United Nations Development Programme
Lebanon
Project Document

Project Title: Strengthening civil peace in Lebanon

UNDAF Outcome(s): Outcome 1: By 2014, good governance reforms, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at all levels

Expected CP Outcome(s): National capacities towards building sustainable peace strengthened

Expected Output(s):

1.1 Initiatives to promote collective memory and integrate peace building into formal and non-formal educational channels strengthened

1.2 Traditional and alternative media empowered to manage diversity and decrease biased reporting

1.3 Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon.

1.4 Tensions between youth reduced dialogue and networking strengthened among youth at universities

1.5 Cross-political, multi-confessional civil society platform addressing civil peace established in Lebanon

Implementing Partner: Ministry of Education and Higher Education, Ministry of Interior and Municipalities

Responsible Parties: UNDP, local and international NGOs

Brief Description

The UNDP *Peace Building Project (2006-2011)* addressed the underlying causes of conflict in Lebanon and created "safe spaces" for local identify 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, in the forthcoming phase, *Strengthening civil peace in Lebanon*, broad-based participation will be strengthened, dialogue, trust- and consensus building enhanced and partnerships nurtured between civil society and local government actors. Policy driven efforts including the integration of peace building into the high school curriculum through the Peace Building Toolbox for teachers, spotlighting strategic national issues through the Peace Building Clubs and enhancing networking opportunities for youth and non-governmental organizations will better link focal entities to the national level. During this period, one of the chief objectives, a culmination of several years of interaction with local stakeholders, will be to bring together stakeholders to collectively devise and implement and sustain community-driven mechanisms that can mitigate conflict at the local level.

Programme Period:	2011- 2012
Atlas Award ID	00062053
Atlas Project ID	00079289
Start date	July 2011
End date	December 2012
PAC Meeting Date:	23-06-2011
Management Arrangements:	DIM
Key Result Area (Strategic Plan):	Enhancing conflict and disaster risk management capabilities (Crisis Prevention and Recovery Practice Area)	

Total Budget		$ 1,857,615
Net for Activities		**$ 1,731,207**
○	UNDP	$ 71,429
○	EC	$ 1,327,104
○	Total allocated resources:	$ 1,398,533
○	Total resources required	$ 332,674
UNDP GMS		**$ 119,755**
UNDP ISS		**$ 6,653**

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

Agreed by: Mr. Robert Watkins
UNDP Resident Representative   **Signature:**

Date 1 July 2011

I. SITUATION ANALYSIS

1. Lebanon is a country with a complex multi-confessional socio-political fabric, characterized by deep rooted historical divisions and the isolation of identity groups from one another. The country's history - from independence until today - is characterised by cycles of conflict and violence, with clear impact demographic, psycho-social, political and economic levels.

2. The most significant periods of violence and conflict have been the civil war from 1975-1990 and the period following the assassination of former Prime Minister Hariri in early 2005 including the July 2006 Conflict and the 2007 Nahr El Bared events. This period has been filled with political wrangling and clashes at both the national and community levels, renewing rifts and confrontations between a significant cross section of the Lebanese. The schisms between sectarian groups grew wider with the May 2008 street clashes between 14th and 8th March supporters.

3. 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.

4. 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.

5. More recently, tensions have simmered close to the surface over the Special Tribunal For Lebanon (STL). The resignation of 11 Cabinet ministers in January 2011 from the government created another political impasse: while March 14 politicians stress that there will be no compromise over the continuance of the STL the March 8 alliance continues to challenge its legitimacy. A new cabinet was formed in June 2011, this time with a March 8 majority. In late June 2011, The STL issued indictments calling for the arrest of several Lebanese accused of being involved in the 2005 assassination of former Prime Minister Rafik Hariri. This continues 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.

II. STRATEGY

6. 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 (CDP) and Country Programme Action Plan (CPAP), which outline the need to strengthen national capacities to build a sustainable civil peace.

7. Several Country Programme activities are linked to post-war rehabilitation, reconciliation, reconstruction and recovery in one way or another 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 forthcoming phase, Strengthening Civil Peace in Lebanon builds on, consolidates and drives efforts made in (2006-2011) by the UNDP Peace Building Project to strengthen civil peace and supports efforts initiated at the grass roots level, with local government and civil society stakeholders upstream. Initiatives in Phase I were built around the realistic and immediate needs of actors interacting in the tense socio-political climate during this period. Throughout the project cycle, 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.

The foundations have therefore already been laid for more in depth dialogue, consensus building and more practical, locally initiated conflict mitigation mechanism models envisaged in the forthcoming phase. Local communities including mayors, mukhtars, youth, religious leaders, teachers, civil society activists and NGOs, as well as reporters have all been sensitized to peace building concepts and participated in one or more discussion sessions, meetings or programs.

Since 2006, the Peace Building Project has worked with more than 600 civil society and public sector entities at the local level. During the forthcoming period, the initiative will provide the channels for further communication and dialogue on issues of critical concern between groups and further enhance 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, in Phase I strong links were made with national counterparts, particularly the Ministry of Education and Higher Education and the Ministry of Interior and Municipalities. 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 (see #13 for details on the Peace Building Toolbox in the forthcoming phase).

9. 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.

- Through initiatives with municipalities, efforts have been made to boost objectives outlined in the *Ministry of Social Affairs, National Social Development Strategy for Lebanon* which emphasises the need to create and promote shared public spaces: "Promote the creation of social capital through the preservation and establishment of interaction opportunities in spaces such as public gardens, municipal sports arenas, public libraries". The Strategy also encourages the establishment of youth clubs, Peace Building Clubs have been set up by university students at public and private universities nationwide under the current initiative.

- With support and buy in of national counterparts and a commitment from local actors, several initiatives have been taken to a higher level such as the Toolbox and youth-led Peace Building Clubs being set up at 12 universities nationwide which were given a boost through university administrations by the Ministry of Education's Higher Education Directorate. Both initiatives are being driven by the same groups the Peace Building Project has been working with since 2007 and both initiatives have been supported by the relevant ministries.

- Notably, civil society and local government actors have played a pivotal role to boost efforts particularly where UNDP offices were absent during implementation of the dialogue sessions for example, municipalities worked closely with UNDP PB team to organize cross-group activities.

12. Five main outputs are envisioned in the forthcoming phase:

1.1 Initiatives to promote collective memory and integrate peace building concepts into formal and non-formal educational channels strengthened
1.2 Traditional and alternative media empowered to manage diversity and decrease biased reporting
1.3 Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon.
1.4 Tensions between youth reduced, dialogue and networking strengthened among youth at universities
1.5 Cross-political, multi-confessional civil society platform addressing civil peace supported in Lebanon

13. Sectarian 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. 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 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 compliment their skills and enhance the way they can communicate the peace building principles to students within the current high school curriculum. In order to ensure that the Toolbox was tailored to the teacher's needs, the trained group of teachers, teacher trainers and staff of the MEHE Center for Pedagogical Research and Development and the MEHE Citizenship Committee participated in the conceptualization, design and substantive review of the Toolbox.

In the forthcoming phase, an assessment of the Toolbox will be undertaken with more than 14 public and private schools to gauge information about its impact on teaching methods and the integration of peace building principles into classroom lessons. 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 as a best practice to shape similar processes, methodologies and pedagogical approaches in the pipeline. In the new phase (2011-2012) as stated in this proposal, the MEHE is supporting the piloting of the Peace Building Toolbox in 14 schools (public and private). The Toolbox will then be finally revised and endorsed by the MEHE and disseminated to all high schools in Lebanon.

Aware of the importance of the history narrative issue, particularly with regard to shaping the perceptions of Lebanese about the civil war, understanding the "other" and peace building in Lebanon UNDP will continue to support the technical capacities of the Ministry to drive this initiative forward. Support to the Ministry of Education and Higher Education with regard to the history narrative, planned activities will take into consideration the controversial nature of this component and current political climate. After several years of deadlock, the Ministry's newly formed History Committee submitted the critical history "instances" or points agreed on by the Committee for Cabinet approval in 2010. Unfortunately, this was not endorsed since Cabinet was dissolved in January 2011, the newly enstated Minister Hassan Diab is yet to announce what kind of track he will be taking in this regard but civil society remains active in holding meetings around the theme of history teaching and narrative writing.

Support in the forthcoming phase will be provided in the form of technical know-how related to the pedagogical aspects of the history narrative (design, preparation of material etc) undertaken by the Ministry's Center for Research and Development. Innovative, informal approaches to recounting the history of Lebanon and fostering a sense of collective memory will also be more heavily supported in the forthcoming phase through nationwide outreach campaigns, mobile exhibitions and setting up an archive centre to include documents, films and manuscripts about the civil war, all of which will become accessible to the public.

14. Reporters and editors working for politically affiliated media outlets in Lebanon have traditionally played a role in perpetuating and breaking down stereotypes, fuelling or de-escalating conflicts. This has been more evident in recent history, when articles or segments in a news cast have changed the course of events and actions of the masses, particularly in Lebanon. Past experiences have shown that the framing of perceptions about politicians, issues or incidents by the Lebanese media can drive public opinion in favour of a specific political faction and influence their ability to communicate in a non-violent manner.

Another major goal of this initiative has therefore been to engage the media. In Phase I, some 40 mid-career TV, radio and print reporters 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. Phase II, *Strengthening Civil Peace in Lebanon*, will engage editors from different media outlets in the process by encouraging joint action between reporters and editors from newspapers to work together and publish articles on national priority issues in an objective, accurate manner.

15. One of the key goals of the initiative is to build on intra- and inter- community networking undertaken with different groups since 2006 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.

Based on the requests of municipal council members who participated in training programs and dialogue sessions in Phase I, a mediation skills training was held in April 2011 to strengthen their role as mediators at the local level. The program included simulated town hall meetings and case studies based on real life disputes that were resolved as part of the interactive role play sessions between participating municipal officials.

A seminar for 50 *mukhtars* was organized in collaboration with the Ministry of Interior and Municipalities "Enhancing the role of *mukhtars* in promoting civil peace" in April 2011. *Mukhtars* from all six governorates were introduced to peace building concepts, working groups were organized for *mukhtars* to resolve cases of disputes adapted to their local contexts and challenges faced on a daily basis.

A paper, "*Mukhtars* and their role in promoting civil peace" was prepared and discussed at the seminar while another session focused on the reforms being driven by MoIM for local government actors, with an emphasis at the efforts to modernize and increase efficiency of identity card issuance, prevent corruption and enhance the role of *mukhtars* in their communities.

Building on efforts to strengthen the role of local government actors in local level conflict mitigation and based on the requests of municipal officials and *mukhtars* who took part in the 2009, 2010 and 2011 programs the following two publications will be produced in collaboration with the Ministry of Interior and Municipalities' (Local Administrations and Councils Directorate.

- Preparation of a booklet, "Local government actors and peace building": the paper targeting municipal council members and *mukhtars* includes succinct sections of the legal, traditional and current role of each, as well as illustrations to depict peace building, conflict resolution, dialogue, negotiation, mediation and reconciliation concepts.

- Preparation of a paper, "*Mukhtars* and their role in promoting civil peace", CD enclosed to disseminate new templates for mukhtars by MoIM. This was an input to the seminar, *Enhancing the role of mukhtars in promoting civil peace* tracing the legal, traditional role of *mukhtars* in peace building, with a comparison of the roles of other actors and the interaction between them at the local level. In addition to the paper, a CD ROM has been prepared comprising all templates that have been designed for the purposes of clarity and a unified modality of work by the MoIM. A summary and pictures of activities organized in collaboration with the MoIM will also be enclosed.

The publications, due to be published at the end of 2nd Quarter 2011 and distributed widely among local government actors through the MoIM are pending the formal endorsement by the Ministry.

In the forthcoming phase, facilitated discussions will be held with municipal council members and *mukhtars* to discuss how local level conflict mitigation has evolved, in addition to relevant policy reforms and laws that have shaped the role of local government actors in dispute resolution at the local level.

Local actors including those sensitized to peace building concepts, participants in dialogue session and several of the Project's networks including youth and religious leaders, civil society activities, NGOs, *mukhtars*, municipal council members and educators will be involved in jointly planning local level peace building and dialogue initiatives. UNDP will provide technical support throughout, but initiatives to diffuse tensions that may arise in their communities before they escalate to a higher level will be home grown. Local level conflict mitigation initiatives will be piloted in three selected violence-prone areas of Lebanon - some of the options include Akkar in North Lebanon, Beirut (and Beirut Southern Suburbs), Mrejjet in the Bekaa and Sidon in South Lebanon.

16.

Realising that Lebanese youth are usually targeted and mobilized by political leaders during conflict situations - unconsciously sometimes even fuelling conflicts –youth have been an important group to engage and mobilize. Experience with this group has shown that there is a need to promote transformative policies by opening up channels of communication between youth from different identity groups, support consensus building, joint learning and support trust building activities. In Phase I of the Project, work with youth was institutionalized and made sustainable at several levels: youth trained in conflict resolution (2008-2009) were provided with management skills included budgeting, planning, monitoring to set up and manage Peace Building Clubs (2010-2011).

Building on this, in the upcoming phase, Peace Building Clubs are being created by youth leaders at 12 public and private universities nationwide to serve as "common spaces" on campus. The Clubs will serve as neutral and non-partisan platforms where youth leaders can engage in joint on-campus activities around key themes of national concern including volunteerism and youth activism, Millennium Development Goals and Human Rights, History, memory and reconciliation, as well as Citizenship. In order to encourage inter-university networking and information-sharing, periodic inter-campus meetings will be held throughout 2011 and 2012 to shape action plans of each participating university and contribute to youth policy opportunities at the national level.

So far two youth forums hosted by the Lebanese American University and Al Manar University, two of the participating universities in the Forums organized the 1st (volunteerism and youth activism) and 2nd Forums (Millennium Development Goals and Human Rights) respectively. Bearing in mind the relevance to the International Decade for Youth, the United Nations Volunteer Program (UNV) in Lebanon will be funding some of the youth projects under the afore-mentioned themes throughout 2011. Some of the projects to be funded include a roaming caravan in remote areas of North Lebanon to spread awareness on drug addiction and HIV, awareness about Palestinian refugee issues including the right to work and property ownership, as well as environmental projects organized in collaboration with municipalities and local NGOs.

17. While Lebanon has a vibrant civil society sector with active non-governmental organizations, professional associations and syndicates, 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 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.

By providing skills building to NGOs and activists and supporting the establishment of the national civil society platform, priorities and long-term strategies will meet real national needs and initiatives can have a bottom-to-top impact rather than remaining piecemeal initiatives at the local level.

18. 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. For example, in preparation for the *mukhtars* seminar, discussions were held to emphasise the need for more female representation at the meeting, all 20 female *mukhtars* were invited, only 2 attended the seminar though. In addition, the project will seek to achieve a gender balance of highly qualified national and international staff.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

National capacities towards building sustainable peace strengthened

Outcome Indicators as stated in the Country Programme Results and Resources Framework, Including baseline and targets: 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.

Applicable Key Result Area (from 2008-11 Strategic Plan): 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.

Project title and ID (ATLAS Award ID): Peace Building – Phase II Strengthening civil peace in Lebanon

Objective: 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
Output 1: Initiatives to promote collective memory and integrate peace building into formal and non-formal educational channels strengthened **Baseline:** 1) Absence of context-specific peace education content in the current civics/history/geography curricula at the high school level 2) Absence of appropriate pedagogical methods to design history narrative 3) Limited opportunities within the formal education sector to build a collective memory 4) Need to implement master training for teacher trainers in use of Peace Building Toolbox **Indicators:** 1) Number of Toolbox exercises applied to the curriculum 2) Number of high school teachers using the Peace building Toolbox to complement classroom lessons and teaching 3) Number of historians and educators from MEHE participating in	**Targets (year 1)** Baseline study prepared setting variables to measure changes in teaching methods and student attitudes Peace Building Toolbox Midterm assessment conducted, piloting/testing undertaken in selected public and private schools Collective memory enhanced among youth through non-formal educational channels including mobile exhibitions, film screenings and access to civil war archives **Targets (year 2)** Peace Building Toolbox Midterm assessment conducted, piloting/testing undertaken in selected public and private schools	1.1 Define baseline indicators to be used to measure changes in teaching approaches and student attitudes 1.2 Conduct Midterm assessment of Peace Building Toolbox in selected public and private schools (with Ministry of Education and Higher Education) 1.3 Finalize Peace Building Toolbox based on results of Midterm assessment (with Ministry of Education and Higher Education) 1.4 Produce Peace Building Toolbox and distribute through Ministry of Education and Higher Education to high schools. 1.5. Support the Ministry of Education and Higher Education to introduce the pilot into high school curriculum, through a master teacher training approach targeting trainers	Ministry of Education and Higher Education (Center for Educational Research and Development and Citizenship Committee) NGOs UMAM	International Staff $ 22,000 (5.5%) for 18 months Project Manager (18 months) $ 23,700 (25%) UNV Administration & Finance Officer (18 months) – USD $ 6,268(25 %) UNV Field Officer (18 month) – USD $ 6,268(25 %) Driver (18 months): $ 5,270 (20%) Project Coordinator-Education &NGOs (18 months) USD $23,000

| consultations/technical session to enhance process and pedagogical soundness of history narrative 4) Number of initiatives implemented to support collective memory through non-formal education channels. | Revised Peace Building Toolbox produced and disseminated to public and private high schools

ToT program for teacher trainers at the Center for Educational Research and Development (CERD) conducted.

Follow up with teacher trainers and support provided to master teacher training

Pedagogical approaches of CERD staff supported with regard to preparation of the new history narrative

Impact assessment of the Peace Building Toolbox on teaching methods and student attitudes conducted

Collective memory enhanced among youth through non-formal educational channels including mobile exhibitions, and access to civil war archives | from CERD.

1.6 Conduct impact assessment to measure the impact of the Peace Building Toolbox on teaching methods and student's attitudes

1.7 Support the CERD in the preparation of the new history narrative through process design and technical assistance including new pedagogical approaches

1.8 Promote collective memory among youth through non-formal educational channels including mobile exhibitions, film screenings and providing access to civil war archives | | (40%)

Consultancy - Baseline defined to measure changes in perceptions of teachers and students USD $15,000

Consultancy – Mid-term Assessment conducted in at least 14 selected public and private schools - USD $17,000

Consultancy - Revision of the Peace Building Toolbox: USD $10,000

Company - Audio Visual and Printing Production costs - Printing and dissemination of Peace Building Toolbox (650 copies): USD $40,000

Consultancy - TOT for master teacher trainers from CERD in conflict resolution skills, use of Peace Building Toolbox and designing classroom lesson/exercise plans (15 teacher trainers): USD $10,000

Consultancy - Assessment of impact of Toolbox : USD $20,000

Consultancy- Facilitated consultations and technical support on |

				history narrative process design: USD $30,000
				Company - Contract: Non-formal educational channels include mobile exhibitions, film screenings and access to civil war archives: USD $213,600
				Operational costs USD $ 26,974 including IT and communications, office, miscellaneous car and rent
				Visibility Actions $2,199
				Contingency reserve $7,282
				Subtotal: USD $ 478,561
Output 2: Traditional and alternative media empowered to manage diversity and decrease biased reporting *Baseline*: 1) Lack of impartial and multifaceted reporting on strategic peace building issues 2) Absence of collaborative initiatives between media outlets with different political affiliations 3) Poor or biased coverage of strategic issues regarding the implementation of past agreements 4) Absence of established training for current/future reporters on the role of media in conflict resolution. *Indicators*: 1) Number of reporters covering national issues in an impartial,	Targets (year 1) Workshop on impartial and conflict sensitive reporting organised with reporters at the national and local levels. Facilitated consultations with senior journalists, editors and producers of key media organisations conducted Joint supplements produced by reporters and editors from different media outlets Memorandum of Understanding with selected Universities finalised and course designed.	2.1. Strengthen the skill base of the media sector across political affiliations, targeting journalists at the national and local levels, on conflict sensitive and impartial reporting. 2.2. Organise facilitated consultations with senior journalists, editors and producers of key media organisations in Lebanon, regarding reporting on strategic peace building issues in Lebanon 2.3. Support the development of supplements on strategic peace building issues, jointly prepared by reporters/editors from various media organisations, to increase awareness and understanding. 2.4. Undertake alternative poll surveys,	Media outlets at the national and local levels Ministry of Information Selected Lebanese Universities Search for Common Ground	International Staff $ 22,000 (5.5%) for 18 months Project Manager (18 months) $ 23,700 (25%) UNV Administration & Finance Officer (18 months) – USD $ 6,268(25 %) UNV Field Officer (18 months) – USD $ 6,268(25 %) Driver (18 months) USD

accurate manner 2) Number of media outlets cooperating to produce supplements 3) Number of news articles covering national priority themes 4) Number of students conducting university activities on the role of media in conflict situations	At least one poll survey designed and published through a participatory process. Outreach activities around the themes of a locally produced TV show launched on identity, dialogue and managing diversity to empower youth to develop multi-dimensional activities including web-based stories, documentary activities Targets (year 2) Facilitated consultations with senior journalists, editors and producers of key media organisations conducted Joint supplements produced by editors and reporters from different media outlets Support provided to the Universities to institutionalize the course in curriculum. At least one poll survey designed and published through a participatory process. Debates on themes in a TV series around identity, memory and acceptance of the other	using methodologies such as "knowledge, attitudes and practice" surveys, to achieve a better public debate based on de-politicized information. 2.5 Support the development and dissemination of alternative media channels to promote tolerance, enhance dialogue, manage diversity and promote consensus building.		$ 5,270(20%) Media and Peace Building Coordinator (18 month) - USD $57,500(100%) Contractual Services - Reporters workshop on impartial, conflict sensitive reporting - USD $20,000 Consultancy and Miscellaneous - Facilitated consultations (3 per year) for reporters and editors: USD $12,000 Contractual Services - Joint thematic supplements prepared (3 per year): USD $40,000 Contractual Services - Knowledge, attitudes and practice surveys: USD $80,000 Contractual Services – Companies - Outreach and alternative media channels on identity, dialogue and managing diversity: USD $198,800 Operational costs: $35,971 including IT and communications, office, miscellaneous, car, and rent + media (newsletters

				& promotional items)
				Visibility Actions $2,639
				Contingency reserve $8,741
				Subtotal: USD $ 519,157
Output 3: Local level peace building strategies to mitigate tensions developed in selected conflict-prone areas of Lebanon. *Baseline*: 1) Absence of sustained peace building and dialogue mechanisms to mitigate the risks of potential violence at the local level 2) Limited facilitation capacity in Lebanon to support the establishment of such initiatives at the local level 3) Limited awareness of the role that local actors such as municipalities and *mukhtars* can play in conflict prevention and mitigation. *Indicators*: 1) Local level peace building strategies and mechanisms implemented in at least three conflict-prone areas 2) Number of municipal officials and *mukhtars* implementing intra-and inter-community peace building-oriented initiatives 3) Network comprising of municipal officials and *mukhtars* established for collective learning and joint action.	Targets (year 1) Paper on the role of *mukhtars* in conflict prevention at the local level and booklet,, role of local level actors in conflict mitigation (with MoIM) published Core group for municipalities and *mukhtars* established Participatory assessment on the role of the municipalities and *mukhtars* in conflict mitigation conducted Conflict mapping undertaken in two selected conflict prone areas Local level conflict mitigation strategies developed in two selected areas Targets (year 2) Conflict mapping undertaken in third selected area Local level conflict mitigation strategy in third selected area Continued technical support provided to local level conflict mitigation strategies in	3.1. Undertake joint conflict assessment, stakeholder analysis, and issues, challenges and peace assets mapping in selected areas; 3.2. Support conflict mitigation initiatives/mechanisms in at least three conflict prone areas in Lebanon 3.3. Support local actors, in particular municipalities and *mukhtars*, in strengthening their role in conflict mitigation and peace building at the local level. 3.4. Provide technical support for the implementation of local level peace building strategies and mechanisms in selected areas. 3.5 Publish material to enhance awareness of local government actors (*mukhtars* and municipal council members) of their role in conflict prevention at the local level	Selected municipalities Selected *mukhtars* NGOs/CBOs in selected areas Ministry of Interior and Municipalities (including Unions of municipalities and *mukhtars*) League of *mukhtars*	International Staff $ 22,000 (5.5%) for 18 months Project Manager (18 months) $ 33,180 (35%) UNV Administration & Finance Officer (18 months) – USD $ 6,268(25 %) UNV Field Officer (18 months) – USD $ 6,268 (25 %) Driver (18 months): $ 10,540 (40%) Local Level Conflict Mitigation Coordinator (18 months)- USD$57,500 (100%) Consultancy - Conflict mapping in each area (USD 10,000 each): USD $30,000 Consultancy, procurement and miscellaneous -Technical process support and

	at least three areas. Thematic discussions organized with municipalities and *mukhtars* to strengthen their awareness and understanding of their role at the local level.			establishment of local level peace building strategies/mechanisms in three selected areas (USD$80,000 each local mechanism): USD $240,000 Printing of Mukhtar Paper and booklet, Role of local level actors in conflict mitigation (with MoIM)- $5,000 Operational costs: USD $26,974 including IT and communications, office, miscellaneous, car and rent Visibility Actions $2,631 Contingency reserve $8,715 Subtotal: USD $ 449,076
Output 4: Tensions between youth reduced, dialogue and networking strengthened among youth at universities **Baseline:** 1) Absence of neutral and non-partisan spaces on campus 2) Universities traditionally associated with violence and 3) involvement of youth during times of tension 4) Absence of a national platform for youth **Indicators:** 1) Number of Peace Building Clubs established at universities 2) Number of youth trained on peace	Targets (year 1) Common Spaces in the form of Peace Building Clubs established at public and private universities (14) Action plans around strategic national themes presented by youth leaders setting up Peace Building Clubs universities Youth leaders implement on-campus activities around strategic themes Conflict resolution and leadership skills	4.1. Support youth with the establishment of "common spaces" in selected Universities, in the form of Peace Building Clubs; 4.2. Strengthen skills base of youth engaged at Universities in conflict resolution and leadership; 4.3. Support the development of action plans by youth-initiated Peace Building Clubs and the implementation of joint activities on campus; 4.4. Organize facilitated consultations among the youth engaged in activities	Youth at Universities Selected private and public University administrations Ministry of Education and Higher Education Ministry of Youth and Sports	Procurement - Support to Peace Building Clubs: USD $80,000 Contractual Services - Company - Leadership and conflict resolution programme (year 1): USD $20,000 Consultancy and miscellaneous - Facilitated consultations with youth engaged in

building and leadership skills 3) National platform set up to support strategic interventions.	provided to targeted youth Platform for youth engaged in peace building at Universities established and agenda developed. Targets (year 2) Ongoing technical assistance provided to the Peace Building Forums Youth leaders implement on-campus activities around strategic themes. Leadership and conflict resolution programme implemented National level activities organized by the national youth platform.	across the country to strengthen awareness and to develop agenda on strategic national issues.		the Peace Building Clubs - USD $15,000 Operational costs: USD $7,022 including IT and communications, office, miscellaneous, car and rent Subtotal: $ 122,022
Output 5: A cross-political, multi-confessional civil society platform addressing civil peace established in Lebanon *Baseline*: 1) Limited coordination and networking between NGOs working in civil peace and dialogue 2) Lack of a coordinated platform and forward looking agenda 3) Poor advocacy skills and coalition building *Indicators*: 1) Platform established 2) Priorities and strategy developed.	Targets (year 1) Process support provided for the establishment of a national civil society platform. Targets (year 2) Strategy developed based on a bottom-up approach Training provided to civil society/NGOs on a needs basis.	5.1. Provide process support for the establishment of a national civil society platform on civil peace, consisting of national organisations, taking into account past experiences and emerging lessons learnt. 5.2. Assist NGOs with the development of a strategy, based on national and regional priority-setting. 5.3. Provide the civil society platform with selected capacity building in areas identified by stakeholders (e.g. advocacy; networking; coalition building; etc).	National and local NGOs engaged in civil peace	International Staff $ 22,000 (5.5%) for 18 months Project Manager (18 months) $14,220 (15%) UNV Administration & Finance Officer (18 months) – USD $ 6,268(25 %) UNV Field Officer (18 month) – USD $ 6,268(25 %) Driver (18 months) USD $ 5,270(20%) Project Coordinator-Education &NGOs (18

				months) USD $ 34,500 (60%)
				Consultancy and miscellaneous: Facilitation support - USD $15,000
				Consultancy and miscellaneous: Training program for civil society/NGOs :USD $30,000
				Operational costs USD $26,974 including IT and communications, office, miscellaneous, car and rent
				Visibility Actions $439
				Contingency reserve $1,452
				Subtotal: USD $ 162,391
TOTAL **UNDP GMS** **UNDP ISS**				$ 1,731,207 $ 119,755 $ 6,653

IV. Annual Work Plan

Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, associated indicators and annual targets	*List activity results and associated actions*	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
Output 1: Initiatives to promote collective memory and integrate peace building into formal and non-formal educational channels strengthened **Baseline:** - Absence of context-specific peace education content in the current civics/history/geography curricula at the high school level - Absence of appropriate pedagogical methods to design history narrative - Limited opportunities within the formal education sector to build a collective memory -Need to implement master training for teacher trainers in use of Peace Building Toolbox Indicators: - Number of Toolbox exercises applied to the curriculum - Number of high school teachers using the Peace Building Toolbox to complement classroom lessons and teaching - Number of historians and educators	1.1 Baseline study prepared to identify the indicators to measure changes in teaching methods and students attitudes 1.2 Midterm assessment undertaken in public and private schools 1.8 Collective memory promoted through non-formal history education channels - Archive center documenting war archives supported -Road show, film screenings and exhibitions implemented across the country			x	x	UNDP	EC	71300 - Local Consultants	$15,000
					x	UNDP	EC	71300 - Local Consultants	$5,667
				x	x	UMAM	EC	72100 - Contractual Services -Companies	$84,902
				x	x	UNDP	EC	71400-Project Manager	$7,900
				x	x	UNDP	EC	71400-Project Coordinator- Education &NGOs	$7,666
				x	x	UNDP	EC	71500-UNV Administration & Finance Officer	$2,090
				x	x	UNDP	EC	71500-UNV Field Officer	$2,090
				x	x	UNDP	EC	71400-Driver	$1,757
				x	x	UNDP	EC	71400-Crisis Prevention and Recovery Advisor	$7,333
				x	x	UNDP	EC	74500- Other Operational Costs	$10,000
				x	x	UNDP	EC	74200-Visibility actions	$870

from MEHE participating in consultations to enhance the process and pedagogical soundness of the history narrative -Number of initiatives implemented to support collective memory through non-formal educational channels **Targets:** - Piloting, assessment, production and dissemination of Peace Building Toolbox in selected public and private high schools - Collective memory enhanced among youth through non-formal educational channels - Follow up with teacher trainers and support provided to master teacher training - Assessment of the impact of the Peace Building Toolbox on teacher and student attitudes conducted								
Total Output 1								**$145,275**
Output 2. Traditional and alternative media empowered to manage diversity and decrease biased reporting **Baseline:** - Lack of impartial and multifaceted reporting on strategic peace-building issues - Absence of collaborative initiatives between media outlets with different	2.1 Skills of journalists on conflict sensitive and impartial reporting strengthened		X	X	UNDP	EC	72100 - Contractual Services -Companies	$20,000
	2.3 Joint supplements produced by reporters/editors increase awareness and understanding about strategic issues of national concern		X	X	UNDP	EC	72100 - Contractual Services -Companies	$13,333
			X	X	SFCG	EC	72100 - Contractual Services -Companies	$156,018
	2.5 Alternative media promoting tolerance and consensus building developed and disseminated		X	X	UNDP	EC	71400-Project Manager	$7,900
			X	X	UNDP	EC	71400-Media & Peace Building	$19,170

political affiliations
-Poor or biased coverage of strategic
issues regarding the implementation of
past agreements
- Absence of established training for
reporters on the role of media in
conflict resolution
Indicators:
- Number of reporters covering national
issues in an objective, accurate manner
- Number of media outlets cooperating
to produce supplements
- Number of news articles covering
national priority themes

Targets:
- One workshop on impartial and

							Coordinator	
		X	X	UNDP	EC	71500-UNV Administration & Finance Officer		$2,090
		X	X	UNDP	EC	71500-UNV Field Officer		$2,090
		X	X	UNDP	EC	71400-Driver		$1,757
		X	X	UNDP	EC	71400-Crisis Prevention and Recovery Advisor		$7,333
		X	X	UNDP	EC	74500- Other Operational Costs		$13,000
		X	X	UNDP	EC	74200-Visibility actions		$1,107

conflict sensitive reporting organized with reporters at the national and local levels
- Facilitated consultations with senior journalists, editors and producers of key media organizations conducted
- Joint supplements produced by reporters and editors from different media outlets
- At least one poll survey designed and disseminated through a participatory process
- Outreach activities around themes of a locally produced TV show launched on identity, dialogue, and managing diversity to empower youth the develop multi-dimensional activities including web-based stories, documentary activities
- Debates on themes in a TV series around identity, memory and acceptance of the other

Total Output 2									**$243,798**
Output 3: Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon **Baseline:** 1) Absence of sustained peace building and dialogue mechanisms to mitigate the risks of potential violence at the local level 2) Limited facilitation capacity in Lebanon to support the establishment	3.1. Conflict assessment, stakeholders analysis, and issues, challenges and peace assets mapping undertaken in selected areas			X	X	UNDP	EC	72100 - Contractual Services -Companies	$30,000
	3.4 Technical support provided in dialogue interactions, confidence building initiatives, and other peace building initiatives identifies by local stakeholders			X	X	UNDP	EC	71400-Project Manager	$11,060
				X	X	UNDP	UNDP	71400-Local Level Conflict Mitigation Coordinator	$19,170
	3.5 Publish material to enhance awareness of local government actors (mukhtars and municipal council members) of their role in conflict			X	X	UNDP	EC	71500-UNV Administration & Finance Officer	$2,090
				X	X	UNDP	EC	71500-UNV Field	$2,090

of such initiatives at the local level 3) Limited awareness of the role that local actors such as municipalities and mukhtars can play in conflict prevention and mitigation. **Indicators:** -Number of local facilitators engaged in non formal dialogue and peace building initiatives -Network comprising of municipal officials and mukhtars established for joint learning -Local level peace building strategies and mechanisms implemented in at least three conflict prone areas **Targets:** -Publication of advocacy material on role of local government actors in peace building at the community level - Core Group for municipalities and mukhtars established - Participatory assessment on the role of the municipalities and mukhtars in conflict mitigation conducted -Conflict mapping undertaken in three selected violence prone areas - Local level peace building and dialogue structures developed in three selected areas -Thematic discussions organized between municipal officials and mukhtars and relevant key stakeholders to strengthen their awareness and understanding of their role at the local	prevention at the local level								Officer	
				X	X	UNDP	EC	71400-Driver	$3,514
				X	X	UNDP	EC	71400-Crisis Prevention and Recovery Advisor	$7,333
				X	X	UNDP	EC	74500- Other Operational Costs	$10,000
				X	X	UNDP	EC	74200-Visibility actions	$712
				X	X	UNDP	UNDP	74200-Printing	$5,000

level

Total Output 3								**$90,969**
Output 5: A cross political multi confessional civil society platform addressing civil peace established in Lebanon **Baseline:** -Limited coordination and networking between NGOs working in civil peace and dialogue -Lack of a coordinated platform and forward agenda -Poor advocacy and coalition building skills	5.1Process support provided for the establishment of a national civil society platform on civil peace, consisting of national organizations, taking into account past experiences and emerging lessons learnt			X	X	UNDP	EC	71300 - Local Consultants	$5,000
				X	X	UNDP	EC	71400-Project Manager	$4,740
				X	X	UNDP	EC	71400-Project Coordinator-Education &NGOs	$11,500
				X	X	UNDP	EC	71500-UNV Administration & Finance Officer	$2,090
				X	X	UNDP	EC	71500-UNV Field Officer	$2,090
				X	X	UNDP	EC	71400-Driver	$1,757

Indicators:									
Indicators: -Platform established -Priorities and strategy developed **Targets:** -Process support provided for the establishment of a national society platform -Strategy developed based on a bottom-up approach -Training provided to civil society/ NGOs on a needs basis			X	X	UNDP	EC	71400-Crisis Prevention and Recovery Advisor		$7,333
			X	X	UNDP	EC	74500- Other Operational Costs		$10,000
			X	X	UNDP	EC	74200-Visibility actions		$158
Total Output 5									
TOTAL									$44,668
GMS									
ISS									$0

Year: 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, associated indicators and annual targets	List activity results and associated actions	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Initiatives to promote collective memory and integrate peace building into formal and non-formal educational channels strengthened	1.2 Midterm assessment undertaken in public and private schools	x	x			UNDP	EC	71300 - Local Consultants	$11,333
		x	x			UNDP	EC	71300 - Local Consultants	$10,000
	1.3 Revision of Peace Building Toolbox through (MEHE) based on assessment		x			UNDP	EC	74200 - Audio visual and print production cost	$40,000
	1.4 Production and distribution of Peace Building Toolbox				x	UNDP	EC	71300 - Local Consultants	$10,000
Baseline:	1.5. Ministry of Education and Higher Education supported to introduce the pilot into high school curriculum, through a master teacher training program for CERD				x	UNDP	EC	71300 - Local Consultants	$20,000
- Absence of context-specific peace education content in the current civics/history/geography curricula at the high school level		x	x	x	x	UNDP	Unfunded	71300 - Local Consultants	$30,000
- Absence of appropriate pedagogical methods to design history narrative		x	x	x	x	UMAM	EC	72100 - Contractual Services -Companies	$28,698
	1.6 Impact assessment on use of Toolbox conducted	x	x	x	x	UMAM	Unfunded	72100 - Contractual Services -Companies	$100,000
- Limited opportunities within the formal education sector to build a collective memory	1.7 CERD supported in the preparation of the new history narrative through process design and technical assistance	x	x	x	x	UNDP	EC	71400-Project Manager	$15,800
-Need to implement master training for teacher trainers in use of Peace Building Toolbox		x	x	x	x	UNDP	EC	71400-Project Coordinator-Education &NGOs	$15,334
Indicators:	1.8 Collective memory promoted through non-formal history education channels	x	x	x	x	UNDP	EC	71500-UNV Administration & Finance Officer	$4,178
- Number of Toolbox exercises applied to the curriculum	- Archive center documenting war archives supported	x	x	x	x	UNDP	EC	71500-UNV Field Officer	$4,178
- number of high school teachers using the Peace Building Toolbox to complement classroom lessons and teaching	-Road show, film screenings and exhibitions implemented across the country	x	x	x	x	UNDP	EC	71400-Driver	$3,513
		x	x	x	x	UNDP	EC	71400-Crisis Prevention and Recovery Advisor	$14,667
-Number of historians and educators from MEHE participating in consultations/process support to enhance history narrative		x	x	x	x	UNDP	EC	74500- Other Operational Costs	$16,974
		x	x	x	x	UNDP	EC	74200-Visibility actions	$1,329
		x	x	x	x	UNDP	EC	74500-Contingency	$7,282

-Number of initiatives implemented to support collective memory through non-formal channels **Targets:** - Piloting, assessment, production and dissemination of Peace Building - Toolbox undertaken in public and private high schools - TOT program for teachers trainers at CERD - Film screenings and mobile exhibition on civil war history undertaken - Follow up with teacher trainers and support provided to master teacher training -Assessment of the impact of the Peace Building Toolbox on teacher and student attitudes conducted							reserve	
Total Output 1								**$333,286**
Output 2. Traditional and alternative media tools used to manage diversity and decrease biased reporting **Baseline:** (a) Lack of impartial and multifaceted reporting on strategic peace-building issues (b) Absence of collaborative initiatives between media outlets with different political affiliations (c) Poor or biased coverage of strategic issues regarding the implementation of past agreements	2.2 Strategic national issues discussed at facilitated consultations with senior journalists, editors and producers	x x x x	UNDP	EC	71300 - Local Consultants	$12,000
		x x x x	UNDP	EC	72100 - Contractual Services -Companies	$26,667
	2.3 Joint supplements produced by reporters/editors increase awareness and understanding about strategic issues of national concern	x x x x	UNDP	Unfunded	72100 - Contractual Services -Companies	$80,000
		x x x x	SFCG	EC	72100 - Contractual Services -Companies	$42,782
	2.4 Public debate enhanced with the implementation of at least 2 poll surveys, using methodologies such as "knowledge, attitudes and practice" surveys	x x x x	UNDP	EC	71400-Project Manager	$15,800
		x	UNDP	Unfunded	71400-Media & Peace Building Coordinator	$9,583
	2.5 Alternative media promoting tolerance and consensus building	x x x	UNDP	EC	71400-Media & Peace Building Coordinator	$28,747
		x x x x	UNDP	EC	71500-UNV Administration & Finance	$4,178

(d) Absence of established training for reporters on the role of media in conflict resolution	developed and disseminated						Officer	
Indicators:		x	x	x	x	UNDP	EC	71500-UNV Field Officer	$4,178
- number of reporters covering national issues in an objective, accurate manner		x	x	x	x	UNDP	EC	71400-Driver	$3,513
- Number of media outlets cooperating to produce supplements		x	x	x	x	UNDP	EC	71400-Crisis Prevention and Recovery Advisor	$14,667
- Number of news articles covering national priority themes		x	x	x	x	UNDP	EC	74500- Other Operational Costs	$22,971
		x	x	x	x	UNDP	EC	74200-Visibility actions	$1,532
Targets:		x	x	x	x	UNDP	EC	74500-Contingency reserve	$8,741

Left column full text:

(d) Absence of established training for reporters on the role of media in conflict resolution

Indicators:

- number of reporters covering national issues in an objective, accurate manner
- Number of media outlets cooperating to produce supplements
- Number of news articles covering national priority themes

Targets:

- One workshop on impartial and conflict sensitive reporting organized with reporters at the national and local levels
- Facilitated consultations with senior journalists, editors and producers of key media organizations conducted
- Joint supplements produced by reporters and editors from different media outlets
- At least one poll survey designed and published through a participatory process
- Outreach activities around themes of a locally produced TV show launched on identity, dialogue, and managing diversity to empower youth the develop multi-dimensional activities including web-based stories, documentary

Middle column: developed and disseminated

Right-hand table:

						Officer
x	x	x	x	UNDP	EC	71500-UNV Field Officer	$4,178
x	x	x	x	UNDP	EC	71400-Driver	$3,513
x	x	x	x	UNDP	EC	71400-Crisis Prevention and Recovery Advisor	$14,667
x	x	x	x	UNDP	EC	74500- Other Operational Costs	$22,971
x	x	x	x	UNDP	EC	74200-Visibility actions	$1,532
x	x	x	x	UNDP	EC	74500-Contingency reserve	$8,741

activities
- Debates on themes in a TV series around identity, memory and acceptance of the other

Total Output 2									$275,359
Output 3: Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon **Baseline:** (a) Absence of sustained peace building and/or dialogue mechanisms to mitigate the risks of potential violence at the local level (b) Limited facilitation capacity in Lebanon to support the	3.1. Conflict assessment, stakeholders analysis, and issues, challenges and peace assets mapping undertaken in selected areas 3.3 Technical support provided in dialogue interactions, confidence building initiatives, and other peace building initiatives identifies by local stakeholders	x	x	x	x	UNDP	EC	71300 - Local Consultants	$240,000
		x	x	x	x	UNDP	EC	71400-Project Manager	$22,120
		x	x	x	x	UNDP	UNDP	71400-Local Level Conflict Mitigation Coordinator	$38,330
		x	x	x	x	UNDP	EC	71500-UNV Administration & Finance Officer	$4,178
		x	x	x	x	UNDP	EC	71500-UNV Field Officer	$4,178
		x	x	x	x	UNDP	EC	71400-Driver	$7,026
		x	x	x	x	UNDP	EC	71400-Crisis Prevention	$14,667

establishment of such initiatives at the local level								and Recovery Advisor	
(c) Limited awareness of the role that local actors such as municipalities and mukhtars can play in conflict prevention and mitigation	x	x	x	x	UNDP	EC	74500- Other Operational Costs	$16,974
	x	x	x	x	UNDP	EC	74200-Visibility actions	$1,919
	x	x	x	x	UNDP	EC	74500-Contingency reserve	$8,715

Indicators:
-Number of local facilitators engaged in non formal dialogue and peace building initiatives
-Network comprising of municipal officials and mukhtars established for joint learning

Targets:
-Publication of advocacy material on role of local government actors in peace building at the community level
- Core Group for municipalities and mukhtars established
- Participatory assessment on the role of the municipalities and mukhtars in conflict mitigation conducted
-Conflict mapping undertaken in two selected violence prone areas
- Local level peace building and dialogue structures developed in two selected areas
-Thematic discussions organized between municipal officials and mukhtars and relevant key

stakeholders to strengthen their awareness and understanding of their role at the local level									
Total Output 3									**$358,107**
Output 4: Tensions between youth reduced, dialogue and networking strengthened among youth at universities **Baseline:** (a) Absence of neutral and non partisan spaces on campus (b) Universities traditionally associated	4.1 Young people supported with the establishment of "common spaces" in selected Universities, in the form of (14) Peace Building Clubs	x	x	x	x	UNDP	Unfunded	72200 - Procurement		$80,000
		x	x	x	x	UNDP	Unfunded	72100 - Contractual Services -Companies		$20,000
	4.2 Skills base of youth at universities in conflict resolution and leadership enhanced	x	x	x	x	UNDP	UNDP	72100 - Contractual Services -Companies		$8,929
	4.3 Action Plans prepared and activities around strategic national	x	x	x	x	UNDP	Unfunded	72100 - Contractual Services -Companies		$6,071
		x	x	x	x	UNDP	Unfunded	74500-	Other Operational Costs	$7,022

with violence and the involvement of youth during times of tension (c) Absence of a national platform for youth **Indicators:** -Number of Peace Building Clubs established at universities -Number of youth trained on peace building and leadership skills -National platform set up to support strategic interventions **Targets:** - Common Spaces in the form of Peace Building Clubs established at public and private universities - Action plans around strategic national themes presented by youth leaders setting up Peace Building Clubs -Youth leaders implement on-campus activities themes simultaneously, over a three month period -Conflict resolution and leadership skills provided to targeted youth -Platform for youth engaged in peace building at Universities established and agenda developed	theme implemented 4.4. Facilitated consultations among the youth engaged in activities across the country organized to strengthen awareness and to develop agenda on strategic national issues								
Total Output 4									**$122,022**
Output 5: A cross political multi confessional civil society platform addressing civil peace established in Lebanon	5.1.Process support provided for the establishment of a national civil society platform on civil peace, consisting of national organizations,	x	x	x	x	UNDP	EC	71300 - Local Consultants	$10,000
		x	x	x	x	UNDP	EC	72100 - Contractual Services -Companies	$30,000
		x	x	x	x	UNDP	EC	71400-Project Manager	$9,480

Baseline: (a) Limited coordination and networking between NGOs working in civil peace and dialogue (b) Lack of a coordinated platform and forward agenda (c) Poor advocacy and coalition building skills **Indicators:** -Platform established -Priorities and strategy developed **Targets:** -Process support provided for the establishment of a national society platform -Strategy developed based on a bottom-up approach -Training provided to civil society/ NGOs on a needs basis	taking into account past experiences and emerging lessons learnt 5.3 Civil society platform provided with selected capacity building in areas identified by stakeholders (e.g. advocacy; networking; coalition building; etc.)	x	x	x	x	UNDP	EC	71400-Project Coordinator-Education &NGOs	$23,000
		x	x	x	x	UNDP	EC	71500-UNV Administration & Finance Officer	$4,178
		x	x	x	x	UNDP	EC	71500-UNV Field Officer	$4,178
		x	x	x	x	UNDP	EC	71400-Driver	$3,513
		x	x	x	x	UNDP	EC	71400-Crisis Prevention and Recovery Advisor	$14,667
		x	x	x	x	UNDP	EC	74500- Other Operational Costs	$16,974
		x	x	x	x	UNDP	EC	74200-Visibility actions	$281
		x	x	x	x	UNDP	EC	74500-Contingency reserve	$1,452
Total Output 5								$117,723
TOTAL								$1,306,497
GMS								$75,401
ISS								$6,603

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, Ministry of Youth and Sports, the Ministry of Information, and the Ministry of Interior and Municipalities, 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, 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 Youth and Sports; 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.
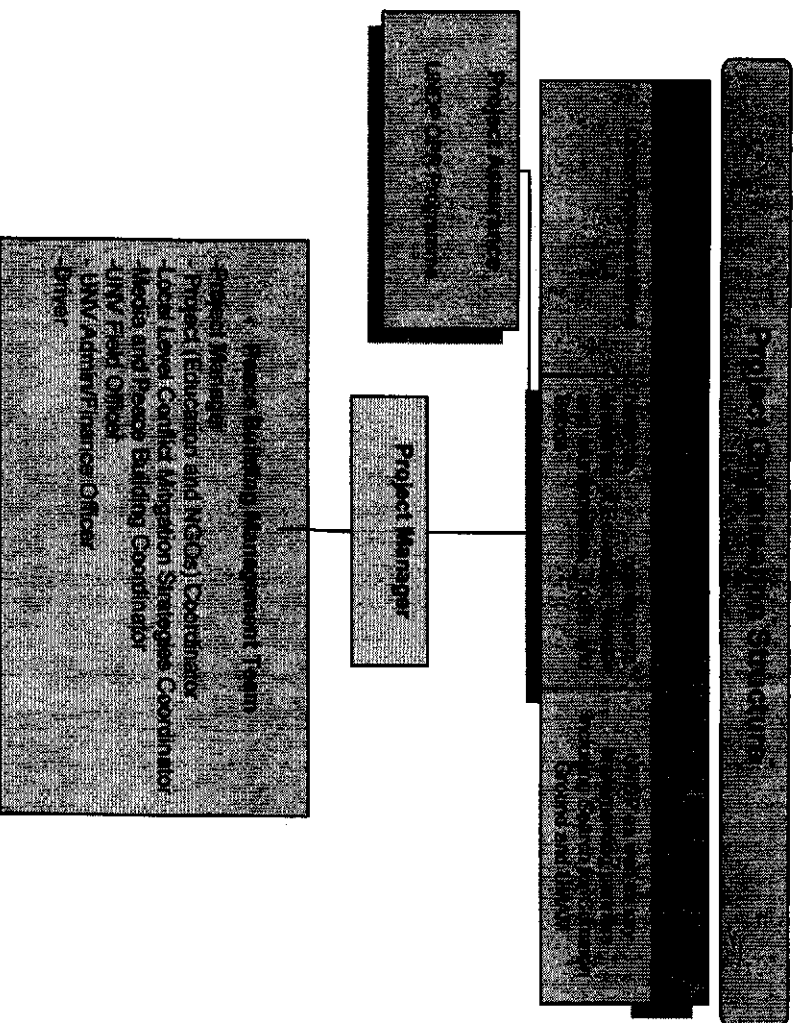
b. **The Project Manager** will run the project on a day-to-day basis and decision-making for the project and ensures that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost.

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)

f. Two implementing partners, a local NGO, UMAM and Search for Common Ground have be identified as partners in this project document due to their expertise and specialised in their particular fields. Agreements will be signed with both NGOs and annexed to the PD.

i. **UMAM, Documentation & Research UMAM Documentation & Research**, a non-partisan Lebanese non-governmental organization seeks to bring together Lebanese from all political and sectarian backgrounds to share their history and preserve memory. By challenging subjective, prejudiced, fear- and trauma-loaded historical discourses that perpetuate a culture of accepted hostility UMAM aims to prevent future violence, promote critical self-reflection, and enhance reconciliation. As the only local NGO with a collection of rare archives of the war, undertaking preservation of landmarks and extensive work to promote transitional justice through advocacy work on the missing persons file, UMAM are would be the sole potential local partner

in component aimed at preserving history and memory through informal channels (Output 1).

ii. **Search for Common Ground** Founded in 1982, Search for Common Ground works to transform the way the world deals with conflict - away from adversarial approaches and towards collaborative problem solving. SfCG is specialised in using the tools of popular culture and alternative media approaches to communicate messages of acceptance and cooperation and find culturally appropriate means to strengthen societies' capacity to deal with conflicts constructively. In the genre of "serials for social change" pioneered by SFCG, the proposed series *The Team* (implemented in several countries around the world both educates and entertains, as it broadcasts a message of acceptance, cooperation, national cohesion and sportsmanship. The initiative will include the production and web-broadcast of various alternative media formats that will build on the underlying TV series of *The Team Lebanon*, and the creation of a virtual space for young people to convene across sectarian lines. With an excellent track record in alternative media channels to enhance dialogue, manage diversity and self expression in several countries around the world SfCG is also the appropriate partner to implement Output 2.

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: Initiatives to promote and integrate peace building into formal and non formal educational channels strengthened		
Activity Result 1 (Atlas Activity ID)	Baseline undertaken; piloting, evaluation, revision and dissemination of Peace Building Toolbox	Start Date: July 2011 End Date: December 2012
Purpose	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 the 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	July 2011-December 2012
Frequency of use of Toolbox	Results of assessment report reflecting frequency of use	July 2011-December 2012
Activity Result 2 (Atlas Activity ID)	Capacitate teacher trainers in conflict resolution skills, use of Peace Building Toolbox	Start Date: October 2012 End Date: December 2012
Purpose	Enhance skills of teacher trainers in conflict resolution skills and integrate peace building concepts into classroom through use of Peace Building Toolbox	
Description	Implement training program for teacher trainers in conflict resolution skills and use of Toolbox to integrate peace building concepts into curriculum	
Quality Criteria	**Quality Method**	**Date of Assessment**
Comprehensive training program conducted for teacher trainers	Recommendations resulting from program used to guide program planning/needs in forthcoming steps	Ongoing throughout the project
Comprehensive training program conducted for high school teachers	Recommendations resulting from program used to guide project planning/needs in forthcoming	Ongoing throughout the project
Activity Result 3 (Atlas Activity ID)	Process support to historians and educators from MEHE to enhance pedagogical approaches to history narrative conducted	Start Date: January 2012 End Date: December 2012
Purpose	Support the CERD in the preparation of the new history narrative through process design and technical assistance	
Description	Engage with historians and Ministry of Education and Higher Education to discuss approaches appropriate to Lebanese context at facilitations	
Quality Criteria	**Quality Method**	**Date of Assessment**
Number of facilitated sessions held with historians	Building on results of facilitated sessions to reach consensus	Throughout the process
Activity Result 4 (Atlas Activity ID)	Students, youth and researchers share collective memory on war	Start Date: January 2012

	End Date: December 2012
Purpose	Develop non-formal history education channels to open up conversation about civil war, current Lebanese history
Description	Archive center supported, exhibitions, screenings and road shows to promote collective memory conducted

Quality Criteria	**Quality Method**	**Date of Assessment**
Number of documents in archive center dating back to the civil war stored	Archive center open to public (students, youth and educators), used for research purposes	Throughout the process
Number of exhibitions, road shows held, "virtual museum" etc	Feedback from visited areas on virtual museum and civil war images documented	Throughout the process

OUTPUT 2: Traditional and alternative media empowered to manage diversity and decrease biased reporting

Activity Result 1 (Atlas Activity ID)	Training for reporters conducted on conflict sensitive and impartial reporting	Start Date: July 2011 End Date: December 2011
Purpose	Enhance skills of reporters in conflict sensitive, impartial reporting style	
Description	Reporters will be trained how to write in an impartial manner, with a focus on conflict sensitive reporting	

Quality Criteria	**Quality Method**	**Date of Assessment**
Number of reporters participating in the training	Recommendations resulting from workshop guiding future steps	Throughout the process

Activity Result 2 (Atlas Activity ID)	Facilitated discussions on key national issues undertaken with reporters and editors	Start Date: January 2012 End Date: December 2012
Purpose	Support development of strategic peace building issues	
Description	Reporters and editors discuss issues of national concern	

Quality Criteria	**Quality Method**	**Date of Assessment**
Number of editors and reporters participating in the sessions	Results from the sessions documented in report	Throughout the project cycle.

Activity Result 3 (Atlas Activity ID)	Joint supplements prepared by reporters and editors	Start Date: July 2011 End Date: December 2012
Purpose	Decrease in biased reporting and support consensus building on national issues through the media	
Description	Support development of supplements by editors/reporters from different media outlets	

Quality Criteria	**Quality Method**	**Date of Assessment**
Number of editors and reporters working together	Joint supplements produced	Throughout the project cycle
Less biased reporting	Articles prepared in an impartial manner	Throughout the project cycle.

Activity Result 4	Poll surveys produced on "knowledge, attitudes and practice"	Start Date: January

Purpose	Undertake poll surveys to achieve better quality public debate on issues of national concern	End Date: December 2012

Description	Surveys undertaken to enhance better quality debates

Quality Criteria	Quality Method	Date of Assessment
Number of poll surveys undertaken	Results of survey generate public debate	Throughout the project cycle

Activity Result 5 (Atlas Activity ID)	Alternative media (TV show) approaches promote spaces to engage in issues of concern	Start Date: July 2011 End Date: December 2012

Purpose	Promote tolerance and consensus through discussions and initiatives around themes related to identity, reconciliation and understanding of the "other"

Description	Initiatives (outreach, documentaries, dialogue sessions etc)

Quality Criteria	Quality Method	
Number of youth participating in discussions	Feedback from youth	Throughout the project cycle

Output 3: Local level peace building strategies to mitigate tensions developed in selected conflict-prone areas of Lebanon

Activity Result 1 (Atlas Activity ID)	Local level peace building and dialogue initiatives established in at least three conflict prone areas in Lebanon	Start Date: July 2011 End Date: December 2012

Purpose	Creation of community led conflict mitigation committees/initiatives aimed at diffusing conflict at the local level

Description	Community leaders jointly set up and sustain the initiatives

Quality Criteria	Quality Method	Date of Assessment
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 launched
Advisory Team	Advisory team monitors progress	After local initiatives are launched

Activity Result 2 (Atlas Activity ID)	Technical support provided in dialogue interactions to municipal officials and *mukhtars*	Start Date: July 2011 End Date: December 2011

Purpose	Provide space for discussion on issues of concern

Description	Municipal officials and *mukhtars* participating in dialogue interactions, confidence building initiatives

Quality Criteria	Quality Method	Date of Assessment
Number of municipal officials trained	Recommendations from workshop used to guide forthcoming steps	At the beginning of the project

Activity Result 1 (Atlas Activity ID)	Support youth with the establishment of 'common spaces' in selected Universities, in the form of Peace Building Clubs, development of action plan by the Clubs, implementation of joint activities on campus and strengthening their skills in conflict resolution and leadership	Start Date: January 2012 End Date: December 2012
Purpose	Further support and enhance the skills of youth to set up Peace Building Clubs	
Description	Youth leaders previously trained by UNDP in peace building and conflict resolution establish Peace Building Clubs at universities , plan activities around strategic national themes	
Quality Criteria	Quality Method	Date of Assessment
Number of Peace Building Clubs established and youth supported at universities	Recommendations from workshop documented and used to guide forthcoming steps	End of the project

Activity Result 2 (Atlas Activity ID)	Organize facilitated consultations among youth across the country to strengthen awareness and develop an agenda on strategic national issues	Start Date: October 2011 End Date: December 2012
Purpose	Provide a platform for youth to strengthen awareness and enhance networking among youth groups from across the country to develop a common agenda	
Description	Youth groups from different regions and universities set up Peace Building Clubs at universities, platform provided to discuss and agree on a common agenda	
Quality Criteria	Quality Method	Date of Assessment
Number of youth participating in national platform	Recommendations resulting from seminar reported	Throughout the cycle

Activity Result 1 (Atlas Activity ID)	Provide process support for the establishment of a national civil society platform on civil peace, comprising national organisations, taking into account past experiences and emerging lessons learned and assist NGOs with the development of a strategy, based on national and regional priority-setting	Start Date: July 2011 End Date: December 2012
Purpose	Provide support to the establishment of a national civil society platform	
Description	NGOs initiate a platform gathering NGOs from different backgrounds. UNDP will provide capacity building and technical assistance to this initiative	
Quality Criteria	Quality Method	Date of Assessment
Number of NGOs gathered and	Recommendations from previous	End of the project

supported technically	meetings to get process support		
Activity Result 2 (Atlas Activity ID)	**Provide the civil society platform with skills identified by stakeholders**	**Provide the civil society platform by**	**Start Date: July 2011 End Date: December 2012**
Purpose	Provide the civil society platform with capacity building skills (e.g. advocacy; networking; coalition building; etc) based on needs		
Description	Capacity building and technical support provided according to needs of NGOS		
Quality Criteria	**Quality Method**	**Date of Assessment**	
Number of NGOs assisted	Capacity of NGOs 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.

RISK LOG

Project Title:	Strengthening civil peace in Lebanon	Award ID:	Date:

#	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 and needs.	UNDP	Project Manager		
3	Sensitivity of the topics being tackled	Project initiation stage	Political	An evolving political environment may not be conducive to progress on sensitive issues (e.g. history narrative) and may lead	- Continuous follow up with the national partners; - Development of various options with national partners to		Project Manager		

				to delays in implementation Probability = 2 Impact = 5	address issues, in view of the external environment.				
4.	Bureaucratic delays	Project initiation stage	Political and Administrative	Delays in milestone delivery may take place due to changes at the national level (e.g. change of government; appointment of new Ministers; etc). Probability = 2 Impact = 5	-strong relations with national counterparts at the technical level; - Partnerships built with a wide range of actors, to allow for broad ownership of the project objectives and activities.		Project Manager		