

United Nations Development Programme
Country: Lebanon
Project Document



Project Title: Support to the Lebanese Palestinian Dialogue Committee – Phase 3

UNDAF Outcome(s): By 2015, good governance reforms, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at different levels

Expected CP Outcome(s): Living conditions and trust in Palestinian and Lebanese surrounding communities improved
 LPDC inter-ministerial committee strengthened to implement its mandate; and the “Technical” and “Camp Management & Security” committees established and running

Expected Output(s): LPDC acts as the focal point for national and international partners, on issues regarding Palestinian refugees in camps and surrounding communities, including the reconstruction of Nahr el Bared camp
 Policy and substantive advice provided to the inter-ministerial committee and the Government of Lebanon on Palestinian Refugees civil rights

Implementing Partner: Prime Minister’s Office/ Lebanese Palestinian Dialogue Committee (LPDC)

Responsible Parties: UNDP and LPDC

Brief Description

The Lebanese Working Group on Palestinian Refugees, which became later known as the Lebanese-Palestinian Dialogue Committee (LPDC), was created in November 2005 by the Council of Ministers, in response to the goal set by the Government of Lebanon (GoL) to improve the living conditions of Palestinian refugees in Lebanon.

This project seeks to strengthen the capacity of the LPDC to develop and implement a comprehensive policy on the Palestinian refugee issues, with a view to improving the living conditions of Palestinian refugees in Lebanon. Project components include:

- Output 1: LPDC inter-ministerial committee strengthened to implement its mandate; and the “Technical” and “Camp Management & Security” committees established and running;
- Output 2: LPDC acts as the focal point for national and international partners, on issues regarding Palestinian refugees in camps and surrounding communities, including the reconstruction of Nahr el Bared camp;
- Output 3: Policy and substantive advice provided to the inter-ministerial committee and the Government of Lebanon on Palestinian Refugees civil rights.

Programme Period: 2013 – 2015

Key Result Area (Strategic Plan):

Strengthening post-crisis governance functions

Atlas Award ID: 00070733

Atlas Project ID: 00084573

Start date: 01/01/2013

End Date: 31/12/2015

PAC Meeting Date: 2/11/2012

Management Arrangements: NIM

Total resources required: USD 1,858,788.00

Total allocated resources:

○ UNDP TRAC	USD 120,000
○ UNDP 888	USD 4,007.84
○ Government	USD 200,000
○ Unfunded	USD 1,534,780.16

GMS: USD 9,714.66

ISS: USD 3,734.83

Programmable budget: USD 324,007.84

Agreed by H.E. Mr. Najib Mikati Prime Minister

Agreed by UNDP:

I. LIST OF ABBREVIATIONS

UNDP	United Nations Development Programme
LPDC	Lebanese Palestinian Dialogue Committee
PM	Prime Minister
PMO	Prime Minister Office
CoM	Council of Ministers
UNSCOL	UN Special Coordinator's Office in Lebanon
UNRWA	United Nations Relief and Works Agency for Palestine Refugees
UN-HABITAT	United Nations Agency For Human Settlements
MOIM	Ministry of Interior and Municipalities
DGPAR	Directorate-General of Political Affairs and Refugees of the MOIM
DGGS	Directorate-General of General Security of the MOIM
GoL	Government of Lebanon
MFA	Ministry of Foreign Affairs
MOL	Ministry of Labour
MOSA	Ministry of Social Affairs
MPs	Members of Parliament
NGO	Non-governmental organizations
PTC	Palestinian Technical Committee
TSM	Temporary Special Measures
TWGG	Technical Working Group on Governance
PLO	Palestine Liberation Organization
PC's	Popular Committee
CSI	Common Space Initiative
IDRC	International Development and Research Centre
SDC	Swiss Development and Cooperation
LAF	Lebanese Armed Forces
ISF	Internal Security Forces
APR	Annual Project Report
QPR	Quarterly Progress Report
APR	Annual Progress Report
AWP	Annual Work Plan
BFSC	Basket Fund Steering Committee
M&E	Monitoring and Evaluation
GMS	General Management Support

I. SITUATION ANALYSIS

The number of Palestinian refugees residing in Lebanon is estimated at 260,000 to 280,000, amounting to approximately 6-7% of the Lebanese population, and 5.2-5.6% of the total number of Palestinian refugees 19 registered with UNRWA worldwide.⁵ Approximately 167,400 (62%) are camp-based refugees, with Palestinians in Lebanon comprising the largest number of Special Hardship Cases (SHC) in UNRWA's area of operations (Hanafi, et al. forthcoming). In a recent study, 43.4% of Palestinians claimed that the income for the family breadwinner was less than \$200 per month (Saleh and Hassan 2006). According to the AUB-UNRWA socio-economic survey, "poverty incidence among Palestine refugees is 89% higher than that of the Lebanese population" and refugees are "four times more likely to be extremely poor than their Lebanese counterparts" (Chaaban, et al. 2011). UNRWA schools operate double shifts on reduced budgets, and UNRWA doctors see up to 80 patients a day (Ibrahim 2008). Sixty per cent of Palestinian youth aged 18-29 do not complete their basic education, and the same percentage of homes lack proper sanitary conditions and safe drinking water (Hanafi and Tiltne 2009).

Despite their longstanding presence in Lebanon Palestinian refugees remain excluded from key aspects of social, political and economic life in the country. Indeed they are barred from owning property or practicing in more than 30 professions, among which all liberal professions. Recent changes in labor regulations have yet done little to change this. In addition the Lebanese army controls access to Palestinian refugee camps, restricting refugees' mobility.

Camps are enclaves outside the authority of the Lebanese state. However, the surface area of the camps has not increased with population and many have become cramped shantytowns, offering little privacy to residents and exposing them to health hazards. Within camps UNRWA provides housing, water, and electricity. These services do not extend to gatherings and camp surroundings, mostly also inhabited by Palestinians, and which suffer from irregular waste disposal and water and electricity supply, which officially are the responsibility of the Lebanese Government. UNRWA also provides education, health care services as well as some additional welfare services to Palestinians living in camps as well as gatherings.

The troubled history of relations between the Lebanese and the Palestinians during the Lebanese civil war in addition Lebanon's internal challenges has had its toll on Palestinian refugees' living conditions. Throughout the years of war and for a good 15 years after the end of it, the Palestinian refugees file within the circles of the GoL was mainly considered a security one.

In recent years, the official Lebanese policy towards Palestinian refugees has undergone change to improve the living conditions of Palestinian refugees, while continuing to stress the right of return of the Palestinian refugees. The cabinet headed by Prime Minister Fouad Siniora (2005) was the first to take a new approach toward Palestinian refugees. A dedicated inter-ministerial committee or the Lebanese Working Group on Palestinian Refugees, which became later known as the Lebanese-Palestinian Dialogue Committee (LPDC), was created in November 2005 by the Council of Ministers, in response to the goal set by the Government of Lebanon (GoL) to improve the living conditions of Palestinian refugees in Lebanon. As per the official decree (41/2005), the LPDC committee's broad mandate includes:

- Improving the living conditions of Palestinians residing in and outside refugee camps in Lebanon, in collaboration with UNRWA;
- Initiating a dialogue to manage the issue of arms inside the camps;
- Putting an end to the possession of illegal arms outside the camps;
- Studying opportunities for establishing diplomatic relations and representation between Lebanon and Palestine.

The LPDC recognizes that the living conditions of the refugees within the camps are dire and unacceptable, and that the lack of opportunities available to the refugees is an impediment to their welfare and their right to live a dignified and prosperous life under the rule of law. This acknowledgement marked the start of a new era and the closure of the difficult and painful past stained with mistakes from all sides and during which both the Lebanese and Palestinians have paid a high price.

During its initial years, the LPDC focused on practical measures which could translate into immediate improvements to living conditions of Palestinian refugees, without requiring legislative changes, taking into account the political complexity of the file at hand. Some progress was made on several fronts, mainly, non-IDs, the recognition of Palestinian Authority passports, and ending the practice of withdrawing Lebanese residency rights for Palestinian refugees who secure residency or citizenship elsewhere.

With the outbreak of the NBC crisis on May 19, 2007, the LPDC's focus necessarily became much more operational. The LPDC focused on coordinating the government's response, mobilizing resources and managing the relief and reconstruction effort. The NBC crisis effectively consumed the LPDC from the time of the initial clashes in May 2007 until at least the end of the donor conference which was held in Vienna in June 2008. The inter-ministerial committee did not have a specific role in the NBC crisis and the frequency of its meetings dropped off significantly. However, the role played by the LPDC secretariat during and after the crisis was well recognized and positively appraised by the various stakeholders, indicating the central role it played.

In 2005, the Government of Lebanon issued a decree authorizing access of Palestinian refugees to eighty professional categories of jobs previously withheld from them. However, the insistence on the principle of reciprocity, as well as other administrative obstacles (i.e. higher fees) to obtain a work permit continue to make these provisions largely empty for Palestinians. Refugees also have restricted access to public education, adequate housing, and health services and are legally banned from forming associations.

Moreover, the Lebanese parliament issued law number 129 on August 17, 2010 amending article 59 of the 1946 labour law which stipulates the need for work permit tariffs and the reciprocity condition. The 2010 amendments revoked such tariffs and reciprocity conditions, a step anticipated to have a very positive impact on Palestinian refugees' access to the labour market. The implementation decrees needed to put this law in action have not yet been issued by the Minister of Labour.

The LPDC and the Lebanese policy towards the Palestinian refugees continued to be on the agenda of the consecutive cabinets since 2005. This improved official Lebanese policy towards Palestinian refugees continued and was adopted by Prime Minister Najib Mikati. The Ministerial Statement of June 2011 marked the renewed commitment of the Government to this file, stating that "the Lebanese Government will carry on with its efforts to deal with the human and social issues of the Palestinians residing in Lebanon." Since 2005, the LPDC witnessed the appointment of four presidents:

July 2005–July 2008	Fouad Siniora	Reform and Recovery	Amb. Khalil Mikkawi
July 2008–June 2009	Fouad Siniora	The Unity National Will	Amb. Khalil Mikkawi
Nov 2009–June 2011	Saad Hariri	Development and Progress	Me. Maya Majzoub
June 2011–June 2012	Najib Mikati	All for Work	Amb. Abdelmajid Kassir
June 2012- Present	Najib Mikati	All for Work	Dr. Khaldoun El Charif

The LPDC is currently chaired by Dr. Khaldoun El Charif who is the PM's senior political advisor. Its Inter-ministerial committee includes representatives of the Ministries of Justice, Foreign Affairs, National Defence, Social Affairs, and Labour, Public Health and Interior as well as the president of the LPDC. LPDC will include the ministries of Education, Public Works and Energy and Water in 2013.

LPDC has been an important regulator of relations between the Lebanese and Palestinian communities. One of the main roles it played during the last years focused on its existing mandate of facilitating relations between camp residents and Lebanese living in the surrounding areas. LPDC is the only Lebanese body with an active presence in the camp and, as such, crucial to demonstrating to Palestinians that the government is willing, as it repeatedly says it is, to deal with the refugee camps as more than just a security threat. Having said that, LPDC needs to be further supported as it is the only official governmental body that could play a central role in facilitating and coordinating the work on the Palestinians Refugees file. Without the secretariat and technical support of UNDP the LPDC will not be able to function and thus the key element of this project is to continue providing the LPDC with such assistance.

II. PROJECT STRATEGY

This project builds upon the United Nations Development Assistance Framework 2010-2014 (Outcome 1: by 2014, governance reforms and practices, with focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at all levels). It is also in line with UNDP's Country Programme Document (CDP) and Country Programme Action Plan (CPAP), which identifies improving living conditions and trust among Palestinian and Lebanese surrounding communities.

It also builds upon UNDP's continued support to the Lebanese Palestinian Dialogue Committee (LPDC) since October 2006, which helped establish the technical team currently serving as the secretariat for the Committee.

In particular, this project will seek to respond to the priorities of the LPDC, as outlined by the new President of the Committee in July 2012. These include:

- a) Activating the LPDC and its member ministries;
- b) Inclusion of Palestinian counterparts through the establishment of two additional committees:
 - a. A Palestinian technical committee which consists of technically knowledgeable Palestinian figures
 - b. A security committee that would include representatives of Palestinian factions and Lebanese security forces
- c) Strengthening and building the capacities of ministries and institutions directly engaged with Palestinian issues;

- d) Strengthening the partnership with UNRWA;
- e) Speed the reconstruction and funding of Nahr al-Bared Camp;
- f) Promote the basic and fundamental rights of Palestinian refugees.

The objective of this project therefore remains to strengthen the capacity of the LPDC to develop and implement a comprehensive policy on the Palestinian refugee issues, with a view to improving the living conditions of Palestinian refugees in Lebanon. To realise this objective, the project will strive to achieve the following outputs:

Output 1: The LPDC inter-ministerial committee strengthened to implement its mandate; and the “Technical” and “Camp Management & Security” established and running;

Output 2: LPDC acts as the focal point for national and international partners, on issues regarding Palestinian refugees in camps and surrounding communities, including the reconstruction of Nahr el Bared camp;

Output 3: Policy and substantive advice provided to the inter-ministerial committee and the Government of Lebanon on Palestinian Refugees civil rights.

In this sense, key elements of the support to the LPDC President and Inter-Ministerial Committee will include:

- a) Strengthening the provision of technical and policy advice to the Government of Lebanon and the LPDC, in the form of the establishment of a Secretariat, with a clearer focus on legal reforms concerning the civil rights of Palestinian refugees and camp governance issues;
- b) Strengthening the function of focal point of the LPDC within the Government of Lebanon for the Palestinian file, in order to work as an intermediary with Ministries to facilitate processes and resolve conflicts, as well as to act as a fire-fighter on issues being communicated by a wide range of stakeholders;
- c) Ensuring technical follow-up on matters related to the Camp Improvement Initiative and the reconstruction of Nahr el Bared, in coordination with governmental counterparts, and with UNRWA;
- d) Building a knowledge base on the situation of Palestinian refugees in Lebanon, in order to build up evidence-based approaches to policy making, and to effectively support policy changes;
- e) Strengthening the communications aspect of the work of the LPDC, to develop and implement a multi-actor and multi-level awareness-raising and outreach strategy.
- f) Strengthening the presence of the LPDC not only in the context of the North to support the reconstruction of Nahr el Bared, but also in relation to the other Palestinian camps in Lebanon, in order to gain a broader understanding of emerging issues.

Output 1: LPDC inter-ministerial committee strengthened to implement its mandate, and the “Technical” and “Camp Management & Security” established and running;

The objective of the first output will be *to provide a strengthened capacity for the management and administration of the Lebanese Palestinian Dialogue Committee from 2013 till the end of 2015*. It will support the capacity of the current management structure on areas that will improve the capacity of the LPDC, in particular, the strengthening the role of the inter-ministerial committee, and administrative procedures that will strengthen public confidence that the LPDC’s work is credible, transparent and inclusive. As well as support the initiative of Palestinian Technical Committee (PTC) and Camp Management & Security Committee. The PTC will be formed by the LPDC and its members will be Palestinian practitioners such as legal, political, human rights, and journalist. While the Camp Management and Security Committee will be formed by the LPDC and will include both

Lebanese and Palestinians. The project will engage in partnership with the member ministries, which have primary responsibilities for the services to Palestinian Refugees.

The envisaged targets under output 1 are:

- 1.1 LPDC Inter-Ministerial Committee role strengthened
- 1.2 Palestinian Technical Committee initiated and in-place
- 1.3 The Camp Management and Security Committee established and functional

Target 1.1 LPDC Inter-Ministerial Committee role strengthened

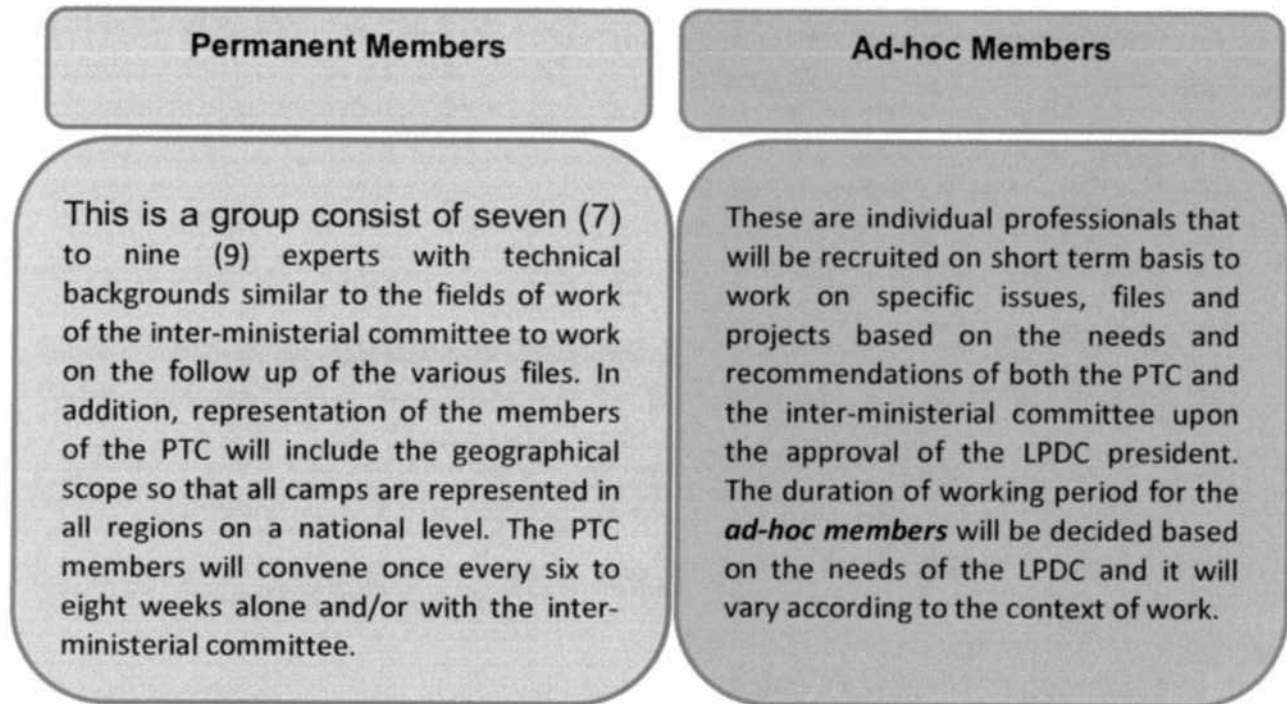
The project will support the LPDC for the purpose of implementing its mandate, in particular through measures to support the Inter-Ministerial committee. Currently, the LPDC has held limited irregular inter-ministerial meetings. The support provided by the project will result in making the work of the inter-ministerial committee consistent with regular systematic meetings. Moreover, the committee will include new members such as the Ministry of Public works, more specifically the Urban Planning General Directorate, Ministry of Energy and Water, as well as the Ministry of Education.

- Activity 1.1.1 Support the preparation of the committee meetings (e.g. agenda, minutes, background documentation, etc);
- Activity 1.1.2 Follow-up on the implementation of the committee decisions with relevant stakeholders;
- Activity 1.1.3 Commission working papers, as requested by the committee and the chairperson, to support the development policy formulation;
- Activity 1.1.4 Liaise with the members of the committee and other stakeholders to discuss emerging issues/requests;
- Activity 1.1.5 Assist the committee in communicating on its work and strategy;
- Activity 1.1.6 Provide technical assistance to selected members of the inter-ministerial committee to advance specific aspects of the Palestinian Refugee file.

Target 1.2 Palestinian Technical Committee initiated and in-place

The support provided by the project will result in an improved framework for engaging Palestinian counterpart in order to ensure that work of the LPDC is prompt, transparent, and inclusive. The PTC will be capable of approaching any discussion related to the Palestinian refugee situation in Lebanon from an objective, scientific and technical perspectives. This committee will work with its Lebanese counterparts, the inter-ministerial committee, on specific files and challenges and thus make recommendations to decision-makers.

The PTC will consist mainly of two types of memberships, given that Palestinian members will be appointed by the LPDC based on set of criteria.



Scope of work of the PTC:

The PTC will work according to a specific framework that will be tailored and developed to address the needs of the LPDC based on the lessons learned and the various consultations with the main stakeholders including ministries, UNRWA, PLO, the common space initiatives and UNDP.

The scope of work of the PTC will include but not limited to:

- Organise and conduct regular meetings every six to eight weeks or when needed based on a specific agenda developed by the PTC members and/or the LPDC technical assistance unit approved by the LPDC prior to the meeting;
 - Set a list of priorities for action based on the suggestions of the President of the Lebanese Palestinian Dialogue Committee;
 - Follow-up files and visualize solutions and suggestions and recommendations at the request of the Chairman of the Dialogue Committee;
 - Organize regular meeting with the joint Ministerial Committee every eight to twelve week or when needed and at the request of the Chairman of the dialogue committee that is made a specific agenda and the participation of all the files that are working on the two teams before the date of the meeting;
 - Raise the Technical Committee recommendations to the Chairman of the Dialogue Committee, upon request on specific topics and issues that are a priority within the general framework for the work of Lebanese-Palestinian Dialogue Committee;
 - All the members attend the regular meetings of the Technical Committee and the provision and presentation of the achievements of all members of the Committee.
- Activity 1.2.1 Support the preparation of the committee meetings (e.g. agenda, minutes, background documentation, etc);
- Activity 1.2.2 Follow-up on the implementation of the committee decisions with relevant stakeholders;

- Activity 1.2.3 Commission studies, as requested by the committee, to support the development of policy options;
- Activity 1.2.4 Liaise with the members of the committee and other stakeholders to discuss emerging issues/requests;
- Activity 1.2.5 Assist the committee in communicating on its work and strategy.

Target 1.4 The Camp Management and Security Committee (CMSC) is established

This will result in enabling the LPDC to tackle a component of its mandate that for a long time has not been approached. A camp management and security committee will be supported and through it camp and AA's management issues will be discussed. In addition, the LPDC has a legal obligation to engage Palestinian counterparts to discuss matters related to arms inside and outside the camps. Through the support to the Camp Management and Security Committee, the LPDC will engage with Palestinian factions for the purpose of tackling long term strategic files and respond more promptly to problems that might occur sporadically.

The CMSC will consist mainly of two main categories

- Representatives of Palestinian factions which will have the opportunity to be nominated by the factions themselves;
 - Representatives of Lebanese public institutions and local authorities;
 - Representatives of the Lebanese security forces.
- Activity 1.3.1 Support the formation and establishment of the consensus committee;
 - Activity 1.3.2 Support policy dialogue on camp and AA's management for all Palestinian Refugee camps;
 - Activity 1.3.3 Liaise with international partners engaged in security related projects.
 - Activity 1.3.4 Draft and publish regular newsletters, press releases website stories and the annual report for transparency and reporting;
 - Activity 1.3.5 Take part to media campaigns with partners to promote LPDC's actions and results.

Output 2: LPDC acts as the focal point for the Palestinian refugee file within the GoL for UNRWA, local and international stakeholders

The objective of the second output will be to provide a strengthened capacity for the LPDC to act as the focal point on the Palestinian refugee file within the GoL for UNRWA, local and international stakeholders. The work of the LPDC as the focal point is essential for an effective, transparent and credible coordination role. This will enable the LPDC to assist in efficient allocation of resources. Component 2 will commence through the close collaboration and engagement with UNRWA, donor community officials, International and local NGO's, UN agencies, and other stakeholders with direct interest on Palestinian refugees file.

The envisaged targets under Component 2 are:

- 2.1 LPDC field presence organised on regular basis and a network of contacts on local level is developed;
- 2.2 In close collaboration with UNRWA, LPDC engaging international partners and supporting the mobilization of resources for NBC as well as other camps when needed within the LPDC's capacity;
- 2.3 Policy and substantive advice provided to the LPDC on Palestinian refugee camp management and improvement.

Target 2.1: LPDC field presence improved by regular field visits, structured communication channels developed

Within this framework, this will focus during the upcoming three years on developing channels of communication not only with Palestinian representatives but also between Palestinian and Lebanese on local levels. This will be translated with the constant and regular field visits, structuring a better relationship with the Embassy of Palestine, building a viable system of communication with all concerned stakeholders – nationals and internationals including civil society organisations, UNRWA and other UN agencies.

In addition, the LPDC field team will be providing support to the LPDC president through the establishment of work platform for the Palestinian Technical Committee (PTC), the inter-ministerial committee as well as linking them to other dialogue initiatives through:

- Activity 2.1.1 Collecting data and information from the field related to the living conditions of Palestinian refugees on local levels through weekly visits including issues related to the work of the PTC and the Inter-ministerial committee;
- Activity 2.1.2 Provide input of the general context inside and outside the camps and gatherings that is vital for the development of national strategies and policies regarding Palestinians;
- Activity 2.1.3 Provide input regarding the relationship between the camp inhabitants and their respective Lebanese community;
- Activity 2.1.4 Provide recommendations regarding:
 - Structured relationship between the camps and their respective Lebanese communities based on mutual respect and ;
 - Clear and structured relationship between the camps and their respective Lebanese authorities (mainly municipalities).

Output 2.2: LPDC will improve its relationship with UNRWA and speed up the reconstruction process for NBC as well as other camps with a view to fully utilizing the LPDC's capacity

This will result in strengthening the role of the LPDC as the focal point with international partners. Moreover it will enable LPDC to assist in mobilising resources for the purpose of speeding up the reconstruction of NBC through liaising between UNRWA and State institutions following the transfer of this responsibility from the RRC unit to LPDC.

In addition, the reconstruction project falls currently under major financial shortages, LPDC shall works towards organizing a second International Donors Conference during 2013 to call upon Arab and International donors contributions. Moreover, this output will ensure the engagement of LPDC in regional and international platforms that revolve around the issue of Palestinian refugees. LPDC's presence at regional platforms such at the UNRWA advisory commission conferences and the Arab League Host Country conferences will enable Lebanon to engage the international community on strategic issues such as UNRWA's funding and role.

- Activity 2.2.1 Speeding-up the reconstruction process for the old camp by facilitating the current procedures;
- Activity 2.2.2 Putting a practical framework for the reconstruction of the camp Adjacent Areas (including plot 39, camp interface, completely destroyed buildings and infrastructure); and support the funding mobilization

- Activity 2.2.3 Setup management system for services and properties for the future camp in close partnership with the Lebanese concerned institutions
- Activity 2.2.4 Organize regular donor coordination meetings with donor agencies and embassies to update relevant stakeholders on reconstruction process and Palestinian refugee situation in Lebanon;
- Activity 2.2.5 Ensure the participation of LPDC in international platforms related to Palestinian refugees situation, such as the ADCOM and Arab Hosting Countries conference.
- Activity 2.2.6 In partnership with UNRWA organise the 2nd NBC donor conference.
- Activity 2.2.7 communicating the situation of Palestinian refugees in Lebanon and the actions of the Lebanese Government towards improving this situation to media outlets and other stakeholders based on internal and external communication plans and tools.

Target 2.3: Policy and institutional framework for the LPDC on Palestinian refugee camp management and improvement

This will enable the LPDC to strengthen its capacity in playing an effective and strategic role with regards to the urban wellbeing of Palestinian refugee camps.

Enhancing urban management structures within camps aims to enhance living conditions in Palestinian camps through creating a national institutional framework. This framework will be based on a number of nationally endorsed policies and strategies that would focus on the most pertinent areas or sectors. The platform established by the Lebanese-Palestinian Dialogue Committee (LPDC) to enhance national dialogue on improving living conditions of Palestinian refugees and reinforcing Lebanese-Palestinian relationships represents a fertile ground for debating and developing such policies and framework. In order to facilitate this goal, clear and accurate information and data on living conditions will be compiled and shared with participating national key stakeholders. In this context, the establishment of a national observatory for Palestinians shall enable developing indicators, analysing and monitoring living conditions in camps as well as in the gatherings and guiding policy discussions.

As such, LPDC along with the UNDP-UNHABITAT project, and in close collaboration with UNRWA, will be working towards establishing a “National observatory for Palestinians in Lebanon” which is a platform to integrate all sorts of databases and existing studies into a unified structure. This “new” form of knowledge will support the LPDC’s effort to recognize and enhance its interlocutor role among the governmental/ international and local bodies. In addition, it will help to formalize clear criteria for prioritizing projects and programs.

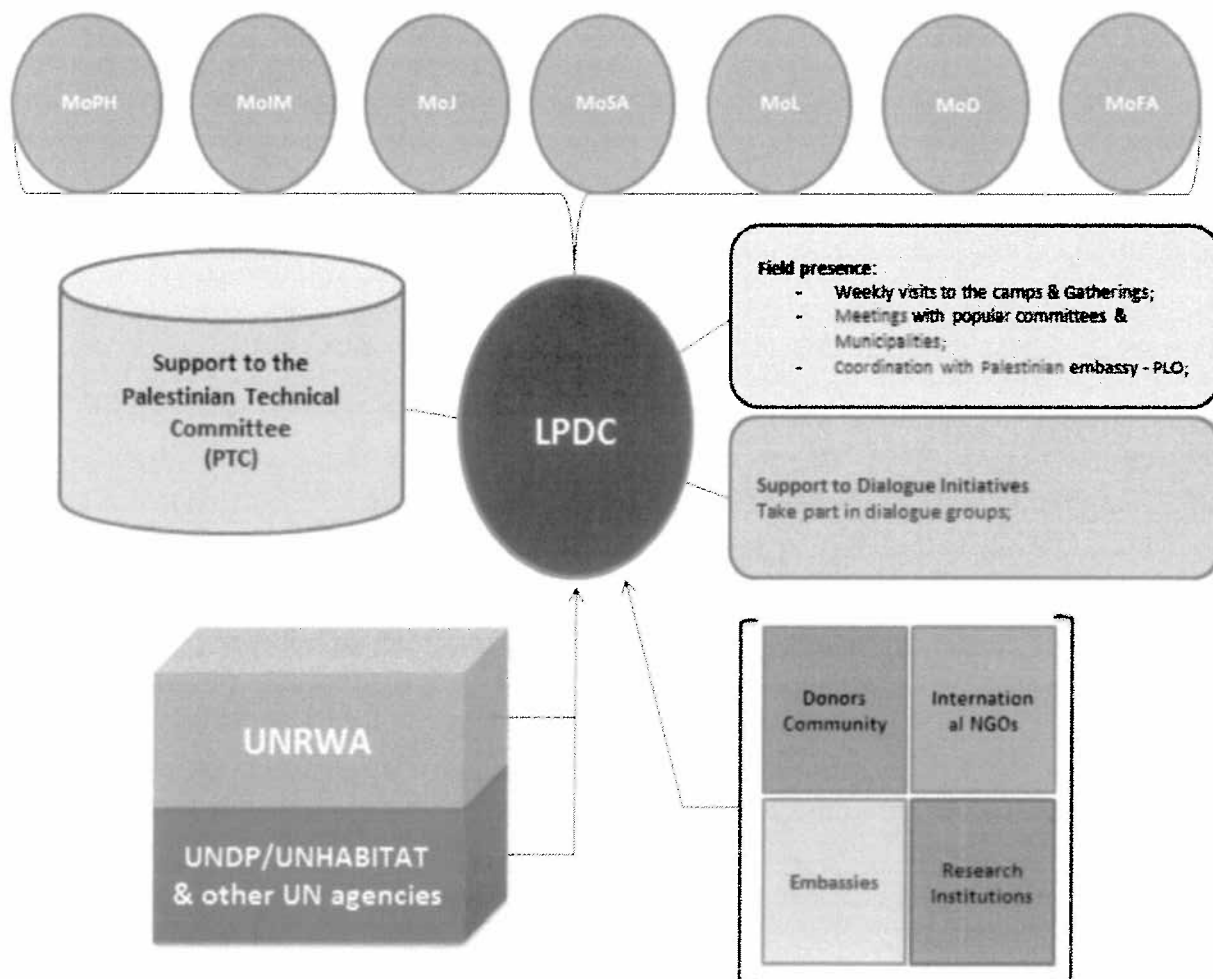
There is lack of coordination between acting NGO’s in terms of knowledge sharing, planning and implementation. Thus, LPDC should establish a coordination platform for all stakeholders including NGOs and Lebanese state institutions.

Moreover, engaging partner organizations mainly UNRWA and other NGO’s in piloting projects through an integrated approach to service delivery would result in formulating better camp management mechanisms. This engagement will be guided by two parameters: a) the direct impact on

the refugee residents reflected in services improvement; and b) the necessity to integrate these interventions to wider context of sustainable solutions.

- Activity 2.3.1 Establish and maintain a National Database on the situation in the Palestinian camps and gatherings (economic, health, education, infrastructure; etc);
- Activity 2.3.2 Liaise with UNRWA and NGOs to produce camp improvement plans and to support the implementation of the Camp Improvement Initiative
- Activity 2.3.3 Support the mobilization of resources for the Camp Improvement Initiative; (Ein el-helwe camp as a pilot)
- Activity 2.3.4 Conduct regular field visits to camps and surrounding municipalities to identify emerging needs and possible mitigation measures;
- Activity 2.3.5 Coordinate with UNRWA, selected municipalities and relevant ministries to address technical issues faced by the camps and surrounding communities;
- Activity 2.3.6 Commission policy papers related to possible scenarios related to camp management.
- Activity 2.3.7 lead on the coordination groups such as gatherings, shelter and WatSan groups...

The figure below is an illustration to component 2 of the project which highlights the interaction among the various stakeholders.



Output 3: Policy and legislative advice provided to the members of the Council of Ministers and the Government of Lebanon on Palestinian Refugees civil rights

The objective of output three will enable LPDC to play an advisory role to the legislative institutions. Output 3 will enable the LPDC to play a better role in building consensus among national stakeholders through the promotion of a knowledge based dialogue.

Target 3.1: A knowledge base platform on Palestinian refugees civil rights in place

As such, the LPDC will engage with relevant public administrations on key issues related to Palestinian refugees civil rights for the purpose of further building their understanding of the Palestinian refugee context, look into ways to facilitate and speed up administrative procedures related to Palestinian refugees, and ensure their buy-in into suggested legal reforms.

- Activity 3.1.1 Establish and maintain a knowledge base on the civil rights of Palestinian refugees in Lebanon (i.e. right to work; to own property and to form association, etc).
- Activity 3.1.2 Commission additional studies to support policy dialogue (e.g. impact analysis);
- Activity 3.1.3 Produce regular analysis and recommendations for the inter-ministerial committee on the Palestinian Refugees civil rights;
- Activity 3.1.4 Engage Parliamentarians, political parties, ministries and NGOs to support policy dialogue;
- Activity 3.1.5 Design and implement a communication and outreach strategy on civil rights of Palestinian Refugees;
- Activity 3.1.6 Provide technical advice to relevant ministries on the implementation of laws, as and when required.
- Activity 3.1.7 Maintaining an active communication channel with media outlets, partners and stakeholders to avoid any misleading information or distorted news.

III. MANAGEMENT ARRANGEMENTS

The Implementing Partner is the Prime Minister's office - Lebanese Palestinian Dialogue Committee (LPDC) that is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The PMO - LPDC will enter into agreement with UNDP (the "Responsible Party") to assist in successfully delivering the project outputs. UNDP as the Responsible Party shall act on behalf of the LPDC on the basis of a Letter of Agreement signed between the LPDC and UNDP. Thus, the UNDP Country Office will provide the following services:

General Management Support:

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

Implementation Support Services

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation

All services shall be provided in accordance with UNDP procedures, rules and regulations. In addition, a detailed Annual Work Plan (AWP) will be drafted, discussed and approved each year by the National Focal Point. Based on this, there will be no need for obtaining further approvals for service requests and/or payments related to activities/actions included in the approved AWP.

Project management responsibilities will be distributed according to the following roles: Project Board, Project Assurance, Project Manager/Chief Technical Advisor, and Administrative Support Services.

The Project Board will perform the following responsibilities:

- Ensure that adequate mechanisms are in place to guarantee the transparency and accountability as well as the efficiency of project operations.
- Participate in all stages of project process (design and formulation, appraisal, implementation, evaluation, etc.);

- Build consensus around the project's strategies and planned results, including the links between its outputs and the intended outcomes;
- Provide advice when substantive changes are needed in the project's planned outputs, strategies or implementation arrangements;
- Oversee progress, participate in field visits to project sites, consult with beneficiaries, and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the project management;
- Assess performance and approve project work-plan and budget revisions;
- Provide guidance to the project manager (see para project manager below).

The Project Board shall include representatives of the Prime Minister's Office, LPDC, project donors, Council of Development and Reconstruction, and UNDP. The Project Board should meet regularly, at least twice a year and whenever required. The proceedings of meetings are recorded. The project manager should act as secretariat of the Project Board with the responsibility to call for meetings, distribute information and follow up on their recommendations.

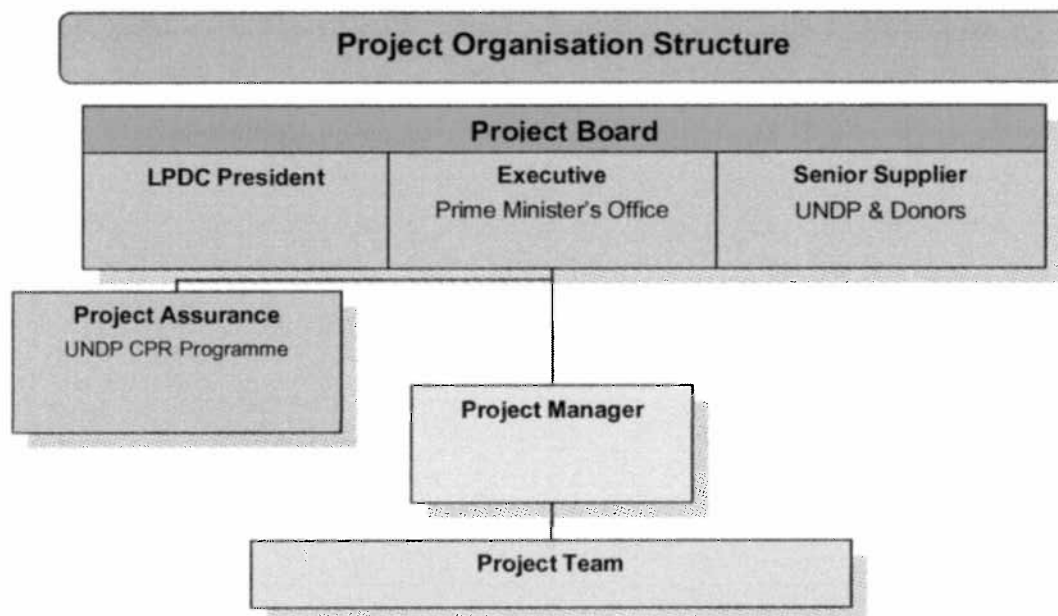
The Project Manager is responsible for day-to-day management and decision-making for the project in close collaboration with the LPDC. Project Manager prime responsibility is to ensure that the project produces the results (outputs) specified in the project document-, to the required standard of quality and within the specified constraints of time and cost.

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

The Project Support shall provide project administration, management and technical support, to ensure successful implementation of the project as per the below:

- Project Manager
- Field Officer
- Field and IT Officer
- Camp Improvement Officer
- Legal Officer
- Communication Officer
- Driver
- Project Assistant
- Media Coordinator

The government will provide the project with the office space in the Grand Serail.



In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, donor contributions shall be subject to cost recovery by UNDP:

- Cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services.
- UNDP direct costs incurred for Implementation Support Services (ISS)

IV. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following tools and methodologies.

Within the annual cycle:

- An Issue Log shall be prepared and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be regularly updated by reviewing the external environment that may affect the project implementation.
- A Project Progress Report (PPR) shall be submitted by the Project Manager to the Project Board.

- A project Lesson-learned log shall be prepared and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be prepared, and updated to track key management actions/events

Annually:

- An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of implementing progress, challenges, lessons learned, as well as a summary of results achieved against pre-defined annual targets at the output level.
- Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

V. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council

Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

RISK LOG

Project Title: Support to Lebanese Dialogue Committee, Phase 3	Award ID: 00070733	Date: 01/01/2013
--	--------------------	------------------

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of sufficient funding to implement all activities under the proposed project.	Project planning stage	Financial	The impact on the project would be that the project would not be able to deliver some of the activities that are required for the project outputs to be achieved affecting the sustainability of the project. Probability = 2 Impact = 5	Proactive resource mobilization strategy -Strong communications and outreach with donors community. -Active/robust advocacy initiated by the UNDP Resident Representative	UNDP	Programme Manager		
2	LPDC and line ministries have insufficient capacity to deliver the project's activities	Project initiation stage	Strategic	The impact of this on the project will be high, as the LPDC and other line ministries will be implementing the new strategy of LPDC and this entails adequate capacities.	The project will ensure that policy and planning capacity of the selected ministries in relation to Palestinian refugees in Lebanon is strengthened. In addition, the project will provide short term technical consultants when needed	UNDP	Programme Manager		
3	Change in Lebanese Cabinet composition	Project initiation stage	Political	Impacts on leadership within LPDC and on delivery of its mandate Probability = 3 Impact = 5	Close monitoring of evolving political situation, iterative planning, ongoing policy dialogue between UNDP and Lebanese ministries and maintaining focus on policy role of LPDC		Programme Manager		
4	Political environment of Lebanon deteriorates due to instability/ conflict in Lebanon	Project initiation stage	Political	Hostilities in Lebanon would jeopardise the delivery of the project. Probability = 2 Impact = 5	Close monitoring of the situation, conflict assessment and iterative planning		Programme Manager		