



Conflict Prevention and Peace Building in North Lebanon Improvement Plan

After the interim evaluation is complete, the phase of incorporating its recommendations shall begin. This file is to be used as the basis for establishing an improvement plan for the joint programme, which will bring together all the recommendations, actions to be carried out by programme management. The evaluation final report will be translated into Arabic in order to disseminate it among national and local partners.

Evaluation Recommendation No. 1				
It is recommended to ensure adequate leadership of State institutions in the strategic management of the Programme and participation of local actors in defining the content and methodology of operational activities, so as to enhance ownership and sustainability. This may require greater effort to implement the management arrangements in line with their original design.				
Response from the Joint Programme Management				
Key actions	Time frame	Responsible party	Comments	Status
1.1 Re-confirm the role of PMC and NSC and ensure that governmental partners are systematically consulted (CDR leading the development aspects, LPDC leading the Lebanese Palestinian dialogue, MoL leading the Labour rights component, MoEHE leading the educational components, MoA leading the agriculture initiatives) through one-to-one meetings between the Programme & governmental partner concerned or by organizing meetings for the PMC & NSC	Ongoing	All Agencies RCO/PC		
1.2 Share monthly update reports with local authorities (Municipalities and Popular Committees) and governmental partners all important information related to the programme planning and implementation	Ongoing	All Agencies RCO/PC		

1.3 Organise quarterly PMC meetings	Ongoing	RCO/PC		
1.4 Sign the MoU between ILO, UNDP and the MoA on Akkar component. In parallel, ensure a strong partnership with local entities of involved Ministries (LARI and MoSA centre in Halba) through consultative meetings when needed.	Ongoing	ILO UNDP UNFPA		The MoU with the MoA is ready and awaits official confirmation from the three signatory agencies (ILO, UNDP and the MoA)
1.5 Reactivate the RWGs in NBC/BC areas through organizing at least 2 meetings	Ongoing	All Agencies RCO/PC		
1.6 Accelerate the establishment of the sectoral economic forums in Akkar area to ensure wider participation of local communities	Before November 2011	ILO RWG		Terms of reference for the forums prepared with clear roles; criteria for selection and profile prepared, shared and validated by the RWGs.

Evaluation Recommendation No. 2

It is recommended to take quick action in establishing the Lebanese Palestinian dialogue forums by gathering local stakeholders around the planning and implementation of tangible services to be delivered by the JP within the time and resources available. These Forums should be chaired by the LPDC to ensure the back up of national institutions and create enabling conditions for sustainability once the programme is over.

Response from the Joint Programme Management

Key actions	Time frame	Responsible party	Comments	Status
2.1 Identify common needs of both Palestinian and Lebanese communities in NBC and BC and their surrounding areas	October 2011	UNDP/UNRWA/LPDC RWG		Done
2.2 Reactivate the Regional Working Group meetings to involve them in the selection, planning and implementation of joint initiatives	October to February 2011	UNRWA with support from UNDP	In parallel, LPDC is building on the identification process to establish the Lebanese Palestinian dialogue forums.	
2.3 Support the establishment of committees from both communities (NBC & BC) to design, plan and implement the selected joint initiatives	October to December 2011	UNDP/UNRWA	Initiatives are planned and ready to be validated by the RWG. However, the implementation is conditional upon the acceptance of the extension, and hence no validation meetings can be	Planned and ready to go if extension is approved.

			undertaken before decision is taken to make sure that expectations will not be raised.	
Evaluation Recommendation No. 3 It is recommended not to endorse the revision of the Programme strategy regarding the Lebanese – Lebanese Dialogue Forum, named “Tripoli Initiative”, and to reallocate the remaining funds for the provision of basic services in the area, in line with the original strategy. In this connection, the NSC should assess if the nature of the relations established so far with the local Government and other local stakeholders is conducive for effective collaboration and timely implementation of such strategy. Should the NSC find that the situation is not conducive, it is recommended to drop this component and focus the remaining resources under other outputs that could yield more tangible results within the time frame available. This would reduce the scope of the Programme but maximize the impact.				
Response from the Joint Programme Management				
Key actions	Time frame	Responsible party	Comments	Status
3.1 Continue the peace building program in collaboration with the MoE, UNICEF and Movement Social in 5 schools (2 in Jabal Mehsen Bab Tebaneh 1 in Beddawi and 2 in the Lebanese surrounding villages of Nahr el Bared camp). The program will focus on students and their parents.	October 2011 to July 2012	UNDP UNICEF Movement Social	This activity is conditional upon the extension approval	Agreement and action plan to be finalized in October 2011 and signed upon acceptance of extension
3.2 The Regional Working Group will be replaced by working with the parent council in the relevant schools	October 2011 to July 2012		This activity is conditional upon the extension approval	

Evaluation Recommendation No. 4				
It is recommended to follow up on the existing agreement between UNICEF and the Ministry of Education, so as to ensure the continuity and sustainability of the Civic Education Programme which s proving to be an effective peace building intervention.				
Response from the Joint Programme Management				
Key actions	Time frame	Responsible party	Comments	Status
4.1 Sign an MoU with the MoHE, conduct assessment and develop the training material (in order to train education practitioners)	Oct-Dec 2011	UNICEF, MEHE/CERD		Action Plan finalized/pending approval of the Director General
4.2 Implement capacity building project targeting education practitioners	Jan- July 2012	UNICEF, MEHE/CERD		
Evaluation Recommendation No. 5				
It is recommended to pay more attention to exploring windows of opportunities for external coordination and complementarities, particularly as regards other local development programmes being implemented by the UN in the Akkar Region and infrastructural projects being funded in the Refugee Camps and surrounding areas by the European Commission, USAID and other donors. In so doing, the leadership of national institutions and the engagement of UN senior management will be instrumental to establish an adequate political framework for inter-institutional cooperation. Along the same line, it is recommended to optimize potential synergies with the Lebanon Recovery Fund and the Peace Building Fund.				
Response from the Joint Programme Management				
Key actions	Time frame	Responsible party	Comments	Status
5.1 Continue the coordination with ARTGOLD and Akkar Regional Development programs and propose membership of the two cooperatives (to be established in Sahel and Dreib) in the LEDA (Local Economic Development Agency).	Ongoing	All Agencies		
5.2 Continue organizing bi-lateral meetings and participate in general coordination meetings to ensure complementarities with on-going projects (UNIDO, ICU and EU funded projects on olive sector, Italian Cooperation)	Ongoing	All Agencies		

Evaluation Recommendation No. 6

It is recommended to start as soon as possible the implementation of the Advocacy and Communication Strategy focusing on raising awareness on the MDG and deconstructing the stereotyped image of Palestinians as a security risk. The implementation of these components should start immediately, without waiting for the approval of the new Labour law. Should the latter not be approved by Parliament, the corresponding segment of the communication strategy should be revised so as to reinforce the other components.

Response from the Joint Programme Management

Key actions	Time frame	Responsible party	Comments	Status
6.1 Accelerate the implementation of activities under outputs 2 and 6 of outcome 1 (i.e. labour rights and advocacy)	Ongoing	UNDP ILO UNRWA LPDC		A meeting took place on 23 September 2011 between UNRWA, ILO, and LPDC. Next step is to start <u>directly</u> the implementation of ILO's activities under output 6.

Evaluation Recommendation No. 7

It is recommended that UN participating organizations in dialogue with their counterparts put more effort in ensuring that the activities related to gender equality and women's empowerment are mainstreamed in the different programme components, based on a shared approach and methodology.

Response from the Joint Programme Management

Key actions	Time frame	Responsible party	Comments	Status
7.1 Include awareness sessions to promote gender equality and empowerment of women in training programs targeting youth and members of cooperatives	October till February 2012	ILO UNDP UNFPA		

7.2 Ensure the inclusion of women in the socio-economic initiatives	October till February 2012	ILO UNDP UNFPA		
7.3 Disseminate the report of the gender based needs assessment among local authorities and stakeholders		UNFPA		
7.4 Include an article about gender issues in the Programme Magazine being prepared under the Communication and Advocacy Plan		RCO/PC UNFPA		
<u>Evaluation Recommendation No. 8</u> It is recommended to consider the possibility of a partial extension of the Programme, in case the deadline of March 2012 proves to be insufficient time to complete the planned activities, in particular: a) implement the demonstrative projects of the Strategic Plans for the Akkar region and b) implement the service delivery or infrastructure projects to be identified by the Dialogue Forums for inter and intra-community dialogue.				
Response from the Joint Programme Management				
Key actions	Time frame	Responsible party	Comments	Status
8.1 Establish a technical working group to discuss the extension work plan and prepare a proposal to be presented to PMC and NSC	September 2011	All agencies PC/RCO CDR LPDC		Discussions ongoing on activities that need extension
8.2 Present the extension work plan to PMC and NSC for endorsement	October 2011	PC/RCO PMC/NSC		

Evaluation Recommendation No. 9

The extension should be issued under the following conditions: a) that the continuation of the activities does not imply further allocation of resources for salaries or honoraries of UN staff and consultants; b) that by December 2011 there is tangible substantive progress in the integration and functioning of the dialogue Forums, and in the implementation of the demonstrative projects in Akkar.

Response from the Joint Programme Management

Key actions	Time frame	Responsible party	Comments	Status
9.1 Ensure that all Agencies will cover the personnel costs during the extension period from the initial personnel budget & that the implementation & completion of planned activities are not undermined		All Agencies RCO		Discussions ongoing on financial implications of the extension and calculations of personnel expenditures are being checked.
9.2 Prepare an exit strategy that takes into consideration all scenarios related to the programme's timeframe including the scenario of not having an extension.	December 2011			