PROJECT DOCUMENT

[Country name, or Global/Regional Project]

Project Title: Dealing with the Past: Memory for the Future (Phase II)
Project Number: 00133109
Implementing Partner: United Nations Development Programme UNDP (DIM)
Start Date: 1st of July 2022 **End Date:** 30 June 2024

Brief Description
Dealing with the Past: Memory for the Future (Phase II)" project seeks to promote and support reconciliation, re-establishing dignity for victims as well as restoring peace and preventing conflict. While adopting a holistic approach to dealing with the past (DwP), it focuses on transforming conflicts by addressing both individual and structural levels in the society and encompasses the myriad undertakings that aim at transforming attitudes, beliefs, individual and societal values, relations, interests, as well as state and non-state institutions and structures that perpetuate violence. Building on the successes and lessons of the first phase of the DwP project, UNDP will continue supporting the different national and local actors in their efforts to deal with the past. **Overall Goal of the project:** UNDP will support the maintenance and scaling-up of community-led reconciliation initiatives, which is feeding into and contribute in positioning DWP agenda at the national level leveraging on the latest positive developments while also continuing to facilitate discussions and advocacy with policymakers to address issues of national reconciliation and historical consciousness. In doing this work, two key enablers will be utilized: youth and gender equality. The project will achieve the following outcomes: 1. **Outcome 1:** National actors increasingly supported in positioning DWP agenda at the national level while addressing issues of national reconciliation. 2. **Outcome 2:** Local actors including women and men supported to understand and accept alternative memories and truths and take action to prevent relapse into violence.

Contributing Outcome (UNSDCF, CPD, RPD):
UNSDCF: Outcome 2 **UNDP Lebanon's Strategic Objective 3:** Build resilience to shocks and crises through enhancing national prevention and recovery capacities for resilient societies **CPD outcome number 1:** Local communities and institutions ability to mitigate tensions and prevent conflict are strengthened, and the overall response on the evolution of tensions informed **UN strategic plan outcome involving UNDP: Outcome 1.3: Lebanon** has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at national, municipal and community levels

Total resources required:		USD3,000,000
Total resources allocated:		USD424,999
	UNDP TRAC:	
	Donor:	Swiss – 424,999 USD
	Government:	
	In-Kind:	
Unfunded / to be mobilized :		USD 2,575,001

Indicative Output(s) with gender marker[1]: Gen2		

Agreed by (signatures)[2]:

UNDP
Print Name: Mohammed Salih, Deputy Resident Representative
Date: 14/08/2022

[1] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

[2] Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE

In looking forward, non-renewal of conflict and long-term stability in Lebanon requires more than a return to the post-civil war status quo. The last decades, and particularly the last two years, have exposed the structural fault lines in Lebanon's sectarian power-sharing system, and the refusal of the political elite to deal with, or learn lessons from, its past. The changes witnesses have also opened up space for a deeper discussion on accountability, reconciliation, and justice in Lebanon. Today more than ever, there is a need for national actors and non-governmental actors to continue to advance the work on reconciliation and justice – from the civil war and the violence committed since, while continuing to apply pressure on the political elite to provide a national framework for addressing this issue. This is critical to shift politicized discourses on the past and replace them with an alternative culture for remembrance, to heal wounds from the past and to work to prevent the recurrence of violence.

Work on reconciliation and accountability in Lebanon finds its roots in the civil war and post-civil war period, during which organizations such as the Committee of the Families of the Kidnapped and Disappeared, the Permanent Peace Movement, the Lebanon Conflict Resolution Network, the Memory for the Future, and the Fighters for Peace, emerged, calling for action across the four pillars of Dealing with the Past process - the Right to Know, Right to Justice, Right to Reparation and Guarantee of Non-Recurrence. These efforts have been grounded in the acknowledgement that reconciliation is a slow process that seeks the public acceptance of responsibility and mutual respect for conflicting memories.

Despite a hostile environment for work on reconciliation and accountability, the work of these organisations has yielded important results. In 2004 and 2005, as part of the general political upheaval, a significant number of politicians began taking on the issues of reconciliation and memory. In 2014 a draft law was submitted to the Parliament on the missing and the forcibly disappeared. On November 13, 2018, it was ratified into a law (Law 105 on Missing and Forcibly Disappeared Persons in Lebanon), enshrining the right of families to know the fate of their loved ones. In July 2020, commissioners for the long-awaited National Commission for the Missing and Forcibly Disappeared were appointed, although today the commission remains in its infancy, again lacking its full membership after resignations in July 2021. In tandem, these organizations and others have undertaken tremendous work in engaging thousands of Lebanese youth and others over the years on issues of reconciliation work, building a strong, though small scale, platform of action. However, the continued unwillingness by the political class to engage in, or support, a national level reconciliation project means that important entry points to scale up and amplify this work are missed, including building commemorative monuments, writing an agreed national history of the period from 1975 to present and teaching it, and agreeing on a national approach to truth telling.

The long journey of the rebuilding of Lebanon must be grounded in a reckoning with Lebanon's violent and factious past, to heal wounds, support the building of a social contract between the state and those in Lebanon and to prevent the recurrence of violence. In the absence of a national counterpart, UNDP and UN Women are coming together to support the maintenance and scaling-up of community-led reconciliation initiatives, and support efforts in positioning DWP agenda at the national level leveraging on the latest positive developments while also continuing to facilitate dialogue and advocacy with policymakers to address issues of national reconciliation and historical consciousness. In doing this work, two key enablers will be utilized: youth and gender equality.

The country's youth face a difficult future, with many excluded from the economy, and torn between competing identities. In a 2019 survey conducted among Lebanese University students, 85% of youth

respondents expressed that they did not know enough about the civil war.3 Living in a traumatized country that has failed to reconcile with its violent past, limits the ability of the Lebanese youth to deal with the continuing societal tensions, and exacerbates their vulnerability to violence. At the same time, and especially since the October 17th uprising, youth have been conveying clear and strong messages of the will and need for change and specifically the need to close the chapter of the civil war and past violent cycles. Student movements in many universities were formed conveying messages for change and peace.

Women's meaningful participation in transitional justice is a normative right, and it also challenges discriminatory power structures and improves the effectiveness of justice processes. In Lebanon, the framework of gender equality also offers useful institutional and social entry points. The only institutional, agreed roadmap Lebanon has on issues of peace and security is the National Action Plan on Women, Peace and Security (NAP 1325), passed in September 2019. The NAP WPS sets out an inclusive approach to addressing issues of peace and security, with a strong focus on reconciliation. It builds on the work of women peace activists, many of whom have been leaders in the calls for justice and accountability.4 In addition, patriarchal social norms in Lebanon translate into an unwillingness by leaders and society to recognise women as political actors, and thereby depoliticising their work. While this underpins and perpetuates gender inequality, it also creates an opportunity for risk taking, whereby women often feel more able to discuss and convene people around politically sensitive topics.

The project set out decades of work done by UNDP and other actors on reconciliation, and UN Women's more recent work in this area. This includes the 2019 establishment of the Forum for Memory and Future (FMF)5 which aspires to develop the very first Strategy for Dealing with the Past for Lebanon, and the work achieved by UNDP under the UN Peacebuilding Fund supported project, "Dealing with the Past: Memory for the Future". Namely, dialogue, mediation, and oral history work across the different governorates of Lebanon, building spaces for an exchange of memories and truths – with a focus on ex fighters and intergenerational women's groups. This has been paired with the documentation of stories and evidence from the war, including Lebanon's most comprehensive study to date on gendered war crimes, and the development of a mobile app with the American University of Beirut mapping stories of people during the civil war. UNDP also partnered with the Lebanese Association for History and the Ministry of Education and Higher Education and the Centre for Educational Research and Development (CERD) to work on conflict sensitive approaches to history teaching and narrative.

Robust monitoring demonstrates impact from the work undertaken to date with different actors at the national and local level, and the importance of continuing key workstreams to contribute to the cycle and process of DWP covering the Rights to Know, to Justice, to Reparation and the Guarantee of non-recurrence. In particular, there is a continued need to support the work of the Forum for Memory and Future, the continued documentation of the impact of war and calls for justice, as well as scaled up support to community peacebuilders focused on reconciliation– in particularly youth groups, ex-fighters and women.

[3] See: Korban. D. 'Civil War Beirut: The youth need to know more'. *Beirut Today*. Published 17 April 2019.

[4] As examples, women such as Iman Khalifeh called for an end to violence during Lebanon's civil war, gathering thousands of signatures of people willing to march from what was then East and West Beirut to meet at the Green Line or Museum Crossing. Wadad Halwani continues to lead calls for accountability for the many disappeared during the civil war, bringing people together across the country in these efforts.

[5] On October 17, 2019, the "Forum for Memory and Future" was established, which is a body of organizations, NGOs, Civil Society Organizations, individuals, and academics who have come together to collaborate based on shared principles of dialogue, respect, and inclusion towards formulating a common language that contributes to a new national discourse over the best approaches to engaging with the past.

II. STRATEGY

Conflicts and crises have differentiated impacts on women, girls, men, boys, and other gender groups. In Lebanon, women participation in peace, security, and reconciliation is one domain that is distinctly affected by a history of conflicts especially as women bear significant exclusion as a result in different aspects – political participation (both at local and national levels), access to justice and services, inclusive participation on peacebuilding and reconciliation processes, etc. In such situations, the experiences and needs of women and girls often go undocumented and/or unaddressed and they are thus made invisible resulting in decision-making that is often gender-blind as it ignores their rights and needs in crises and conflicts; an approach that is unsustainable and that perpetuates the cycle of violence and exclusion.

The WPS Agenda and NAP recognize the disproportionate impact of armed conflicts and conflicts have on women and girls and the critical role that they continue to play in peace processes/negotiations and reconstruction efforts. In light of this, the project will approach community-led peacebuilding initiatives and processes within the framework of the WPS Agenda and in gender-responsive ways that ensure that the experiences of women and girls are documented throughout the dialogue process, shared in the form of oral history beyond the dialogues, and thus inform national-level peacebuilding processes. The importance of such a bottom-up approach is that it recognizes the context and complexity of women and girls needs and rights. Thus, women-led community peacebuilding initiatives have a transformative potential and is a powerful tool for not only brining about gender equality, but also for an inclusive recovery and reconciliation process for Lebanon. It has the power to move from exclusive to inclusive decision-making; from gender inequality to gender justice; and from conflict and crises to sustainable and feminist peace.

Based on the findings elaborated above and building on the successes and lessons of the first phase of the DWP project, UNDP will continue supporting the different national and local actors in their efforts to deal with the past. Throughout its interventions, the UNDP will apply a multi-pronged, inclusive, and victim/survivor-centered approach to ensure that the responses are grounded within the realities of Lebanese communities and based on a "do no harm approach" to minimize harm and maximize positive impacts.

The final evaluation of the DwP Phase I conducted by an independent entity concluded that the project is timely and relevant and has the potential and opportunity to scale up. Two key recommendations were provided:

A. Sustaining the policy level work:

- More efforts in finding ways to engage the government and support the work on DWP at policy level should be done through building on what the project already started,
- Build on the relationship that was developed through the project with ministry of education and LAH to expand the work that has been done at national level,
- Continue the dialogue with the national commission, and advocate for its completion and proper resourcing ,
- Maintain the support provided to FMF to develop the DWP national strategy and engage with policy makers through policy dialogues and organize advocacy campaigns.

B. Gender: the gender transformative approach should be strengthened by all agencies through:

- Building on the findings of the research that has been conducted by UN Women on gender and war crimes and make use of the research results for advocacy and to design gender transformative projects.

- Conducting a gender analysis that examines the extent to which gender perspectives have been taken aboard by the transitional justice processes, evaluate the ways in which transitional justice systems can be used to address social inequalities and transform gender relations, and examine the ways in which transitional justice systems could be used to provide access to justice for women victims of the civil war.
- Replicating the model of women-led peacebuilding work at community level to ensure non-recurrence and intergenerational dialogue.

As such, the project will try to pursue the following results:

Overall Goal of the project: UNDP will support the maintenance and scaling-up of community-led reconciliation initiatives, which are feeding into and contribute in positioning DWP agenda at the national level leveraging on the latest positive developments while also continuing to facilitate discussions and advocacy with policymakers to address issues of national reconciliation and historical consciousness. In doing this work, two key enablers will be utilized: youth and gender equality.

In doing this, the project will achieve the following outcomes:

1. Outcome 1. National actors increasingly supported in positioning DWP agenda at the national level while addressing issues of national reconciliation.
2. Ouctome 2. Local actors including women and men increasingly understand and accept alternative memories and truths and take action to prevent relapse into violence.

Theory of Change

IF *national and local actors are supported to position the DWP agenda at the national level,*

And IF *women and men in Lebanon better understand the Lebanon civil war, accept alternative memories and truths, and take action to prevent relapse into violence,*

THEN *peaceful co-existence and a culture of respect of differences will be promoted,*

AND *the possibility of recurrence of violence will be reduced,*

Because *national and local actors will have increased understanding to contribute to peace building,*

AND *men and women will have better knowledge of the impact of the war and the need to ensure non-recurrence*

AND *women and youth will take action to promote reconciliation and healing in their communities.*

III. RESULTS AND PARTNERSHIPS

Expected Results

Outcome 1: National actors increasingly supported in positioning DWP agenda at the national level while addressing issues of national reconciliation.

Under this outcome the following will be achieved:

- The National Commission for the Missing and Forcibly Disappeared and the Committee of the Families of Kidnapped and Disappeared in Lebanon will be supported in their efforts to implement Law 105 specially at both national and local level, while ensuring gender and conflict sensitivity mainstreaming.
- The Forum for Memory and Future (FMF) will be assisted in implementing its Action Plan pertaining to the implementation of the Policy Dialogue Process for the formulation of the Dealing with the Past Strategy for Lebanon the Forum members agreed on. This policy-oriented process will be engaging all actors in Lebanon, including policymakers, representatives of the political parties, civil society actors, experts, young men and women, etc. It will be focusing for the first on four key pillars identified by the Forum members: Missing file; History teaching; Memory and Archives and Judicial reforms. This will be done through facilitated workshops, trainings, technical sessions, outreach activities, etc. This will include reaching out to Palestinian and Syrian actors considering the sensitivities of this file and thus choosing the best approach and timing.
- Part of the Right to Know (under the DWP process) comes the historical narrative. The CERD center (affiliated to the Ministry of Education and Higher Educational) and the Lebanese Association for History, will be supported to develop educational materials for history teaching that contribute to the reform of the existing history curriculum and will incorporate findings from the gender-based war crimes study and the voices and work of women peace builders. History teachers and CERD trainers will be trained on using these materials.
- Conduct dialogue around research on the impact of the Lebanon civil war on women and gender that was conducted by UN Women and partners in Phase I to inform the work of peacebuilding actors and history teaching.
- Research on the impact of the Lebanon war on women and gender will be produced to inform the work of peacebuilding actors and history teaching and to expand on the research from Phase I. Men and women engaged with the research pieces will be supported with free legal aid and psychosocial services to ensure Do No Harm.

Output 1.1: National and local actors' increase their capacity to engage with Dealing with the Past topics.

Activities:

Activity 1.1.1: Conduct awareness raising sessions targeting local authorities and actors in 30 locations on issues pertaining to Law 105 and the importance of the missing file (in cooperation with the Forum, the families of the missing and the National Commission on Missing and Disappeared).
Activity 1.1.2: Finalize with the Forum the Lebanon's Strategy for Dealing with the Past and its action plan including focus groups and consultation sessions with national and local stakeholders (at least at least 6 per year).
Activity 1.1.3: Conduct advocacy activities (roundtables, campaigns, etc…) with the Forum for Memory and Future aiming at raising awareness on Dealing with the Past topics and on opening dialogues around the issue (12 over 3 years).
Activity 1.1.4: Advocate with The Forum for Memory and Future for turning Beit Beirut into a national space for Memory.
Activity 1.1.5: Develop 3 educational materials on history teaching in Lebanon in cooperation with LAH and CERD.
Activity 1.1.6: Train and coach 100 history teachers and CERD history teachers' trainers on the new educational materials.

Output 1.2: Stakeholders have greater access to research and knowledge products on gender war crimes and post-war reconciliation initiatives to inform work on Dealing with the Past.

Activities:

Activity 1.2.1: Conduct 3 pieces of research on the impact of Lebanon's cycle of violence on women and on gender equality.
Activity 1.2.2: Conduct 8 advocacy and communications events to raise awareness on the findings of the research pieces.
Activity 1.2.3: Provide free legal aid and psychological support services to 40 women and men engaged in the research activities to abide by Do No Harm standards.

Outcome 2: Local actors including women and men increasingly understand and accept alternative memories and truths and take action to prevent relapse into violence.

Under this outcome the following will be achieved:

- Upgrading the Memory Map developed as a mobile application and feed it with more stories from men and women of Lebanon (including with stories collected through playback theatre and women-led oral history activities), as well as with war sites data.
- Promoting and supporting public truth sharing through oral history initiatives, particularly those led by women and youth, using innovative techniques and victim-survivor-centered approaches such as playback theatre techniques, and women peace builders, with a focus on areas without ongoing reconciliation programming. This includes supporting the creation of walking tours, including an "ex-fighters Taxi Tour", providing guided tours for people who are eager to learn about the past in several areas around the country.
- In the efforts to learn from the past, emphasizing on the importance of memorialization as a tool for non-recurrence, and building on the DWP project's phase 1 results (the oral history map and the work on the memorialization of Karantina's inhabitants' stories), support will be provided to national actors to work on documenting stories of victims of Beirut August 4th blast, (including Blast Oral Map), including women and youth stories. A virtual and physical tour can be developed to map stories of the victims and offer to the general audience the opportunity to visit sites affected by the blast.

Output 2.1: Men and women increase their knowledge on the Lebanon civil war to reduce the chances of future violence

Activities:

Activity 2.1.1: Update the memory map with the stories collected from the playback and oral history activities.
Activity 2.1.2: Establish the Bus Memory Tour by the Fighters for Peace and organize 2 tours for the public over 3 years.
Activity 2.1.3: Develop the Beirut Blast Memory Map including the virtual tour.
Activity 2.1.4: Organize yearly tours based on the Beirut Blast Memory Map (on the commemoration of August 4th)

Output 2.2: Women and youth increase their capacity to contribute to peacebuilding and non-recurrence of violence in Lebanon.
Activities:

Activity 2.2.1: Establish 10 women groups in 3 locations (total 200 women) and conduct intergenerational community-based dialogue sessions on peacebuilding and reconciliation.
Activity 2.2.2: Conduct gender conflict analysis in 3 locations with the participation of women co-facilitators to inform dialogue sessions.
Activity 2.2.3: Identify and train 20 women co-facilitators from 3 locations on co-facilitation of intergenerational dialogue sessions for reconciliation.
Activity 2.2.4: Conduct and document 5 women -led community-based reconciliation and peace building

initiatives using playback and other techniques.
Activity 2.2.5: Implement exchange, advocacy, and communications intiatives to promote women-led peace building work (4 in total).
Activity 2.2.6: Train 40 young people from hot spots areas on insider mediation, expanding on existing Mt Lebanon youth Network of insider mediators and implement community engagement activities for the youth network to reach out to 300 youth at risk.
Activity 2.2.7: Map current community level peacebuilding and reconciliation initiatives, including those led by women and youth, and identify gap areas and communities.
Activity 2.2.8: Convene (twice) all partners in Lebanon working on community level reconciliation activities, with particular attention to those led by women and youth, for cross learning, sharing and the streamlining of tools and methodologies.

Resources Required to Achieve the Expected Results

- The project will be managed and implemented by a Project Manager/Advisor. The project Manager will be responsible for timely project's implementation, regular monitoring of activities and ensure the quality of the activities implemented. The Project Manager will be supported by a Project Coordinator who will ensure coordination with partners, logistical support, keep track of activities' timeframes and budgets. An Admin and Finance Officer as well as a Communication Officer will be also supporting the project team in issues related to financing, budget as well as communication and media.

- The project needs the following resources to deliver the expected results:
  - Project staff (see below detail) including UNDP Country Office staff time for procurement, contract management, finance, coordination, communication, reporting and general support.
  - Private contractors and suppliers for conducting/hosting workshops and trainings.
  - NGOs to support "Dealing with the Past: Memory for the Future" project in history teachers and raising awareness on Dealing with the Past.
  - NGOs to work with Committee of the Families of Kidnapped and Disappeared in Lebanon on raising awareness on the Right to Know and Law 105 at the local level
  - NGOs or Companies to provide technical support for the Forum for Memory and Future on the development of a Dealing with the Past Strategy for Lebanon- on four key topic areas: History Teaching, Missing and the Disappeared, Memory and Archive, and Judicial Reform.
  - Other direct operation cost, such transport and visibility
  - Indirect cost (charged as DPC in the budget): financial management, procurement, IT, HR, and operation costs that are apportioned to the project, share of rent and running costs for country office, security costs, etc.

Staff costs:

Position/function (full- or part-time)	Main responsibilities	Filled by existing staff or new hire?
Project Manager/PB Advisor (1-part time)	A Project Manager and Peace Building Advisor, responsible for the monitoring and evaluation of the project's activities and ensuring high quality and timely inputs, maintaining the project's strategic vision and monitoring if its activities result in the achievement of its intended outputs in a cost effective and	Existing staff/UNDP

	timely manner.	
DWP Project Coordiantor (1-full time)	The DWP Coordinator- will lead the project implementation related to the output "Dealing with the Past" and which includes several activities funded by Peace Building Fund to be implemented all over the country. He/she will work in close collaboration with project staff and project partners, and will maintain close communication over operational issues as well as strategic opportunities arising from project implementation.	New staff/UNDP
Admin & Finance Officer (1-par time)	The Admin & Finance Officer - will provide support to office operations, performing a variety of administrative processes related to personnel and registry, finance and procurement, logistics, contract handling, payments of project activities, and filing. The Finance and Administrative Officer ensures high quality, accuracy and timeliness of work.	Existing staff/UNDP
Media and Communication Officer (1-part time)	The Communication and Media Officer will lead on the communication of the peacebuilding & DWP projects. In addition, she will be dedicated to developing media and communications products about project activities to share where relevant with the public, national institutions, and international partners. She will work in close collaboration with project staff and project partners and will maintain close communication over operational issues as well as strategic opportunities arising from project implementation	Existing staff/UNDP

Partnerships

UNDP will build on the existing strong partnerships with a wide range of stakeholders. This includes civil society organizations and actors specialized in dealing with the past gathered through the Forum for Memory and Future, and other NGOs working more broadly on peacebuilding and reconciliation efforts. The project will also continue partnering with national stakeholders such as the National Commission on Missing and Disappeared and relevant ministries, such as the Ministry of Education and Higher Education, the National Commission on Women issues and with the key international organizations and actors working on this field, such as the ICRC, ICTJ and others. Strategic partnerships will also be reinforced, mainly with local authorities and municipalities in the targeted areas. Through the partnership with UNDP partner , UN Women will carry-out this project under the overall guidance and framework of the Lebanon National Action Plan on Women, Peace and Security. For both UNDP and UN Women, through their collaboration will be engaged to deliver on specific programmatic results, Partners will be identified through competitive onboarding processes in line with UN rules and regulations. Previous UN Women partners for work under this portfolio will be encouraged to apply for relevant calls for proposal. The implementation of this work will be closely linked to UN Women's broader portfolio on women, peace and security – building on the work UN Women is doing, for example, at the national level on supporting dialogue tracks within and between women from established and emerging political parties.

Risks and Assumptions

Considering the recent developments in Lebanon, the high risk of civil unrest, the economic and political crisis as well as Covid-19, both agencies have recently updated their offices Business Continuity Plan and engages closely with the UNCT and the United Nations Department of Safety and Security to monitor of developments in the country; using as well the Tensions Monitoring system. The project team will regular assess the Theory of Change and the results framework and evaluate if any adaptations need to be conducted in line with the changing context. UNDP and UN Women will inform the donor about any important developments and will discuss request for potential modifications.

In case of localized unrest, the project will pause (or if very extreme circumstances, stop) activities in the areas where the civil unrest is happening while continuing project activities in other areas of the country. Though building on national and local partnerships and on national ownership that both agencies will ensure, some activities can continue. Also, the work on insider mediation with youth and local actors is key to respond to tensions and conflicts on the spot. In case of a national wide unrest and security deterioration, the project will shift the focus of certain activities in discussion with the donor. This could for instance include activities on monitoring of the situation of women in the civil unrest, documenting and sharing information on women in decision making and role of women deescalating protests.

It is assumed that Lebanon will continue to be affected by the COVID-19 pandemic, with restrictions in place in meeting. Given the sensitive nature of much of the work, some face-to-face meeting and discussions will be necessary. Where things can take place remotely and online they will. Where they can't, all precautions will be undertaken (masks, regular cleaning) and outdoor venues will be prioritized.

Finally, it is important to highlight that due to the fact that the proposed project asserts the importance of working with dealing with the undealt violent past of Lebanon, it entails to a high degree a sensitive topic. As such, careful risk management measures are required. Lack of a risk management perspective could have direct and indirect implications on the project. However, neglecting the calls from the Lebanese society on the importance of dealing with the past could bring about substantially higher risks in the longer term.

See Risk Log for a more comprehensive Risk Assessment and Mitigation strategy

Stakeholder Engagement

The project's activities will be carried out at national and local levels. At the national level, the project will primarily engage with the Lebanese authorities through advocacy and advisory activities to highlight the importance of positioning the DWP agenda at the national level while addressing issues of national reconciliation and spreading awareness on the impact of the war on women and gender. On another level, the UN will also provide technical support to the National Commission to follow up on the implementation of Law 105. The Commission's mandate is to determine the fate and whereabouts of missing and forcibly disappeared, including through conducting investigations, ensuring verification and storage of information, and establishing an information bank for burial sites. In this regard, the UN will build on its presence in a large number of communities all over Lebanon and specifically linking to the Stability and Local Development Committees, to support national organizations and platforms working since many years on the missing of the Lebanese Civil war issue such as Act for Disappeared, the Forum for Memory and Future (FMF) and the Families of Missing and Disappeared, to reach out to 30 municipalities and local communities all over Lebanon and raise awareness on Law 105 and on the importance to collaborate with the National Commission for Missing and Disappeared in its work at the local level. Through this activity, the aim is to prepare the ground for the work of the national commission and ensure cooperation and collaboration of local actors, and the endorsement of different parties and actors in this crucial process.

Also on the national level, the project will continue to support the Forum for Memory and Future (FMF), especially in the development of the first DwP strategy for Lebanon. The UN support to the FMF also includes, but not limited to, communication and media related activities to reach out to the wider public; thematic sessions on key topics with experts and practitioners but also with the wider public including youth and women; webinars and open events around the topics of dealing with the pas and advocy efforts for turning Beit Beirut into a national space for Memory. The support will also provide the Forum's members with the needed technical skills and trainings they identify as priorities.

The UN will continue supporting relevant actors, such as the Lebanese Association for History (LAH), the Centre for Educational Research and Development (CERD) and the Ministry of Education and Higher Education in developing history related education material that could contribute to the content of the new curriculum expected to be under preparation with the CERD and MEHE. Educational material will include digital based ones that could be used online to respond to the current challenges related to physical and online learning. Later, 100 history teachers from different schools all over Lebanon, both public and private, will be trained on the new materials developed.

At the local level, the activities are aimed at fostering reconciliation and preventing violence will be implemented in hot spot areas. The UN will ensure that women's roles are promoted in reconciliation and peace-building efforts. The UN will apply the "Leave No one Behind Approach" through its selection of beneficiaries, with a specific focus on youth and women from areas still affected by the legacy of the civil war. The families of the disappeared will also be targeted including through women's associations in addition to NGOs working on the issue of dealing with the past to ensure national ownership of the DwP process and its sustainability.

In doing this work at the local level, two key enablers will be utilized: youth and women. In this regard, the UN will train 40 young people from hot spots areas on insider mediation and implement community engagement activities for the youth network to reach out to 300 youth at risk. Additionally, 10 women groups will be etsbalished in 3 locations (total 200 women) and conduct intergenerational community-based dialogue sessions on peacebuilding and reconciliation. To implement this component, UN Women will partner with a specialized organization that has a long-standing experience working on social peace building, dialogue, and gender equality in Lebanon. In addition to this, 20 women co-facilitators from 3 locations will be identified and trained on co-facilitation of intergenerational dialogue sessions for reconciliation. UN Women will work with its partner to identify female leaders from the communities targeted who can lead the dialogue work, alongside professional facilitators. Four leaders per site will receive 'upskilling' on active listening and facilitation, from the expert organization, and scenario-based training for dialogue facilitation. The leaders will also receive training on adult learning, conflict resolution and interactive dialogue. Once trained the women leaders will co-facilitate the intergenerational dialogue sessions with the lead facilitators and will receive real time coaching and mentoring.

Finally, the project activities will reach out to the wider public through the organization of discussion sessions around DwP topics, learning events to promote women-led peacebuilding work, and the Memory Map developed as a mobile application which will expanded with more stories from men and women of Lebanon (including with stories collected through playback theatre and women-led oral history activities). Also, activities like the Bus Memory Tours, will contribute to spreading a culture of peace and non-recurrence with youth and the wider audience in locations in which key events happened during the war. This Tour is aimed to contribute to the Right to Know and to the memorialization work but also to help people in Lebanon re-connect with their past in a healthy way.

Digital Solutions[6]

- In 2021, and in partnership with AUB, UNDP developed a mobile based map of Lebanon with 50 stories of people from the civil war. Stories cover different locations all over Lebanon, of people from different ages and backgrounds. This map is contributing to the Right to Know, gathering people's perspectives, experiences, and testimonies for what they have went through during the

[6] *Please see the Guideline "Embedding Digital in Project Design".*

1975-1990 civil war. UNDP will continue supporting this initiative to collect more stories from a wider number of people, reaching out to groups all over the country.

- In the efforts to deal with the effect of the Beirut Blast tragedy, the need to memorialize and write the stories of the victims is a must and thus, through this project, a Memory map will be developed in collaboration with national and local actors already collecting some data and stories. This memory map will include key locations and sites affected by the blast, in the different parts of the cities. It will also have an online interface for a virtual tour. The map will also feature stories of men and women affected by the blast that will be included in the virtual tour online.
- Under the framework of activities to be implemented with the Lebanese Association for History (LAH), the Centre for Educational Research and Development (CERD) and the Ministry of Education and Higher Education, the UN will support in developing history related education material that could contribute to the content of the new curriculum expected to be under preparation with the CERD and MEHE. Educational material will include digital based ones that could be used online to respond to the current challenges related to physical and online learning. They will also be developed in a creative way like board games that can attract students and instigate their interest in this topic and will build on UN Women's work on gender war crimes and women led peace building.

Knowledge

UNDP will develop a communication plan to accompany the implementation of the project. Written and audio-visual stories will be prepared periodically, shedding light on the change the project is contributing to in the field of dealing with the past, and the impact on end beneficiaries as well as at the national level. In addition, UNDP will ensure the significant visibility of project work and results including donor visibility through social media and traditional media engagement, where visibility does not jeopardise project results. Where possible this will be complemented by high profile events, and any assets that are supported under this project will include plaques and other recognition items.

The following knowledge products will be produced:

- 3 educational materials on history teaching in Lebanon in cooperation with LAH and CERD (including digital version).
- 3 pieces of research on the impact of Lebanon's cycle of violence on women and on gender equality. During Phase I, in-depth investigations on this topic were conducted and elucidated areas that require further research and investigation. This project will expand the research on gender crimes to include these areas: gendered crimes against boys and men, the role of women and girls in the militias, and further mapping of gendered crimes (this aspect of the research will include a more diverse groups of survivors)
- A strategy for Dealing with the past in Lebanon
- Upgrade of the Memory Map developed during Phases I: the mobile app will be expanded to include new stories, specifically stories collected from the playback and oral history activities.
- A Memory Map for the Beirut Blast
- Learning products/interactive tools on community-based peace building and reconciliation will also be produced. UN Women and UNDP will team up to develop an up-to-date mapping of existing community level peace building and reconciliation initiatives, including key actors, locations, a description of the interventions, key approaches used, knowledge products developed and success stories. Special focus will be given to youth and women led initiatives. The mapping will also highlight geographic areas and communities not targeted by peace building and reconciliation to inform future UN interventions.

Sustainability and Scaling Up

UNDP will work to build sustainable results across the project duration, ensuring contribution to national reconciliation plans and the implementation of the 1325 NAP. This will be done in large part by working in partnership with local authorities and actors – national and local NGOs, political parties, national institutions, and national rights bearers/stakeholders. This work will serve as part of their broader portfolios of work that they continue to build on in seeking to drive forward change and reform in Lebanon. UNDP and UN Women will also ensure documentation of approaches and learning for potential replication and expansion by UNDP and UN Women and/or other actors and will invest in dissemination of learning at the end of the project to ensure wide reach. Furthermore, UNDP and UN Women is building on and linking the project interventions to already existing initiatives and projects; such as the work at the local level through the Mechanisms for Stability and Local Development or the work with the Ministry of Education and Higher on the curriculum reforms. The work will link closely to UN Women's broader portfolio on women, peace and security, as well as its elections work and the work of UNDP in crisis prevention and recovery. All this will ensure that the results of the project are sustainable and are not implemented in a vacuum. In addition, UNDP and UN Women will plan well ahead on how the project can be handed over to national and local institutions and organizations or continued/gains consolidated through funding from other donors.

IV. PROJECT MANAGEMENT

Risk Management

Attached Risk Log Framework

Cost Efficiency and Effectiveness

The project uses a portfolio management approach to improve cost-effectiveness and efficiency by leveraging activities and other interventions with the Project team in UNDP. For any balance at the end of the project, the country office will consult with the donors.

Project Management

The project will be managed in accordance with standard UNDP procedures as Direct Implementation (DIM) modality. UNDP will ensure high-quality technical and financial implementation of the project and will be responsible for monitoring and ensuring proper use of all funds to assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations for each of their respective components. The project will coordinate with other projects that are under implementation by UNDP and across the various other international and nationally implemented projects in the sector.
All services for the procurement of works, goods and services, the recruitment of personnel, financial transactions, auditing and reporting will be carried out in compliance with UNDP procedures, rules and regulations for support to national implementation. The audit of the DIM project is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Investigation).

Visibility and Communication

UNDP will ensure that the project Donor will receive the maximum visibility possible in line with the visibility guidance documents.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:

UNDP Lebanon's Strategic objective 3: Build resilience to shocks and crises through enhancing national prevention and recovery capacities for resilient societies

CPD outcome number 1: Local communities and institutions ability to mitigate tensions and prevent conflict are strengthened, and the overall response on the evolution of tensions informed

UN strategic plan outcome involving UNDP: Outcome 1.3: Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at national, municipal and community levels

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:

Outcome 1 Indicators

Indicator 1.1: % of targeted local authorities that implement activities on Dealing with Past.
Baseline: 0;
Target: 50%
Indicator 1.2: State actors participate in the development of the Dealing with the Past strategy in Lebanon.
Baseline: No.
Target: Yes.
Indicator 1.3: Ministry of Education and Higher Education endorses educational materials on conflict sensitive history teaching.
Baseline: No.
Target: Yes.
Indicator 1.4: Number of national actors that incorporate evidence on gender war crimes in their work on Dealing with the Past.
Baseline 0.
Target 3.

Outcome 2 Indicators

Indicator 2.1: % of men and women engaged in oral history activities who report an increase in level of tolerance.
Baseline: N/A.
Target: 70%.
Indicator 2.2: % of men and women engaged in oral history activities who report taking action to ensure non-recurrence of violence in their communities.
Baseline: N/A.
Target: 40%.

Applicable Output(s) from the UNDP Strategic Plan: Outcome 2

Project title and Atlas Project: 00133109: Dealing with the Past: Memory for the Future (Phase II)

EXPECTED OUTPUTS	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE		DATA COLLECTION METHODS & RISKS				
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Outcome 1 **Output 1.1** *National and local actors' increase their capacity to engage with Dealing with the Past topics.*	**1.1.1:** % of the members from local authorities in the 30 targeted locations that show increased knowledge on Law 105.	DwP Strategy and action plan Pictures Videos Education Materials Project Reports	N/A		*20%*	30%	50%	50%	Attendance Sheets of trainings and meetings Pre/Post Questionnaires Training Reports NGO reports
	1.1.2: The Dealing with the Past Strategy for Lebanon and its action plan are finalized by the Forum.		N/A		*50%*	*50%*		1	
	1.1.3: Number of advocacy and awareness raising activities organized by the Forum for Memory and Future on dialogue around dealing with the past.		N/A		*4*	*4*	*4*	12	
	1.1.4: Number of educational materials on history teaching developed by LAH and CERD.		6	2021	*2*	*3*	*4*	9	
	1.1.5: % of targeted teachers 100 and CERD history teachers' trainers who show improved skills in teaching the history of Lebanon.		N/A		*20%*	*40%*	*70%*	70%	
Output 1.2 *Stakeholders have greater access to research and knowledge products on gender war crimes and*	**1.2.1:** Number of research reports on gender war crimes produced.	Copies of reports and social media reports	0					3	On bi-yearly basis as part of UN Women office report. Social media reports
	1.2.2: Number of people reached through advocacy and communications events on gender war crimes.		*0*					50,000	

[7] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE		DATA COLLECTION METHODS & RISKS				
			Value	Year	Year 1	Year 2	Year 3	FINAL	
post-war reconciliation initiatives to inform work on Dealing with the Past.									
Outcome 2 **Output 2.1:** *Men and women increase their knowledge on the Lebanon civil war to reduce the chances of future violence*	**2.1.1:** Number of additional stories added to the Memory Map.	Stories collected	0		*10*	*15*	*15*	45	Attendance Sheets of trainings and meetings Pre/Post Questionnaires Training Reports NGO reports Workshop reports
	2.1.2: Number of women and men who increase their knowledge on the Lebanon Civil War.	Memory Map App	0					200	
	2.1.3: The Beirut Blast memory map is developed.	Pictures Videos Beirut Blast Map	N/A				*1*	1	
Output 2.2: *Women and youth increase their capacity to contribute to peacebuilding and non-recurrence of violence in Lebanon.*	**2.2.1:** Number of women engaged in intergenerational community dialogue.	Attendance lists	0					200	Partners' reports Survey tool developed by partner and UN Women Attendance sheets of trainings Pre/Post Questionnaires
	2.2.2: Number of community actions and events jointly implemented by women for peace.	Project reports	0					5	
	2.2.3: % of women (200) with increased knowledge in women's dialogue and peacebuilding.	Pre-post survey Pictures	N/A					80%	
	2.2.4: % of trained youth who report an increase in insider mediation skills.	Videos	N/A		*30%*	*50%*	*80%*	80%	

EXPECTED OUTPUTS	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE		DATA COLLECTION METHODS & RISKS				
			Value	Year	Year 1	Year 2	Year 3	FINAL	
	Indicator 2.2.5: Number of youths at risk reached out by the insider mediation activities.	Map of current community-based peace building and reconciliation activities Learning products Interactive tools on community-based peace building and reconciliation	0		*50*	*100*	*150*	300	Training Reports
	Indicator 2.2.6: Mapping of current community-based peace building and reconciliation initiatives produced.		N/A						
	Indicator 2.2.7: Number of learning products/interactive tools on community-based peace building and reconciliation produced.		0					2	

VI. MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP	0
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP	0
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP	0
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	0
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP	0
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP	0
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and	UNDP	0

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		management actions agreed to address the issues identified.		

Evaluation Plan[8]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	UNDP		CPD, outcome 2 UNDP Lebanon's Strategic Objective 3: Build resilience to shocks and crises through enhancing national prevention and recovery capacities for resilient societies CPD outcome number 1: Local communities and institutions ability to mitigate tensions	30 June 2024	Youth inside mediators Women groups conducting intergenerational community-based dialogue sessions on peacebuilding and reconciliation, and facilitators CERD teachers	

[8] Optional, if needed

			and prevent conflict are strengthened, and the overall response on the evolution of tensions informed UN strategic plan outcome involving UNDP: Outcome 1.3: Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at national, municipal and community levels			

VII. MULTI-YEAR WORK PLAN [9][10]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
Output 1: National actors increasingly supported in positioning DWP agenda at the national level while addressing issues of national reconciliation.								
Output 1.1: National and local actors' increase their capacity to engage with Dealing with the Past topics *Gender marker: GEN2*	Activity 1.1.1:Conduct awareness raising sessions targeting local authorities and actors in 30 locations on issues pertaining to Law 105 and the importance of the missing file (in cooperation with the Forum, the families of the missing and the National Commission on Missing and Disappeared).	X	X	X	UNDP & Partner		-Contractual Services – Companies -Local Consultants -Hospitality catering -Transportation	USD110,000
	Activity 1.1.2: Finalize with the Forum the Lebanon's Strategy for Dealing with the Past and its action plan including focus groups and consultation sessions with national and local stakeholders (at least at least 6 per year).	X	X	X	UNDP & Partner		-Contractual Services – Companies -Local Consultants -Hospitality catering -Transportation	USD70,000

[9] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[10] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
	Activity 1.1.3: Conduct advocacy activities (roundtables, campaigns, etc…) with the Forum for Memory and Future aiming at raising awareness on Dealing with the Past topics and on opening dialogues around the issue (12 over 3 years).	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD120,000
	Activity 1.1.4: Advocate with The Forum for Memory and Future for turning Beit Beirut into a national space for Memory.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD30,000
	Activity 1.1.5: Develop 3 educational materials on history teaching in Lebanon in cooperation with LAH and CERD.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD90,000
	Activity 1.1.6: Train and coach 100 history teachers and CERD history teachers' trainers on the new educational materials.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD116,000
Output 1.2: Stakeholders have greater access to research and knowledge products on gender war crimes and post-war reconciliation initiatives to	Activity 1.2.1: Conduct 3 pieces of research on the impact of Lebanon's cycle of violence on women and on gender equality.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD459,358

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
inform work on Dealing with the Past *Gender marker: GEN2*	Activity 1.2.2: Conduct 8 advocacy and communications events to raise awareness on the findings of the research pieces.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD65,358
	Activity 1.2.3: Provide free legal aid and psychological support services to 40 women and men engaged in the research activities to abide by Do No Harm standards.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD70,358
	Sub-Total for Output 1							**USD1,131,074**
Output 2: Local actors including women and men increasingly understand and accept alternative memories and truths and take action to prevent relapse into violence.								
Output 2.1: Men and women increase their knowledge on the Lebanon civil war to reduce the chances of future violence *Gender marker: GEN2*	Activity 2.1.1: Update the memory map with the stories collected from the playback and oral history activities.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD75,000
	Activity 2.1.2: Establish the Bus Memory Tour by the Fighters for Peace and organize 2 tours for the public over 3 years.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD60,000
	Activity 2.1.3: Develop the Beirut Blast Memory Map including the virtual tour.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD45,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
	Activity 2.1.4: Organize yearly tours based on the Beirut Blast Memory Map (on the commemoration of August 4th)	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD16,000
	Activity 2.2.1: Establish 10 women groups in 3 locations (total 200 women) and conduct intergenerational community-based dialogue sessions on peacebuilding and reconciliation.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD325,358
Output 2.2: Women and youth increase their capacity to contribute to peacebuilding and non-recurrence of violence in Lebanon *Gender marker: GEN2*	Activity 2.2.2: Conduct gender conflict analysis in 3 locations with the participation of women co-facilitators to inform dialogue sessions.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD55,358
	Activity 2.2.3: Identify and train 20 women co-facilitators from 3 locations on co-facilitation of intergenerational dialogue sessions for reconciliation.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD55,358
	Activity 2.2.4: Conduct and document 5 women -led community-based reconciliation and peace building initiatives using playback and other techniques	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD55,358

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
	Activity 2.2.5: Implement exchange, advocacy, and communications initiatives to promote women-led peace building work (4 in total).	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD65,358
	Activity 2.2.6: Train 40 young people from hot spots areas on insider mediation, expanding on existing Mt Lebanon youth Network of insider mediators and implement community engagement activities for the youth network to reach out to 300 youth at risk.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD160,000
	Activity 2.2.7: Map current community level peacebuilding and reconciliation initiatives, including those led by women and youth, and identify gap areas and communities.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD58,778
	Activity 2.2.8: Convene (twice) all partners in Lebanon working on community level reconciliation activities, with particular attention to those led by women and youth, for cross learning, sharing and the streamlining of tools and methodologies.	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants - Hospitality catering - Transportation	USD75,358

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
	Activity 2.2.10 UNDP Communication Strategy and Plan including visibility	X	X	X	UNDP & Partner		- Contractual Services – Companies - Local Consultants	USD41,275
	Sub-Total for Output 2							**USD1,088,201**
Evaluation *(as relevant)*	EVALUATION	X	X	X	UNDP & Partner		'- Contractual Services – Companies - Local Consultants	USD120,000
General Management Support		X	X	X	UNDP		'- Project Manager - DWP Project Coordinator - Admin & Finance Officer - Communication & Media Officer	USD398,402
		X	X	X	UNDP		Operational Costs	USD12,598
GMS (8%)		X	X	X	UNDP			**USD220,022**
Levy (1%)		X	X	X	UNDP			**USD29,703**
TOTAL								**USD3,000,000**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

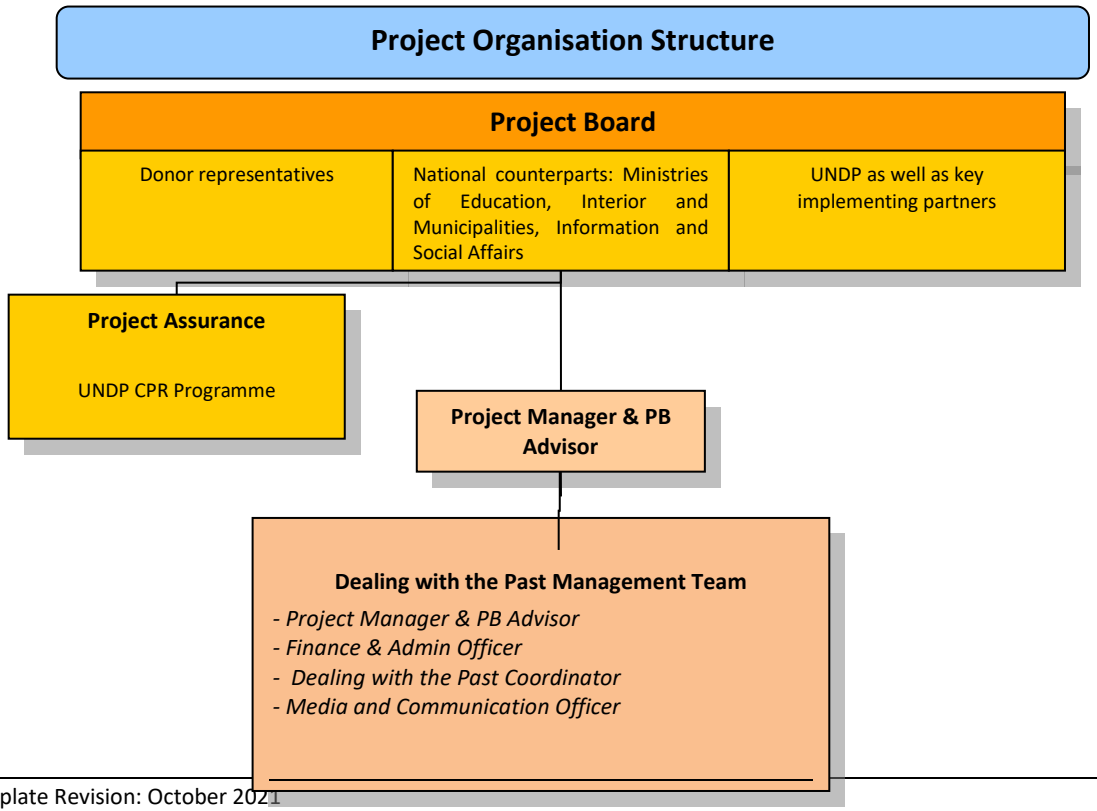
The Project will be executed under the UNDP Direct Implementation Modality (DIM), whereby UNDP will act as the executing and implementing agency. The UNDP will monitor the progress towards intended results and will ensure high-quality managerial, technical and financial implementation of the project, and will be responsible for monitoring and ensuring proper use of administrated funds to the assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations for each of their respective components. Furthermore, the procurement of goods and services and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.
The UNDP country office will provide the following support services, covered by Direct Project Cost (DPC), for the activities of the programme/project:

i. Payments, disbursements and other financial transactions
ii. Recruitment of staff, project personnel, and consultants
iii. Procurement of services and equipment, including disposal
iv. Organization of training activities, conferences, and workshops, including fellowships
v. Travel including visa requests, ticketing, and travel arrangements
vi. Shipment, customs clearance, vehicle registration, and accreditation
vii. Security management service and Malicious Acts Insurance Policy
viii. External access to ATLAS for project managers and other staff, Payroll management services and Medical Clearance Services for all staff

The UNDP country office will also provide the following general oversight and management services. GMS is recovered with a flat rate of 8% for contributions from donors. GMS cover the following services:

i. General oversight and monitoring, including participation in project reviews
ii. Briefing and de-briefing of project staff and consultants
iii. Resource management and reporting
iv. Thematic and technical backstopping

The audit of DIM projects is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Investigations).



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and UNDP, signed in 1986. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."
This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][13] [UNDP funds received pursuant to the Project Document][14] 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

[13] To be used where UNDP is the Implementing Partner

[14] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
i. 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;

ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure

that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.
Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.
i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management

Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document

XI. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

4. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found here**.**

5. **Gender Screening Tool**