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# United Nations Development Programme LEBANON Project Document

<b>Project Title</b>	Peace Building in Lebanon, Phase 3
<b>UNDAF Outcome(s):</b>	Good Governance reforms with specific focus on national dialogue and inclusive participation and government effectiveness and accountability are institutionalized at all levels
<b>Expected CP Outcome(s):</b> <i>(Those linked to the project and extracted from the CP)</i>	Outcome 10 - National capacities towards building sustainable peace strengthened
<b>Expected Output(s):</b> <i>(Those that will result from the project)</i>	<p><b>Output 1:</b> Education promoting social cohesion supported</p> <p><b>Output 2:</b> Media empowered to promote balanced and conflict sensitive media coverage</p> <p><b>Output 3:</b> Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees</p> <p><b>Output 4:</b> An NGO platform promoting nation-wide truth and reconciliation and ex-fighters' role in promoting peace building supported</p>
<b>2014 – 2017 Strategic Plan Outcome</b>	Outcome 5 - Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.
<b>2014 – 2017 Strategic Plan Output</b>	Outcome 5.6 - Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes
<b>Executing Entity:</b>	UNDP
<b>Implementing Agencies:</b>	UNDP

### Brief Description

The UNDP *Peace Building Project* (2006-2011) aimed to address the underlying causes of conflict in Lebanon and sought to create "safe spaces" for local identity groups to discuss their concerns openly and enhance mutual understanding of the different "other". Social cohesion was enhanced at the local, community and national levels between civil society (youth, educators, media, NGOs and religious leaders) and relevant local public (municipal council members and *mukhtars*) actors. Through training programs, advocacy work and enhanced networking, stakeholders were better equipped to actively and harmoniously contribute to peace building, community dialogue and ensure a more effective bottom-up impact of efforts.

Building on these initiatives, the second phase of the project (2011-2013), *Strengthening Civil Peace in Lebanon*, focused on strengthening dialogue, trust- and consensus building, enhancing and nurturing partnerships between civil society and local government actors. During the second phase, focus was directed towards strengthening initiatives that promote collective memory and integrate peace building concepts into formal and non-formal educational channels. Moreover, the project tackled media (traditional and alternative) to manage diversity and decrease biased reporting. At the local level, the project focused on developing local level peace strategies in three conflict prone areas of Lebanon with a special focus on youth engagement. Finally, a cross-political, multi-confessional civil society platform addressing civil peace was created and supported. With the Syrian crisis further impacting the Lebanese context, the project acted as a focal point to many partner organizations on issues pertaining to the impact of the Syrian crisis impact on social cohesion in Lebanon, both in terms of inter Lebanese relations and Lebanese Syrian interaction.

Building on the understanding and successes of the previous two phases, the third phase of the project (2014-2015) will focus on addressing the new challenges to civil peace and peace building in the country posed by the Syrian crisis. Therefore the focus will be on four outputs: 1. Education promoting social cohesion supported; 2. Media empowered to promote balanced and conflict sensitive media coverage; 3. Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees; 4. An NGO platform promoting nation-wide truth and reconciliation supported ex-fighters' role in promoting peace building supported.

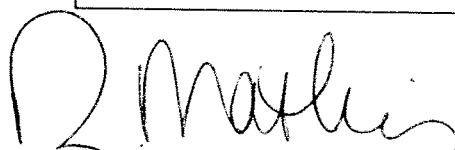
Programme Period:	2014-2015
Atlas Award ID:	00078129
Atlas Project ID:	00088560
Start date:	January 2014
End date:	December 2015
PAC Meeting Date:	December 12, 2013
Management Arrangements:	DIM

Key Result Area (Strategic Plan): Mechanisms are enabled for consensus building around contested priorities, and address specific tensions, through inclusive and peaceful processes

<b>Total Budget</b>	<b>USD 4,729,765.2</b>
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- Funded Budget: USD 239,000 from BCPR  
USD 704,060 from LRF
- Unfunded Budget: USD 3,786,705.5

Total budget will be adjusted based on USD equivalency according to the UN Exchange rate on the date of receipt of the different instalments from donors



Agreed by (UNDP): Robert Watkins, Resident Representative

## **I. Situation Analysis**

1. Adding to the legacy of a troubled past with a 15 years of civil war from 1975 till 1990, Lebanon has also experienced several violent shocks over the past few years, starting with the assassination of former Prime Minister Hariri in February 2005 and followed by a series of high-level political assassinations which exacerbated tensions among the confessional groups, and between Lebanon and Syria. The Hariri assassination resulted in the withdrawal of Syrian forces from Lebanon, under intense international pressure, and the establishment of a UN Commission of Inquiry, followed by a Special Tribunal for Lebanon. This reality was further aggravated by the July 2006 Israeli war on Lebanon. In the midst of post-July 2006 recovery efforts, violent clashes erupted between the Lebanese Army and militants from the Fatah El Islam radical group in May 2007 in the Nahr el Bared Palestinian refugee camp.
2. The Doha Peace Agreement which resulted from the Lebanese National Dialogue Conference (held in Doha from May 16-21 2008) put an end to an 18-month political deadlock and street clashes between the different Lebanese factions. It called for calm on all sides, reinforced by a commitment to the principles of the Lebanese constitution and the Taif Agreement which maintain the delicate coexistence formula in the country. In his inaugural speech (as cited in the Doha Agreement) the President of the Republic Michel Sleiman reiterated the need for conflict prevention, dialogue and reconciliation initiatives to be mainstreamed into the national agenda.
3. Since 2008, cyclical bouts of political tension and outbreaks of violence have continued to threaten national stability and the element of mistrust of the “different other” continues to plague inter-community relations. Although the Doha Agreement averted a return to civil strife, tension continued escalating in the following months and years. Political deadlock and disagreements around the International Special Tribunal for Lebanon to investigate the assassination of former Prime Minister Hariri (mainly between Hezbollah, whose some of its members were convicted and March 14<sup>th</sup>) continued to cause widespread tensions between the different political groups, particularly in the media, further widening rifts between the factions. Regional events and political movements have further impacted the dynamics of civil society and the nature of leadership and democracy.
4. With the Syrian crisis starting in March 2011, tensions between supporters and opponents of the different sides in Syria escalated internally. In 2012 and onwards, these tensions turned into violent and deadly clashes between Sunnites, supporters of the Syrian opposition and Alawites, pro-Syrian regime in Jabal Mohsen and Bab el Tebbaneh area, in the Northern city of Tripoli. The violence spilled over into the capital Beirut and Saida in South Lebanon. The assassination of Security Chief Wissam el Hassan (known to be allied to the March 14<sup>th</sup> block and who has been following up on the investigations of the assassination of Hariri) in October 2012 and the kidnapping of 13 Lebanese Shiite pilgrims in Aleppo Syrian fuelled more the tensions, specially between Sunnite and Shiite.

5. More recently, with the continuing deterioration of the situation in Syria, Lebanon is witnessing a rising influx of refugees through its northern and eastern borders, spreading onward across the country. As of late October 2013, over 812,000 Syrians were being assisted, nearly 80% of whom are women and children. Given the current trend, UNHCR estimates this number will likely exceed 1 million by year end, more than 25% of the total Lebanese population, the greatest burden of any recipient country. Unlike other host countries, Lebanon has not established camps and has maintained an open door policy. Therefore, refugees are either hosted by Lebanese families, with an average of 8.5 refugees hosted per family according to a UNDP study, or otherwise accommodated within the host community. A quick conflict assessment undertaken in late 2012 by UNDP showed that the tension between Lebanese and Syrians in Wadi Khaled (both at the community level and in schools), one of the largest host communities, has been rising due to economic (competition of the communities' limited resources and access to basic services and to the support provided by the international community), social and cultural (stereotypes and prejudices between the two communities, increased violence and reduced safety) factors. More signs of potential conflicts have been reported lately, mainly due to the fear expressed by the Lebanese community in many areas, mainly Christian one in Mount Lebanon and other areas, which has been translated into the development of a speech of hatred against Syrian and even in many cases into xenophobic and racist behaviours.
6. In March 2013, the cabinet headed by PM Najib Mikati's resigned amid tensions over a number of internal inter-cabinet differences; and in April 2013, Tamam Salam was tasked with forming a new government. In May, at least 10 people died as a result of further sectarian clashes in Tripoli between supporter and opponents of the Syrian regime. The resignation of the cabinet coupled with the fact that national elections were postponed and more entities of the Lebanese scene getting directly involved in the war in Syria has increased tensions among the various communities and has amplified many of the existing divisions in the Lebanese society. Recently, the cycle of violence took a new shape with a series of car bombings hitting Beirut, Beirut Southern Suburb and Tripoli. The new elements in these attacks are fact that they targeted innocent civilians, in busy streets during day time, proving that the aim is to kill the highest number of people and further destabilize the country. The other new element is that the bombings happened in two opposite sectarian region: one Chiite and one Sunnite, which adds more divisions to the broader picture.
7. The description of accounts stated above illustrates the complex multi-confessional socio-political fabric of the Lebanese society. It is characterized by deep rooted historical divisions with many identity groups isolated from one another especially that many of those groups maintain an unhealthy relationship with the past that is associated to the civil war chapter. Such a situation, explains to a large extent the negative reaction of specific groups to the Syrian refugees presence. With almost two decades passing on the civil war which ended in 1990 and the signature of the Ta'ef agreement in 1989, Lebanon continues to witness a series of destabilizing events.

## II. Strategy

This project is directly related to Outcome 1 of the United Nations Development Assistance Framework 2010-2014: by 2014, governance reforms and practices, with a focus on national dialogue and inclusive participation. It is also in line with UNDP's Country Programme Document (CPD) and Country Programme Action Plan (CPAP), which outline the need to strengthen national capacities to build a sustainable civil peace.

This new phase of the project is in line with the "Lebanon Road Map of Priority Interventions for Stabilization from the Syrian Conflict", which came as a result of an assessment conducted jointly by the UN and the World Bank on the impact of the Syrian crisis on Lebanon. The roadmap that was endorsed by the Government of Lebanon articulates the goal to stabilize the country from the adverse impact of the Syrian conflict on Lebanon and its citizens which it plans to achieve through the following key Strategic Objectives:

- Restore and expand economic and livelihood opportunities, and create an enabling environment for private sector investment;
- Restore and build resiliency in access to and quality of sustainable basic public services; and
- Strengthen social cohesion.

These comprehensive objectives link directly with the UNDP strategy to address the impact of the Syrian crisis on Lebanon which covers the main three components: basic services, livelihood and social cohesion, translated into the Stabilization and Recovery Programme. UNDP is implementing the three components in parallel and in a comprehensive way since they are linked and together constitutes the key elements of development.

Under this third strategic objective comes the output "Foster peace building mechanisms to mitigate tensions in conflict prone areas hosting Syrian refugees", linked to "Social Cohesion" (track 2 and 3) which includes conflict analysis, the establishment of local level conflict mitigation mechanisms, fostering peace education, and enhancing conflict sensitive media coverage.

Several of the UNDP Country Programme activities are linked to post-war rehabilitation, reconciliation, reconstruction and recovery, including the Post-Conflict Socio Economic Rehabilitation of South Lebanon launched in 2000 (social rehabilitation, economic recovery, youth mobilization etc), Crisis Prevention and Recovery Programme (mine action, conflict prevention and peace building in North Lebanon) and the Peace Building Project (*Strengthening civil peace in Lebanon*).

The *Strengthening Civil Peace in Lebanon* (2011-2013) built upon and consolidated the efforts made during the UNDP Peace Building Project (2006-2011) to strengthen social cohesion in the Lebanese communities, at the grass roots level, with local government, with the Lebanese media outlets and the civil society stakeholders. Throughout these projects, recommendations and needs assessments from consultations, dialogue sessions and training programs were incorporated into the planning framework to ensure that next steps

were relevant and timely, and responded to the actual needs in the fluid environment in Lebanon.

The foundations were laid for the culture of solving problems through dialogue, consensus building and practical, locally initiated conflict mitigation mechanism were established in the pilot communities. A range of relevant stakeholders including mayors, *mukhtars*, youth, religious leaders, teachers, civil society activists and NGOs, as well as reporters have been sensitized to peace building concepts and participated in one or more discussion sessions, meetings or programs. Since 2006, UNDP worked with over 1,000 civil society and public sector stakeholders and entities at the local level. The project provided the channels for further communication and dialogue on issues of critical concern between groups and further enhanced the role traditional conflict resolution role of *mukhtars* and municipal council members linking them to relevant national counterparts.

In order to ensure institutionalization and sustainability of efforts, strong links were made with national counterparts, particularly the Ministry of Education and Higher Education and the Ministry of Interior and Municipalities and lately with the Ministry of Information. As a reflection of this, the Peace Building team has been invited to be part of the Citizenship Committee (Ministry of Education and Higher Education) which also reviewed the content of one of the Project's flagship outputs, the Peace Building Toolbox, a comprehensive teaching guide for high school teachers trained in conflict resolution in 2009 to transfer peace building concepts within the current civics, history and geography curricula. This tool has been also very effective for tackling the Lebanese-Syrian relations and responding to the new challenges faced at the school level as a result of the presence of Syrian children who flee to Lebanese after the Syrian crisis.

All the outputs of the phase III of the project are also in line with the Regional Response Plan 6 (RRP6) developed by UNHCR and which aims at addressing the Syrian crisis from both its humanitarian and development perspectives. The different activities of the project are included in the sixth version of the RRP6.

Objectives of the initiative support the following national strategic plans:

- Ministry of Education and Higher Education's (MEHE), *National Education Strategy Framework: Education Sector Development Plan (General Education): 2010-2015*. The teacher training, Peace Building Toolbox and history narrative components are related to Priority 2: Education that contributes to social integration and provides learners with the knowledge, skills, and attitudes needed for living together in a diverse society.
- While Lebanon has a vibrant civil society with a large number of non-governmental organizations working in several fields, many of them in peace building, it is a fact that coordination and strategic thinking among them are still weak. In terms of peace building and strengthening civil peace in Lebanon, this is even more urgent. With the escalation of tensions during the past few years, and the existence of serious risks to civil peace in the country, the need to join the efforts of parties involved in the civil action and to draw together a national

strategy for strengthening civil peace in Lebanon is a must. When representatives of national NGOs and civil society activists working on peace building and civil peace in Lebanon participated in a series of consultations organized by UNDP on the challenges to civil peace, they all agreed on the need to work together as civil society in order to have a bigger impact on the national level. They also requested UNDP's help in bringing these NGOs together, as one of the main challenges facing the NGOs has to do with the competition and leadership problems they have in their relationship with each other. For them, UNDP had the neutral stance needed to kick-start the process, encouraging all parties from different backgrounds and affiliations to take part in the joint venture envisaged. With the support of UNDP a joint platform was established for NGOs working on civil peace in Lebanon and the participating NGOs agreed on a joint vision, joint strategy, an internal structure for the next three years, and agreed on a "Truth and Reconciliation Campaign".

- Hundreds of thousands of Syrians and Palestinians from Syria have crossed the border with Lebanon over the past two years, escaping from the unbearable suffering brought to them by the war. As of June 2013, Lebanon hosted over 560,000 Syrian, living within communities all over the country, but particularly in the deprived areas of the North and Bekaa. In many villages, Syrians now make over half the population. At the current pace, by year-end the number of refugees is expected to reach 1 million. In addition, more than 60,000 Palestinians have arrived from Syria, hosted within the already crowded Palestinian camps and gatherings. Lebanon has kept its borders open, and the Lebanese people have shown remarkable solidarity. But the burden over host communities is enormous, and is felt in Lebanon more than in any other country. UNDP, in collaboration with the Lebanese Government, has launched a comprehensive programme of support to Lebanese communities hosting Syrians and Palestinian refugees from Syria. The objective is to boost the resilience of these communities by strengthening local service infra- structure; creating opportunities for rapid employment and income generation; and supporting existing mechanisms for peaceful coexistence. The programme has four components: 1. Strengthening local capacity for service delivery; 2. Improving livelihoods and creating opportunities for income generation; 3. Improving the living conditions for peaceful coexistence and conflict resolution and; 4. Fostering mechanism for peaceful coexistence and conflict resolution.
- During the previous phase of the project, and at the national level, UNDP has engaged the most important media outlets to contribute to build a culture of peace and tolerance. As a result of a long participatory process - that started in 2007, through building the skills of journalists in peace building and objective reporting and the large network of journalists that UNDP has access to today-, and in close collaboration and coordination with the Ministry of Information, on June 26<sup>th</sup>, a historic "Journalists' Pact for Strengthening Civil Peace in Lebanon" was subscribed by 34 editors in chief, senior journalists and media owners from the whole political and confessional spectrum. In addition, news supplements bringing together journalists from diverse media outlets have been produced

(with the participation of some of the journalists trained by the project during its first phase), aimed at creating a healthy platform for debate over several key national issues and the last one aimed at conveying positive message to ease the tensions generated as a result of the Syrian crisis. These supplements have been produced and distributed for free with the two leading newspapers in the country Annahar and Assafir that target two different audiences, reaching out for more than 34,000 readers (17,000 with each newspaper), all over Lebanon.

With the increasing influx of Syrian refugees to Lebanon, and with the rising tensions linked to the impact of the Syrian crisis on Lebanon, the need to follow up on the above listed national strategic plans becomes more urgent. Moreover, the need to cover the different levels (education, media, local level and NGOs) is necessary in order to ensure the comprehensive implementation of the activities.

Four main outputs are envisioned in the **forthcoming phase**:

1. Education promoting social cohesion supported
2. Media empowered to promote balanced and conflict sensitive media coverage
3. Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees
4. An NGO platform promoting nation-wide truth and reconciliation supported and ex-fighters' role in promoting peace building enforced

#### **1- Education promoting social cohesion supported**

Sectarian and political divisions are manifested at both the social and political levels, in the **education sector** there is a cause for concern on two fronts: the absence of peace education content in the curriculum and the stalemate in relation to the history narrative. With the eruption of the Syrian crisis and the influx of thousands of Syrian refugees to Lebanon, tensions started to rise and these are mostly visible in schools, where high numbers of Syrians are registering in public schools, reaching in many cases a higher number than Lebanese ones. The number of students increased considerably inside the already crowded classrooms and the differences in social and academic backgrounds between Lebanese and Syrian students, in addition to other socio-cultural factors are the sources of ever-growing tensions. In many cases as well, Lebanese students are transmitting their parent's anger to their fellow Syrian colleagues. As such, teachers, students and administrations are overwhelmed and the harmonious flow of the school like is disrupted with discriminatory attitudes and sometimes violent actions and continuous frustration. This situation affects both the social cohesion within Lebanese communities themselves as well as the social interaction between Lebanese and Syrians. Violence has also been witnessed in North schools between Alaouites and Sunni students.

##### **a. Violence Free Schools:**

The project will work on "Violence Free Schools". The main objective of this activity is to contribute to creating a violent free environment inside an identified number of schools in areas where UNDP has already a presence; and where also the local level conflict mitigation



mechanisms, developed in the section three will be implemented; schools also hosting also Syrian students (from those targeted in the training above), from the intermediate level in a three-year period while engaging teachers, students, school administrations as well as parents in the process. More specifically, the project seeks to conduct in-depth research on violence free schools, prepare a baseline indicator in relation to the selected Lebanese schools, and design the type of intervention; to sensitize and train them on peace building and conflict resolution methodologies; to monitor the change of attitude and behaviour through the creation of channels and mechanisms; to assess and evaluate the effectiveness of the mechanisms created and their application. The four schools will be chosen based on a set of criteria; one of them is the presence of Syrian children. At the end of the process, concrete recommendations will be submitted to the Ministry of Education and Higher Education that can pave the way to develop concrete national guidelines and contribute to the modernization of the national educational system.

Based on the results of this pilot activity a similar process can be launched in more schools.

**b. The Peace Building Toolbox:**

In the absence of context-specific peace building content in the curriculum, the Project will integrate peace building values into the current curriculum through a teaching aid, the Peace Building Toolbox which will strengthen teachers' skills to communicate peace building values to high school students. The project will mainly focus on building the skills of the teachers who are hosting both Lebanese and Syrian students in their classrooms. This has been considered to be one of the main priorities that need to be focused on while addressing the impact of the Syrian crisis on Lebanon, and which has been translated in the Lebanon Road Map of Priority Interventions for Stabilization from the Syrian Conflict endorsed by the Government of Lebanon.

The concept of the Peace Building Toolbox was borne out of the direct, immediate need of 100 public and private high school teachers trained in conflict resolution methodologies in 2009. With the training completed, teachers requested that tools are produced to complement their skills and enhance the way they can communicate the peace building principles to students within the current high school curriculum.

An assessment of the toolbox undertaken in 2011- 2012 showed that the tool has had a positive impact on classroom dynamics and on students' attitudes. The assessment showed that the toolbox is a useful teaching aid according to teachers, school administrations and parents. However, it indicated that there are some challenges in using the toolbox regarding issues such as the teachers' capabilities in using the tool, mainly in adapting the exercises to the classroom reality, in managing the classroom and facilitating the sessions. Due to the importance of this tool and the potential role that it will play in reforming the educational system and contribute to implementing the new strategy of the Ministry of Education and Higher Education and the role that it is playing in addressing the new challenge faced by teachers these days because of the Syrian refugees influx, there is an urgent need to build on the Toolbox and following up on its evaluation in order to come up with its final version. During the coming phase and building on the results of this assessment and based on the recommendations of the Ministry of Education and Higher Education, the project will pilot the tool in 12 schools after building the skills of a sample group of teachers and mentoring their work. An in-depth assessment will be conducted in parallel to measure the impact of the tool on both teachers and students. Based on the results of this assessment, the tool will be revised, reproduced and reprinted. It will then be handed to the Ministry after building

the capacities of its master teachers on how to use it in order to be able to disseminate to high schools.

It is envisaged that the Toolbox will be used as a pilot for MEHE to roll out the *National Education Strategy Framework: Educational Sector Development Plan (2010-2015)*, with the understanding that the MEHE will use the Toolbox, on which she will have full ownership, as a best practice to shape similar processes, methodologies and pedagogical approaches in the pipeline.

This tool which has been used to train teachers in Beirut, Mount Lebanon and the North who are hosting both Lebanese and Syrian students, will be used as well in other areas with the similar target audiences. Teachers in mixed schools are facing a new emerging challenge because of the impact of the Syrian crisis and the influx of Syrian students into the Lebanese schools which is creating in many cases tensions and stress inside classrooms. The experience in using it so far with few schools that are facing this challenge has been very efficient and successful. Many success stories have been reported of teachers changing their behaviours and consequently the behaviours of her students mainly in regards to dealing with differences and the perceptions of the Other.

The project will work on integrating peace building into schools where Syrian students are being hosted, building the capacities of teachers in peace building, communication skills, non-violence, conflict prevention and conflict resolution and sensitizing school principals, personnel and parents on peace building. Women will be the main target, since they are the most active in the educational system and have shown a high commitment throughout the years during which UNDP has been implementing peace education related activities.

#### c. Historical Narrative:

The different perceptions of history in Lebanon and particularly on the Lebanese civil war are still a major cause of tension in the country, within and between the different political and sectarian groups; which become very clear when facing a critical situation like today the impact of the Syrian crisis on Lebanon and the influx of big numbers of Syrians which revived the past and the trauma faced by many when it comes to the military presence of Syrians in the country between 1976 and 2005; which was validated by the Joint UN-World Bank Assessment of the Impact of the Syrian crisis on Lebanon report. The perceptions and attitude are passed on to children from a very young age as they adopt the attitudes of their parents and teachers who tend to teach the history from their sectarian perspective. The requisite for Lebanon to be able to move ahead as a socially cohesive peaceful society under a common national identity will be to deal with the issues from the past, an issue that many Lebanese are still avoiding. The project will train history teachers, who have never received trainings on how to teach sensitive topics such as the period of the civil war, and help them find methodologies and pedagogies to use to support the students in developing skills for critical thinking. A guide for use of these teachers will be developed in collaboration with the key national and civil society partners that possess the relevant skills and experience. In addition, UNDP will work with students on activities to develop an oral history narrative with the aim helping these students to process some of these past challenges and to help them start challenging the sectarian narrative.

The project will also build the capacities of teachers in teaching the history of the civil war, using a tool that was developed by activists from the Lebanese civil society and that constitutes a revolution in the field of teaching the war of Lebanon.

Despite the plethora of publications about the Lebanese civil war eras, the vast majority of young Lebanese continue to be left in the dark about this period, receiving only partial and most often divisive narratives transmitted by their communities, parents political groupings, etc. More so, the collective memory that is being transmitted is focused on the role of political groups and militias during this period, feeding even further a sense of inter-communal fear, insecurity, and divisiveness. This is paralleled with a dominant narrative of the war that normalizes political violence, and shuns the entire aspect of addressing the impact of political violence on the civilian population. This particular aspect of the war remains largely unknown by the new generations.

The project will work on oral history and the issue of disappeared, one of the main chapters still unfinished of the civil war and that is still affecting people's lives. The project will work on increasing the Lebanese youth's (especially women) understanding of the Lebanese war and the issue of the disappeared and missing and engage them on questions about ways in which this violent past continues to impact the present and possibly the future. It will engage them as well in the process of collecting the narratives of ordinary people on the war ("stories from below") with a focus on the issue of the disappeared and missing in Lebanon. It will also engage them to create new audiovisual material on the Lebanese war and the disappeared and missing in Lebanon by using different medias and get information on how ordinary people relate to Lebanon's violent past and more specifically to the issue of the missing and disappeared.

#### **d. Media empowered to promote balanced and conflict sensitive media coverage**

##### **a. The "Journalists' Pact for Strengthening Civil Peace in Lebanon":**

The achievement made during the second phase of the project with the elaboration and publishing of the "Journalists' Pact for Strengthening Civil Peace in Lebanon" has been described as being "historic" by the Minister of Information Dr. Daouk himself. Following up on its implementation and monitoring its usage by the 35 media outlets that committed to it, especially in these days highlighted with rising tensions because of the Syrian crisis, is considered to be crucial.

During the coming phase, and building on the Journalists' Pact for Strengthening Civil Peace in Lebanon, the project will partner with a local NGO or institution to follow up on the implementation of the Pact from the different media outlets who signed it. This will be done through media monitoring or what we call a media watchdog. News bulletins and talk shows will be recorded and transcribed and related data are analysed and presented in form of a report. These reports will contain comparative information about the news content. The media watchdog will provide a list of topics by rate of importance at the end of each month. These topics will be compiled on a trimestral basis to be transformed into data reports and later on into info-graphics. All media actions related to the pact will be traced by the observatory that will be formed by a team of observers analysing the database and issuing reports. These info-graphics/explainer videos will be broadcasted on two key TV station during the news every three months. The same video which will be broadcasted on TV stations will be also shared on social media websites, blogs and UNDP Lebanon website to guarantee a wider audience. Through different animation styles, the video which will be prepared by a graphic design company, will explain the main clauses of the Journalists' Pact for Strengthening Civil Peace in Lebanon added to the result of the study elaborated by a

media watchdog. The reports will be divided over the 19 clauses of the Journalists' Pact, the sub-themes are: respect of rule of law, information accuracy in relation to civil peace, news related to elections, defamation, and objectivity in news editorials, racism and discrimination. At the end of the process, a final report gathering the outcomes of all reports will be produced and roundtable discussions will be organized to discuss the final results with senior editors, researchers, journalists, etc. It is worth mentioning that women in the media scene are very active and have been showing a high commitment throughout the process of elaboration of the Journalists' Pact. A special attention will be given to this category.

In parallel to the watchdog, and in order to reach out to the large public and to a wider audience, a TV spot will be produced and broadcasted on all national TV channels. This 30 seconds spot will transmit the objective of the Pact and its role in strengthening civil peace in Lebanon and disseminate it to everyone.

**b. Participatory Media Campaign:**

The need to convey positive message through media to both the host and refugee communities and contribute to alleviating tensions and rising feelings of hatred has been communicated by all partners and organizations working on the Syrian crisis file. This has been communicated during both informal meetings but also during formal gatherings and events and has been translated into the Regional Response Plan process or the Lebanon Road Map of Priority Interventions for Stabilization from the Syrian Conflict, endorsed by the Government of Lebanon. Building on its long experience with media and its wide network of journalists and senior editors, the project will organise participatory media campaign conveying positive messages to both Syrian refugees and Lebanese host communities will be launched. Focus groups with relevant key stakeholders will be organized in order to develop and agree on key messages that the campaign will tackle. It should be noted that the outputs of the focus group meetings can be used to set the base for the supplements' topics.

**c. Joint News Supplements:**

Another major activity is the production of joint news supplement. In Phase I, some 40 mid-career TV, radio and print reporters (most of whom are women) from different local media outlets undertook joint assignments in the field on strategic issues and became better informed of how less "biased" language could be used in their reporting, particularly during conflict. These supplements were saluted by many parties who wished that more of these supplements would be produced, mainly re-producing the one that dealt with the impact of the Syrian crisis on Lebanon from a socio-economic perspective and that contributed to conveying positive messages to both the host and the refugees communities.

Building on the success of these supplements and their positive impact communicated through different people and institutions to UNDP, the project will publish four supplements per year on civil peace related issues. As before, the project will work with a core group of journalists with whom the project has previously collaborated in previous issues in addition to new journalists, widening the network of journalists involved in a civil peace initiative. These supplements will be still be published and distributed for free with Annahar and Assafir to 37,000 reader all over the country, in addition to the wide dissemination on social media. These supplements will focus mainly on the impact of the Syrian crisis on Lebanon and contribute to the alleviation of tensions that are developing in this regard and to foster

a better social interaction between Lebanese and Syrians and a better social cohesion within Lebanese communities.

**d. Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees**

One of the key goals of the initiative is to build on intra- and inter- community networking undertaken with different groups since 2008 by widening the circle of stakeholders to encompass more community constituents and further nurturing valuable relations between local community leaders. This is particularly useful for those who have been sensitized to peace building values and are aware of their roles to mitigate conflict at **the local level**. The project has been working with local authorities since 2008 building their capacities in peace building, conflict resolution and mediation skills, in close collaboration with the Ministry of Interior and Municipalities.

Based on that experience, the project and since 2011 has been focusing on longer term approaches, assisting local community in establishing local level conflict mitigation mechanisms in three pilot areas. Local actors, including those sensitized on peace building concepts, participants in dialogue sessions and several of the project's networks including youth and religious leaders, civil society activists, NGOs, mukhtars, municipal council members and educators (including women actors) were involved jointly in planning local level peace building and dialogue initiatives. The purpose of this work was to develop initiatives to diffuse tensions that may arise in the communities before they escalate to a higher level. As a first step, conflict assessments were completed (in Fnaydeq, Wadi Khaled and Bouj Hammoud). Following the conflict assessment, and through a facilitated process of bringing together the key local stakeholders, local level conflict mitigation mechanisms were established in Fnaydeq, Akkar North Lebanon (municipal council members from Fnaydeq had previously participated in the capacity building programs organized during the phase I of the project) and Wadi Khaled, region at the Northern borders with Syria.

In Fnaydeq, the assessment showed a distinct lack of proactive conflict prevention methods being utilized in the Lebanese communities as well as in the region at large. Local participants emphasized that it was already an achievement to bring the key stakeholders from different conflicting backgrounds around the same table to discuss issues affecting their town. In this village, the process brought together three consecutive mayors for the first time to discuss common challenges and their different understanding of the conflict issues and dynamics, and was able to create a space for these actors to discuss peace assets and potential solutions, despite their different understanding of the conflict issues and dynamics affecting the village. It also covered all the big families that represent the social fabric of the semi-tribal structure in that locality. The process was supported in an inclusive way to ensure that all voices (whether backed by the political, family, or professional ties) are being heard and will be included in the discussion. At the same time, UNDP made it clear that the process should be owned by local stakeholders, and that the role of UNDP is to provide support based on needs identified jointly by those local actors. What has been achieved is the formation of a reference group to deal with local conflicts: the Reconciliation and Conflict Management Committee of Fnaydeq" (RCMCF), and decided that the first focus should be on the water management system at the village level, the topic that was identified as being the main conflict trigger since ages in the conflict assessment. This group is composed of 15 members including local authority representatives (current mayor,

former mayors, *mukhtars* and municipal council members), school principals, teachers, social activists and *shawis* (water distributors). In addition a study on water management was carried on, based on which the construction of water canals was done in a very short period of time. The commitment that the municipality showed was very important, although during the implementation period of the activity the mayor was changed and the new one carried on the work without risking any gap usually created when a change in the management takes place. The activity involved also a dialogue process between farmers and water distributors which has always been a conflicting topic.

Wadi Khaled is area located in North Lebanon, on the borders with Syria and was one of the first destinations for Syrian fleeing their country as a result of the conflict. The rapid conflict assessment undertaken in the area showed existing tensions in the area, mainly between Lebanese and Syrian refugees and the risks of an escalation in conflict are visible. UNDP was the first to conduct such an assessment in the region and the first to pinpoint the need to address the conflict there and design peace building activities for this purpose. Working on peace education in schools and strengthening the capacities of local authorities to manage conflicts has a long term impact, especially considering that the challenges of peace education as well as those related to building the capacities of recently elected local authorities have always existed and should have already been tackled a long time ago. The project implemented trainings for *mukhtars* municipal council members from the seven established municipalities in Wadi Khaled covering the 22 villages of Wadi Khaled. These municipalities were only established in May 2012 and are facing many challenges that vary from internal management to dealing with local communities and today, because of the impact of the Syrian crisis, they have to face the challenge of managing the crisis and the relation with all stakeholders involved in the crisis, including the central government and the different institutions involved (including the international community and more specifically the humanitarian organizations active in the area). The trainings were designed in a way to respond to the main capacity building needs of the municipalities, identified in a pre-training assessment. Topics related to local governance, funding and finance management; the role of municipal councils and *mukhtars* in local development and crisis management; and skills and techniques to mitigate conflicts have been covered. Participants showed a high level of commitment and interest in the trainings and almost everyone attended all the sessions, although these were organized during weekends, during their only break days and during a time of crisis for them. The training has been designed in a way to ensure the sustainability of the activity with the local community. Thus, at each of the three stages of the trainings' topics developed above, a mechanism has been suggested to the participants. The participants have been equipped with the necessary information on the internal structure and functioning of the municipalities and also of the central government. Open debates was organized with the Director General (DG) of the Ministry of Interior and Municipalities Mr. Khalil Hajal and with representatives from the Ministry of Social Affairs, the Higher Relief Council and several representatives from different national and international organizations to agree on the right communication mechanism.

In 2013, the repercussion of Syrian refugees' influx has expanded to most of Lebanese. Signs of conflict between the Lebanese and the Syrian communities, as well as between Lebanese themselves (in North between Alaouite and Sunni mainly), have become clear in many regions, varying based on the region's social and economic context. Citizens and

municipalities are left alone to deal with its implications, with no guidance or capacity to differentiate between the political and humanitarian aspect. The municipalities are thus suffering from the overload and are facing many challenges when it comes to managing the situation on the local level whether at the managerial level, the communication level or the conflict one. Multiple cases of racist behaviours in many villages have been reported by the media and human rights organizations. Such acts have been portrayed by several actions including curfews for Syrians, violence, and crime accusations. Crime rate has also been reported to be on the rise in these areas without any necessary evidence to prove it. No action has been taken in this regards to contain the tension and prevent any potential conflict. Most of the accusations are based on anecdotes by local residents which has increased the level of fear among the community and hence led municipalities to take actions like forbidding Syrian refugees to see refuge in their villages, setting curfews, or issuing guidelines for locals to lock doors and close shops early evening to avoid any uncalculated risks of robbery or violence. These facts only strengthen the assumption that there is a presence of dormant tensions that could result in potential conflict, which in turn requires the necessary intervention to change the perception toward refugees, lower the levels of tension, and therefore prevent or reducing incidents of conflict and violence.

a. Establishing local peace mechanisms

During the next phase, and focusing on Lebanese communities affected by the Syrian crisis, and building on its experience in this field, and in line with the Lebanon Road Map, the project will work on establishing local peace building mechanisms in a chosen cluster of villages in Lebanon in Bekaa, North and Mount Lebanon/Beirut). This activity will be linked to the schools intervention developed above. The project will work on creating local peace building bodies or reinforce pre-existing ones, aiming at supporting social cohesion by reducing tensions between Lebanese citizens themselves and supporting social interaction by reducing tensions between Lebanese and Syrians. The project, and through building the capacities of local authorities and community leaders, including municipal council members, *mukhtars* and mayors, as well as civil society actors, the private sector and youth leaders on effective and participatory local governance, coordination, crisis management and conflict prevention, the project will work on establishing a local reference group (ensuring women participation) for the cluster of villages. The skills of this group will first be built in conflict analysis, in order to allow them to conduct a conflict assessment and gain a deeper understanding of the dynamics in their relations. It includes several stages: situation analysis identifying the proximate causes of the conflict, the intermediate and the root causes; a stakeholders' analysis; the conflict dynamics including the identification of the conflict triggers, the conflict drivers, the conflict trends as well as the connectors and dividers.

Through the different facilitated sessions that will be organized, the group will be able to identify the main priorities in terms of conflicts that they need to focus on. Throughout the process, the project will build the capacities of the group in conflict resolution skills, covering topics of reconciliation, communication, mediation, etc. These skills will help them better respond to their needs. At a later stage, trainings on advocacy and lobbying will be organized (including community strategic planning).

At the end of the process, the group, representing a cluster of villages will be able to learn about their role of local leaders within localities to manage crisis especially in refugee-related situations and; acquire skills in local social and economic development with a participatory approach to improve citizen's livelihood during the crisis and; developing methods and skills in mitigating tensions, preventing, mediating and managing conflicts

while using culturally adapted and innovative techniques and; enhancing their capacity in communications, to manage resources and seek technical and financial support from government and donors. The group will be able to establish a mechanism that works on a long term and that can address their conflict related needs. Lebanon).

b. Conflict assessments

The project will also be conducting periodic conflict assessments in the areas where Syrian refugees are being hosted. These conflicts assessments will provide relevant and important data in regards to the impact of the Syrian crisis on Lebanese host communities, both at the social cohesion level between Lebanese groups and at the social interaction level between Lebanese and Syrians. This information is crucial for UNDP and for other organizations working in this field, because it provides concrete and real facts and figures about the impact of the crisis on social cohesion and can help better shape the activities and thus have a better impact on the ground.

**4- An NGO platform promoting nation-wide truth and reconciliation and ex-fighters' role in promoting peace building supported**

a. NGOs Platform for Truth and Reconciliation:

Lebanon has a vibrant civil society sector with non-governmental organizations, professional associations and syndicates that responds first to the existing and emerging crisis. Nevertheless, the nature of work related to civil peace has been uncoordinated, leading to a duplication of initiatives and limited to implementing individual projects rather than promoting advocacy, networking and consensus building. Representatives of NGOs and civil society activities participated, during the first phase of the project, in a series of consultations including a dialogue session related to Lebanese identity and a meeting to highlight the challenges to civil peace. Discussions revolved around the need for civil society to link what they are doing to the national level and most significantly working together to have more impact at the national level. NGOs requested from UNDP to help in bringing the NGOs working on peace building together, as one of the main challenges they are facing has to do with the competition and leadership problems. For them, UNDP has the neutral stance needed to kick-start the process, encouraging all parties from different backgrounds and affiliations to take part in the joint venture. With the support provided by the project, both at the process support and facilitation of meetings level and the capacity building sessions provided, the group of NGOs was able to create and maintain a joint platform. The members agreed to tackle the root causes of conflict in Lebanon and thus decided to give the name of "Campaign for Truth and Reconciliation" to their group. They developed a work plan and started preparing for the "Truth and Reconciliation National Conference" that they would like to organize in 2015. With the priorities set and the long term strategies meeting the national needs identified- which is considered to be an achievement taking into consideration the above mentioned challenges for NGOs to coordinate and work together-, the project will continue supporting the platform during its next phase, especially with the formal request addressed by the platform to UNDP for a continuous support and the urging need during these days with the impact of the Syrian crisis on Lebanon and the role that these NGOs can play together in order to alleviate tensions. UNDP will help them implement the plan, providing them with the necessary tools.



b. "Fighters for Peace":

Since the end of the civil war (1975-1990) Lebanon has been witnessing a series of continuous tensions and conflicts. These tensions and conflicts are putting the country at stake and the risks of the eruption of a new cycle of violence are high. Also, there has never been a true and serious strategy for reconciliation. Although the Lebanese civil war has officially come to an end more than two decades ago, the political leadership of the country partially consists of former warlords. The country remains deeply divided between different religious sects and political groups. Although the country has widely been restricted and the political institutions are functioning, Lebanon has never fully healed from the wounds of the civil war. A true reconciliation process hasn't take place. Moreover, since many of today's political leaders were warlords during the civil war, the country's political leadership has blocked a reconciliation process and has also blocked any efforts to deal with Lebanese recent war history. On a political level, to deal with the Lebanese civil war remains a taboo. In Lebanon's post-civil war history, the common mechanisms of transitional justice- ranging from prosecution, lustration and reform of state institutions to truth commissions and reparations programs- have not been applied. A culture of impunity exists and is coupled with divided memories; which are part of group identities, reinforcing social segregation. The experience of ex-fighters, who were active during the civil war, and who decided to turn the page and contribute to civil peace in Lebanon is crucial in this context. Assisting these actors in their new struggle towards peace and not war is very important and will leave a great impact on Lebanese. Being ex-fighters, they have experienced the war and its atrocities, and thus they know what war means and how it affects people's life and the country in general. They had to acknowledge that war is not a mean to reach goals, and that in a war there are no winners but only losers. They have learned their lesson the hard way, and they have learned it. Therefore, they are convincing role models for peace building. Because of their war experience and their reflections upon it, they have a certain authority. With this authority, they have the power to convince others that war is never the solution. The project will support the newly established group of ex-fighters, who decided to gather under an NGO called "Fighters for Peace", developing their personal, communication and mediation skills in order to better equip them to advocate for peace and have an impact on the new generation who might take part in a new cycle of violence as well as on current fighters through street mediation.

The Project will ensure that gender considerations are incorporated into the project outputs and into focus group discussions, particularly those related to conflict mapping. Women have been very well represented in the youth leaders, NGOs and reporters groups but there has always been a meagre representation in the local government structures meetings (municipal council and *mukhtars*). Even though within local government structures there is a quota to ensure their representation, female mayors and *mukhtars* have tended to avoid being part of the consultations with fellow local government actors. In order to ensure better gender representation, efforts will be made to encourage their participation through the national counterpart, Ministry of Interior and Municipalities.

### III. RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>				
National capacities towards building sustainable peace strengthened				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> Indicators: % of key national development issues that have benefited from new national and local mechanisms; % of policies adopted through application of new consensual approaches; Baseline: No systematic mapping on existing dialogue and civil peace issues and mechanisms and capacities; Targets: National strategy for civil peace developed and dialogue mechanisms established at national and local levels.				
<b>Applicable Key Result Area:</b> Enhancing conflict and disaster risk management capabilities (Crisis Prevention and Recovery)				
Partnership Strategy: As a result of the prior project phase, a number of partnerships with NGO's, conflict transformation & peace building practitioners, training institutions and Government ministries, media outlets, journalists, and universities were established. These partnerships will be deepened and new partnerships will be established to bring additional subject matter expertise into the project.				
<b>Project title and ID (ATLAS Award ID): Peace Building in Lebanon Phase III</b>				
<b>Objective: Social cohesion enhanced in Lebanon and tensions reduced between communities (Lebanese-Lebanese and Lebanese-Syrians)</b>				
Support national dialogue initiatives and efforts to approaches to diffuse conflict at the local level by enhancing reconciliation, trust-building and consensus				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<b>Output 1:</b> Education promoting social cohesion supported  <b>Baseline:</b> 1) Rising tensions in schools hosting Syrian refugees 2) Absence of a collective memory of the civil war; 3) High level of violence in Lebanese public and private schools, 4) Absence of context-specific peace education content in the current high	<u>Targets (year 1)</u> Training of 350 teachers and sensitize school personnel and parents from mixed Lebanese-Syrian public schools on peace building undertaken  Baseline assessment into violence in the Lebanese schools undertaken  Training of school staff and students on conflict resolution and non-violent learning in the four pilot	1.1. Training of 700 (2 teachers from 350 schools) teachers from mixed Lebanese-Syrian public schools on peace building skills and sensitization sessions for parents and school personnel undertaken  1.2. Conduct a baseline assessment into violence in the Lebanese schools to form a scientific basis for the interventions.  1.3. Sensitize and train school staff and students on peace building and conflict resolution methodologies	Ministry of Education and Higher Education (Center for Educational Research and Development and Citizenship Committee)  NGOs	Education and Civil Society coordinator: (24months): \$ 85'462  Contractual Services – Companies- Local Consultants-Hospitality catering: \$ 1'041'250  Grants: \$ 390'000  Subtotal: \$ 1'516'712

school curricula (including civics/history/geography education	schools conducted	in four pilot schools	
5) Limited opportunities within the formal education sector to build a collective memory 6) Absence of new and modern ways of teaching history and sensitive topics 7) Need to implement master training for teacher trainers in use of Peace Building Toolbox 8) Limited initiatives involving young generation in oral history and the need to work on historical narrative	Development of a baseline indicator for the evaluation of the Peace Building Toolbox  Peace Building Toolbox Midterm assessment conducted, piloting/testing undertaken in selected public and private schools  Capacity building program for history teachers conducted  Oral history project with young generation implemented  <u>Targets (year 2)</u>  Training of 350 teachers from mixed Lebanese-Syrian public schools on peace building undertaken  Assessment of the Peace Building Toolbox finalized  Revised Peace Building Toolbox produced and disseminated to public and private high schools  ToT program for teacher trainers at	1.4. Based on consensus between students and teachers, support them in developing a common code of conduct at school and develop indicators to monitor compliance of the code of conduct 1.5. Monitor the changes in attitudes and behaviour against the code of conduct through the agreed indicators 1.6. Assess and evaluate the effectiveness of the mechanisms created and their application and develop recommendations and lessons learnt based on the experience 1.7. Baseline indicator developed for the assessment of the Peace Building Toolbox 1.8. Testing of the Peace Building Toolbox 1.9. Conduct assessment of Peace Building Toolbox in schools (with Ministry of Education and Higher Education) 1.10. Finalize Peace Building Toolbox based on results of assessment (with Ministry of Education and Higher Education) 1.11. Produce Peace Building Toolbox and distribute through	
<p><b>Indicators:</b> 1) Number of educators teaching Lebanese and Syrian students</p> <p>2) Number of youth working on oral history</p> <p>3) Number of high school teachers using the Peace building Toolbox to complement classroom lessons and teaching</p> <p>4) Number of historians and educators from MEHE participating in consultations/technical session to enhance process and pedagogical soundness of history narrative</p> <p>5) Number of initiatives implemented to support collective memory through non-formal education channels.</p> <p>6) number of schools adopting the violence free schools principles</p> <p>7) number of history teachers trained on teaching sensitive topics</p> <p>8) Number of youth</p>			

involved in oral history activities	<p>the Center for Educational Research and Development (CERD) conducted Learning resources on inquiry-based history teaching and learning developed</p> <p>Capacity of history teachers enhanced in teaching based principles of inquiry-based learning</p> <p>Production of teachers guidebook on history</p> <p>Violence free environment created in four public and private Lebanese schools</p> <p>Formulation of recommendations and policies in regards to violence free schools</p> <p>Oral history project with young generation implemented</p>	<p>Ministry of Education and Higher Education to high schools</p> <p>1.12. Support the Ministry of Education and Higher Education to introduce the pilot into high school curriculum, through a master teacher training approach targeting trainers from CERD</p> <p>1.13. Implement 11 workshops on teaching sensitive history topics</p> <p>1.14. Produce the teachers' guidebook on history</p> <p>1.15. Implement oral history activities within youth generation</p>		
<p><b>Output 2:</b></p> <p>Media empowered to promote balanced and conflict sensitive media coverage</p>	<p><u>Targets (year 1)</u></p> <p>The media observatory established and the required experts recruited</p>	<p>2.1. Support media monitoring based on the Pact through an establishment of a media observatory that will have a team of</p>	<p>Media outlets at the national and local levels</p> <p>Ministry of Information</p>	<p>Media and Peace Building Coordinator: (24months): \$ 85'462</p>

<p><b>Baseline:</b></p> <p>1)Lack of impartial and multifaceted reporting on issues affecting social cohesion in Lebanon and with communities hosting Syrian refugees in particular</p> <p>2)The Journalists' Pact for Strengthening Civil Peace signed but not yet implemented</p> <p>3)Limited media monitoring on the type of and effects of reporting</p> <p>4)Poor or biased coverage of strategic issues regarding the implementation of past agreements</p> <p>5)Lack of channels for conveying positive messages through media</p> <p><b>Indicators:</b></p> <p>1) Number of reporters covering national and critical issues in an impartial, accurate manner</p> <p>2) Number of reports produced on the implementation of the Journalists' Pact</p> <p>3)Number of media outlets cooperating to produce supplements</p> <p>4)Number of news articles and social media outlets covering national priority themes</p> <p>5)Number of campaigns, articles, emissions, conveying positive message on key sensitive topics</p>	<p>4 Periodic data reports on the implementation of the Journalists' Pact articles published</p> <p>4 Animated info graphic videos covering the Journalists' Pact published and broadcasted on two main TV channels</p> <p>Production of a TV conveying the main messages of the Journalists' Pact for Strengthening Civil Peace in Lebanon</p> <p>4 joint supplements produced by reporters and editors from different media outlets</p> <p>A participatory Media Campaign on the impact of the Syrian crisis on Lebanese hosting communities covering issues related to social cohesion organized</p> <p>4 newsletters portraying the different achievements and challenges of the Action</p> <p><u>Targets (year 2)</u></p>	<p>observers analysing a media database</p> <p>2.2. Publish periodic data reports on the implementation of the Journalists' Pact articles</p> <p>2.3. Publish animated info graphic videos covering the "Journalists Pact for Strengthening Civil Peace" to be broadcasted on two main TV channels</p> <p>2.4. Organise an annual discussion forum around the above themes and the annual media coverage report regarding the achievements and challenges in implementing the Pact</p> <p>2.5. Produce a 30 seconds TV spot conveying the main objective of the Journalists' Pact for Strengthening Civil Peace in Lebanon</p> <p>2.6. Organize a participatory Media Campaign on the impact of the Syrian crisis on Lebanese hosting communities covering issues related to social cohesion</p> <p>2.7. Publish four supplements per year on civil peace related issues both in the key national newspapers including Annahar and As-safir, as well as</p>	<p>Visibility Actions \$ 21'000</p> <p>Contractual Services – Companies- Local Consultants-Hospitality catering- Audio-visual and print, prod cost : \$ 765'300</p> <p>Grants- Local Consultants: \$ 350'000</p> <p>Subtotal: \$ 1'221'762</p>
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	<p>2 Periodic data reports on the implementation of the Journalists' Pact articles published</p> <p>2 Animated info graphic videos covering the Journalists' Pact published and broadcasted on two main TV channels</p> <p>Four joint supplements produced by reporters and editors from different media outlets</p> <p>The media observatory monitoring the implementation of the pact</p> <p>Production of the final report on the implementation of the Pact's articles</p> <p>An annual discussion on the Journalists' Pact implementation results organized</p> <p>4 newsletters portraying the different achievements and challenges of the Action</p>	promote wider dissemination through social media		
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<p><b>Output 3:</b> Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees</p> <p><b>Baseline:</b> 1) Absence of sustained peace building and dialogue mechanisms to mitigate the risks of potential violence at the local level 2) Limited awareness of the role that local actors such as municipalities and <i>mukhtars</i> can play in conflict prevention and mitigation. 3) Worsening tension between the Lebanese host communities and the Syrian refugees</p> <p><b>Indicators:</b> 1) Local level peace building strategies and mechanisms implemented in at least three conflict-prone areas 2) Number of local leaders trained on mediation, conflict resolution and crisis management 4) number of insider mediators identified and trained 5) number of local level initiatives</p>	<p><u>Targets (year 1)</u> A literature review, focus groups and key informant interviews undertaken in the selected areas.  100 local leaders and community leaders trained on crisis management, mitigating tensions and mediating local conflicts.  Key insider mediators identified and trained on mediation techniques in the selected locations.  Conflict mapping undertaken in up to three selected conflict prone areas  Focus groups established in the selected areas  Conflict assessment conducted in communities affected by the Syrian crisis</p> <p><u>Targets (year 2)</u> Local level conflict mitigation strategies developed in two to three selected areas</p>	<p>3.1. Undertake a literature review, organise focus groups and key informant interviews to identify main actors and obtain up-to-date information on the developments in the regions of Bekaa, North Lebanon and Mount Lebanon.</p> <p>3.2. Conduct a conflict/need assessment in the selected areas</p> <p>3.3. Create the reference groups</p> <p>3.4. Build the capacities of the reference groups (Train 100 local leaders and community leaders to manage crisis especially in refugee-related situations and acquire skills in local socio-economic development and in mitigating tensions, preventing, mediating and managing conflicts)</p> <p>3.5. Implement the local level conflict mitigation mechanisms</p> <p>3.6. Undertake periodic conflict assessments of the impact of the Syrian crisis on social cohesion</p>	<p>Selected municipalities  NGOs/CBOs in selected areas  Ministry of Interior and Municipalities (including Unions of municipalities and <i>mukhtars</i>)  League of <i>mukhtars</i>  Ministry of Social Affairs</p>	<p>Project Manager : (24months): \$ 105'994</p> <p>UNV Conflict Analyst (24 months): \$ 29'813</p> <p>Driver: (24months): \$ 43'065</p> <p>Local Level Conflict Mitigation Coordinator: (24months): \$ 97'610</p> <p>Contractual Services – Companies- Local Consultants-Hospitality catering- International Consultants- Grants: \$ 775'000</p> <p>Subtotal: \$ 1'051'482</p>
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aimed at enhancing social cohesion	Conflict assessment conducted in communities affected by the Syrian crisis		
<p><b>Output 4:</b> An NGO platform promoting nation-wide truth and reconciliation and ex-fighters' role in promoting peace building supported</p> <p><i>Baseline:</i> 1) Lack of a joint road map and a national strategy for truth and reconciliation 2) Limited field research on the perception of the causes, lived experience, and impact of the civil war in Lebanon, 3) Lack of consultation and coordination with state, non-state and other various segments of the Lebanese society on reconciliation 4) Absence awareness among the population about truth, reconciliation and dealing with the past through media 5) Absence of active ex-fighters wanting to promote peace</p> <p><b>Indicators:</b> 1) Roadmap and national strategy on truth and reconciliation developed, 2) Field research tackling the legacies of the war implemented 3) Number of consultations held with</p>	<p><u>Targets (year 1)</u> Mapping of causes, events and outcomes of the Lebanese civil war and recurrent conflicts in Lebanon undertaken</p> <p>One field research/opinion poll designed and published</p> <p>Series of consultations with political parties, syndicates and workers unions, families affected by the civil war, professional unions and associations, cooperatives, bankers, youth both employed and unemployed, and ex-fighters undertaken</p> <p>Capacity building for ex-fighters on dealing with the past, communication skills, advocacy, transitional justice, mediation skills and psycho social support implemented</p> <p>Advocacy activities by ex-fighters targeting youth implemented</p>	<p>4.1. Assist NGOs platform in undertaking a mapping of causes, events, and outcomes of the Lebanese civil war, as well as an assessment into the current situation covering the hot spots and recurrent conflicts.</p> <p>4.2. Assist NGOs platform in designing and completing opinion poll into issues related to truth and reconciliation.</p> <p>4.3. Assist NGOs platform in organizing a series of consultations with political parties, syndicates and workers unions, families affected by the civil war, professional unions and associations, cooperatives, bankers, youth both employed and unemployed, and ex-fighters</p> <p>4.4. Assist the NGOs platform in organizing a nation-wide conference on truth, reconciliation and dealing with the past.</p> <p>4.5. Provide process support for the national civil society platform</p>	<p>Administration &amp; Finance Assistant : (24months): \$ 73'712</p> <p>Operational costs (including IT and communications, office, staff trainings, miscellaneous, car and rent): \$ 170'000</p> <p>Contractual Services – Companies- Local Consultants-Hospitality catering- International Consultants: \$ 150'000</p> <p>Grants: \$ 150'000</p> <p>Subtotal: \$ 543'712</p>



different segments of the Lebanese society 4) Awareness raised among the population about truth, reconciliation and dealing with the past 5) Ex-fighters supported to play a positive role and convey messages of peace	<u>Targets (year 2)</u> Nationwide conference, regional conferences across Lebanon, round tables implemented on truth, reconciliation and dealing with the past  Support ex-fighters as role models for peace building in post-conflict Lebanon	4.6.Support ex-fighters in promoting peace building		
<u>TOTAL</u>				\$ 4'333'668.00
<u>UNDP GMS (7%)</u>				\$ 309'423.90
<u>UNDP ISS</u>				\$ 86'673.36
<u>GRAND TOTAL</u>				\$ 4'729'765.26

#### IV. ANNUAL WORK PLAN

Year: 2014

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<i>And baseline, associated indicators and annual targets</i>	<i>List activity results and associated actions</i>								
<b>Output 1:</b>	1.1. Training of 350 teachers (2 from 175 schools) from mixed Lebanese-Syrian public schools on peace building skills and joint activities undertaken					UNDP	Unfunded	72100 - Contractual Services – Companies 71300 - Local Consultants 72715-Hospitality catering 72600-Grants	\$ 170'000
<b>Education promoting social cohesion</b>									
<b>Baseline:</b>									
-Rising tensions in schools hosting Syrian refugees				X	X				
-Absence of a collective memory of the civil war									
-High level of violence in Lebanese public and private schools									
-Absence of context- specific peace education content in the current high school curricula (including civics/history/geography education									
-Limited opportunities within the formal education sector to build a collective memory									
-Absence of new and modern ways of teaching history and sensitive topics									
- Need to implement master training for teacher trainers in use of Peace Building Toolbox									
- Limited initiatives involving young generation in oral history and the need to work on historical narrative									
	1.2. A baseline assessment into violence in the Lebanese schools to form a scientific basis for the interventions conducted	X				UNDP	Unfunded	72100 - Contractual Services – Companies 71300 - Local Consultants 72715-Hospitality catering	\$ 275'625
	1.3. Sensitize and train school staff and students on peace building and conflict resolution methodologies in pilot schools					UNDP	Unfunded		
	1.4. Based on consensus between students and teachers, support them in developing a common code of conduct at school and develop indicators to monitor compliance of the code of conduct					UNDP	Unfunded		
	1.7. Baseline indicator developed for the assessment of the Peace Building Toolbox					UNDP	Unfunded	72100 - Contractual Services – Companies 71300 - Local Consultants 72715-Hospitality	\$ 10'000
		X							

<b>Indicators:</b> - Number of educators teaching Lebanese and Syrian students - Number of youth working on oral history - Number of high school teachers using the Peace building Toolbox to complement classroom lessons and teaching - Number of historians and educators from MEHE participating in consultations/technical session to enhance process and pedagogical soundness of history narrative - Number of initiatives implemented to support collective memory through non-formal education channels - Number of schools adopting the violence free schools principles - Number of history teachers trained on teaching sensitive topics - Number of youth involved in oral history activities	1.8. Testing of the Peace Building Toolbox	X					UNDP	Unfunded	72100 - Contractual Services – Companies 71300 - Local Consultants 72715-Hospitality catering	\$ 30'000
	1.10. Conduct assessment of Peace Building Toolbox in selected schools					X	UNDP	Unfunded	72100 - Contractual Services – Companies 71300 - Local Consultants 72715-Hospitality catering	\$ 30'000
	1.13. Implement 8 workshops on teaching sensitive history topics	X	X	X			UNDP NGO	Unfunded	72600-Grants	\$ 120'000
	1.14. Produce the teachers' guidebook on history			X	X		UNDP NGO	Unfunded		
	1.15. Implement oral history activities with youth	X	X	X			UNDP NGO	Unfunded	72600-Grants	\$ 75'000

<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Training of 400 teachers and sensitize school personnel and parents from mixed Lebanese-Syrian public schools on peace building undertaken</li> <li>-Baseline assessment into violence in the Lebanese schools undertaken</li> <li>-Training of school staff and students on conflict resolution and non-violent learning in the four pilot schools conducted</li> <li>-Development of a baseline indicator for the evaluation of the Peace Building Toolbox</li> <li>-Peace Building Toolbox Midterm assessment conducted, piloting/testing undertaken in selected public and private schools</li> <li>-Capacity building program for history teachers conducted</li> <li>-Oral history project with young generation implemented</li> </ul>		<p>Education and Civil Society coordinator</p>	<p>\$ 42'731</p>
<p><b>Total Output 1</b></p>			<p><b>\$ 753'356</b></p>

<b>Output 2.</b> <b>Media empowered to promote balanced and conflict sensitive media coverage</b>  <b>Baseline:</b> -Lack of impartial and multifaceted reporting on issues affecting social cohesion in Lebanon and with communities hosting Syrian refugees in particular -The Journalists' Pact for Strengthening Civil Peace signed but not yet implemented -Limited media monitoring on the type of and effects of reporting -Poor or biased coverage of strategic issues regarding the implementation of past agreements -Lack of channels for conveying positive messages through media  <b>Indicators:</b> -Number of reporters covering national and critical issues in an impartial, accurate manner -Number of reports produced on the implementation of the Journalists' Pact -Number of media outlets cooperating to produce supplements -Number of news articles and social media outlets covering national	2.1. Support media monitoring based on the Pact through an establishment of a media observatory that will have a team of observers analyzing media database	X				UNDP NGO	Unfunded	72600-Grants 71300 - Local Consultants	\$ 200'000
	2.2. Publish 4 periodic data reports on the implementation of the Journalists' Pact articles	X	X	X	X	UNDP NGO	Unfunded		
	2.3. Publish 4 animated info graphic videos covering the "Journalists' Pact for Strengthening Civil Peace" to be broadcasted on two main TV channels	X	X	X	X	UNDP	Unfunded	72100 - Contractual Services - Companies 71300 - Local Consultants	\$ 140'000
	2.4. Produce a 30 seconds TV spot conveying the main objectives of the Journalists Pact for Strengthening Civil Peace in Lebanon	X				UNDP	Unfunded	72100 - Contractual Services - Companies	\$ 62'000

<p>priority themes</p> <ul style="list-style-type: none"> <li>-Number of campaigns, articles, emissions, conveying positive message on key sensitive topics</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>-The media observatory established and the required experts recruited.</li> <li>-Periodic data reports on the implementation of the Journalists' Pact articles published</li> <li>-Animated info graphic videos covering the Journalists' Pact published and broadcasted on two main TV channels</li> <li>-Four joint supplements produced by reporters and editors from different media outlets</li> <li>-A Media Campaign on the impact of the Syrian crisis on Lebanese hosting communities covering issues related to social cohesion organized</li> <li>-Production of a TV conveying the main messages of the Journalists' Pact for Strengthening Civil Peace in Lebanon</li> <li>-4 newsletters portraying the different achievements and challenges of the Action</li> </ul>	2.5. Publish 4 supplements per year on civil peace related issues both in the key national newspapers including Annahar and Assafir, as well as promote wider dissemination through social media	X	X		X	X	UNDP	Unfunded	71300 - Local Consultants 72100 - Contractual Services - Companies 74200- Audiovisual and print, prod cost	\$ 87'600
	2.7. Organize a participatory media campaign on the impact of the Syrian crisis on Lebanese host communities covering issues related to social cohesion	X	X				UNDP	Unfunded	71300 - Local Consultants 72100 - Contractual Services - Companies	\$ 300'000
	2.8. 4 newsletters portraying the different achievements and challenges of the project	X	X			X	UNDP	Unfunded	72100 - Contractual Services - Companies 71300 - Local	\$ 6'800



<p>least three conflict-prone areas</p> <ul style="list-style-type: none"> <li>-Number of local leaders trained on mediation, conflict resolution and crisis management</li> <li>-Number of insider mediators identified and trained</li> <li>-Number of local level initiatives aimed at enhancing social cohesion</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>-A literature review, focus groups and key informant interviews undertaken in the selected areas-100 local leaders and community leaders trained on crisis management, mitigating tensions and mediating local conflicts</li> <li>-Key insider mediators identified and trained on mediation techniques in the selected locations</li> <li>-Conflict mapping undertaken in up to three selected conflict prone areas</li> <li>-Focus groups established in the selected areas</li> <li>-Conflict assessment conducted in communities affected by the Syrian crisis</li> </ul>	3.4. Build the capacities of the focus groups and local leaders (train 50 local leaders and community leaders to manage crisis especially in refugee-related situations and acquire skills in local socio-economic development and in mitigating tensions, preventing, mediating and managing conflicts)	X	X	X				UNDP Local partners	Unfunded	71300 - Local Consultants 72715-Hospitality catering 72100 - Contractual Services - Companies	\$ 100'000
	3.5. Implement the local level conflict mitigation mechanisms						X	UNDP Local partners The Ministry of Interior and Municipalities Ministry of Social Affairs	Unfunded	71300 - Local Consultants 72715-Hospitality catering 72100 - Contractual Services - Companies 71500-UNV 72600-Grants	\$ 130'000
	3.6. Undertake periodic conflict assessments of the impact of the Syrian crisis on social cohesion	X					X	UNDP Local partners Ministry of Interior	Unfunded	71300 - Local Consultants 72715-Hospitality catering 72100 - Contractual Services - Companies	\$ 100'000
							X				





<p>in Lebanon</p> <ul style="list-style-type: none"> <li>- Lack of consultation and coordination with state, non-state and other segments of the Lebanese society on reconciliation</li> <li>- Absence of awareness among the population about truth, reconciliation and dealing with the past through media</li> <li>- absence of ex-fighters willing to promote peace</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Roadmap and national strategy on truth and reconciliation developed</li> <li>-Field research tackling the legacies of the war implemented</li> <li>-Number of consultations held with different segments of the Lebanese society</li> <li>-Awareness raised among the population about truth, reconciliation and dealing with the past</li> <li>-Ex-fighters supported to play a positive role and convey messages of peace</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Mapping of causes, events and outcomes of the Lebanese civil war and recurrent conflicts in Lebanon undertaken</li> <li>- One field research/opinion poll designed and published</li> <li>- Series of consultations with political</li> </ul>	4.3. Assist NGOs platform in organizing a series of consultations with political parties, syndicates and workers unions, families affected by the civil war, professional unions and associations, cooperatives, bankers, youth both employed and unemployed, and ex-fighters					X	X	UNDP	Unfunded	71300 - Local Consultants 72715-Hospitaly catering	\$ 10'000
	4.5. Provide process support for the national civil society platform						X	UNDP	Unfunded	71300 - Local Consultants 71200- International Consultants	\$ 20'000
	4.6. Support ex-fighters as role models for peace building in post-conflict Lebanon					X	X	UNDP-Local NGO	Unfunded	72600-Grants	\$ 75'000
										71400- Administration & Finance Assistant  74500- Other Operational costs (including IT and communications, staff trainings, office, miscellaneous, car and rent)	\$ 36'856  \$ 85'000



Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><i>And baseline, associated indicators and annual targets</i></p> <p><b>Output 1: Education promoting social cohesion supported</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>-Rising tensions in schools hosting Syrian refugees</li> <li>-Absence of a collective memory of the civil war</li> <li>-High level of violence in Lebanese public and private schools</li> <li>-Absence of context- specific peace education content in the current high school curricula (including civics/history/geography education</li> <li>-Limited opportunities within the formal education sector to build a collective memory</li> <li>-Absence of new and modern ways of teaching history and sensitive topics</li> <li>-Need to implement master training for teacher trainers in use of Peace Building Toolbox</li> <li>- Limited initiatives involving young generation in oral history and the need to work on historical narrative</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of educators teaching Lebanese and Syrian students</li> <li>- Number of youth working on oral</li> </ul>	<p><i>List activity results and associated actions</i></p> <p>1.1. Training of 350 teachers (2 teachers from 175 schools)</p>	X	X	X	X	UNDP	Unfunded	72100 - Contractual Services – Companies 71300 - Local Consultants 72715-Hospitality catering 72600-Grants	\$ 170'000
	1.5. Monitor the changes in attitudes and behavior against the code of conduct through the agreed indicators	X	X			UNDP	Unfunded	72100 - Contractual Services – Companies 71300 - Local Consultants 72715-Hospitality catering	\$ 275'625
	1.6. Assess and evaluate the effectiveness of the mechanisms created and their application and develop recommendations and lessons learnt based on the experience			X	X	UNDP	Unfunded		
	1.8. Conduct assessment of Peace Building Toolbox in selected schools	X	X			UNDP	Unfunded	72100 - Contractual Services – Companies 71300 - Local Consultants 72715-Hospitality catering	\$ 30'000
	1.9. Finalize the Peace Building Toolbox based on results of assessment			X	X	UNDP	Unfunded	72100 - Contractual Services – Companies 71300 - Local Consultants	\$ 10'000

<p>history</p> <ul style="list-style-type: none"> <li>- Number of high school teachers using the Peace building Toolbox to complement classroom lessons and teaching</li> <li>- Number of historians and educators from MEHE participating in consultations/technical session to enhance process and pedagogical soundness of history narrative</li> <li>- Number of initiatives implemented to support collective memory through non-formal education channels</li> <li>- Number of schools adopting the violence free schools principles</li> <li>- Number of history teachers trained on teaching sensitive topics</li> <li>- Number of youth involved in oral history activities</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Training of 400 teachers from mixed Lebanese-Syrian public schools on peace building undertaken</li> <li>- Assessment of the Peace Building Toolbox finalized</li> <li>- Revised Peace Building Toolbox produced and disseminated to public and private high schools</li> <li>- TOT program for teachers trainers at the Center for Educational Research and Development (CERD) conducted</li> <li>- Learning resources on inquiry-based history teaching and learning</li> </ul>	1.10. Produce Peace Building Toolbox and distribute it to high schools	X	UNDP	Unfunded	Consultants 72715-Hospitality catering	\$ 30'000
	1.11. Support MEHE in introducing the Toolbox into high school, through a master teacher for CERD teacher trainers	X	UNDP	Unfunded	72100 - Contractual Services – Companies 71300 - Local Consultants 72715-Hospitality catering 74200-Audiovisual and print, prod cost	\$ 10'000
	1.12. Implement 3 workshops on teaching sensitive topics	X	UNDP NGO	Unfunded	72600-Grants	\$ 120'000
	1.13. Implement Oral History activities with youth	X	UNDP NGO	Unfunded	72600-Grants	\$ 75'000
					71400-Education and Civil Society coordinator	\$ 42'731









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<b>Output 4: An NGO platform promoting nation-wide truth and reconciliation and ex-fighters' role in promoting peace building supported</b>  <b>Baseline:</b> - Lack of a joint road map and a national strategy for truth and reconciliation - Limited filed research on the perception of the causes, lived experience, and impact of the civil war in Lebanon - Lack of consultation and coordination with state, non-state and other segments of the Lebanese society on reconciliation - Absence of awareness among the population about truth, reconciliation and dealing with the past through media - absence of ex-fighters willing to promote peace  <b>Indicators:</b> - Roadmap and national strategy on truth and reconciliation developed - Field research tackling the legacies of the war implemented - Number of consultations held with different segments of the Lebanese society - Awareness raised among the population about truth, reconciliation and dealing with the past	4.3. Assist NGOs platform in organizing a series of consultations with political parties, syndicates and workers unions, families affected by the civil war, professional unions and associations, cooperatives, bankers, youth both employed and unemployed, and ex-fighters							\$ 10'000
	X	X	X				71300 - Local Consultants 72715-Hospitaly catering	
			X	X		UNDP	71300 - Local Consultants 72715-Hospitaly catering	
	X	X	X	X		UNDP	71300 - Local Consultants 71200- International Consultants	
	X	X	X	X		UNDP-Local NGO	72600-Grants	
	4.6.Support ex-fighters as role models for peace building in post-conflict Lebanon							\$ 75'000
	71400- Administration & Finance Assistant  74500- Other Operational costs (including IT and communications, staff trainings, office, miscellaneous, car and rent)							\$ 36'856  \$ 85'000



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## V. MANAGEMENT ARRANGEMENTS

Given the sensitive nature of the project and the need for neutrality, the project will be directly executed by UNDP and will follow a DIM modality. All activities are to be conducted by the Peace Building Project team, under the overall guidance and supervision of the Crisis Prevention and Recovery Programme Manager.

In the context of this initiative, close partnerships will be developed with national counterparts, particularly the Ministry of Education and Higher Education, the Ministry of Information, the Ministry of Interior and Municipalities, and the Ministry of Social Affairs, in order to further plan and implement the activities outlined in the Results Framework.

UNDP as the Responsible Party will provide the following services:

- General Management Support:
  - i. Project identification, formulation, and appraisal
  - ii. Determination of execution modality and local capacity assessment
  - iii. Briefing and de-briefing of project staff and consultants
  - iv. General oversight and monitoring, including participation in project reviews
  - v. Receipt, allocation and reporting to the donor of financial resources
- Implementation Support Services
  - 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 authorization, visa requests, ticketing, and travel arrangements

All services shall be provided in accordance with UNDP procedures, rules and regulations. Project management responsibilities will be distributed according to the following division of work:

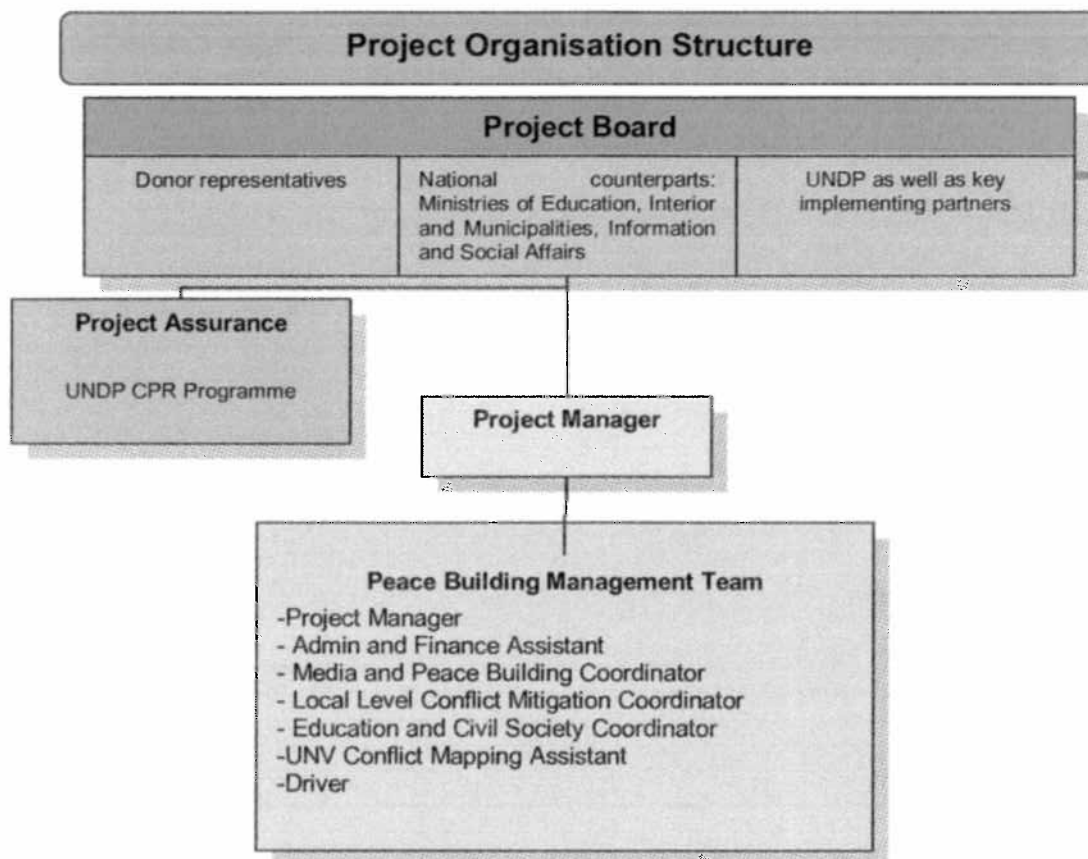
- a. **The Project Board** will provide technical support, share relevant information, and review progress against planned outputs. The Board will play an important role to identify and manage opportunities and risks as the project progresses, and will meet at least twice a year to undertake the following responsibilities:
  - i. Approve the Annual Work Plan and budget.
  - ii. Monitor progress against plans and assess performance.
  - iii. Provide advice when substantive changes are needed in the project's planned outputs, budget, strategies or implementation arrangements;
  - iv. Assist in problem solving.

- v. Identify and manage risks and issues.
- vi. Agree on any re-prioritization of work or reallocation of resources to ensure that milestones are achieved and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the project management.
- vii. Oversee progress, participate in field visits to project sites, and consult with beneficiaries.

The Project Board will be made up of UNDP and donor representatives, key national counterparts (e.g. Ministry of Education and Higher Education; Ministry of Interior and Municipalities; Ministry of Information, Ministry of Social Affairs; etc), as well as implementing partners. The proceedings of meetings are recorded. The Project Manager should act as secretariat of the Project Board with the responsibility to call for meetings, distribute information and follow up on their recommendations.

- b. **The Project Manager** will run the project on a day-to-day basis and decision-making for the project and ensures that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost.
- c. **The Project assurance role** shall be carried out by the UNDP Crisis Prevention and Recovery Programme, and will focus on the following elements: following up on management actions, keeping track of progress benchmarks, visiting project sites, interpreting progress and technical reports, assessing substantive progress, processing budget revisions, and making arrangements for evaluation and audit.
- d. The **Project Support** shall provide project administration, management and technical support in order to ensure successful implementation of the project as per the below:
  - i. Project Manager
  - ii. Project (Education and Civil Society) Coordinator
  - iii. Local Level Conflict Mitigation Strategies Coordinator
  - iv. Media Coordinator
  - v. UNV Field Officer
  - vi. UNV Admin/Finance Assistant
  - vii. Driver

Unless hosted in the offices of national counterparts through a NIM modality, rental costs are charged against project costs to allow for the smooth implementation of the projects.



All services shall be provided in accordance with UNDP procedures, rules and regulations. Implementation of some activities will be undertaken through a sub-contracting modality (recruitment of international and local experts or institutions).

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

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

## VI. Monitoring Framework and Evaluation

To achieve both effectiveness and accountability, monitoring and evaluation responsibilities will be distributed among staff at the Country Office, and will be undertaken through the following mechanisms:

### a. Project Reports:

**i. Field visits and quarterly reports.** The project team, under the supervision of the Project Manager, should prepare quarterly reports for the Project Board, accompanied by the quarterly financial reports. The quarterly progress report may consist of a brief summary of progress, in relation to the work plan and an update on the financial situation. This summary can also be used for feedback to the Project Board for making decisions and introducing corrective actions.

**ii. Annual Project Report.** The project manager ensures the preparation of the Annual Project Report (APR) in consultation with the stakeholders. This report will cover lessons from experience to help in assessing this implementation modality, including its implications in terms of capacity building and ownership.

**b. Audit:**

The audit of DIM projects is undertaken through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review). Resident Representatives may request OAPR to exceptionally undertake audits of DIM projects.

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

Within the annual cycle:

- An Issue Log shall be prepared and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be regularly updated by reviewing the external environment that may affect the project implementation.
- A Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board.
- A project Lesson-learned log shall be prepared and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be prepared, and updated to track key management actions/events

Annually:

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

Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Quality Management for Project Activity Results

OUTPUT 1: Education promoting social cohesion supported		
<b>Activity Result 1</b> (Atlas Activity ID)	Training of 700 teachers and sensitize school personnel and parents from mixed Lebanese-Syrian public schools on peace building undertaken	Start Date: January 2014 End Date: December 2015
<b>Purpose</b>	Facilitate integration of peace building concepts into existing classroom lessons and curriculum and encourage social cohesion in communities hosting Syrian refugees	
<b>Description</b>	Teachers hosting both Lebanese and Syrian students can integrate peace building concepts into classroom and alleviate rising tensions	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of teachers in mixed Lebanese and Syrian students trained on peace building	Impact of training on teachers	January 2014-December 2015
Frequency of use of training tools	Impact of training on teachers	July 2014-December 2015
<b>Activity Result 2</b> (Atlas Activity ID)	Baseline assessment into violence in the Lebanese schools and training on non-violence undertaken	Start Date: January 2014 End Date: March 2014
<b>Purpose</b>	Set the ground through the baseline and the trainings for the violence free schools	
<b>Description</b>	Conduct a baseline assessment on violence in Lebanese schools and build the skills of pilot schools on non-violence	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Comprehensive baseline and training implemented in selected schools for the violence free schools initiative	Recommendations resulting from baseline developed	January 2014 till March 2014
<b>Activity Result 3</b> (Atlas Activity ID)	Baseline undertaken, piloting, evaluation, revision and dissemination of Peace Building Toolbox	Start Date: January 2014 End Date: December 2015
<b>Purpose</b>	Facilitate integration of peace building concepts into existing classroom lessons and curriculum with introduction of Toolbox as a teaching aid for teachers previously trained in conflict resolution skills	



Description	Teachers can integrate peace building concepts into classroom work through use of Toolbox, piloting in schools will streamline the Toolbox by MEHE		
Quality Criteria		Quality Method	Date of Assessment
Number of teachers using Toolbox as part of their lesson plans		Results of assessment report after piloting undertaken	January till December 2014
Frequency of use of toolbox		Results of assessment report reflecting frequency of use	January till December 2015
Activity Result 4 (Atlas Activity ID)		Skills of history teachers built and development of history teaching guide	Start Date: January 2014 End Date: December 2015
Purpose	Develop the skills of history teachers in pedagogies and teaching sensitive topics		
Description	Trainings on history teaching and developing of teaching aid tool conducted		
Quality Criteria		Quality Method	Date of Assessment
Number of history teachers trained		Teachers using the skills trained on	Throughout the process
Aid tool developed		Teachers using the tool	Throughout the process
Activity Result 5 (Atlas Activity ID)		Young generation sensitized on the importance of oral history and remembrance and working on oral history	Start Date: January 2014 End Date: December 2015
Purpose	Develop the skills of Lebanese youth in oral history and youth using oral history as a tool for peace building		
Description	Activities on oral history conducted by youth		
Quality Criteria		Quality Method	Date of Assessment
Number of youth working on oral history projects		Youth advocating for oral history through producing relevant material implemented	Throughout the process
OUTPUT 2: Media empowered to promote balanced and conflict sensitive media coverage			
Activity Result 1 (Atlas Activity ID)		Media observatory established to monitor the implementation of the Journalists' Pact for Strengthening Civil Peace in Lebanon, reports and info graphic videos and TV spot conveying its key messages produced	Start Date: January 2014 End Date: December 2015
Purpose	Establish a media observatory to follow up on the implementation of the Journalists' Pact for Strengthening Civil Peace in Lebanon which main message will also be conveyed to the public at large		
Description	A media observatory will be established with the task to follow up on the		

	implementation of the Pact's articles and the dissemination of the pact's key message to the public at large	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of reports published as a result of the work of the observatory	Recommendations resulting from reports developed	Throughout the process
<b>Activity Result 2</b> (Atlas Activity ID)	Joint supplements prepared by reporters and editors	Start Date: January 2014 End Date: December 2015
<b>Purpose</b>	Decrease in biased reporting and support consensus building on national issues through the media	
<b>Description</b>	Support development of supplements by editors/reporters from different media outlets	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of editors and reporters working together	Joint supplements produced	Throughout the project cycle
<b>Activity Result 3</b> (Atlas Activity ID)	A participatory media campaign on the impact of the Syrian crisis on Lebanese hosting communities covering issues related to social cohesion organized	Start Date: January 2014 End Date: December 2015
<b>Purpose</b>	Decrease in level of tensions between Lebanese and Syrians and decrease in biased reporting	
<b>Description</b>	Contribute to the alleviation of tensions between Lebanese and Syrians and work on perceptions through the media campaign and the sensitization sessions for journalists	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Perceptions changed	Media campaign reaching the public audience	Throughout the project cycle.
<b>Output 3: Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	Establishment of local level reference groups capacitated to conduct regular local conflict assessments and to establish medium to long term peace building mechanisms in selected areas affected by the Syrian crisis	Start Date: January 2014 End Date: December 2015
<b>Purpose</b>	Forming local reference groups in selected areas and build their capacities in peace building and empower them to establish local level conflict mitigation mechanisms	
<b>Description</b>	Community leaders gathered and their capacities built in peace building in	

	order to establish local mechanisms for preventing conflicts	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Mapping and assessment	Assessment report documents mapping	Before local initiatives are set up
Number of community leaders taking part in locally led initiatives	Participants list	After local initiatives are launched
Mechanisms established	Type of interventions set	After local initiatives are launched
<b>Activity Result 2</b> (Atlas Activity ID)	Conflict Analysis conducted on a regular basis to assess the impact of the Syrian crisis on Lebanese social cohesion between Lebanese and Syrians	Start Date: January 2014 End Date: December 2015
<b>Purpose</b>	Provide updated data on conflict dynamics and conflict analysis of the impact of the Syrian crisis on social cohesion	
<b>Description</b>	Regular conflict analysis undertaken to assess the conflict scene and review interventions accordingly	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of reports published	Recommendations conflict reports adopted	January 2014 till December 2015
<b>OUTPUT 4: A NGO platform promoting nation-wide truth and reconciliation and ex-fighters' role in promoting peace building supported</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	Provide support for the national civil society platform on truth and reconciliation	Start Date: January 2014 End Date: December 2015
<b>Purpose</b>	Provide support to the national civil society platform	
<b>Description</b>	NGOs provided with technical assistance to organize the truth and reconciliation national conference	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of NGOs gathered and supported technically and activities implemented	Platform supported to organize the 2015 National Conference on Truth and Reconciliation	End of the project
<b>Activity Result 2</b> (Atlas Activity ID)	Capacity building for ex-fighters on dealing with the past	Start Date: January 2014 End Date: December 2015
<b>Purpose</b>	Provide the ex-fighters with the skills to better advocate for their new cause as peace fighters	
<b>Description</b>	Capacity building and technical support provided according to the needs of ex-fighters	

Quality Criteria	Quality Method	Date of Assessment
Number of ex-fighters assisted and activities implemented	Capacity of ex-fighters built	End of the project

## **VII. LEGAL CONTEXT**

This project document shall be the instrument referred to as “Project Documents or other instruments” in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 26 February 1981. The host-country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- Mandatory annual revisions, which re-phase the delivery of, agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.

## VIII. RISK LOG



Project Title: Peace building in Lebanon project, Phase 3		Award ID:	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Lack of sufficient funds to implement all outputs within the proposed programme	Project planning stage	Financial	The lack of funding may impact the delivery of the proposed outputs and the overall sustainability of the project.  Probability = 2 Impact = 5	-Proactive resource mobilization strategy. -Strong communications and outreach to donors in Lebanon and at the global level (including through BCPR).	UNDP	Project Manager		
2	Periodic episodes of conflict in Lebanon	Project initiation stage	Political	The outbreak of violence in Lebanon, or the emergence of a political stalemate may jeopardise the timely delivery of outputs and could require the adjustment of the proposed initiatives.  Probability = 2 Impact = 5	- Strong relations with partners at the national and local levels to ensure commitment to delivery of outputs. - Flexibility on the part of UNDP and donors to adapt activities to reflect emerging situation	UNDP	Project Manager		

3	Sensitivity of the topics being tackled	Project initiation stage	Political	<p>An evolving political environment may not be conducive to progress on sensitive issues (e.g. history narrative) and may lead to delays in implementation</p> <p>Probability = 2 Impact = 5</p>	<p>and needs.</p> <ul style="list-style-type: none"> <li>- Continuous follow up with the national partners;</li> <li>- Development of various options with national partners to address issues, in view of the external environment.</li> </ul>	Project Manager		
4	Bureaucratic delays	Project initiation stage	Political Administrative	<p>Delays in milestone delivery may take place due to changes at the national level (e.g. change of government; appointment of new Ministers; etc).</p> <p>Probability = 2 Impact = 5</p>	<p>-strong relations with national counterparts at the technical level;</p> <ul style="list-style-type: none"> <li>- Partnerships built with a wide range of actors, to allow for broad ownership of the project objectives and activities.</li> </ul>	Project Manager		