



Aga Khan Award for Architecture

Document B

ARCHITECT'S RECORD

2013 AWARD CYCLE

I. IDENTIFICATION

[Name of project. If the project has been known by a different or previous name, please indicate this in brackets. Please provide the actual street number or location of the project, even if the correspondence address is different. The longitude and latitude are required so the project can be documented on Google Maps.]

Project Title: The Reconstruction of Nahr el-Bared Refugee Camp	
Street Address:	
City: Near Tripoli/ Mohamara Municipality	Country: Lebanon
Longitude: 35.964187 degrees	Latitude: 34.513973 degrees

II. PERSONS RESPONSIBLE:**A. Architect/Planner**

[Name and address of architect(s), architectural firm(s), or other person(s) responsible for the project; for joint projects, be sure to indicate the name of the principal designer(s) at the end of this section. (Other project staff should be listed as project affiliates in section C of the record.)]

Name : Please see attached sheet for complete info of Architects/Planners responsible for this project(Annex 1)	
Mailing address :	
City :	Postal code :
Country :	Telephone :
Facsimile :	Email :
Principal Designer.	Website :

B. Client

[Name of the individual, company or institution who commissioned the project. If the project owner is different from the client, or if the current users of the building are not the client, please note their name(s) as project affiliates in section C. If the main client is the local, regional or national government, please indicate the responsible government ministry or department. Where known, please indicate the name of the individual responsible within the ministry or department.]

Name : UNRWA Lebanon Field Office	
Mailing address : Bir Hassan Facing sports city/ Beirut	
City : Beirut	Postal code : p.o.box 11-0947
Country : Lebanon	Telephone : +9611840480/5
Facsimile : +9611840466	Email :

C. Project Affiliates/Consultants

[Please list the other key people involved in the project and indicate their roles and responsibilities, e.g. engineers, consultants, contractors, economists, master craftsmen, technicians, site supervisors, other architects, clients, etc. who have played a significant role in the project. Please cite their addresses and contact details on a separate sheet.]

Name	Role
Please see attached sheet for complete info on Project Affiliates/Consultants (Annex1).	

III. TIMETABLE

[Please specify year and month for both commencement and completion of each step in the design and construction processes. For large projects, or for those completed in phases, indicate the dates for the first phase and for each subsequent phase, and clearly note which phases of the project have been completed.]

A.Commission	July 2007/master plan	
B.Design	Start July 2008 (P1)	Completion September 2013(P8)
C.Construction	Start December 2009(P1)	Completion August 2015 (P8)
D.Occupancy	June 2011(P1)	

Remarks: The dates above refer to the complete project total 8 packages. Details of each package (Annex2 &3)).

IV. AREAS AND SURFACES

[Please specify in square metres.The total combined floor area should include basement(s), ground floor(s) and any and all upper floors. If you wish to provide details for any particular elements within the overall project, please use and attach a separate sheet.]

A.Total site area	190,000m2
B.Ground floor area	118,693m2
C.Total combined floor area (Including basement(s), ground floor(s) and all upper floors)	380,418m2

Remarks: The areas above are calculated for the whole project. Please find attached the detailed areas for the individual phases of the project (Annex 2).

V. ECONOMICS

[Specify the amount, currency and date of transaction. Please indicate the amount both in U.S. dollars and in the local currency, along with the exchange rate used.]

	Amount in local currency	Amount in US dollars
A.Total initial budget		\$ 350 million
B.Cost of land	Made available to UNRWA by the Lebanese Government*	
C.Total actual costs (Without land)	please see attached**	
D.Actual cost (Per square metre)	please see attached**	
Remarks:	*The land was expropriated from its original owners by the Government of Lebanon through contributions of different donors. **Please see attached for breakdown of the budget for constructed (Packages 1& 2) and under construction (Package 3) Packages (Annex 2) .	

VI. PROJECT DESCRIPTION

[Describe the nature and function of the project. For example, how did the project come about; what was the initial brief from the client; what is the guiding idea behind the project; were there any major constraints on the development of the design? How do you move through the building and how does it relate to its surroundings?]

This is a Post-war Reconstruction project, of Nahr el Bared camp which housed around 27,000 refugees. In mid-2007, they were displaced from Nahr el Bared camp and its adjacent areas in northern Lebanon, as a result of the conflict between the Lebanese Armed Forces and the extremist group Fatah Al-Islam, which had established itself in the camp. The camp was pounded with heavy artillery and aerial bombardments during the three-month siege. An estimated 95 per cent of all buildings and infrastructure were either destroyed or damaged beyond repair, forcing residents to flee to nearby Beddawi Camp.

Nahr el Bared is one of 58 camps spread around the Middle-East, where Palestine refugees displaced as a result of the Arab-Israeli conflict in 1948 and subsequent conflicts reside. Palestine refugees are one of the oldest (around 65 years) and largest (around 5 million) refugee population in the world today. While the reality of these camps has been marked by violence and marginalization of its refugees, it also embodies notions of Palestine refugee persistence, identity and hopes to a just and durable solution of their refugee plight in accordance with relevant UN resolutions. In summary, Palestinian camps present very specific political and spatial conditions that 'require a special classification in the study of urban societies in the Middle East'.

The implemented vision for reconstructing Nahr el Bared emerged from refugee mobilisation and insistence on a vision that is opposed to reconstruction based on top-down planning, security-oriented priorities and creating a 'new reality' on a 'tabula rasa' site. This effort was initially led by the Nahr el Bared Reconstruction Commission for Civil Action and Studies (NBRC, or the Commission). The Commission relied on the community's memory to redraw a destroyed urban form – producing a unique and powerful form of community mobilisation and participation. The Commission also facilitated the production of a local consensus within the community around the 'Nahr el Bared Reconstruction Principles' (Annex 4).

The eventual translation of the 'Principles' into a designed urban/architectural concept was led by a partnership between the Commission and UNRWA. After a 6 month process of community participation and negotiations with relevant authorities, the Lebanese government adopted and approved the project. Two major constraints frame the realization of the reconstruction and design of Nahr el Bared. The first can be summarized as political. Approving a vision for Nahr el Bared involved continuous community pressure and persistent advocacy campaigns while conducting difficult negotiations with relevant host authorities. Given the complexity and volatility of the political landscape in Lebanon, there was a risk that the camp would never be reconstructed - as has been the case with other destroyed Palestinian camps (Nabatiah Camp-1972, Tel el Za'ataar-1978). From that perspective, Nahr el Bared's actual reconstruction presents an important achievement.

The second constraint is fundamentally spatial. The official camp site, as recognized by the Lebanese authorities, previously contained more than 22,000 refugees who were housed in 1700 buildings on an area of land that was approximately 450m x 420 (less than 190,000sq.m) producing a density of 1.160 people per hectare (10,000sq.m). Only 11% of the original camp's area was open un-built space that predominantly took the form a 1m wide alley. This is an urban form consisting of buildings built back to back and side to side with only the front room(s) of the house being ventilated by dark alleys. Meanwhile the rest of the rooms of the house remained without windows. The community of Nahr el Bared was living in an extremely dark and humid built environment where natural lighting and ventilation did not reach much of the interior of their homes even during the middle of the day. Despite these conditions, the relevant authorities would not allow any expansion of the camp's official boundaries. This reinforced 'Density', as one of the primary challenges to the design process.

The design of Nahr el Bared camp manages to produce a new urban tissue that maintains the typology of the 1700 extended family buildings of Nahr el Bared, within the area limitations of the site – while significantly improving the ability to naturally light and ventilate the camp's dense fabrics. Two spatial concepts frame the new spatial structure of Nahr el Bared. The first are the widened alleys that became the camp's formal streets - where primary economic activity, major public buildings and spaces are oriented. The other structure is composed of a network of alleys that pass through the interior of the camp's urban blocks. The alleys preserve a scale of intimacy that characterized the pre-destroyed camp reality, while being complemented by semi-public courts that improve lighting and ventilation conditions within the interior of the camp's urban blocks. The wide variety of designs for open space, including courtyards, provide a variation of semi public/private condition that facilitate activities of children play and women social activities within the relatively conservative Society of Nahr el Bared's population.

VII. MATERIALS, CONSTRUCTION AND TECHNOLOGY

[Describe the principal materials used and indicate the basic construction technology. What are the innovative features of the project, if any?]

The implemented construction technology in Nahr el Bared was based on the building systems that had been predominantly used by the refugees themselves in building their camp over the past 40 years. The system is composed of cast in place concrete columns, beams and slabs with fill in CMU blocks (Concrete Masonry Units) for the walls. Given the familiarity of the local camp workforce with this system, it insures their full participation and leadership in the construction process. This allowed for almost 80% of the construction labor force to be from the local Nahr el Bared population.

Precast systems were only used in the construction of the 4 Schools. Given the higher possibility of standardisation in the design of these buildings – 'pre-cast' were seen as an advantageous construction system. This was not considered as applicable to the 1700 extended family buildings of the camp whose design was based on an intensive participatory process that created custom designed buildings for each individual family. Such diversity of design – created a preference of traditional cast-in-place structures elements with CMU infills to allow needed flexibility in construction. It was also the best system that would allow ease of adaptation and additional construction for the refugees in the future. Despite the 'wall-to-wall' adjacency of the camp's fabrics, each of the buildings has its independent structural system. This allows individual extended families to adapt, rehabilitate, construct and transform their buildings independently of their neighbours. Implemented at an extra cost – it remains an important hallmark of the Nahr el Bared reconstruction project. Foundations were also designed to allow future vertical expansion reaching a total of 4 floors. Raft foundation systems were also used, which sped up the construction speed of what was inherently an emergency Post-war reconstruction.

Even though each of the extended family buildings was custom designed, they were composed of pre-designed structural elements. While there are a large variety of horizontal and vertical spans, the standardising of structural elements such beams, columns and slabs, not only reduced time for design, but also simplified the implementation. Also, all prototypical elements such as staircases, toilets and kitchens were standardised as far as possible. One of the fundamental technologies used in the custom-designed processes was GIS software. One of the main reasons buildings had to be custom designed was that each building had its distinct plot area and total built area (sum of the areas of all the built floors). Increasing the open space percentage in the camp was achieved through decreasing the individual footprints of each of its buildings. The lost built area of each of the buildings would be compensated vertically on each building creating a better ventilated camp with an increased number of floors. A complex deduction mechanism was developed to systematize how open space was generated from the diverse building sizes and typologies of Nahr el Bared pre-destroyed urban fabrics. Geo-referencing individual building assets and programming the deduction mechanism into GIS software would facilitate the quick articulation and adjustment of urban block sizes to achieve the needed percentages of open space. Such technologies facilitated the speeding up of the design process.

VIII. PROJECT SIGNIFICANCE AND IMPACT

[How would you describe the project's significance? Describe the project as it is today – who uses it and how is it used? Describe the aspects of the project that represent a particular achievement (e.g. a technical, economic or social achievement or the project's response to culture, climate etc.)]

The primary achievement of the project is the preservation of the community's social fabrics as per the demands of the Community's reconstruction Principles. This involves the preservation of people's locations and neighbourhoods. In Nahr el Bared these were based on the Palestinian villages of origin which were destroyed between 1948-1955 and after the Arab –Israeli conflict.. Historically, the village-based neighbourhood structures in Nahr el Bared played a fundamental role in the preservation and development of Palestinian village identities in exile. Consequently, the preservation of such fabrics had very significant social and political dimensions to the local community.

The reconstruction of Nahr el Bared camp is the recreation of an entire urban context that includes housing, social infrastructures and public buildings. In addition to the camp's 1700 residential buildings this includes the camp's traditional souks, schools, mosques, NGOs etc. This project recreates an enhanced and improved spatial environment for the Nahr el Bared community. Of significant note in Nahr el Bared is the multiple scales of design and participation was set up to produce its new urban form. These include Camp/Masterplan, Strategic urban elements, Neighbourhood, Urban Block, Urban Cluster, Extended Family Building and finally the private apartment. Participation at these 'multiple scales of design' – allowed a rich involvement and interaction for the community with the design process. For example, the design of every extended family building was a result of multiple meetings between the project team and the residents of the building that gradually developed the most convenient custom design for its residents. Meanwhile, larger scale spatial elements were developed through organising public meetings, specialised workshops and open day events which focused on creating debates and discussions that could inform and guide the design process.

Another important component to the project was the preservation of the camp's extended family building typology. In a Palestinian camp context that is characterised by poverty and marginalisation, the extended family building allowed for families to share resources and provided opportunities for economic and social support from the larger family network. In the context of Lebanon, where Palestinian property ownership is restricted, the extended family building enables both vertical extendibility and refugee autonomy in constructing future floors for a growing population. In many ways the significance of the architecture of the rebuilt camp is that it forms an initial structure that allows for future refugee construction, appropriation and adaptation. This is achievable through building additional floors or adding complementary elements for shading/visual privacy to the camp's roofs, courtyards, balconies etc.

Another significant achievement is the incorporation of notions of social justice within the reconstruction project. For example, this allowed for the increase of the home areas with an exceptionally high occupancy. The increased area was contributed based on a deduction from the larger homes within the Nahr el Bared camp. The ground floors of the camp were also designed to be accessible for persons with disabilities. Given the high density of the camp's condition specific accessibility guidelines were specifically developed for the project.

One of the important advantages of the new urban fabric is its environmental qualities. Summer heat is deflected by the high density of its built fabrics. On the other hand, the adjacency of the camp's buildings facilitates in sharing warmth and minimising heat loss from the interior of the home during the winter. Natural lighting and ventilation of the camp's interior homes and external open space are significantly improved by increasing open space from 11% to 35% of the total camp's area. The increased open space also allows for increase in the commercial areas in the camp – which was previously limited by the tight dimensions of the camp's alleys. This reinforces the camp's role as a regional market to the surrounding rural villages in northern Lebanon. New shops are being opened by various home owners along the ground floor of widened streets. Giving priority to constructing camp neighbourhoods that included the Nahr el Bared traditional Souq's in the earlier phases of the project also accelerated the initiation of the suspended economic cycle as a result of the camp's destruction.

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Name (please print) Please see annex 5

Signature _____ Date _____

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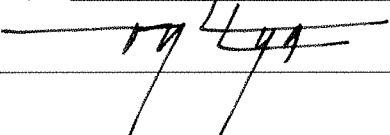
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Name (please print) ADITYA KUMAR
 Signature  Date 20th NOV. , 2012

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Name (please print) Muna Zafir Budeiri

Signature Muna Budeiri Date 24/11/2012

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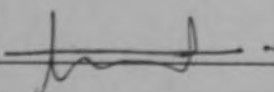
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Name (please print) ISMAEL SHEIKH HASSAN

Signature  Date 19/11/2012

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Name (please print) Abdel Nasser Ayi

Signature  Date 21/11/2012

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Name (please print) _____

Signature  Date 21/11/2012

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II. PERSONS RESPONSIBLE

A. Architect/Planner

The planning and design of Re-constructing Nahr el bared Camp was an outcome of collaboration between 2 key partners:

- UNRWA: Camp Infrastructure & Improvement Program (ICIP) -UNRWA Headquarters Amman and the Planning and Design Unit within the PMU (project management Unit), UNRWA Lebanon field office.
- Nahr el bared Reconstruction Commission for Civil Action and Studies, NBRC/ "Commission".
- Architects, designers and planners within these organizations who played principal & key roles in formulating the participatory processes, design strategies for the master plan, urban design, architectural design, community organizing and advocacy of the project:

Name: [Muna Budeiri](#)

Mailing Address: Bayader Wadi Al-Seer, PO Box 140157

City: Amman

Country: Jordan

Facsimile: 00 962 6 5808449

Principal Designer: -

Postal Code: 11814

Telephone: 00 962 6 5808101

Email: m.budeiri@unrwa.org

Website: -

Name: [Aditya Kumar](#)

Mailing Address: A-30/2 DLF City-1

City: Gurgaon, Haryana

Country: India

Facsimile: -

Principal Designer: -

Postal Code: 122002

Telephone: 00 27 710698147

Email: adikumar.ak@gmail.com

Website: -

Name: [Ismail Cheikh Hassan](#)

Mailing Address: *Through Muna Budeiri:* Bayader Wadi Al-Seer, PO Box 140157 Amman 11814 Jordan

City: Saida

Country: Lebanon

Facsimile: -

Principal Designer: -

Postal Code: -

Telephone: 00 961 3 245991

Email: Ismael.sheikh.hassan@gmail.com

Website: -

Name: [Abdel Nasser El-Ayyi](#)

Mailing Address: -

City: Tripoli

Country: Lebanon

Facsimile: -

Principal Designer: -

Postal Code: 1300

Telephone: 00 961 3 102563

Email: abdayi@gmail.com

Website: -

C. Project Affiliates /Consultants

Re-constructing Nahr el bared Camp was only possible because of the efforts, skills and sacrifices of large amount of community members, professionals and activists - whose individual contributions and names cannot be all identified given the scale of this project and its activities that have been ongoing for more than 5 years. Three key bodies require a specific mention for the individuals, departments and networks that they embody that produced this project in the form that it is in today.

- (1) Firstly reconstruction of this Palestinian refugee camp - would not have been possible without the continued persistence of the **Nahr el bared community**.
- (2) **UNRWA**: This includes the NMU with specific focus on the **NMU's Design Unit**. The Design Unit was the primary hub where planning and design exercises for the reconstruction were produced. Also - **The Camp Improvement Program** - for its role in setting up, leading and training the Design unit and its staff. It is the Camp Improvement's approach and experience that enabled the production of a very specific design and participatory process that was realized in Nahr el bared Camp. Many professionals in these departments provided important contributions to this project.
- (3) **The Nahr el Bared Reconstruction Commission (NBRC)**. - NBRC was a hub that led community actions exercises for developing a local vision for reconstructing the camp. Special mention should be noted to all volunteers who had helped the NBRC in research, advocacy and design exercises. This includes all local and external activists who were involved in Campaigns such as: Nahr el Bared In Rawa Campaign (Only if Nahr el bare Speaks) and The Campaign for initiating Nahr el bared Reconstruction. This specifically includes all the volunteers helped in the formation and running of the Design Unit.

As for the project affiliates we have divided them into two categories:

Significant role: This includes individuals with a prolonged engagement, whose role helped specifically in defining the identity of this project, and whose dedication in terms of time and effort was notable.

Other Key people: This includes individuals or institutions that contributed and were involved in different capacities, stages and departments in the formation, design, advocacy and development of this project.

Name	Role	Contact Details
1. Client		
The Palestine Refugees of Nahr El Bared Camp		
2. Significant role in project		
1. Ghassan Ghafoor	Urban Design/ Participatory Package Design	NMU Design Unit /Lebanon Field
2. Rana Hassan	Advocacy/Urban Design/ Participatory Package design	NMU Design Unit /Lebanon Field
3. Hanane Yazigi	Advocacy/GIS specialist	NMU Design Unit /Lebanon Field
4. Adeil Bahloul	Community liaison/validation	NMU Design Unit /Lebanon Field
5. Mohamad Maw'id	Community liaison/validation	NMU Design Unit /Lebanon Field
6. Jamal Al Dali.	Community organization/validation and Liaison	Infrastructure & Camp Improvement Programme/HQ(A)
7. Hala Al Asir	UNRWA compound	UNRWA HQ(A)
8. Jamal Friejeh	Commission Founder – Validation and community arbitration	Ismail Cheikh Hassan +9613245991
9. Fathi Rabih	Commission Founder	Ismail Cheikh Hassan +9613245991
10. Hussam Cha'ban	Commission Founder – Data Analysis	Ismail Cheikh Hassan +9613245991

Name	Role	Contact Details
11. Raidah Wehbeh	Commission Founder – Community Surveying Committee	Ismail Cheikh Hassan +9613245991
12. Samah Badr	Commission Founder – Community Surveying Committee	Ismail Cheikh Hassan +9613245991
13. Mahasin Mahmoud	Commission Founder – Community Surveying Committee	Ismail Cheikh Hassan +9613245991
14. Imtiaaz Loubani	Commission Founder – Community Surveying Committee	Ismail Cheikh Hassan +9613245991
15. Hasan Mawid	Commission Founder – Community Surveying Committee and Mapping	Ismail Cheikh Hassan +9613245991
16. Ahmad Ma'ari	Commission Founder	Ismail Cheikh Hassan +9613245991
3. Other key people		
1. NMU Design Unit- Architects and Designers		
1. Rim Sabalbal	Participatory block design	Through NMU Design Unit/Lebanon Field
2. Jenan Diab	Participatory block design	NMU Design Unit /Lebanon Field
3. Jihad Farah	Participatory block design	Through NMU Design Unit/Lebanon Field
4. Patrizio Jellici	Participatory block design	Through NMU Design Unit/Lebanon Field
5. Marie-Josée Anjou	Participatory block design	Through NMU Design Unit/Lebanon Field
6. Saba Innab	Participatory block design	Through NMU Design Unit/Lebanon Field
7. Lyne Jabri	Participatory block design, camp extensions and advocacy	Through NMU Design Unit/Lebanon Field
8. Nada Sabbagh	Participatory block design	Through NMU Design Unit/Lebanon Field
9. Rim Sabouneh	Participatory block design	Through NMU Design Unit/Lebanon Field
10. Yasmine Lutfi El-Haj Ahmed	Design	Through NMU Design Unit/Lebanon Field
11. Maen Alzaher	Current Head of Design Unit	NMU Design Unit /Lebanon Field
2. NMU Design Unit-Technical support –GIS and AutoCAD		
1. Nibal Abdulrazzak	GIS/Auto Cad Technician	NMU Design Unit /Lebanon Field
2. Hanan Suleiman	Auto Cad Technician	NMU Design Unit /Lebanon Field
3. Majdi Zeid	Auto Cad Technician/Access Data base	NMU Design Unit /Lebanon Field
4. Mahmoud Ahmad	Auto Cad Technician	NMU Design Unit /Lebanon Field
5. Abdel Karim Meri	Auto Cad Technician/Access Data base	NMU Design Unit /Lebanon Field
6. Alia Hamdan	Mapping	Through NMU Design Unit/Lebanon Field
3. Validation support		
1. Loai Tannous	Validation /Camp Extensions	NMU Design Unit /Lebanon Field

Name	Role	Contact Details
4. NMU design Unit-Design support for construction		
1. Nadine el-Marouk	Architect-design/site coordination	Through NMU Design Unit/Lebanon Field
2. Hussam el-Jazzar	Structural Engineer-design /site coordination	Through NMU Design Unit/Lebanon Field
5. NMU-Construction management and site supervision		
1. Mahmoud al-Ghadban	Construction Manager	Through NMU Design Unit/Lebanon Field
2. Daoud Korman	Construction Manager	Lebanon Field Office
3. Nidal Ayyoub	Assistant Construction Manager	NMU Design Unit /Lebanon Field
4. Sebastian May	Contract Manager	NMU Design Unit /Lebanon Field
6. NMU_Project management		
1. Charles Higgins	Project Manager	Through NMU Design Unit/Lebanon Field
2. Mohammed Abdel A'al	Acting Project Manager	NMU Design Unit /Lebanon Field
7. Lebanon Field Office Support		
Richard cook	Previous Director of UNRWA Affairs Lebanon/external and internal support for the project	Through Lebanon Field Office
Salvatore Lombardo	Previous Director of UNRWA Affairs Lebanon/external and internal support for the project	UNRWA HQ(A)
Roger Davies	Deputy Director of UNRWA Affairs Lebanon/external and internal support for the project	Lebanon Field Office
8. HQ (A) support		
1. Filippo Grandi	UNRWA Commissioner General, Leadership of UNRWA/Fund Raising	UNRWA HQ(A)
2. Karen Konning	Previous UNRWA Commissioner General, Leadership of UNRWA/Fund Raising	Previous UNRWA Commissioner General, Leadership of UNRWA/Fund Raising
3. Issam Miqdadi	Infrastructure & Camp Improvement Programme Director/external & Internal UNRWA Support of the project & Infrastructure Design	UNRWA HQ(A)
4. Rafiq al abed	Infrastructure Design	UNRWA HQ(A)
5. Akram Abuamira	Infrastructure Design	UNRWA HQ(A)
6. Salah Ismail	Structural Design	UNRWA HQ(A)
7. Ali alsayyed	Site Support	UNRWA HQ(A)
8. Numan Abu Hammad	Site Support	UNRWA HQ(A)

Name	Role	Contact Details
9. NBRC		
1. Kamleh el Wannas	Commission Founder – Community Surveying Committee	Ismail Cheikh Hassan +9613245991
2. Tayseer el Sayid	Commission Founder – Community Surveying Committee	Ismail Cheikh Hassan +9613245991
3. Ahmad waked	Commission Founder – Community Surveying Committee	Ismail Cheikh Hassan +9613245991
4. Ahmad Nimr	Commission Founder – Community Surveying Committee	Ismail Cheikh Hassan +9613245991
5. Ibrahim Hamid	Commission Founder	Ismail Cheikh Hassan +9613245991
6. Hasan Mihyi el Deen abu ali	Commission Founder	Ismail Cheikh Hassan +9613245991
7. Imad Oudeh	Commission Founder	Ismail Cheikh Hassan +9613245991
8. Zeidan Wehbeh	Commission Founder – Community Arbitration	Ismail Cheikh Hassan +9613245991
10. Najib Oudeh	Commission Founder	Ismail Cheikh Hassan +9613245991
11. Khaled Maw'id	Commission Founder – Community Surveying Committee	Ismail Cheikh Hassan +9613245991
12. RabiH Salah	Commission Founder – Advocacy Campaigning and community organising	Ismail Cheikh Hassan +9613245991
13. Racha Najdi	Commission Founder – Advocacy Campaigning and community organising	Ismail Cheikh Hassan +9613245991
14. Marwan Ghandour	Design Feedback in early stage of project	Ismail Cheikh Hassan +9613245991
15. Habib Debs	Design Feedback in early stage of project	Ismail Cheikh Hassan +9613245991
16. Mona Fawaz	Consultations on Camp Extensions	Ismail Cheikh Hassan +9613245991
17. Imad Bashir	Camp extensions	Ismail Cheikh Hassan +9613245991
18. Maher Abu Samra	Media Consulting and Advocacy	Ismail Cheikh Hassan +9613245991
19. Amro Saedidine	Camp Extensions and Advocacy	Ismail Cheikh Hassan +9613245991
20. Najwa Doghman	Camp Extensions	Ismail Cheikh Hassan +9613245991
21. Nadine Bekdache	Advocacy Posters and Illustrations	Ismail Cheikh Hassan +9613245991
22. Muzna Masri	Advocacy and Community Organising Consulting	Ismail Cheikh Hassan +9613245991
12. Partner NGO/Institutions		
1. Department of Urbanism & Planning Katholieke Universiteit Leuven	Technical and knowledge-based support	Ismail Cheikh Hassan +9613245991
2. LPHU Lebanese Handicapped Union	Standards for accessibility	Through NMU Design Unit/Lebanon Field
10. Other partners		
The Government Of Lebanon	Host Government	
11. Key person/ Consultant		
Salim Al-khazen.	Project manager of Consultant (Rafiq Alkhoury) for the preparation of Detailed design & Tender drawings.	Through NMU Design Unit/Lebanon Field

III. TIMETABLE

PACKAGE 1

A. Commission	July 2007	
B. Design	Start: July 2008	Completion: December 2008
C. Construction	Start: December 2009	Completion: August 2011
D. Occupancy	June 2011 – September 2011	
Remarks:	In Package 1, families started moving to their houses before the completion of the whole package.	

PACKAGE 2

A. Commission	July 2007	
B. Design	Start: October 2008	Completion: August 2009
C. Construction	Start: August 2009	Completion: March 2013 (in progress)
D. Occupancy	June 2012 – April 2013	
Remarks:	In Package 2, also families started moving to their houses before the completion of the whole package.	

PACKAGE 3

A. Commission	July 2007	
B. Design	Start: February 2009	Completion: September 2012
C. Construction	Start: December 2011	Completion: February 2014 (in progress)
D. Occupancy	April 2013 – March 2014 (planned)	
Remarks:	Currently under construction.	

PACKAGE 4

A. Commission	July 2007	
B. Design	Start: July 2009	Completion: November 2012
C. Construction	Start: February 2013 (planned)	Completion: March 2014 (planned)
D. Occupancy	March 2014 – April 2014 (planned)	
Remarks:	Tendering stage.	

PACKAGE 5

A. Commission	July 2007	
B. Design	Start: April 2010	Completion: July 2013 (planned)
C. Construction	Start: March 2013 (planned)	Completion: May 2015 (planned)
D. Occupancy	May 2014 – June 2015 (planned)	
Remarks:	Design stage	

PACKAGE 6, 7, 8

A. Commission	July 2007	
B. Design	Start: December 2012 (planned)	Completion: September 2013 (planned)
C. Construction	Start: July 2013 (planned)	Completion: August 2015 (planned)
D. Occupancy	July 2014 – September 2015 (planned)	
Remarks:		

IV. AREAS AND SURFACES

PACKAGE 1

A. Total Site Area:	17,409 m ²
B. Ground Floor Area:	10,194 m ²
C. Total Combined Floor Area:	34,610 m ²

PACKAGE 2

A. Total Site Area:	29,514 m ²
B. Ground Floor Area:	19,279 m ²
C. Total Combined Floor Area:	62,857 m ²

PACKAGE 4

A. Total Site Area:	28,214 m ²
B. Ground Floor Area:	13,392 m ²
C. Total Combined Floor Area:	48,071 m ²

PACKAGE 4

A. Total Site Area:	23,626 m ²
B. Ground Floor Area:	14,223 m ²
C. Total Combined Floor Area:	47,944 m ²

PACKAGE 5

A. Total Site Area:	35,394 m ²
B. Ground Floor Area:	22,166 m ²
C. Total Combined Floor Area:	67,565 m ²

PACKAGE 6

A. Total Site Area:	19,330 m ²
B. Ground Floor Area:	12,255 m ²
C. Total Combined Floor Area:	38,630 m ²

PACKAGE 7

A. Total Site Area:	27,769 m ²
B. Ground Floor Area:	17,539 m ²
C. Total Combined Floor Area:	52,885 m ²

PACKAGE 8

A. Total Site Area:	15,047m ²
B. Ground Floor Area:	9,649 m ²
C. Total Combined Floor Area:	27,856 m ²

V. ECONOMICS

PACKAGE 1

- A. Total Initial Budget: \$16,556,556
B. Cost of Land: Donated by the Government
C. Total Actual costs (without Land): \$16,517,435
D. Actual Cost (per square metre): \$525

Remarks: _____

PACKAGE 2

- A. Total Initial Budget: \$24,581,675
B. Cost of Land: Donated by the government
C. Total Actual costs (without Land): \$25,257,079
D. Actual Cost (per square metre): \$513

Remarks: _____

PACKAGE 3

- A. Total Initial Budget: \$27,428,781
B. Cost of Land: Donated by the government.
C. Total Actual costs (without Land): \$26,024,540
D. Actual Cost (per square metre): \$525

Remarks: _____