selected communities to come up with social cohesion strategies. At the same time, the quick off of both activities took more time than planned because of some constraints that will be developed below.

- **Main activities undertaken and achievements and cross checked with activities approved in project document.**

The main activities implemented during the reporting period of time (May- September 2014) are the following:

- *For the Conflict Mapping/Conflict Analysis:*
 - Terms of Reference (TOR) for the conflict analysis and conflict mapping have been developed and finalized
 - Suitable partners for this activity were identified through a consultation process
 - Following several meetings, an agreement was reached with "Lebanon Support", a Lebanese and independent non-governmental organization that aims at enhancing the knowledge base of civil society actors and development, recovery and emergency actors. This NGO had a very wide outreach and is very popular within activists and other civil society actors in Lebanon through their portal Daleel Madani.
 - The final project's proposal was also developed and approved on
 - The agreement was signed with Lebanon Support and the final methodology which includes the indicators for the conflict mapping and the methodology for the conflict analysis has been developed and approved through a consultation process with key experts.
 - After a consultative meeting with key experts in conflict mapping, an interactive and collaborative conflict profiling platform and mapping system was developed and launched online and has become public for everyone by end of August 2014 and send to more than



15,000 email addresses Lebanon Support database). This platform is a visual interface to explore conflict-related data and analysis in Lebanon. The system aims at providing different partners involved in peace building, humanitarian and stabilization activities in the country with accurate data and relevant information on areas prone to conflict. The system tracks incidents, protests, and conflicts between individuals, groups, and communities and maps their location throughout Lebanon and is continuously updated. The map is still under development and new features will be added in the coming weeks based on feedback from viewers. It currently provides users with different means and tools to browse and read different conflict incidents reports through various categorization schemes. Reports can be generated based on dates, locations, types of incidents, and number of individuals injured or the number of deaths resulting from conflicts. The system can also generate reports based on different classifications of conflicts. The classification of conflicts include: Boundary conflicts (Lebanon/Israeli occupation); Boundary conflicts (Lebanon/Syria); Individual acts of violence; Conflicts of social discrimination; Conflicts of socio-economic development; Power and governance conflicts; and Policy conflicts. Users are able to filter out results based on these indicators and assess trends and locations of conflict in Lebanon.

The data collected in the mapping system is based primarily on media reports which are validated by cross-checking reports using different sources, and are then mapped, categorized and classified and published on the map. To access the map: <http://cskc.daleel-madani.org/cma>.

- In addition to the map, it was agreed that periodic conflict analysis report will be produced zooming into specific areas each time. These conflict analysis reports will be looking more closely at the causes of conflicts, the trends, dynamics, actors, triggers, etc. the first report which will be focusing on Bekaa area is due by the end of October 2014.

➤ *For the Local Level Conflict Mitigation Activity:*

- After conducting a profiling of West Bekaa in order to better understand the situation on the ground, (please see attached in annexes), a selection process of the areas of interventions in Bekaa took place and based on the following specific criteria, the seven municipalities of Gaza, Al Marj, Mansoura, Hawch al Harimeh, Jeb Jennine, Machghara, Qaraoun were chosen:
 1. These villages are figuring in the vulnerability map prepared by UNDP, UNHCR and the presidency of the council of ministers. They belong specifically to the high and medium level categories.
 2. The number of refugees in the village should exceed half of the population
 3. The challenges that are faced by the municipalities and the local community are beyond their capacities to face
 4. Diversity in religion and political directions
 5. Facing problems with the donors or functioning agencies in the region
 6. Tensions between the Lebanese and the Syrians and in some cases between villages themselves
- Then, individual visits to each of the seven meetings were conducted and meetings with mayors and key actors were held in order to introduce the project, collecting information on the context and dynamics of the area, as well as recommendations and suggestions to contextualize the process and ensure that a participatory approach will be taken into account,



and get their buy in and start preparing for the selection of few actors from each village that would be taking part in the development of the local level social cohesion strategy and be members of the reference group that will be created for the cluster of the seven villages. The criteria for selecting these members were shared with the mayors and other key actors and based on which representatives from each village were chosen. The criteria are:

1. Ability to commit in time and in the principles of the project
 2. Having a good relationship with the local community
 3. Having an accepted character from the different political parties
 4. Having people from different sectors (education, political, youth, social...)
 5. Gender diversity
- Then a conflict assessment was conducted through seven focus group discussions that were held at the seven villages, each focus group included 4 to 5 participants (cf. conflict assessment report). This assessment identified the main causes of conflict at each of the seven village level, the main conflict dynamics and actors. The assessment was also an opportunity to identify the main needs in terms of capacity building.
 - It was remarkable to notice that the commitment of the participants was very strong (who are now the members of the reference group that will be looking into the best social cohesion strategy for the area) and the level of attendance reached 100% and the level of participation was as well very high. They expressed that they have high interest in the coming process and mentioned the importance of social cohesion and its related activities in the area since different types of conflicts exist at the inter and intra communal level and Aarsal events have exacerbated the inter communal level too in addition to the Lebanese-Syrians level.
 - The gender balanced has been taken into consideration and more than half of the group is women. The group is also very diverse both culturally and religiously

“We don’t know each other as municipalities in West Bekaa. Although there is a union, there are no relations with other municipalities so it will be a good opportunity for us as local active people to meet with other local active people representing other municipalities since we have many local conflicts. And in case something happens in the future between the different villages we should liaise with them”. Marj Mayor

“We have daily conflicts in the area. It is not only about the presence of Syrian in the area. You have the impact of the Syrian crisis but also the disputes between the families and between the religious communities. We are very happy that you started working on this issue with us”. Marj Municipality

“The Syrian presence in Lebanon is creating an additional risk on the already existing fragile peace situation”, Jeb Jennine Mayor

“We need badly processes that aim at preventing conflicts.” Qara’oun Municipality

- **Implementation constraints, lessons learned from addressing these and knowledge gained from evaluations and studies that have taken place during the reporting period.**



- The identification of the best partner to implement with the **Conflict Mapping/Conflict Analysis** was relatively challenging. UNDP was keen on finding a national partner that has an already established infrastructure that could be supported to do this work and thus ensure its sustainability after the end of this specific project. UNDP was also keen on choosing a national partner who would be more knowledgeable about the situation in the country and the complexities of its conflicts and their historical background. This process took some time, at least more than planned but the quick off was based on firm and solid basis.
 - Conducting any **peace building activity at the local level** in general and facilitating the development of peace building or social cohesion strategies are usually processes that need more than 9 months to be implemented. There is a lot of time that should be allocated for building good connections with these communities and building trust. Plus the whole process of getting them to analyse the conflicts at the local level, building their skills and coming up with strategies requires time.
 - Another challenge is related to the security situation in Bekaa more specifically during the reporting period. Arenal events had a very negative impact on the smooth implementation of the activity and there were difficulties getting security clearances to go and visit the area.
 - The individual introductory meetings held at the level of each of the seven municipalities were crucial to build trust with the communities although the work will be conducted at a cluster level. It helped also get their buy at a very early stage and thus ensure the participatory approach and was a chance for them to cultivate the sense of ownership from the beginning. Also, these separate discussions revealed different types of local conflicts specific to each village, that cannot be revealed through collective discussions
- **Key partnerships and inter-agency collaboration: impact on results.**
 - As mentioned above, UNDP was keen on finding the best strategically positioned partner to implement the **Conflict Mapping/Conflict Analysis** exercise. The best one who would be able to technically do it well, having a good knowledge of the context but also who would be able to follow up on it later on and ensure its sustainability regardless of the scope of this activity and this funding; which is the case of Lebanon Support. Lebanon Support is a self- sustained NGO that has an already existing infrastructure that can carry on the activity beyond the scope of this project.

On another level, for this specific exercise, UNDP liaised with all agencies and partners involved in the response to the Syrian crisis and specifically to those involved in the Social Cohesion sector. Their input has been given on many occasions on the map and the methodology and after all, the map is meant to be a tool that they would use in order to better inform them on the conflict locations, natures, types and dynamics in order to better design their programs and thus respond to the crisis.
 - The key for the **Local Level Conflict Mitigation Activity** is to work directly and through the local authorities. UNDP collaborated directly with the municipalities as well as the local NGOs active on the ground; aiming through this to ensure the sustainability of the activity.



Progress in Project Implementation:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1: Livelihood and economic opportunities increased in selected refugee hosting areas through upgrading, repairing and improving the production infrastructure and creating short and medium term employment opportunities.			
Activity 1.1 Support value added production of fruits and vegetables in Akkar through postharvest processing	The activity is implemented through direct procurement modality. The bidding process is finalized; waiting for delivery of items and release of full payment.	N/A	Procurement of goods
Activity 1.2: Enhance fruit marketing in Akkar	The activity is implemented through direct procurement modality. The bidding process for the procurement of the apple line machine is finalized; waiting for delivery of machine and release of full payment. Bidding process for the provision of truck and boxes and establishment of hangar already launched and	N/A	Procurement of goods



	offers are under evaluation.		
Activity 1.3. Implement a cash for work reforestation activity in Bekaa	<p>Maps are prepared by UNDP Engineers and approved by municipalities. The activity in Qab Elias is implemented through direct procurement modality. The bidding process is finalized; waiting for delivery of services to release full payment.</p> <p>For Kfar Zabad and Chwagir, the initiatives are implemented through grant modality. In this respect, two grant agreements are signed with the targeted municipalities.</p>	N/A	Services implemented
Outcome 2: Capacity of national and local actors (government and civil society) strengthened in the delivery of health, education and basic municipal services in a participatory manner and coordination of service delivery by all stakeholders			
Activity 2.1: Increase access to quality public primary health care services and health awareness in public schools.	The project is implemented through direct procurement modality. The bidding process for the procurement of the kits is finalized; waiting for delivery of items and release of full payment. Moreover,	N/A	Procurement of goods



	the procurement of IT and Health equipment for schools is being processed.		
Activity 2.2: Provide Septic Pumper Trucks to five Union of Municipalities in the South	The project is implemented through direct procurement modality. The bidding process for the procurement of the septic trucks is finalized; waiting for delivery of trucks and release of full payment. The bidding process for the procurement of the sweeper is underway.	N/A	Procurement of goods
Activity 2.3: Improve the water infrastructure in the Union of Municipalities of Kalaa.	The project is implemented through direct procurement modality. The bidding process for the procurement of the equipment, van and compressor is finalized; waiting for delivery of items and release of full payment.	N/A	Procurement of goods

Activity 2.4: Provide sustainable lighting and heating to host communities	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
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<p>Output 1.1 Indicator 1.1.1 Baseline:</p> <p>Capacity of national and local actors (government and civil society) strengthened in the delivery of health, education and basic municipal services in a participatory manner, with coordination of service delivery among all stakeholders.</p> <p>Planned Target: Provide sustainable lighting and heating to host communities</p>	<p>1.1 Technical Management; 1.2 Financial Management; 1.3 Operational Management.</p>	<ul style="list-style-type: none"> ✓ Set up implementation team ✓ Set up beneficiary identification system ✓ Set up data collection system ✓ Implementation of works ✓ Monitor implementation of works 	<ul style="list-style-type: none"> ✓ Site engineer hired ✓ Vehicle in process of being purchased ✓ Beneficiary identification complete through coordination with the Ministry of Social Affairs, National Poverty Targeting Project at the Office of the Prime Minister, UNDP North and Bekaa Office, and the UNHCR ✓ Questionnaire/survey finalized for technical assessment of identified beneficiaries (see Annex 1) ✓ Approximately 20% of target beneficiaries identified through household-level assessment/verification (first round) ✓ Data recording system set up
		<ul style="list-style-type: none"> ✓ Prepare all technical specification documents ✓ Undergo bidding process 	<ul style="list-style-type: none"> ✓ Specification documents prepared for both technologies: solar lighting kits and stoves and briquettes ✓ Bidding process underway
		<ul style="list-style-type: none"> ✓ Preparation of regular progress reports 	<ul style="list-style-type: none"> ✓ Q3 progress report prepared
		<ul style="list-style-type: none"> ✓ Set-up operation and maintenance manual ✓ Donor visibility and awareness 	<ul style="list-style-type: none"> ✓ Operation and maintenance manual and training to beneficiaries plan set-up ✓ Donor visibility to be shown on actual systems ✓ Donor visibility planned on CEDRO website and promotional material



	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Activity 2.5: Improve government response to crisis and major civilian operations			
<p>Indicator 1.1. Support the establishment and set up of a fully functional and operational central National Operations Room (NOR)</p> <p>Baseline: Increased natural and man-made disasters in Lebanon Increased pressure from Syrian influx of refugees on resources Settlement of Syrian refugees is concentrated in the most vulnerable and poorest areas. Increased number of casualties from disasters. Lack of preparedness measures within the concerned response agencies. Weak coordination among concerned agencies during response to disasters.</p>	<p>Development of terms of reference for the NOC including software and equipment, backup server.</p> <p>Development of terms of reference for the furniture and equipment of procurement of goods.</p> <p>Establish contact with concerned agencies and sectors for the procurement of satellite GIS images.</p> <p>Deployment of technical advisor to support development of NOR</p>		<p>Terms of Reference Offers Contracts Reports Photos</p>



<p>No unified disaster management language. Difficulty to access information. National operations room not institutionalized yet. National operations room not established. Increasing internal and external risks</p> <p>Planned Target: Establishment of a National Operations Room Software and Equipment for DMIS - Sattellite GIS Images - Furniture and equipment - Back up Serves - Thuraya satellite phones - Exposure visit - Training and simulation - Finalization and integration of crisis response pan - Deployment of technical advisor to NOR</p>			
<p>Indicator 1.2 Support to Four national ministries (MEHE, MoSA, BHRIA) in crisis preparedness and planning</p> <p>Baseline: Ministries lack response plans .</p>	<p>Development of Response Plan for MEHE Response plans for BRHIA and MoSA are considered 50% accomplished. Crisis cells for sectors needs have</p>		<p>Copies of response plans Progress reports on remaining response plans Photos Terms of reference</p>



<p>Major ministries do not have a disaster management unit. Coordination and networking among sectors is limited. Sectors officers and staff have limited skills to DRM. Ministries lack crisis cells</p> <p>Planned target: Compilation of sectoral response plans Establishment of crisis cells</p>	<p>been assessed, identified and terms of reference established.</p>		
<p>Indicator 1.3 Support to 25 local authorities to adopt resilient city charter</p> <p>Baseline: Major municipalities in vulnerable and critical areas re not acquainted with the resilient cities campaign Major municipalities in vulnerable areas are not supported and presented with facilities to develop and integrate resilience within their local authorities development goals Local authorities officers and staff have limited skills in DRM</p> <p>Planned Target: Local level and technical support</p>		<p>This activity is scheduled to be implemented during the 3rd quarter of 2014</p>	



<p>Indicator 1.4 Support establishment of regional crisis response plan and operations room</p> <p>Baseline Major Mouhafazat do not have a response and action plan Major Mouhafazat do not have Regional operations room (ROR) Natural and man-made disasters in Mouhafazat and local authorities have limited skills in DRM</p> <p>Planned target: Regional plan formulation for Tripoli Training and simulation of regional plan Equipment of Ops room Thuraya satellite phone Training and simulation of OR</p>	<p>Response plan for Mouhafaza of the North developed Response plans for the Mouhafaza of South, Mouhafaza of Baaklbek Hermel, Caza of Metn and Caza of Chouf, Union of Municipalities of Sour, and Minnieh Donnieh are in progress so far around 50% of the plans are considered accomplished according to schedule. Operations room for Mouhafaza of South, Mouhafaza of North/ Tripoli are in process needs have been identified and equipment as well as furniture to be procured during 3rd quarter of 2014. Capacities are being built in parallel to the development of the response plans</p>	<p>Variance due to security and political tensions in some regions such as North and Bekaa resulting in postponing of some meetings for the development of the response plans there.</p>	<p>Reports Copies of response plans Terms of reference for the operations room Photos Contracts</p>
<p>Indicator 1.5 Awareness Raising on crisis preparedness</p> <p>Baseline Limited media campaigns on DRR Limited public awareness on DRR and safety measures</p> <p>Planned Target Distribution of emergency response kits</p>	<p>Terms of reference for emergency kits developed, procurement established, evaluation implemented. Procurement of goods established for the emergency kits. Mobile application terms of reference developed.</p>		<p>Terms of references Sample of the emergency kit Sample of home guide</p>



Awareness raising through mobile app and leaflet distribution	Terms of reference for the leaflet and awareness home guide booklet developed. Procurement of goods established.		
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	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
3.2 Develop local level peace building strategies to mitigate tensions in selected conflict prone areas of Lebanon hosting Syrian refugees			
Output 3 Indicator 3.2.1 Conflict Assessment exercise conducted Baseline: Lack of tangible data on conflicts and lack of locally and nationally oriented conflict analysis Planned Target: - Develop an online open source map of conflicts <ul style="list-style-type: none"> - Produce conflict analysis reports focusing on areas and covering eventually all Lebanon 	-Identification of best partner to be involved -Agreement made with Lebanon Support - The online platform established and the conflict map created	NA	Externally through experts and consultants Internally at UNDP



Indicator 3.2.2 Local Capacity building and peace building activities conducted Baseline: Weak management of the crisis resulted from the impact of the Syrian crisis Planned Target: Implement peace building and social cohesion activities in affected areas	<ul style="list-style-type: none">-Villages in West Bekaa selected to take part in the process-Reference group identified-Conflict Assessment Conducted- Capacity building needs identified-Identification of youth project in West Bekaa aiming at building peace and promoting social cohesion between Lebanese and Syrian youth-Identification of a potential intervention in Tripoli area	NA	
Indicator 3.2.3 Management and technical support provided for implementation of activities Baseline: Need for a technical support for the project Planned Target: Provide technical support to the project for the implementation of the planned activities	<ul style="list-style-type: none">-Project's staff recruited both in central and local level (Bekaa)	The Conflict Analysis Assistant has not been recruited since the project decided to use its own resources to follow up on the conflict mapping/conflict analysis exercise	



Implementation Constraints and Lessons Learned during this quarter:

The project is well underway; however the following issues have to be noted:

- Many bidders have requested an extension of the deadline for submission of bids.
- The exacerbated unstable security situation hindering field visits to some Lebanese regions, particularly Bekaa and North.
- The pressure exerted on municipalities by parties and organizations because the urgency of the situation necessitates fast response within tight schedules.
- The volatile security situation: the project recruited a Local Level Assistant for Bekaa who can have an easier access to the areas of intervention in case the staff in Beirut office can't go to Bekaa
- The rising tensions and resentment feelings in Bekaa towards Syrians increased after Aarsal events: the project facilitated additional session with stakeholders in order to cease tensions + the project shared the results of its other outputs, mainly Media related ones (the joint supplement focusing on social cohesion and covering positive stories regarding the Syrian impact on Lebanon)
- The tight timeframe of the project: the project managed to revise its methodology and workplan in order to fit the 9 months' time frame
- Delays in implementation in Akkar and Bekaa have been very significant, in terms of visiting potential beneficiaries and filling the technical surveys. This delay is mostly due to security issues in both regions and road closures. These delays are expected to continue with the situation remaining as it is.
- Request for extension of procurement deadlines have been likewise experienced, where many contractors have requesting the extension of the deadline date for bid submission.
- Biomass briquettes are highly desired in Lebanon. Setting up the local value chain for this product, built on the experience and quality of imported produce, will be subject to discussion with the LRF in Q4 of 2014, especially when the bidding process have been completed and the financial standing of the project (in terms of budget for project implementation) is known.



IV. FUTURE WORK PLAN

Outputs	Activities	Year	
		December 2014	Q1 2015
Output 1: Livelihood and economic opportunities increased in selected refugee hosting areas through upgrading, repairing and improving the production infrastructure and creating short and medium term employment opportunities.	Activity 1.1: Support value added production of fruits and vegetables in Akkar through postharvest process: <ul style="list-style-type: none"> - Procuring and delivering adrying machine - Procuring and delivering a transportation vehicle 		
	<ul style="list-style-type: none"> - Procuring the services of resource persons and facilities to conduct training in marketing and accounting 		
	Activity 2.1: Enhance fruit marketing in Akkar: <ul style="list-style-type: none"> - Procuring and delivering an apple line machine, truck, boxes. - Establishing a hangar 		
	Activity 1.3: Rehabilitation of Wastewater and Irrigation Networks. <ul style="list-style-type: none"> - Creating a sewage network in Qab Elias - Creating a sewage network in Ain Kfar Zabad Installing an irrigation canals in Chwaghir. - Engineering and training. 		
	Activity 1.4: Increase irrigated agricultural areas in North Bekaa <ul style="list-style-type: none"> - Construction of reinforced concrete irrigation canals in Flawi, Boudai, Hermel and Zrazir Municipalities. 		



Output 2: Capacity of national and local actors (government and civil society) strengthened in the delivery of health, education and basic municipal services in a participatory manner and coordination of service delivery by all stakeholders.	Activity 2.1: Increase access to quality public primary health care services and health awareness in public schools. <ul style="list-style-type: none"> - Rehabilitation of water and sanitation system in public schools - Procurement of PHCC equipment - Rehabilitation of PHCC - Procurement of essential medical supplies for PHCC - Health information system of MoPH. - Staff - Office costs 		
	<ul style="list-style-type: none"> - Provision of hygienic kits during the awareness raising activities 		
	Activity 2.2: Provide septic pumper truck to four unions of municipalities (Jabal Amel, Tyre, Bint Jbeil, Iqlim El Tefah) and a sweeper for UoM Chqif.		
	Provide a sweeper to UoM Chqif		
	Activity 2.3: Improve the water infrastructure in the Union of Municipalities of Kalaa. <ul style="list-style-type: none"> - Provision of materials and supplies (engine driven welder, trash pump, motor breaker, petrol driven breaker, moil point, narrow chisel, steel pipe cutter) - Provision of Van - Provision of Compressor 		



	<p>Activity 2.4: Increased access to energy and enhanced well-being of people in host communities through the installation of sustainable heating and lighting units</p> <ul style="list-style-type: none"> - Provide sustainable lighting and heating to host communities: <ul style="list-style-type: none"> ✓ Providing management and technical support for implementation of activities ✓ Procuring and distributing renewable energy equipment and supplies 	<ul style="list-style-type: none"> - Identification of remaining beneficiaries - Continue with technical surveys - Finalization of procurement and signing of contracts - First batch of stoves and briquettes to be delivered 	<ul style="list-style-type: none"> - Continue with technical surveys - Second and final batch of stoves and briquettes to be delivered - Solar lighting kits to be delivered and installed for selected beneficiaries
	Equip National Operations Center		
	Conduct the Table-top exercise for Tripoli		
	<p>Finalize the Response plan for the Union of Municipalities of Tyr</p> <p>Finalize the Response plan for the Mouhafaza of the South</p> <p>Finalize the Response Plan for Metn</p> <p>Finalize the Response plan for Caza of Chouf</p> <p>Finalize the Response plan for Donniyeh</p> <p>Finalize the Response plan for Mouhafaza of Baalbek - Hermel</p>		
	<p>Finalize Ministry of Education Response Plan, establish the emergency crisis operations room and implement Table top exercise</p> <p>Finalize Ministry of Social Affairs Response Plan, establish the emergency crisis operations room</p>		
	<p>Implement Table top exercise</p> <p>Update BRHIA GARD Plan and establish the emergency crisis operations room</p>		
	Receiver and Start distributing emergency kits		
	Disseminate 100,000 home guides all over the Lebanese regions		



	Develop the DRR mobile application		
Output 3: Local Level dispute resolution strengthened and community security improved	<p>Continue updating the online map of conflicts</p> <p>Produce the first analytical report focusing on Bekaa</p>		
	<p>Conduct the trainings for local actors from West Bekaa and quick off the process of developing the social cohesion strategy</p> <p>Implement the youth peace building activity</p> <p>Identify the intervention in North Lebanon and start its implementation</p>		



Annex 1. Technical questionnaire for beneficiary selection (checklist)

CEDRO; Reference No:		Site Assessment- Stoves/ Pico PV	
Owner's Name			
Owner's Contact Number			
Village & address			
GPS Coordinates			
Date of Visit			
Supervisor's Name			
Picture of site			

Number of Lebanese habitants in the house: _____

Number of Syrian refugees in the house: _____

Is Syrian family (or any agency) paying the Lebanese for rent? Yes No

Is the family receiving any aid from a local or international agency? Yes No

- If yes, what kind of aid & from which agency? _____

Floor number: _____

Number of floors in building: _____

Number of rooms in the house: _____

Presence of genset membership: Yes No

If not, which source of lighting do they use during black-outs? _____

Average black-out hours/ day: _____

Regular activities done during black-out hours: _____

Number of lamps in the house: _____

Is the house insulated? Yes No

What's the adopted source of heating? _____

For how many months does the house require heating? _____

Does the house currently have a stove? Yes No

If yes, what kind of biomass (or other) source do they use? _____

Where do they get it from? _____

Room height (required pipes length) _____

In case of Pico PV installation:

Approximate required number of kits: 1 kit 2 kits

Where the LED lights will be installed in:

Living room

Toilet

Kitchen

Bedroom

Other _____

Approximate required cable length: - Outside to inside battery _____

- Inside to rooms (average) _____

Personal Evaluation: 0 1 2 3 4

Need for Pico PV

Need for Stoves



Annex 2:

**West Bekaa
Profiling
May 15th 2014**



1- Basic Info

West Bekaa is a caza located in South – West of Bekaa governorate with an area of 471 KM². The resident population of this caza is approximately 125,000 persons. It has 2 unions of municipalities that encompass most of the villages of the caza.

Municipalities of Al Bouhayra union	Municipalities of Al Sahl Union
1- Jab Jannine (9000)	1- Ghazza (8000)
2- Aytanit	2- Al Mansoura (4500)
3- Lala (8000)	3- Hawch Al Harimeh (4750)
4- Ayn Zabda	4- Al Marj (16000)
5- Lebbaya (6000)	5- Kamed Al Lawz (10000)
6- Baaloul (4000)	6- Al Sweiri (8500)
7- Machghara (15000)	7- Al Khyara (2500)
8- Bab Mareh (1150)	8- Al Sultan Yacoub (7000)
9- Al Karaoun (7900)	9- Ammik (1000)
10- Soghbine (1400)	10- Al Manara (3200)
11- Kefraya (1500)	11- Aana (2000)
12- Sohmor (5200)	12- Al Rawda (3000)
13- Kherbet Kanafar (4150)	13- Tal Znoub
14- Yohmor (3500)	14- Dakoue
15- Ain El tineh (2500)	
16- Maydoun Saghbeen	

2- The Economic situation:



West Bekaa is dominated (65% of its total area) by very gentle slopes made-up of very fertile soils, where major agricultural activities take place. However, the agricultural sector in this area is still based on traditional practices and in many instances improper ones leading to soil erosion and impoverishment, depletion of underground water resources, water pollution and environmental and/or health impacts from inappropriate use of pesticides, fertilizers and agricultural waste.

The cultivated area in West Bekaa union is around 12,000 hec among which 94% are irrigated. Many crops are cultivated in this vast agricultural land but three dominate: wheat, potatoes and vegetables.

The agricultural sector is mainly suffering from lack of governmental support and relies mainly on the private sector and the small contribution of international donors and NGOs. Furthermore, the high capital cost of any agricultural activity in this region in general, has led to the lack of advanced mechanization and agricultural equipment to support the various stages of the production and low marketability.

Main challenges:

- High cost of production and low market prices
- Lack of agricultural roads
- Land reclamation
- Lack of agricultural laboratories
- Lack of technical skills and assistance
- The usage of traditional equipment
- Land degradation
- Marketing problems
- High cost of fertilizers and pesticides
- Small land owners

As for the animal production, it suffers from low profitability caused by several problems such as malnutrition and high cost of animal food as well as inadequate facilities.

Infrastructure

Most of the villages in West Bekaa have infrastructure problems, mainly on the level of sewage system and potable water. Because of the rapid growth rate of urbanization and the lack of funds, most of the municipalities are not able to meet the challenge of settling new infrastructure, mainly sewage system. In addition to that, most of the existing infrastructure in the region is old, dating for the most of it since the late 50's. With some support from the unions of municipalities and/or some international agencies, some municipalities were able to renew parts of the sewage system e.g. Jab Jannine, Karaoun. As for other municipalities like Al Marej, Gazza or Hawch Harimeh, a big part of their households are still not connected to proper sewage systems.

3- The Social situation:

Demography

The extensive emigration has distorted the demographic pyramid of the region and it reached in some villages 35% of the population. The majority of these emigrants fall under the age



group of 20-25 and 90% of them are males¹. This has resulted in the decline of the male-female ratio and the increase of the average age groups.

The main reasons² behind emigration are:

- Lack of local job opportunities (70,4 % of the total emigrant)
- The willingness to live and study abroad (13,2% of the total emigrant)
- Security and political disorder (10,8% of the total emigrant)
- Lack of law enforcement in Lebanon (1,5% of the total emigrant)
- Others (4,1% of the total emigrant)

Health

The health sector relies mainly on the private sector that has capacity problems due to the scarcity of public hospitals. Only one small public hospital can be found in Khirbit Kanafar partly closed with a very limited capacity.

Main challenges:

- Increase in the number of patients of chronic disease
- Lack of elderly care center
- Air and water pollution
- Lack of a health system in school premises
- High medical costs (compared to low income)
- Lack of medical equipment and infrastructure
- Lack of specialized doctors

Health centers	West Bekaa			
	Public hospitals (closed)	Dispensaries	Pharmacies	Civil defense
	1	11	5	3

Environment

Pollution is adding millions of dollars to health care and cleaning costs and it is reducing real estate values and affecting development, agriculture, tourism, fishing and recreation.

Main challenges:

- Lack of an integrated wastewater management scheme has resulted in an uncontrolled discharge of effluents from inland communities into rivers, seasonal streams, open land or ground water aquifers (e.g. Litani river pollution)
- Solid waste is hauled to nearby open dumps usually located at the outskirts of the village and in many instances over ground water recharge areas. Municipal solid waste (MSW) makes up about 90% of the total solid waste stream generated in West Bekaa.
- Usage of excessive amounts of pesticides and fertilisers

Education

Educational sector in West Bekaa is suffering from several problems from which:

¹ *Living conditions of households*, UNDP 2004

² *Living conditions of households*, UNDP 2004



- Early age drop out
- Lack of logistics, infrastructure and facilities
- Increase of the rate of illiteracy reaching a total of 13,4%
- Lack of proper health conditions and improper premises
- Lack of audio visual instruments, scientific laboratories and IT technologies
- Lack of nursery centers
- Polluted potable water

Furthermore, and additional 14,6 % are barely literate (dropped out at the end of the primary education level)

Education sector	West Bekaa			
	Public	Private	Private free of charge	Universities
Elementary and intermediate schools	21	12	9	1
Registered students	6500	1000	2500	-

Recreational activities:

Most of the recreational activities in the region are directly related to scout activities (usually related to a religious or political group). Some municipalities have created public gardens (Jab Jannine, Al Marj). In general, social leisure activities are almost absent.

4- The political situation (in West Bekaa and Rachaya)

No major conflicts have been observed in West Bekaa (and Rachaya) since long time. Even during the time of civil war, the region remained calm in general. People have been living in this religiously mixed region of Lebanon (Sunni, Shiite, Druze and Christians) peacefully with no remarkable hostilities.

The main political parties

The main political parties in the region of West Bekaa (and Rachaya) are:

Future movement: 40%

Progressive socialist party: 20%

Hizbollah: 30%

Others: 10%

The main religions

Sunni: 40%

Druze: 25%

Shiite: 20%

Christian: 15%

Members of ministries and deputies

Current deputies:

Ziad Al Kadiri - Jamal Jarah – Assem Araji (Future movement)

Wael Abou Faour - Antoine Saad (Progressive Socialist Party)

Amin Wehbe (Democratic Renewal Movement)

5- Main challenges and needs:



West Bekaa after the Syrian crisis

The caza of West Bekaa was directly affected by the influx of the Syrian refugees. More than 70.000 Syrian refugees have arrived to the different villages of the caza. The numbers of the refugees are divided as follow³:

	Village	population	Number of refugees
Al Sahel union	Gaza (غزة)	8000	20000
	Al Marej (المرج)	16000	12000
	Hawch al Harimeh (حوش الحريمة)	4750	7000
	Al Rawda (الروضة)	3000	700
	Al Mansoura (المنصورة)	4500	3500
	Al Sultan Yaacoub (السلطان يعقوب)	7000	800
	Al Khiara (الخيارية)	2500	1700
	Aana (عانا)	2000	200
	Kamed Al laouz (كامد اللوز)	10000	6000
	Al soueiri (الصويري)	8500	8000
	Al Manara (المنارة)	3200	1200
	Aamiq (عميق)	1000	800
Al Bouhayra union	Jab jannine (جب جنين)	9000	8000
	Kherbet Kanafar (خربة قنفار)	4150	1500
	Kefraya (كفريا)	1500	250
	Soghbine (صغيبين)	1400	350
	Bab Mareh (باب مارح)	1150	30
	Machghara (مشغرة)	7000	2000
	Lala (لالا)	8000	3000
	Baaloul (بعلول)	4000	600
	Al Karaoun (القرعون)	7900	4500
	Sohmor (سحمر)	5200	1100
	Labeya (لبايا)	6000	300
	Ain Al Tineh (عين التينة)	2500	200
Yohmor (يحممر)	3500	200	
Total		125350	78430

In a quick analysis for the above table, the following can be noticed:

- 1- The number of refugees has exceeded the number of citizens in certain villages (villages highlighted in red)
- 2- The number of refugees has reached half the number of the population (villages highlighted in yellow)
- 3- In the overall caza, the total number of refugees is over 60% of the total population.

Main challenges faced by the municipalities

³ Numbers given by the 2 unions of municipalities in an interview



- 1- With the cumulative pressure on the entire infrastructure (already weak and insufficient) the local authorities find themselves incapable of managing the basic daily needs of the population like waste management or sewage maintenance. The municipalities need more resources to manage the waste, the sewage system and to respond to the local need of water.
- 2- The pollution in the area of west Bekaa is rapidly increasing as a result of the incapability of the municipalities to manage the waste and the infra-structure problems. (example: the cost to collect the waste have increased from 30 million L. L to 50 million L.L⁴in Al Mansoura village)
- 3- Lebanese families are being less cordial about the presence of the Syrians among them because they are “spotting attitudes and traditions that are dissimilar to their own culture”⁵.
- 4- Some small thefts and security incidents have been reported about some Syrians in the camps. This is why some municipalities⁶ imposed a curfew on Syrians “in order to prevent security incidents”.
- 5- The number of refugees is growing everyday so quickly that the municipalities are afraid they cannot handle this issue alone anymore. They are afraid the local people will have an aggressive reaction at one point when they are not reaching their basic needs.
- 6- Most of the municipalities talked about the challenges they are facing with donors and/or agencies working in the areas. They say they are not consulting enough with them on their needs and that they are imposing some projects on them disregarding the priorities of the municipalities.

6-Main NGOs and agencies working in the region

DRC: community support projects

USAID: Direct funds for municipalities to implement low budget actions

WFP: the voucher program delivering food for the Syrians.

UNDP: development projects (Al Mansoura: sewage system and a health center – Al Marj: constructing the “souk” area and a car for waste collection – Gaza: a parking spot, sewage system through UNHCR and construction of the “souk” area in the village)

Save the children: in addition to their work in the education field, they are helping some municipalities in some construction issues (wall constructions, trees planting...)

World vision: Distribution of containers for waste collection for all municipalities.

⁴ Interview with the municipality of Mansoura

⁵ Interview with the municipality of Mansoura

⁶ Al Marj, Al Mansoura, Jabb jannine



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United Nations Development Programme Peace Building in Lebanon Project

Subject: Consultancy titled Provision of conflict assessment & capacity building sessions for local community in West Bekaa

Output Level: Local Level

Deliverable #2: Conflict Assessment Report

Submitted by the Individual Consultant: Fadi Abi Allam

Submitted on: Thursday-September 11, 2014

A- Seven introductory visits:

Main Objective:

To identify, with the specific reference group formed through the seven targeted municipalities (Jab Janine, Machghara, Al-Karaoun, Ghaza, Al-Mansoura, Hawch El-Harime, Al-Marj) selected based on a quick villages' profiling conducted within the two municipal unions (Al- Bouhayra Union and Al –Sahl union) of West Bekaa Cluster, participants to the conflict assessment sessions and capacity building trainings.

Specific Objectives:

To introduce the consultant to municipalities' mayors

To introduce the municipalities' mayors to the consultant

To introduce the project to municipalities' mayors

To re-Build the trust of the local actors in the project and the team

To discuss with the municipalities' mayors the participants' criteria

On the 4th and 5th of August 2014, the consultant with the UNDP-Peace Building in Lebanon Project team visited the seven municipalities of West Bekaa Cluster (Jab Janine, Machghara, Al-Karaoun, Ghaza, Al-Mansoura, Hawch El-Harime and Al-Marj) for an introductory meeting about the project and to rebuild contact with them. The mayors showed high interest in the project and promised to collaborate and commit to the coming action plan. After going through the best possible logistical options to hold the conflict assessment meetings within the respective villages, each municipality named a key contact person to follow up with on the process. The mayors were handed a summary of the project document (Refer to Appendix A) as well as candidates' information application sheets (Refer to Appendix B) to be filled by the participants they suggest for the conflict assessment sessions. The criteria agreed upon by the mayors and the team are as follows: Participants would be committed and active on the local level;

Participants are chosen with a care to gender and youth balance; Participants would represent different sectors (local authorities such as mayors, deputy mayors, municipal members or *mukhtars*, fixed municipal employees, local civil society organisations, etc.). At a later stage, the participants' information sheets were delivered to the UNDP office and the dates of the conflict assessment meetings were coordinated and arranged by the UNDP team.

B- Conflict Assessment Sessions:

Main Objective:

To identify, with the specific reference group formed through the seven targeted municipalities (Jab Janine, Machghara, Al-Karaoun, Ghaza, Al-Mansoura, Hawch El-Harime and Al-Marj) selected based on a quick villages' profiling conducted within the two municipal unions (Al-Bouhayra Union and Al –Sahl union) of West Bekaa Cluster, the main conflict driven topics in preparation of the development of a localised peacebuilding mechanism.

Specific Objectives:

To reaffirm the commitment of the local reference group

To equip the local reference group with conflict assessment tools

To form a deeper knowledge and understanding of different types of conflicts and issues at the local/communal level affecting the overall level of social cohesion in the targeted area (intra and inter communal level; Syrian-Lebanese or Lebanese – Lebanese)

To build an initial agreement on the process of moving forward with the conflict resolution mechanism

Between the 21st of August 2014 and the 30th of August 2014, the consultant with the UNDP team visited the 7 municipalities in West Bekaa to conduct a focus group discussion with each municipality entailed within the cluster. The discussions were conducted with the participants nominated by the mayors for the conflict assessment in preparation for the design and implementation of capacity building sessions and development of local peacebuilding mechanisms process. The presence in all the discussions was 100% by the pre-nominated participants who expressed their admiration for the project, showed interest in the coming process and promised commitment.

Program followed during the conflict assessment discussions /sessions:

Introduction

Code of conduct

Participants Expectations

Presentation of the project

Description by the participants of the different drivers of conflicts and types of conflicts and challenges faced at the local level affecting the social cohesion in their areas (inter and intra level: Syrian-Lebanese and Lebanese-Lebanese)

Below are the minutes of the 7 focus group discussions as part of the conflict assessment:

Focus Group Discussion #1: Al Marj - Thursday, 21 August 2014

- Location : Municipality of Al Marj
- Attendees: Tarek Ahmad Saleh (AA degree, 2 years college in USA), Mahmoud Ibrahim (tailor), Bilal El Outah (employee), Aida Harb (baccalaureate)
UNDP –Peace Building in Lebanon Project Team: Lina Succar
UNDP Individual Consultant: Fadi Abi Allam

- Code of Conduct: Respect of time/schedule; Commitment to implementation; Truthfulness; Optimism in the situation; Respect of the work; Confirmation of collaboration among the group; to work on the Sustainability

- Expectations: Positive effect on the tribal mentality and sectarianism; Develop their capacities in mediation to solve a conflict in case rising between two families; Pose ideas and discuss their applicability

- Main Conflict Driven Topics: One of the main conflicts that the village is suffering from is sectarianism. The participants expressed that in fact, Al Marj is embodying the sectarian divide that the whole region is witnessing. As for the rest of the challenges, they mostly revolve around the high number of Syrian refugees present in the village. Al Marj received until now 18000 Syrian refugees but the problems are increasing between the Lebanese residents and the refugee community. The participants explained that it is mainly because of the chaos and the lack of control in the refugee camps which demonstrates in the following points:
 - o On the social level, Syrian refugees during the nights use motorcycles to wonder around the village. Al Marj residents perceive that the daily life style and cultural behaviour of Syrians is different from their culture; participants consider that Syrians are used to sleep during the day and are active over the night. Thus, Lebanese parents are not allowing their daughters to go outside their houses after 7, which is creating problems within families. In consequence, confrontations between Lebanese residents and Syrian motor cyclers emerge.
 - o On the environmental/health level, Al Marj is facing a problem with the rising production of garbage waste. The fact as well that the waste is thrown outside of the dedicated containers is causing a very bad smell in all areas which is causing a problem between the municipality and the refugees, then a problem between the Lebanese and Syrian refugees.
 - o On the economical level, local traders/merchants are facing the problem of high competition from the Syrian traders who are selling their products much cheaper than the Lebanese traders. In addition to that, the fees of Syrian daily and seasonal workers such as tile setters and painters are much less than the Lebanese workers.

- Positive outlook to the refugee crisis: The Lebanese residents are considering that the Syrian violent conduct is driven by their need to preserve their existence and dignity. Facets of extremism like ISIS are a result of injustice that these groups were experiencing on their

daily life. The group expressed concern that this situation might get worse and cause an explosion... this is now only fire under ashes. They also think that the return of Syrians to Syria is difficult and probably not near. They gave an example of the Armenians in Lebanon mentioning that *“Armenia is back but the Armenians didn’t... they are still in Anjar”*. Participants revealed on the other side a positive perception towards the Syrian presence: The reduction of the cost of agriculture; A higher rent costs which is beneficial for land lords; the rent of one parcel of land went from 100 to 1000USD since are now rented to set refugee tents

- Possible Solutions suggested by participants: During one of the focus group discussions, one of the participants suggested an idea considering it as a potential solution or mechanism to deal with the existing challenges and conflicts between the Lebanese – Syrian is *that Syrian refugees elect camps’ representatives for them to collaborate and coordinate with local authorities / municipalities to coordinate with*

Focus Group Discussion #2: Al Mansoura - Thursday, 21 August 2014

- Location: Municipality of Al Mansoura
Attendees: Bilal Khaled Taha (trader), Zahia Al Chawiche (senior quality control officer), Housam Bechara (freelancer – studied car mechanics), Maysa Ghannoum (university student – communications engineer)
UNDP Peace Building in Lebanon Project Team: Lina Succar, Mohamad Chaaban
UNDP Individual Consultant: Fadi Abi Allam
- Code of Conduct: Commitment to the topic; Commitment to time/schedule; Love of work; Team work; Respect different opinions; Listening
- Expectations: to live a new experience; First step to participate in civil peace; To be able to participate in conflict resolution within the village and its surroundings; this project serves peace in Lebanon in general; It will build capacities of the municipality to solve the conflicts they’re facing; It builds the local capacities in conflict resolution; this project might prevent confrontations like the ones that happened in Aarsal; this project might help organize the relationship with the refugees to prevent conflicts
- Main Conflict Driven Topics: On the internal level, there are some confrontation problems between residents from the villages of Gaza and Mansoura. The participants stated that the conflict is still controllable. It is mainly around real state borders and youth are mainly the ones involved in these intra-communal clashes. The residents are trying to solve it but they have showed high interest in learning new approaches and practical tools. There are also problems linked to local policies. Social media like facebook are used to express allegiance to the municipality or the opposite. They also face a waste problem with Gaza which created a problem with the residents of the village because of the inability of the municipality to solve it. As to what concerns the Syrian refugee presence in Al Mansoura, the participants expressed several problems threatening peace in their environment, noting

that the Syrian refugees are now double the number of the Lebanese residents (2000/4000) distributed over 3 refugee camps:

- There are problems among Syrians themselves inside the village related to their political affiliations in Syria. The confrontations of the Syrian refugees groups caused the blockage of one road in the village. The municipality had to intervene to solve the problem and re-open the road
 - The Lebanese residents are witnessing the presence of armed Syrian refugees. This issue is creating fear and feelings of insecurity among Al Mansoura residents. They expressed that they are worried about the possibility that these armed people will force their presence in the village. Additionally, Syrian became negatively stereotyped and stigmatized by the host community; Lebanese perceives the Syrian society and culture in general more violent than the Lebanese society
 - There are a big number of Syrian nomads who are not refugees but registered with UNHCR as refugees. They took their part of the aid from the organization and went back to Syria. . Lebanese residents feel the unfairness in this specific matter
 - The participants are predicting possible problems to rise between Syrian tenants and Lebanese land lords, when the Syrians will not able to afford the rent in Lebanon because of their very limited income. Furthermore, the rent of one part of a land has raised from 80usd to 200usd
 - There is competition between the residents and refugees on the use of water and electricity which is causing some confrontations between the villagers and the Syrians
 - They are as well facing competition regarding the truck transportations. The Syrian transporters are cheaper than the Lebanese ones
- Possible Solutions suggested by participants: They consider themselves today dealing with Syrian refugees with care and pity. Yet, they revealed that it is not clear for them how the situation will change or evolve on the local level. Participants agreed one main solution considering it a way to lessen or minimize the existing actual tension on the local level: of the provision one of an electricity generator to the refugees to fill the needs of refugees

Focus Group Discussion #3: Jab Jannine - Saturday, 23 August 2014

- Location: Municipality of Jab Jannine
Attendees: Claire El Sabbagh (public library coordinator), Georges Abdallah (management and finance – accounting employee in the municipality), Ahmad abbas (philosophy degree – employee in the municipality), ItafDassouki (history degree – school teacher), GandouraFarhat (philosophy degree - teacher)
UNDP Peace Building in Lebanon Project Team: Lina Succar, Mohamad Chaaban
UNDP Individual Consultant: Fadi Abi Allam
- Code of Conduct: Clarity of the subject, idea and aim; Respect the different opinion; Respect turns when talking; Respect time/schedule; Respect the other person

- Expectations: Increased knowledge on conflict resolution; Develop the capacities of participants in conflict resolution; To help rectify the work of donors working with Syrian refugees; Develop the individual capacities in the educational field, guidance, etc.; Implementation of activities; Build new friendships and relations with people from different backgrounds, religions and from different villages

- Main Conflict Driven Topics: the participants introduced Jab Jannine as a place that gathers people from all sects where affiliations to political parties are very weak even nonexistent. But, they do face some tension with a neighbouring village called Kamid Al-Lawz. They perceive that the reason behind the existing tension is due to the fact that Jab Jannine residents are richer; hence they look at Kamid Al-Lawz community as inferiors. They mentioned several times during the discussion that for no specific reason people from Kamid Al-Lawz come to their village only to cause troubles. The participants consider that for a long time they were able to deal with the differences in the village and any type of tension in a positive approach, but the Syrian refugees (8000 Lebanese / 13000 Syrian refugees) presence is causing, at their interpretation, a deep schism in the society especially at the social and cultural level like the following:
 - There is a common opinion among the residents in Jab Jannine that contrary to the Lebanese who work at day and sleep at night, the Syrians sleep at day and stay up at night. They consider this specific Syrian life style as a threat to the safety and the security of the community. As a result, they revealed how this situation resulted in limiting the movements of girls outside their houses or even going to study in Beirut. Additionally, participants expressed the long term impact of the cultural behaviour and life style of Syrian in the area mentioning that *"this is affecting their education and their access to knowledge because there is not much diversity in university specialities available in Bekaa"*. Even older people are not going out at night scared of burglaries. This put pressure on the municipality to maintain security. Furthermore, the participants relayed that the village public garden became only for Syrians until the municipality took the initiative¹ of closing it for Syrians so that the Lebanese are able to access.
 - The participants stated that they didn't have multiple marriages in Jab Jannine, but with the Syrian presence it started which created many marital problems within Lebanese families. The main cause is that the Syrian refugees are living among Lebanese, a Syrian women –as the participants analysed- would much rather live in a house than a tent... which was in most cases the reason for her to marry even a married man. Lebanese women are working woman whether the Syrian women are mostly housewives. The Lebanese men would marry a Syrian woman and live in a tent and the Syrian woman would marry a Lebanese married man and live in a house. This explains how men and women are affected in the society.

¹ UNDP can follow up later on this point... A discussion can be held on how to take alternative approach to deal with the issue instead of banning public spaces in what could be described as discriminatory action.

- The participants explained as well that the violence present in the Syrian society affected the Lebanese society where they started to see more violence against women and children. Accidents happened where residents discovered that Syrian parents would intentionally let children be hit by a car because it would give them 50 000 000 LL. Their cars are not insured or under mechanical supervision then the Lebanese would always be responsible for the consequences of the accident.
- The challenge of daily and seasonal workers fees competition between Syrians and Lebanese as well as trade like in other villages.
- Rents are double so the rent possibilities for Lebanese are almost impossible. Sometimes landlords tried to evict Lebanese renters to rent Syrians - One unit for Lebanese are 4/5 people whether for Syrian it's 20 persons.

Focus Group Discussion #4: Karaoun - Saturday, 23 August 2014

- Location: Municipality of Karaoun
Attendees: YehiaDaher (architect), Hassan Omais (retired teacher), Mohammed Jbara (retired army officer), Mohamad Qmais (company president), TalalJbara (contractor)
UNDP Peace Building in Lebanon Project Team: Lina Succar, Mohamad Chaaban
UNDP Individual Consultant: Fadi Abi Allam
- Code of Conduct: Clear division of tasks among the team; Love of work; Discipline; Truthfulness and clarity while describing the issues; Defining the objectives of the project clearly; Respect of time; Turn off mobile phones; Secretariat to take minutes of the meeting
- Expectations: Raising awareness on avoiding conflicts; Capacity building on conflict resolution; Fortifying the national unity process; Reduce sectarian tension; Increase preventive measures ; Increase steps of pacification and meetings between Sunni and Shiite Cheikhs in Sohmor and Mashghara; Highlight the common issues; Increase the logic of reconciliation and the acceptance of other

Main Conflict Driven Topics: The participants noted several sensitive topics among Lebanese residents in the village before noting the effects of the Syrian presence. In fact, the village witnessed past conflicts concerning real states borders that resulted in the killing of 2 residents. This caused the presence of a permanent police station in the village. The participants also spoke of power struggle during municipal elections; it even caused divorce and family dysfunction. They hope to reduce tensions and conflicts around elections. To note that Karaoun residents have a negative perception towards the government. The reason is that they consider it absent from the village. The residents are 5000 only 3 of them are army soldiers and not one with a rank. At the youth level, the girls in Karaoun are higher educated than guys. All of them are university students whether the guys barely finish the complementary level. The majorities in school classes are girls. There is a high rate of school dropout mainly by male students. Also, there is a high rate of immigration from Karaoun when marriage comes at high costs. But immigrants stay loyal to their village. They keep their friendships living even outside of

Lebanon; for example, one Colombian immigrant paid his friends 4 tickets so they can all meet in the village and play cards. Most of the development projects (at the local level, infrastructures, etc...) in the village are funded by its immigrants. The relation between Christians and Sunnis is good in the village. An example of this good relation, one of the Sunni residents (Akram Hashem) helped rebuild a church in the village with 150 000USD and the Islamic Charity Organisation donated 2 carpets for the church. But there is a tension between Sunni and Shiites in surrounding villages like in Suhmor. They see it is important that the tension is lessened in the present situation. The situation is affected with the tension disseminated by the media. There should be work on this issue.

One of the indications of the tension between Sunnis and Shiites:

- The tire of the car of one Sunni school teacher was deflated in Suhmor. The teacher controlled his reaction and the students were dealt with consciously.
- The writing of sectarian slogans on the Karaoun Barrage wall. The municipality removed the slogan and an army point was stationed for control.

There are 725 Syrian families currently living in Karaoun. The Mehdi Scouts organize the work with these families, hold their database, deal with their problems, and distribute the aid, visit the families and consider their economical situation, etc. The scouts have the consent of the municipality and approval on all their development projects or humanitarian distribution. The Mehdi scouts are also directly collaborating with UNHCR. UNHCR shows a big trust toward the systematic organization of the projects (development / humanitarian) that target the Syrian refugees in the area. But, it is important to note that the Syrian presence caused a rise in rent costs and work competition. The daily life conditions and infrastructure are at a pressure. The stakeholders then met and demanded that the Syrian worker work through Lebanese workers. For example, the Lebanese daily worker who charges 8USD per meter of tiles hired the Syrian daily worker who charges only 2USD per meter of tiles. To know as well that the municipality implements a curfew starting 9pm. On the other hand, they expressed that cultural, Social and public health problems are at a rise. For instance, on the cultural level they perceive a big difference between the Syrian and Lebanese culture (traditions, life style, social behaviour, etc...). The participants explain that most of the Syrian refugees in the village are nomads. Additionally, they state that the accent and vocabulary of children is affected in result of the interaction with Syrian children. Personal hygiene in schools and homes is starting to be a threat. And on the social level, the residents are witnessing prostitution and human trafficking specifically among teenage girls lead by Lebanese networks.

Focus Group Discussion #5: Hawch El-Harimeh - Saturday, 28 August 2014

- Location: Municipality of Hawch El-Harimeh
Attendees: Sami Kissmas (Deputy Mayor), Ali Youssef (primary school), Samir Rabah (journalist), LaileKissmass (marketing degree), SausanRabah (nursing technical school year 2)
UNDP Peace Building in Lebanon Project Team: Mohamad Chaaban
UNDP Individual Consultant: Fadi Abi Allam

- Code of conduct: Chose a common goal; Commit to time/schedule; Listening; Stick to the topic
- Expectations: Help the group in acquiring new skills in conflict resolution and reconciliation; To develop team work to implement reconciliation; To help create a third party for conflict resolution

Main Conflict Driven Topics: In general, on the local level, Hawch Al Harimeh village enjoys an atmosphere of collaboration and unity among its residents. There have been 3 cases of organs (kidney) donations and multiple blood donation cases. But, on the other hand, the village witnessed conflicts between families: between the family Issa and the family Ahmad. The cause, as related by the participants, is that during a wedding, 2 people hit each others' shoulders. Youth from Issa family then broke a car owned by someone from Ahmad family. This conflict developed into a fire exchange where the former mayor from Ahmad family was killed by mistake. Since 6 months, Ahmad family took revenge and killed a member from Issa family. Also in 1992, a conflict was developed between Ahmad and Rabah families. The conflict was caused by a problem over ice cream between kids and resulted in 2 people dead and 4 injuries from the 2 families. The conflict lasted 15 years. After 15 years, a conflict happened in a school; Bashir Rabah was hit and entered a coma for 40 days. When he recovered, the reconciliation happened. One of the participants worked on the reconciliation between Rabah and Ahmad. The public garden is being constructed but they need more fund to continue the work. They need lighting, toilets and some games for children and a fence (costs about 25000usd)

In regards to the Syrian presence, one Lebanese guy was stabbed 2 times by a knife during a burglary. They stole his phone and wallet. But the problem was resolved. The pressure is similar to other villages in regards to garbage waste, water and electricity... especially in Mokhtara Street that is lacking of a sewerage network. There are only 2 purification stations and one sewerage network in Hawsh Al-Harimeh.

Focus Group Discussion #6: Gaza - Thursday, 28 August 2014

- Location: Municipality of Gaza
Attendees: Omar Al Kadri (active local mediator – his son was among the soldiers kidnapped in Aarsal), AbdelhalimMajzoub (farmer) , YoussifGhazzaiure (farmer), NuhadNayef al Hayek (housewife), Omar Abou Jokh (freelancer), Ahmad Abdul Hadi (farmer)
UNDP Peace Building in Lebanon Project Team: Mohamad Chaaban
UNDP Individual Consultant: Fadi Abi Allam
- Code of conduct: respect the time; work with clear mind; unity of decision and stand; avoid working according to political background.

- Expectations: building capacities of an intervention team; reparation of the institutional work; optional guidance for public institutions; building capacities and skills on peaceful means of conflict resolution; raising awareness; collaboration and truthful cooperation.

Main Conflict Driven Topics: The participants explained that Gaza is not considered a village or a city, it is in between. On the local level, they have real estate problems and they are sometimes attacked by youth from Hawsh El Harimeh, Mansoura and Jab Jannine. Some conflicts are triggered by facebook and social media comments between youth in these villages. The participants stated that they worked for a whole year on reconciliation in the village but during the elections, the schisms reappeared in the village. In Gaza live around 100 Palestinians from Abu Saiid Family. From about 2 years, a group of youth from Kamel Al Loz, came to one of the Abu Saiid families in Gaza armed with weapons, so the house owner faced them and killed 2 youth from Kamid Al-Lawz in Gaza. After 1 year of this incident, 2 people from Gaza were shot at (the Palestinian man and his friend) and were injured. The participants stated that the Palestinian resident in Gaza is agreeing to reconciliation but the group from Kamid Al-Lawz does not want reconciliation. Kamid Al-Lawz group admits that they acted wrong by going to the Abu Saiid family house but they also say that the reaction was much exaggerated. They want revenge.

Gaza has a mosque committee and Zakat fund that help people with education, hospitalisation and social issues. Also, for Gaza residents, it is unacceptable to call for the police to solve their conflicts. It always should be dealt with locally between the village residents. They believe in their traditional mechanisms that they always used to deal with their local tensions and conflicts. Gaza gathers 17000 Lebanese residents, 5000 originated from Gaza, 27500 registered Syrians but only 21000 of them live in Gaza. They face problems with the Syrian refugees' presence:

- Mukhtars are facing a problem registering marital records; they claim there are many false marital statements by the Syrian refugees. They are asking that it should only be done by the Sharia Court
- Some of them expressed that the Syrians cannot be trusted
- Daily workers are mainly Syrians
- The rent of a garage was before 50\$ but now is 400\$
- They are suffering like in other villages from the pressure on electricity, sewerage networks and hospitalisation
- They consider that Syrian refugees are a high problematic competition in regards to tiling, agriculture and architecture
- The price for rent of a piece land went up from 80\$ to 350\$ per year

Possible solution suggested by participants: The participants suggested that the Syrians elect a committee to solve the problems.

Focus Group Discussion #7: Machghara - Saturday, 30 August 2014

- Location: Municipality of Machghara
Attendees: Laura Abu Arraj (*Mukhtar*), Khawlalssa (Nurse but also active on the social level and the president of local handicrafts cooperative), Hussain Kassem (municipality employee), HaidarSerhan (*Mukhtar*)
UNDP Peace Building in Lebanon Project Team: Mohamad Chaaban
UNDP Individual Consultant: Fadi Abi Allam
- Code of Conduct: respect time/schedule; respect of others; mobiles off
- Expectations: highlight some aspects to conflict resolution; gain knowledge about conflict resolution; gain skills in conflict resolution

Main Conflict Driven Topics: The participants stated that Mashghara is village that gathers all religions. It faces some logistical problems on the local level. They have a 'Saturday Market' where all people meet. They have the Mahdi Scouts and Social Najda Youth. They organise events and camping events. Most of the participants in such social events are Shiites. A local basketball club is being revived by the Christians in the village. There are about 100 Christian families in the Mashghara. They are looking to build a centre to produce and market local agricultural and industrial products. A local women's organisation in Mashghara 'Beit Mariam' for elderly people funded by the Catholic centre but it needs more funds to be transformed into as well a rehabilitation centre. To help with the social cohesion, the participants suggested creating committees formed by people from different religions in Mashghara resident and active in Mashghara and accepted by all.

From about 5 years, a car accident happened in Kabb Elias where a woman from Mashghara died in the accident. The *Mukhtar* and Cheikh from Kabb Elias called to come for condolences. 50 people from Kabb Elias came for the funerals and 5 people from Mashghara were present. Then the guy in prison was released and the problem was solved.

7 months ago, someone from Mashghara was driving a car in Kabb Elias but hit 2 persons of whom one died. The person dead has 5 children the *mukhtarsin* Mashghara solved the problem by offering remuneration for the victim family.

Someone Christian bought from a Shiite person a piece of land that does not match the maps. They are afraid that this problem might develop into a sectarian problem. They suggest creating a committee skilled in conflict resolution to be able to solve such problems.

They are also afraid of the future and the Syrian presence. They say that Syrians live in houses not camps. They claim that Syrians are taking humanitarian aid from Lebanon into Syria. They are asking the UN to open an office in Mashghara to look into the refugees issues.

General Recommendations:

- 1- Some of the participants looked in a positive way to the Syrian presence in Lebanon and understand the violence committed by Syrians but they expect that the situation will explode in the future as they expressed that 'fire is under Ashes'. They expressed that a peacebuilding process is essential to avoid and prevent a situation similar to what happened in Aarsal. It will also help them solve their local problems (on the intra and inter communal level) within the villages and their surroundings:
 - a. Peacebuilding mechanism to alleviate existing tension among the youth of Jab Jannine and Kamid Al-Lawz
 - b. Peacebuilding mechanism to alleviate existing tension between Sunnis in Karaoun and Shiites in Sohmor
 - c. To help Hawch Al-Harimeh create a youth organisation for community based youth interventions programs that target main youth issues
 - d. To help with the reconciliation between Issa and Ahmad families in Hawch El-Harimeh
 - e. To help with the reconciliation between Gaza and Kamid Al-Lawz
 - f. To create a committee of Christians and Shiites in Mashghara to prevent conflicts in the village

- 2- The Syrian presence affected all life aspects. It also affected daily routines of the residents. The participants in different groups suggested the following points that could be potential community support projects or potential initiatives that UNDP should take into account in the future since participants perceive that intervening at these level could enhance or strengthen the social cohesion between villages:
 - a. To buy an electricity generator that can alleviate the daily pressure inducing tension in Mansoura
 - b. To help if possible fix a sewerage network in *Mukhtara* Street in Hawch El-Harimeh
 - c. To help creating a committee representing Syrian refugees in Gaza
 - d. To help create a centre to produce and market local agricultural and industrial productions

Suggested Capacity Building Workshops Dates:

Workshop (cycle 1): 7th, 8th, 9th of October 2014

Workshop (cycle 2): 7th, 8th, 9th of November 2014

Appendix A

إدارة النزاعات على المستوى المحلي

ملخص عن المشروع

الموضوع:

- يعمل "مشروع بناء السلام في لبنان" التابع لبرنامج الأمم المتحدة الإنمائي منذ العام ٢٠٠٧ على تعزيز التفاهم المتبادل والتماسك الاجتماعي بطريقة تشاركية مع الشباب والمدرسين ووسائل الإعلام والمنظمات غير الحكومية، بالإضافة إلى المجالس البلدية والإختيارية والقيادات المحلية. وقد قام المشروع بين عام ٢٠٠٨ و ٢٠١١ بتدريب رؤساء وأعضاء مجالس بلديات مهارات حل النزاعات والوساطة. واستجابة لإنعكاسات أثر الأزمة السورية على المجتمعات اللبنانية المضيفة ومن أجل تخفيف حدة التوترات المتزايدة حديثاً في البلاد، يعمل المشروع على مساعدة القيادات المحلية على التعاطي مع التحديات المستحدثة على عملهم اليومي، من خلال تعزيز قدراتها من أجل إدارة هذه الأزمة والتعامل معها عبر إقتراح إستراتيجيات محلية، متوسطة وطويلة الأمد. منطقة البقاع الغربي (غزة، المرج، جب جنين، مشغرة، القرعون، حوش الحريرة، المنصورة) هي من جملة البلديات المدعوة للمشاركة في المشروع. في هذا السياق، نتوجه الى حضرتكم طالبين منكم الموافقة على المشاركة و تعبئة الإستمارة المرفقة مع التعريف عن المشروع.

التحضير للمشروع:

- لقد تم عقد إجتماعات أولية فردية مع ممثلي البلديات السبع المختارين لتعريفهم بالمشروع، بأهدافه و تفاصيله
- بالتعاون مع كل بلدية، سوف يتم إختيار مجموعة مؤلفة من 4 أشخاص (على سبيل المثال: رئيس بلدية، نائب رئيس، أعضاء بلدية، مختار أو مصلح إجتماعي/مصلحة إجتماعية، الخ...)

معايير إختيار المشاركين:

- أن يكون الشخص مهتماً ومعنياً بالشأن العام وبالعمل الإجتماعي لا سيما على الصعيد المحلي
- أن يكون مهتماً بالمشروع
- أن يكون ملتزماً بحضور كافة الجلسات المقررة ضمن المشروع
- أن يكون مقبولاً لدى جميع الأطراف في البلدة
- أن تشمل المجموعة نساءً ورجالاً

مراحل البرنامج:

- المرحلة الأولى: سوف يتم عقد عدد من الجلسات مع كل بلدية على حدى ومع المجموعة الكبرى من أجل تحديد وتحليل اسباب النزاعات المحلية ومعرفة حاجاتهم الأوليّة ومن أجل تطوير نماذج واقعية مستوحاة من الحياة المحلية / اليومية على أن يتم إستخدامها من قبل المدرب خلال الجلسات التدريبية
- المرحلة الثانية: التدريب الذي سوف يغطي مواضيع مقترحة من قبل المشاركين لتساعدهم على مواجهة التحديات المحلية
- المرحلة الثالثة: إقتراح خطة لإدارة النزاعات على المستوى المحلي

Appendix B

استمارة مشارك

إدارة النزاعات على المستوى المحلي

		الاسم الكامل باللغة العربية:	
		الاسم الكامل باللغة الإنجليزية:	
		تاريخ الميلاد:	
		المؤهل العلمي:	
		المهنة:	
		البلدية / الجمعية:	
الهاتف:		الموبايل:	
		البريد الإلكتروني:	
<input type="checkbox"/> لا		<input type="checkbox"/> نعم	
هل شاركت سابقاً في دورات تدريبية في مجال حل النزاعات وبناء السلام؟			
في حال الإجابة بنعم أذكر أهمها :			
❖			
❖			
❖			
		توقيع المشارك:	
		التاريخ:	