

## UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

Empowered lives.  
Resilient nations.

**Project Title:** Integrating Gender Equality into Lebanese Institutions

**Start Date:** 01/04/2020


**End Date:** 31/03/2023

**Project ID:** 00120673

**PAC Meeting:** August 20, 2019

<b>Total resources required:</b>	2,833,502 USD	
<b>Total resources allocated:</b>	2,833,502 USD	
	<b>Donor – Canada:</b>	2,833,502 USD
<b>Net Programmable</b>	2,597,637 USD	
<b>GMS (8%)</b>	207,811 USD	
<b>Levy (1%)</b>	28,054 USD	

Agreed by (signatures)<sup>1</sup>:

UNDP
 UNDP Resident Representative Name: Ms. Celine Moyroud
Date: April 1, 2020

<sup>1</sup> Note: Adjust signatures as needed

<sup>2</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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## I. DEVELOPMENT CHALLENGE

Despite relative liberalism, empowerment, and equality, especially compared to other countries in the Arab region, Lebanon still faces tremendous challenges when it comes to the status of women rights, empowerment, and gender equality. Discrimination and inequalities against women hinder their personal status, as well as their roles in society, politics, legal affairs and the labour market; as such Lebanese citizens do not yet enjoy full gender parity. Similarly, refugee women and girls face complex challenges as a result of their displacement and additional levels of vulnerability which impact their status, equality and role in society.

Women face discrimination in the political sphere in Lebanon. Regardless of capacity, women have been excluded from decision-making processes. It is only in 2005 that the first women Ministers were appointed, with a low representation. These figures slightly improved with the formation of the current cabinet in January 2020, which includes 6 women out of 20 cabinet members. As for Parliamentary representation, it has been historically low, only increasing by 0.8% over the last 15 years; today women represent 4.7% of the 128 members of Parliament. At the local level, the outcome of the 2016 Municipal Elections reflected an improvement, with a slight increase of women's representation in municipal councils totalling to 663 (compared with 536 elected in 2010). However, the increase is only nominal, as women still represent only 5% of municipal council members. The same applies to civil service, where men occupy most of the high rank positions. Political empowerment of women as well as gender responsive public policies therefore remain stark challenges in today's Lebanon.

As for economic empowerment, even if women outnumber men as university graduates, gender stereotypes result in the economic marginalization of Lebanese women, which represent only a quarter of the country's active labour force. As such, economic dependency affects the vulnerability of women, and influences their professional and marital choices. The low participation of women in the workforce is a historical and persistent trait of the Lebanese labour market, in 1970, the participation rate was 16%, more than 45 years later the rate has increased by only 9%. This low rate of participation is indicative of a set of issues related to the formal labour market laws and regulations, as well as to social norms and attitudes in Lebanon. Social Security and Labour laws still contain articles that discriminate against women's equal access, earnings, health and social benefits. Due to cultural and traditional mind-sets regarding gender roles, men are still often considered the main breadwinners of the household; and if women work, their income is supplementary to the salary of men. In both rural and urban settings, women still lack access to services that can orientate and assist them in identifying, creating, starting up, and managing sustainable enterprises.

While the gender gap in Lebanon is not new, the trend has been downward since the onset of the Syria crisis in 2011. According to the Gender Gap Index, Lebanon ranks third to last in the MENA region (ranked at 135), only Syria and Yemen have a worse gender gap ranking, 142 and 144 respectively <sup>2</sup>. The country was ranked 116<sup>th</sup> out of 142 in 2010; since then, Lebanon has seen a consistent decline in its global rank and relative gender gap score primarily because of scores consistently close to zero in political empowerment<sup>3</sup>. The Global Gender Gap Index presents a worsening picture for women in Lebanon.

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<sup>2</sup> World Economic Forum. The Global Gender Gap Report. 2016. Pp 228-229.

<sup>3</sup> Ibid

Top the already frail situation of women, the protracted nature of displacement in Lebanon has impacted various segments of the population differently. Threats and shocks impact women and men, girls and boys differently and each have their own capacities to reduce risks. Socio-economic vulnerabilities, exacerbated by the protracted crisis, are worse amongst displaced female-headed households, and even higher for those families with persons with specific needs.<sup>4</sup> These families are also less food secure, have worse diets, adopt severe coping strategies more often, and have higher poverty levels.<sup>5</sup> 45 per cent of female-headed households reside in non-permanent and non-residential shelters, compared with 33 per cent of their male counterparts. This situation has also translated, into increased levels of violence against children and women. There is continued reliance on harmful practices such as child marriage, with 22 per cent of displaced Syrian girls aged 15 to 19 being married.<sup>6</sup> Women and girls bear the brunt of incidents of gender-based violence (GBV), and whilst incidents of GBV are underreported, 93 per cent of survivors who reported and sought assistance were women and girls, 7 per cent men and boys.<sup>7</sup> Children in female-headed households are twice as likely to work as children with a male head of household.<sup>8</sup> In addition, there is a risk of engagement of children in the worst forms of child labour,<sup>9</sup> as there is an increased risk of traffickers preying on the heightened vulnerability of populations. Early marriage and child labour have a significant impact on children's health and psychological wellbeing. Joint efforts between partners and the Government are needed to remedy this situation.

Eight years into crisis, Lebanon remains at the forefront of one of the worst humanitarian crises of our time. Although Lebanon is not a signatory of the 1951 Convention on the status of refugees, the country is part of most of the international treaties related to protection of women and girls on the national territory, including, in particular, the Convention on the Elimination of All Forms of Violence against Women (CEDAW), as well as the Convention on the Political Rights of Women of 1953. Despite the commitments of the country, there still lacks an automatic gender-analysis to guide policies and decision-making; much of the existing data is not gender disaggregated. There is also scarcity of data regarding the engagement of women in public administration. In addition, there is both a lack of capacity in terms of mainstreaming gender in public life and in decision-making processes, and a lack of sensitization and awareness on the related benefits.

However, there are many opportunities to capitalize on to enhance the gender mainstreaming agenda. The Lebanon Crisis Response Plan (LCRP) Plan 2017-2020 is a joint, multi-year plan between the Government of Lebanon and its international and national partners. It aims to respond to the impact of the Syria crisis in a holistic manner through the delivery of integrated and mutually reinforcing humanitarian and stabilization interventions. The Plan maintains a strong focus on humanitarian assistance to all vulnerable communities, while at the same time – in line with the commitments made at the 2016 London Conference and subsequent Brussels Conferences- strongly and continuously seeks to expand investments, partnerships and delivery models that ensure recovery and enable progress towards longer-term development strategies. Through the LCRP, immediate assistance is

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<sup>4</sup> UNHCR 2017-2018 Participatory Assessment

<sup>5</sup> UNHCR, UNICEF, WFP (2018), Vulnerability Assessment of Syrian Refugees in Lebanon 2018.

<sup>6</sup> UNHCR, UNICEF, WFP, Vulnerability Assessment of Syrian Refugees in Lebanon 2018.

<sup>7</sup> Data from the Inter-Agency GBV Information Management System (UNHCR/UNICEF/ UNFPA and supporting civil society and municipal partners) covering the period January to August 2018 at the national level.

<sup>8</sup> UNHCR, UNICEF, WFP (2018), Vulnerability Assessment of Syrian Refugees in Lebanon 2018.

<sup>9</sup> Trends of association of children with armed violence or conflict have been reported in the paragraphs on Lebanon of the UN Secretary-General's annual reports on children and armed conflict.

provided to vulnerable populations, as well as strengthening the capacity of national and local institutions are to expand access to and quality of basic public services; and reinforcing Lebanon's economic, social and environmental stability. The LCRP attracts around \$1.2bn per year. Leveraging these investments through more gender integrated strategies and programmes by national institutions and civil society organizations, could have significant impact on the lives of vulnerable women and girls.

Furthermore, and as mentioned above, the new cabinet includes 6 female ministers, in key portfolios, including the Ministries of Defence (and Deputy PM at the same time) and Justice. Realizing the tremendous gaps in terms of gender equality and the situation of youth in Lebanon, and the importance of prioritizing it on the national agenda, the government of Prime Minister Saad Hariri, has clearly addressed the issue as a priority. As such, the new government places a central emphasis on the political, economic, and cultural aspects of gender equality, and commits to promote the role and the empowerment of women in public institutions, based on constitutional and international commitments. Many strategic initiatives aim at closing the gender gaps and addressing discrimination, including legal reform (either recently passed or being debated) on violence against women, economic and labour rights, SGBV, the establishment of a national gender observatory, as well as a national action plan on women, peace, and security. Most importantly, the Government of Lebanon is building on the 2030 agenda and providing a strategic approach to gender equality and women empowerment following the First National Voluntary Review on the status of the Sustainable Development Goals.

The Mashreq Conference on Women's Economic Empowerment, held in January 2019 in Beirut under the patronage of the former Prime Minister, highlighted that a more enabling policy environment for women's economic participation and empowerment is conducive for economic growth in general; where the private sector can serve as a catalyst for women's economic participation. To enable women's economic opportunities, we need to leverage social change, and the required reforms set out by the CEDRE conference and Capital Investment Plan. The conference resulted in a concrete plan of action over five years, to which the Government of Lebanon committed.

Acknowledging the cross-sectoral challenges faced by Lebanese women, and the additional complexity brought on by the Syria crisis, UNDP is suggesting building on the opportunities supported by the Lebanese government, to establish a two-pronged gender mainstreaming approach. The response will provide hands on support to the Lebanese government at the institutional level, as well as through the Lebanon Crisis Response Plan.

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## II. STRATEGY

The proposed intervention is based on the following Theory of Change:

**IF** the needs of, and challenges faced by women and girls are assessed through a gender lens and awareness on gender equality and women empowerment is increased among decision makers and implementing partners

**AND** the capacities of public institutions and decision makers in gender mainstreaming are improved, developing gender integrated instruments to better address the rights and needs of women and girls

**AND** the capacities of partners across the Lebanon Crisis Response Plan is improved to strengthen gender analysis as well as gender integrated policies and programming benefitting women directly and through policies making

#### **THEN**

- National Institutions (MoSA, MoIM, OMSAR, Parliament) would review, develop, promote, pass, and implement gender integrated policies, strategies, projects and programmes (especially in the framework of CEDRE);
- LCRP partners (particularly civil society organizations, including women rights organizations) improve their capacities to deliver a more gender-based response to the impact of the crisis (policies, strategies, programmes and projects)

#### **HENCE**

- Institutional mechanisms and policies will be strengthened for improving the legal status of women and girls, eliminating gender-based violence and promoting gender equality; and
- Participation in public leadership, decision-making, and democratic processes by the poorest, most marginalized, and most vulnerable people, particularly women and girls, will increase.
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**ULTIMATELY** equality will be improved, and human rights enjoyed by the poorest, most marginalized, and most vulnerable people, particularly women and girls in Lebanon.

The theory of change is based on the following assumptions:

- 1- The targeted institutions are receptive to become agents of change, mainstreaming gender in policies and reform programs and promoting policies/strategies/programmes for women empowerment;
- 2- The targeted institutions will be able to have a cascading effect and engage other institutions in similar processes;
- 3- The operating ecosystem is favourable to the delivery of gender integrated programming for the LCRP, producing gender-based responses; and
- 4- There is high level political will to advance on the gender agenda, especially in the framework of CEDRE.

Should those assumptions be met, and the theory of change be steered, then, the main activities would serve the following specific objectives:

- Institutions assessed through a quantitative and qualitative gender data assessment, based on existing databases, research, surveys, evaluations and existing assessments.
- Methodologies, trainings, knowledge sharing implemented from a gender perspective to existing institutional teams to fill knowledge gaps on gender-equality and women empowerment related issues. Where need be, additional research will be commissioned for priority areas.
- Institutional departments/bodies supported for ensuring the application of measures against any forms of discrimination and those that are constraining women's empowerment are defined.
- Monitoring & Evaluation framework of the LCRP strengthened on gender analysis across the sectors.

- Gender mainstreaming across the LCRP supported.
- LCRP development of gender-responsive programming supported, through improved gender analysis and gender inclusiveness.

The planned objectives would then feed into two higher level outputs:

1. Improved capacities of national institutions (MoSA, MoIM, OMSAR, Parliament) to review, develop, promote, pass, and implement gender sensitive policies, strategies, projects and programmes.
2. Improved capacities of LCRP partners (particularly civil society organizations, including women rights organizations) to deliver a more gender-based response to the impact of the crisis (policies, strategies, programmes and projects)

And finally, proper channelling of the project outputs would impact to medium and long-term reform agenda of the Lebanese government, as follows:

#### *Medium term reform agenda*

1. Strengthened institutional mechanisms and policies for improving and promoting gender equality and the empowerment of women and girls; and
2. LCRP partners (particularly civil society organizations, including women rights organizations) deliver a more gender-based response to the impact of the crisis (policies, strategies, programme and projects).

#### *Long term reform agenda*

1. Significant changes in lives of women and girls (Lebanese and Syrian) happen;
2. More budget for gender sensitive programmes is allocated; and
3. Women and girls' human rights are protected.

The relevance of the assumptions advanced by the theory of change is all the more impactful, given UNDP's strategic positioning in bringing the different elements together (with national institutions and as co-lead of the LCRP). On the one hand, UNDP has track record in being able to put together a holistic approach to the advancement of development projects in Lebanon, working without exception with all key relevant stakeholders, and most importantly to have interventions at both the national and local levels. UNDP Lebanon has in the past year established strong partnerships towards policy and operational support. At the upstream level, has established solid partnerships with the Lebanese government and public institutions since after the end of the civil war. UNDP provides high level technical support and policy advice for the development of national policies and accompanying the reform processes. UNDP has a longstanding cooperation framework with the four different institutions that will be targeted by the project. At the downstream level, UNDP supports the implementation of local development initiatives in the poorest areas of the country. At the same time, under the leadership of the Ministry of Social Affairs, UNDP co-leads the Lebanon Crisis Response Plan in collaboration with UNHCR. Therefore, UNDP has a strong advantage in articulating the different elements of the theory of change, topped with its gender mainstreaming cross-cutting work.

Gender equality, centred in human rights, is both a development goal on its own and a critical factor for achieving sustainable development. It underlies one of the guiding principles of the 2030 Agenda for Development – the concept of 'leaving no one behind'. The UNDP Gender Equality Strategy 2018-2021 reflects the recommendations and management response to the 2015 independent evaluation of the UNDP contribution to gender equality and women's empowerment. The strategy is aligned with the requirements of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, and with the common chapter of the strategic plans of UNDP, the United Nations Children's Fund, United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and United Nations Population Fund. This strategy thus articulates the UNDP core principles and priorities for achieving the gender equality targets helping to achieve the 2030 Agenda across diverse development contexts.

The suggested project is based on the work of UNDP Lebanon to mainstream gender and promote women empowerment in all its approaches and interventions, supporting partners and the women machinery and address the legal framework to curb gender inequalities through targeted, gender-focused programmes and by working to ensure that all development efforts consider the experiences, needs, and contributions of women. It is aligned with UNDP's approach to gender sensitive programming, which entails an understanding of gender roles and inequalities, and which encourages equal participation and equal and fair distribution of benefits. It will also feed into UNDP's gender-responsiveness objective, which affects the design, implementation and results of programmes and policies. To this end UNDP believes in providing a realistic overview of the needs of women and girls by paying attention to their unique perspectives, experiences, and understanding developmental differences between girls and boys, women and men and ultimately empowering girls and women. It is also aligned by the Country Office's Gender equality strategy (*currently under revision*) and annual action plan, that puts gender mainstreaming as a cross-cutting priority in the interventions of the portfolios. It is also aligned with UNDP Lebanon's programmatic and operational initiatives in the framework of its enrolment towards obtaining a Gender Equality Seal.

The work on gender mainstreaming, women empowerment, and gender equality of UNDP in Lebanon, is articulated by:

- **Support to local governance and host communities**

Through the Government of Canada, UNDP implements the Women's Economic Participation – WEP Programme, providing the proper environment to address the key constraints hindering women's economic empowerment in Lebanon. WEP is in line with the 2030 Sustainable Development Agenda, which recognizes gender equality as a crucial driver to progress across the 17 goals, and also as a standalone goal that aims to promote access, control, and ability of women to benefit from economic opportunities, optimizing their potential in the work force. This initiative aims also to improve public support and increase the skills and knowledge of local authorities to optimize the potential of women in the work force and to address attitudes, beliefs, and social norms that represent gender stereotypes and barriers for women rights and development.

In the above framework, and in partnership with civil society organizations in Lebanon, UNDP is implementing a three-year project that aims to enhance women's economic participation while also preventing the risks of gender-based violence (GBV) in Lebanon. The project builds on the increased global recognition of the connection between GBV and the achievement of inclusive and sustainable economic growth, employment, and decent work for all women and men (SDG 8).

### - **Support to policy making**

UNDP mainstreams gender in its policy making programmatic interventions using different processes and working with all stakeholders, to ensure a coordinated and holistic approach. As such, UNDP has been working with governmental counterparts and institutions, specifically the women machinery, the parliament, civil society organizations, and UN agencies on legal reform, policy analysis, debate, and reform, advocacy, and capacity building to ensure that key amended or developed policies are gender sensitive.

As such, UNDP has been closely coordinating with the Lebanese government in introducing a gender sensitive lens in key policy documents including among others, the Small and Medium Enterprises (SMEs) strategy and definition, the climate change action plans, and the Preventing Violent Extremism strategy. In addition, UNDP has also coordinated with and/or provided technical support to its partners in the development of gender specific policy documents and national strategies including the national action plan on Security Council Resolution 1325 on Women Peace and Security, the strategy to combat violence against women, as well as the national gender equality strategy based on the Sustainable Development Goals (not submitted to Council of Ministers Approval). UNDP's support has also led to the development of draft laws or the passage of key legislation including on domestic violence, sexual harassment, paternity leave, quota in the framework of elections but also in key governmental appointments. UNDP has also been engaged in developing and sharing knowledge through policy debates and analysis on gender sensitive legal gaps, gender pay gap, as well as parliamentary debates on among others domestic violence and child marriage. UNDP also provided direct support to public institutions to ensure the advancement of gender sensitive policy making and implementation, working for instance with the Internal Security Forces on women community security support, and SGBV. Finally, UNDP has tapped into all the areas of policy making expertise (as herewith detailed) to launch an integrated approach on women political participation.

### - **Support to the Lebanon Crisis Response Plan**

Mainstreaming gender efficiently requires assessing the implications of any planned action for women, girls, men and boys, as well as making their rights, concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all spheres. Currently, all sector strategies are reviewed and assigned a Gender Marker, following IASC guidelines. A wealth of both quantitative and qualitative data is collected across the response, much of which is disaggregated by gender. Steps have been taken to strengthen gender analysis on topics such as vulnerability and social tensions, however, there is definite need to strengthen this as both the LCRP inter-agency team and partners' capacities for gender analysis and ability to integrate gender considerations across all programming is still limited.

At the national level, UNDP's approach focuses on providing high level technical and advisory support to public institutions. It also focuses on the formulation and implementation of reform policies and legislations through the partnerships with public institutions and ministries. As such, UNDP support extended towards policies for improved governance, enhanced transparency, inclusive participation and empowerment. Throughout the years, UNDP has proven to be partners working on enhancing national strategies and promoting administrative reform using a human rights-based approach and focusing on gender equality.

Through the LCRP, UNDP is committed to a gender responsive approach. All assistance promotes meaningful access, safety, dignity and human rights of affected people. Through a common understanding of the protective environment, sectors ensure due consideration, and responses which take into account the respective needs and multi-dimensional vulnerabilities of individuals they serve, allowing for more integrated approaches to service



provision. These efforts are guided by a joint, cross-sectoral analysis highlighting threats, vulnerabilities and coping capacities to inform targeting and tailor common multi-sector approaches.

Across these pillars the strategic entry points for advancing gender equality and women's empowerment will be based on technical assistance provided to key pilot institutions for capacity development in gender analysis and gender responsive strategies and programming, especially in the context of CEDRE. First and foremost, the selected institutions will themselves undergo a thorough gender assessment aiming at understanding the institutional capacities, the aptitude to adopt a gender lens and push for gender equality results, as well as identify the gaps. Based on the latter, a tailored intervention plan for each institution will be developed to address loopholes and gaps.

The main institutions to be involved are:

- The Ministry of Social Affairs (MoSA);
- The Ministry of Interior and Municipalities (MoIM);
- The Office of the Minister of State for Administrative Reform (OMSAR); and
- The Lebanese Parliament.

The selection of the institutions based on high level consultations with the counterparts themselves and assessment of respective needs, through a series of meetings and alignment exercises. UNDP also considered their strategic positioning to serve the two-pronged approach. The rationale is to move forward reforms, and connect between crisis recovery, local governance, and institutional/policy reform levels in the most effective way. The two-pronged approach allows gender mainstreaming through engagement with national institutions and civil society across the humanitarian – development spectrum. There is significant potential to leverage investments and innovations under the LCRP for improved longer-term gender outcomes, furthering the development agenda and strengthening national systems for the benefit of women and girls in Lebanon. As a result of dedicated capacity development, it is expected that LCRP response partners are able to analyse risks and vulnerabilities from a gender perspective, and integrate gender responses across their programming through the ten sectors of the crisis response. Furthermore, the inter-sector response management will support partners through the integration of gender analysis and responses in all key M&E reports, assessments, surveys and strategies. In turn, the inter-sector deliverables will be translated into concrete policies, reforms, and legal reviews, and be promoted and implemented in partnership with the project's institutional partners.

MoSA plays a critical role in promoting gender equality considering the institutional mandate to assist disadvantaged groups with women as a pre-identified target group. Given its mandate, MoSA leads the Lebanon Crisis Response Plan on the government side and therefore could play a catalytic role in advancing a gender integrated response. At the local level, through the network of MoSA Social Development Centres, Lebanese and Syrian women are able to access social and health services, as well as skills development for income generation. Through this project, 10 pilot SDCs will be targeted for gender mainstreaming and women empowerment at the institutional and service delivery levels.

MoIM is strategic at both the national and local levels. MoIM includes key areas of national reform, which would benefit from gender integrated policies, including with regards to personal status, human rights, political participation, protection and the security apparatus. At the local governance level, the MoIM would provide an access to Municipalities, and push for gender mainstreaming and women empowerment at the level of local institutions and

policies. Through this project, 10 municipalities (alongside the SDCs) will be targeted for gender mainstreaming at the institutional, budgeting and service delivery levels. The project foresees that as a result of active engagement with municipalities and SDCs, municipal leaders and SDC officials will be able to enact gender responsive policies, processes, programs and budgets. In doing this, capacities development is one key approach. To allow for tailored capacity building support, the project will support participatory gender audits / assessments with all targeted municipalities and SDCs at the beginning of the project. Capacity building plans will be developed individually for each organization and followed through during the course of the project. It will include gender-sensitization and training of organizations' staff on gender-mainstreaming and women empowerment. Another key approach is to strengthen women's involvement in the municipal and SDC structures. As such, the project will also establish and support women's committees in the municipalities and SDCs, to directly engage with decision makers, and ensure women's priorities and demands are valued and accounted for.

OMSAR is mandated to manage public sector reform and would therefore be a key entry point to expand gender mainstreaming to all other institutions and transform related policies. It would ensure the effective functioning of public institutions based on gender equality. Among OMSAR's strategic pillars is the management of human resources for the public sector, which is in significant need of review using a gender lens. OMSAR is also mandated with the development of laws to support public administration reform; having a gender lens in all legislations being reviewed or developed could transform the public sector. At the same time, OMSAR is mandated to advance reform areas including anti-corruption and digital transformation, which should be aligned with the objectives of gender equality, mainstreaming, and women empowerment. In addition, providing such advisory and technical assistance to OMSAR would allow to integrate gender perspectives into strategic planning functions. OMSAR is therefore considered as a key agent of change, with long term impacts at the national level.

Finally, including the parliament is a way to complete the loop, and have actual impact on the implementation of policy reforms, as not only would gender mainstreaming benefit inclusiveness at the institutional level, but it would also provide mechanisms for women empowerment reform implementation. The parliament will be the forum to materialize the reforms to legislative processes, and have strengthened monitoring and evaluation, based on the oversight role of parliamentarians. As such, it would help in strengthening the transparency and accountability of policies from a gender perspective, especially while considering the CEDRE projects. The project will be specifically working with the Woman and Child Parliamentary Committee. It will also work closely with other relevant committees, the Justice and Administration Committee, the *ad hoc* committee considering the Electoral Law, other related committees such as Human Rights, the Budget and Finance Committee, as well as the Parliamentary body on SDGs. The Woman and Child Parliamentary Committee will receive support to develop a Gender Action Plan, in consultation with the above identified related committees and aligned with their activities. In addition, partnerships will be built with all relevant stakeholders to ensure advancement in the agenda, including with the women machinery, civil society organizations (mostly the women organizations), and the other institutions included in the pilot project. The assistance in parliament would support informed decision making and would modify how policies are developed and implemented. It would ensure that current and future legislation do not discriminate based on gender, as it would eventually introduce the conduct of gender impact assessments in the framework of all new legislations. A gender impact assessment tool will be developed in close coordination with the Woman and Child Parliamentary Committee, and upon its adoption, the project with the committee would lobby for its application in all legislative reviews and budgeting process. The parliament is also a key institution in terms of the safeguard of human rights and would therefore be the platform to promote and protect the

rights of women, through full and effective implementation of all international commitments relevant to gender equality. As such, a series of tools will be developed to enhance the capacities of MPs in adopting a gender sensitive lens in their work, the tools will be distributed and tested during working sessions with MPs (and other relevant stakeholders). Specific gender thematic meetings will also be held on areas that need to be addressed, including child marriage, gender based/domestic violence, sexual harassment, socio-economic rights, etc...

A communication strategy will play a crucial role in the project achievements focusing on the below components:

- 1) Activities related to donor's visibility, including:
  - a) Filming short videos
  - b) Promotional material (banners, posters, leaflet, cards)
  - c) Social Media campaigns
  - d) Other un-forecasted material
- 2) Strengthening people's awareness on government actors' role promoting advanced gender agendas. The activities will focus on social media messages, meetings, etc.

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### **III. RESULTS AND PARTNERSHIPS**

As described above, the impact of the Syrian crisis in Lebanon exacerbated the discrimination and life conditions for women, Lebanese and Syrian. The link between the crisis response platform (LCRP, particularly within the 3<sup>rd</sup> strategic objective: Support service provision through national systems; Strengthen government ownership of investments made by supporting national planning and implementation, monitoring and management processes) and the institutional environment for policy making in response to the impact of the crisis (national institutions MoSA, MoIM, OMSAR and Parliament) constitute the enabling environment to respond to these challenges in a holistic and comprehensive manner. It integrates gender equality into Lebanese institutions and civil society organizations, influencing policies, strategies, programme and projects from women rights and empowerment perspective. In order to address this UNDP suggests therefore to improve the capacities of national institutions (MoSA, MoIM, OMSAR, Parliament) to review, develop, promote, pass, and implement gender sensitive policies, strategies, projects and programmes and to improve the capacities of LCRP partners (particularly civil society organizations, including women rights organizations) to deliver a more gender based response to the impact of the crisis. To this end, the project will be focusing on two intermediate results that would themselves as follows:

1. Strengthened institutional mechanisms and policies for improving and promoting gender equality and the empowerment of women and girls; and
2. LCRP partners (particularly civil society organizations, including women rights organizations) deliver a more gender-based response to the impact of the crisis (policies, strategies, programme and projects).

The latter will concretely translate into the following framework:

**Result 1: Improved capacities of national institutions (MoSA, MoIM, OMSAR, Parliament) to review, develop, promote, pass, and implement gender sensitive policies, strategies, projects and programmes**

This result aims to strengthen the capacities of the key target institutions (Parliament, Ministry of Social Affairs – MoSA, Ministry of Interior and Municipalities – MoIM, and Office of the Minister of State for Administrative Reform – OMSAR) in mainstreaming gender as a cross-cutting area in all their approaches and interventions. It also aims at supporting their policies at national and local levels (MoSA: Social Development Centres/SDCs; MoIM: municipalities) and the women machinery and address their legal frameworks to curb gender inequalities through targeted, gender-focused programmes and by working to ensure that all development efforts consider the experiences, needs, and contributions of women, especially in the framework of projects being developed in the aftermath of the CEDRE conference.

Technical assistance will be provided to:

- Assess the institutions through a quantitative and qualitative gender data assessment, based on existing databases, research, surveys, evaluations and existing assessments.
- Follow-up on and monitor the integration of gender perspectives in legislation, sectoral strategies, public policies, programmes and projects.
- Generate, produce, disseminate and ensure the use of gender-disaggregated data and information for planning and evaluation,
- Ensure proper coordination between all institutional and official frameworks addressing gender equality and women empowerment
- Implement methodologies (including gender assessments and audits), trainings, knowledge sharing from a gender perspective to existing institutional teams to fill knowledge gaps on gender-equality and women empowerment related issues. Where need be, additional research will be commissioned for priority areas.
- Analyse, assess and revise current legislations to reduce discrimination on the grounds of gender and ensure effective and proper application of laws in practice.
- Support the respective institutional departments/bodies for ensuring the application of measures against any forms of discrimination and those that are constraining women's participation are defined.
- Piloting at local level the advances gender equality and women empowerment mainstreaming (10 SDCs and 10 municipalities). Targeting 10 pilot SDCs and pilot municipalities through capacity development and gender-sensitization to improve gender mainstreaming at the institutional and service delivery level. The targeted municipalities and SDCs will promote strong integration of women's practical and strategic needs through the creation of women's committees in their structures.
- Developing strategies and policies that abide by gender mainstreaming and inform policy makers and decision makers to endorse those policies and link them to concrete implementation plans.
- Developing KPIs and means to measure progress and have a transformative approach to gender equality and gender mainstreaming.

**Result 2: Improved capacities of LCRP partners (particularly civil society organizations, including women rights organizations) to deliver a more gender based response to the impact of the crisis (policies, strategies, programmes, and projects)**

This result will support the development of gender responsive – women empowerment-oriented strategies and programming through the LCRP and strengthen the monitoring & evaluation framework of the LCRP to provide better gender analysis and impact evidence of the program on the gender agenda. It also aims to analyse and assess how gender roles have changed as a result of the displacement crisis, and how these changes can be used as an opportunity for programming to support gender equality, women empowerment and leadership in decision making, political engagement, reconciliation and economic empowerment.

Technical assistance will be provided to:

- Strengthen gender data analysis across the Monitoring & Evaluation framework of the LCRP including reports, sector dashboards and In-focus documents. The inter-agency team will compile and codify quantitative and qualitative gender data from existing databases, research, surveys, evaluations and assessments, such as the Vulnerability Assessment of Syrian Refugees, Tension Monitoring Surveys, sector specific assessments and research emanating from the inter-sector research questions and others. Based on a revision of inter-sector and sector research plans from a gender perspective the team will provide inputs to existing survey teams and operations to fill knowledge gaps on gender-equality and women empowerment related issues. It will concretely produce LCRP inter-sector assessments and studies that would feed into the policy reform level. Where need be, additional research will be commissioned for priority areas.
- Furthermore, the team will analyse the needs of women and men, girls and boys, household and community dynamics to better inform the LCRP and partners' strategic planning processes.
- With a strengthened knowledge base and analysis, the team will develop in-focus briefs and guidance notes and policy papers to inform advocacy on topics from a gender perspective, such as gender-based violence, economic inclusion, empowerment and voices in decision-making, capacities for reconciliation and conflict resolution.
- Providing training, mentoring and capacity building support to LCRP partners on gender data analysis, related needs assessments, progress monitoring and impact analysis. This support will be offered to all LCRP partners, with a focus on national actors and civil society. It will lead to the development of a concrete M&E plan, that is reflective of gender results and characteristics, to be able to have a transformative framework and reflected on impact. This will allow a stronger knowledge building and mainstreaming of gender perspectives within the LCRP planning process. To ensure operationalisation of gender disaggregated indicators, analysis and mainstreaming of gender consideration, LCRP sectors will receive ongoing mentoring in collaboration with the protection sector and inter-agency Monitoring & Evaluation Specialist.
- Support the development of gender-responsive programming. Based on the needs assessments and analysis developed, the inter-agency team will develop a gender mainstreaming strategy to support response of partners in key sectors in identifying further opportunities for gender responsive programming, with a particular focus on support to public institutions and durable solutions.
- Key partners, particularly national actors and civil society will be supported to integrate gender considerations throughout the project management cycles, from design through implementation, monitoring, evaluation and learning. As such, Finally, to leverage gender expertise across government, international and national actors as well as private sector, the LCRP inter-agency team will seek to strengthen partnership building and complementarity with Result 1.

### ***Resources Required to Achieve the Expected Results***

In order to be able to achieve the above-mentioned expected results, the project will need to maintain a team composed by:

- One (1) National Project Manager Gender Specialist
- One (1) International Inter-Agency Gender Specialist (P3 level)
- Four (4) Gender Officers assigned to the institutions
- One (1) M&E – Reporting Officer (Part-Time)

The project will also count on the support from the UNDP Governance Portfolio Manager and staff of the UNDP Social and Local Development Portfolio, as well as other key country office staff and portfolios. Also, the project will count on the support of the UNDP Regional Hub and headquarters when needed. In terms of logistics, the National Gender Specialist, International Inter-Agency Gender Specialist and M&E-Reporting Officer will be placed at UNDP country office, meanwhile the Gender Officers will be placed at their respective institutions. The Gender Officers will be responsible of the coordination of the project at the institutional level, will provide substantive and technical support to respective institutions, and will ensure the build-up of partnerships with all relevant stakeholders, as well as strategic internal and external communication. Their role will also include the transfer of technical skills and knowledge to the counterparts from the public administration. In addition, they will identify and coordinate all of the specific punctual needs, provided by Consultants. All the above has been budgeted for in the annual workplan (detailed below).

In addition, and based on specific punctual needs, Individual Consultants will be commissioned by the project to fulfil and compliment specific capacity gaps, including but not limited to high level advisory, and on specific areas of intervention such as socio-economic development, legal review, and media and communication.

### ***Partnerships and Stakeholders Engagement***

To properly implement all project objectives, and to be able to integrate gender equality and mainstream gender at the crisis coordination, local, and national levels, the project will greatly rely on establishing strong national and international partnerships, and establish a framework for a consultative process in all of the initiatives it will undertake and with all of the concerned stakeholders.

The project will reach out to all national Civil Society Organizations (CSOs), particularly including women rights organizations, think tanks, academic institutions, and coalitions working on women rights. It will, in a first step, establish open channels of communication (two ways) with women organization to establish an all-inclusive process, to play a catalytic role, and avoid all forms of duplication and waste.

In parallel, the project will also partner with international organizations, which play a key role in making sure that women affairs are constantly on the government's radar and are brought forward. As such, UNDP will make sure to involve all UN agencies in the process, especially those mandated with the promotion of gender equality/women empowerment as part of the UN Strategic Framework and the LCRP, and to address niche areas including SGBV and Women, Peace, and Security. This will be in line with Lebanon's commitments to international instruments. Working with different agencies will also enrich the project with existing regional experiences from agencies with a regional scope including UN Women, the

Office of the High Commissioner for Human Rights (OHCHR), as well as ESCWA's Women Centre.

Under the framework of the LCRP, the project will work closely with all Ministry sector leads, coordinating agencies and implementing partners. UNDP as a UN co-lead of the response works particularly closely with UNHCR and the Ministry of Social Affairs through the Inter-Sector Response Management which will provide the lead on gender mainstreaming efforts.

Finally, the project will partner with existing UNDP projects established within different Ministries and institutions (whether covered or not by the project at hand), and with projects addressing different aspects of gender equality and inclusiveness, and participation of women. Those partnerships, including on Women Economic Participation, SGBV, WPS, and political participation as it will lead to exchange expertise and knowledge.

In addition, to be able to sustain results, and have concrete reforms, it is important for the project to engage all relevant stakeholders and ensure their buy in of different components. In order to do so, the project should initiate an ongoing consultation process that will include all main stakeholders as per the below:

- **Women Machinery:** The project will closely coordinate with the National Commission for Lebanese Women. It will make sure to align with ongoing initiatives and strategies, and benefit from available resources, such as for instance the National Gender Observatory, as well as the national economic empowerment action plan in the framework of the Mashreq facility.
- **Ministries and public institutions:** Working with all remaining ministries and national institutions, to mainstream gender, mainly: Ministry of Labour, Ministry of Economy and Trade, Ministry of Finance, Ministry of Education and Higher Education, Ministry of Justice, the Ministry of Health, as well as public institutions. Most importantly the project should closely engage with the Office of the Presidency of the Council of Ministers to make sure that major developmental and reform projects outlined in the Capital Investment Program and in the framework of CEDRE are aligned with the gender mainstreaming objectives. Finally, ensuring effective coordination of gender mainstreaming between government institutions through the establishment of ties with the network of Gender Focal Points.
- **LCRP sectors:** The project will work closely with all sector partners under the LCRP, including the respective line ministries, as an integrated part of the inter-sector response management team, led by the Ministry of Social Affairs, UNHCR and UNDP. Technical assistance will be provided through the established coordination platforms and mechanisms.

### ***Risks and Assumptions***

The project will be operating in a framework where the security situation and the socio, economic, and political contexts are affected by years of significant fragility, deterioration, leading to the delay and even paralysis of reform attempts, aggravated by the impacts of the Syrian crisis and emergency in increasing needs to be addressed.

Accordingly, in such vast operations, it is key to understand and define the risks at the earliest stages, to suggest responses, and a mitigation plan.

The first and obvious risk is a deterioration of the security situation in the country, which would lead to a shift in priorities, hinder proper and timely implementation of the projected activities, especially at the local level. The project might face lack of coordination among different stakeholders, units, resulting in mismanagement of resources, duplication of work, and waste. The project might also risk facing some cynicism and political resistance to advance the related reform agenda, leading to a lack of commitment from beneficiaries. Finally, the project is aiming at establishing the proper operational procedures and mechanisms within public institutions, and lack of capacity and/or will to take over cannot be excluded.

Therefore, based on the assumption of a set of internal and external factors, risks can be monitored, managed, mitigated, and impacts avoided. UNDP has a solid partnership with the institutions at hand, for in some cases for almost thirty years, and a trust relationship has been developed ever since, a factor to capitalize on in the implementation of all activities in the upcoming phase. Also, the project's structure provides an adequate forum to engage with all stakeholders, to promote buy-in and ensure transfer of knowledge and skills. To counter cynicism the project would benefit from a consultative process, and solid knowledge sharing and information dissemination. Finally, the security situation, although being a risk with high impact, can be closely monitored, making use of the established risk maps by the UN agencies and other entities.

For further information, refer to the risk analysis table (annex 1).

In the framework of the project, and given the nature of its activities, there are no anticipated environmental risks. UNDP has Social and Environmental Standards (SES) that underpin UNDP's commitment to mainstreaming social and environmental sustainability in its Programmes and Projects to support sustainable development. The SES strengthen UNDP's efforts to attain socially and environmentally beneficial development outcomes and present an integrated framework for achieving a consistent level of quality in UNDP's programming.

The aim of the SES is that all UNDP Programmes and Projects to enhance positive social and environmental opportunities and benefits as well as ensure that adverse social and environmental risks and impacts are avoided, minimized, mitigated and managed.

Through application of the SES, UNDP enhances the consistency, transparency and accountability of its decision-making and actions, improves performance, and strengthens achievement of positive development outcomes. The SES assist UNDP staff and Implementing Partners to manage social and environmental risks and impacts of UNDP Programmes and Projects.

Please find below link to the SES:

<http://www.undp.org/content/undp/en/home/librarypage/operations1/undp-social-and-environmental-standards/>

The objectives of the standards are to:

- Strengthen the social and environmental outcomes of Programmes and Projects
- Avoid adverse impacts to people and the environment
- Minimize, mitigate, and manage adverse impacts where avoidance is not possible
- Strengthen UNDP and partner capacities for managing social and environmental risks
- Ensure full and effective stakeholder engagement, including through a mechanism to respond to complaints from project-affected people



The SES are an integral component of UNDP's quality assurance and risk management approach to programming. This includes the project-level Social and Environmental Screening Procedures.

These Social and Environmental screening procedures will be adopted for the proposed project.

### ***Sustainability and Scaling Up***

The project will be operating in an environment where multi-stakeholders will be engaged towards promoting gender equality, enhancing women empowerment, as well as mainstreaming gender in key decision-making processes and institutional frameworks at the national level and in terms of coordination in the framework of the LCRP, and developmental CEDRE projects. It will be providing opportunities to feed in different results into each other and scaling up activities, hence the importance of developing and maintaining multiple partnerships with all different entities. In addition, strategic institutions were selected as counterparts, and it would lead to a spill over effect, as MoSA and MoIM would facilitate access to the local level and municipalities, OMSAR would reach out to the rest of public administration, and the Parliament would be the vehicle to consolidate reforms. It will also be working and closely coordinating with women rights' organizations, which will integrate the results of consultations in their respective work frames.

So, it is very important for the project to capitalize on the different capacity building initiatives it has planned to properly submit tools and processes to the administration and transfer skills and knowledge by the end of the project for the administration to carry on the initiatives. The project should engage the administration's counterparts in all different stages of implementation to assure buy-in and ownership. This will enable counterparts to sustain results after the end of the project.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

Cost-effectiveness of the project will be ensured through a determining whether this programme delivers value for money by monitoring performance against economy, efficiency and effectiveness. UNDP will make sure to deliver maximum results with available resources.

Effectiveness: First, the analysis work conducted on a regular basis by the project allows to take the best-informed choices ensuring that the strategy and approaches are the most efficient to reach the objectives as per the theory of change. Also, the strong leveraging of partners with other key international and national NGOs and CBOs, through the coordination in the LCRP working group, and generally using a partnership approach helps to ensure maximum effectiveness by complementing efforts. In addition, the project will aim to joint implementation and management mechanism with UN agencies and other partners, ensuring cost effectiveness by leveraging on partnerships, staffing and structures, including analysis, common planning, resource mobilization and strategy. A smart communication strategy and media support, which will ensure full ownership of the national institutions.

**Efficiency:** A key determinant of the economic return of this programme is the division of resources between administration and service delivery. UNDP's administrative costs will be monitored to ensure they do not exceed those included in the budget.

**Economy:** UNDP uses international standards for procurement. All procurement decisions are overseen by UNDP's internal management board that uses comparative data to ensure best value is achieved. The UNDP will apply its normal procedures in procurement. All the actions identified above will be procured and supplied through a stringent competitive process.

### ***Project Management***

To achieve the 2 main results of the project, with the ultimate objective of increasing awareness among decision makers on gender equality issues to improve gender base responses to women living conditions and participation, a highly functional technical project structure has been developed (ref. to resources section and organizational chart). The structure aims at providing high level advisory and technical expertise.

The team will be headed by the National Gender Specialist, who will be responsible for planning, budgeting and managing project activities; facilitating support services from the UNDP Country Office; oversight, to prepare and provide the mandatory reports on project progress and achievements, and financial management; and for early flagging of events and changes in the environment, which can affect project implementation and delivery and for providing suggestions for problem solving. He/she will guide the team and will be responsible for the development and execution of the projects and distribution of tasks. He/she will oversee the daily project management, strategy and work plan development and implementation, and provide high level technical and advisory support.

The team will be reporting to the Project's Board, as well as to the UNDP Project Assurance Team (ref. to Governance and Management Arrangements).

To facilitate optimal daily interaction with the administration, and implementation of processes, reporting lines will be clearly developed for the 4 Gender Officers providing technical assistance within Ministries. Depending on the hosting institution and already existing interaction with UNDP, counterpart supervisory lines will be defined. Their presence within the respective ministries, will also feed in the purpose of a multi-stakeholder approach, allowing shared support, exchange and collaboration, especially with the owners of the ongoing parallel programs.

In addition, UNDP's regular monitoring will take place through planned quarterly field visits, and corporate reporting requirements (quarterly and annual reports). The purpose is to capture progress compared to the work plan and troubleshoot and manage risks.

**V. RESULTS FRAMEWORK<sup>10</sup>**

EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
<b>ULTIMATE OUTCOME</b>							
1000 -Improved equality and enjoyment of human rights for the poorest, most marginalized and most vulnerable people, particularly women and girls in Lebanon	Proportion of people from targeted population (disaggregated and incl. most vulnerable women and girls) who perceive that their equality and human rights status have improved	Not Available	60%	Citizens benefiting from national institutions services and targeted beneficiaries of the LCRP	Reports of surveys	By closure of project	UNDP, national institutions and LCRP partners.
<b>INTERMEDIATE OUTCOMES</b>							

<sup>10</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
1100 – Strengthened institutional mechanisms and policies for improving and promoting gender equality and the empowerment of women and girls	Number of gender sensitive measures such policies, papers, internal decrees, strategies, projects, programs) developed and adopted by national institutions that improve legal status of women and girls and contribute to reduce gender base violence and promote gender equality	Not Available	15	Targeted national institutions	Reports of policy documents, decrees, strategies	Annually and by end of project	UNDP and national institutions
	Number of municipal action plans and SDC work plans that are gender mainstreamed.	0	10	SDC and municipal action plans	Reports	Annually and by end of project	UNDP
	Number of laws and directives to remove discriminatory articles against women and to achieve gender equality, [linked to SDG 5.1.1]	Not available	5	Targeted institutions (but not limited to)	Reports and decrees	Annually and by end of project	UNDP

EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
	Percentage of women candidates who stand for municipal and parliamentary elections [linked to SDG 5.5.1].	14.4% (Parliamentary elections 2018) 6.9% (Municipal elections 2016)	20% for Parliamentary elections 10% for the Municipal election	Ministry of Interior and Municipalities Lebanese Electoral Assistance Project	Reports about municipal and parliamentary elections including list of candidates	After elections	UNDP and Ministry of Interior
	Number of consultations leading to potential partnerships with stakeholders and civil society organizations (particularly women rights organizations) reached that support women's leadership in decision-making in governance	0	10 year 1 15 year 2 15 year 3  Total: 40	Minutes of meetings and Partnership agreements between national institutions and stakeholders and civil society organizations (particularly women rights organizations)	Reports	Annually and by end of project	UNDP
1200 LCRP partners (particularly civil society)	Number of gender responsive projects and/or programmes developed	Not Available	50	LCRP Partners	Partner Reports	Annually	LCRP inter-sector response management

EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
organizations, including women rights organizations) deliver a more gender-based response to the impact of the crisis (policies, strategies, programmes, and projects)	% of LCRP sectors with improved gender marker (Livelihood, Social Stability, Basic Assistance, Energy, Food Security, Water, Education, Health, Protection and Shelter)	0	70%	LCRP sector coordinators	Report	Annually	LCRP inter-sector response management
<b>IMMEDIATE OUTCOMES</b>							
1110 Improved capacities of national institutions (MoSA, MoIM, OMSAR, Parliament) to review, develop, promote, pass, and implement gender	% of institutional staff (gender disaggregated) perceiving that their respective capacity on advancing gender equality and women's empowerment is strengthened	0	50% year 1 70% year 2 90% year 3  Total: 90%	National institutions staff	Baseline and yearly survey with institutional staff	Annual	UNDP and partner institutions

EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
sensitive policies, strategies, projects and programmes	Percentage of institutional staff benefitting of improved methodologies, training, knowledge sharing activities (divided by a ratio of women to men)	0	50% year 1 70% year 2 90% year 3	National institutions staff	Attendance sheets, evaluation forms collected after training	Quarterly	UNDP and partner institutions
	Number of staff in institutions that have improved capacities to design and implement gender sensitive policies, projects, and programs	0	At least 5 year 2 At least 10 year 3  Total: At least 15	National institutions staff	Reports	Baseline and by end of project	UNDP and partner institutions
1210 Improved capacities of LCRP partners (particularly civil society organizations, including women rights organizations) to deliver a more gender based response to the	% of M&E reports and knowledge products that incorporate gender analysis specific to results and outcomes	20%	30% year 1 50% year 2 80% year 3  Total: 80%	Reports	LCRP Sector Strategies and Log frames Annual reports Sector Dashboards In-Focus Reports Support to Public Institutions reports	Annual Bi-annual Quarterly Annual	LCRP Inter-Sector Response Management

EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
impact of the crisis (policies, strategies, programmes and projects)	% of outputs (strategic papers, assessments, outlines) that either target (15%) or integrate gender equality and the empowerment of women based on specific sectors (SDG 5) (Gender marker)	TBD	30% year 1 40% year 2 60% year 3  Total: 60%	LCRP sector strategies	LCRP sector strategies and log frames	Annual	LCRP Inter-Sector Response Management
	Number of LCRP partners that have received training on gender analysis and mainstreaming (disaggregated by gender)	0	60 year 1 40 year 2 50 year 3  Total: 150	LCRP Partners	Training reports	By completion of trainings	LCRP Inter-Sector Response Management
	% of LCRP partners having integrated gender analysis and responses in their programming (based on the gender marker)	0	TBD year 1 50% year 2 80% year 3  Total: 80%	LCRP Partners	Periodical post-training surveys	Every 6 months following completion of training	LCRP Inter-Sector Response Management



EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
	Number of partnerships established leveraging gender expertise across organizations	0	2 year 1 3 year 2 3 year 3  Total: 8	LCRP Partners	Partnership agreements, M&E reports	Upon establishment of partnerships	LCRP Inter-Sector Response Management
<b>OUTPUTS</b>							
1111 Quantitative and qualitative gender data assessment conducted, from existing databases, research, surveys, evaluations and existing assessments	Number of gender data assessments conducted	0	4	Results of institutional level assessment	Reports Consultative meetings and minutes of meetings	First year	UNDP and partner institutions
1112 Methodologies, trainings, knowledge sharing from a gender perspective implemented to existing institutional	Number of methodologies, trainings, knowledge sharing sessions conducted disaggregated by institution and beneficiaries	0	50	Minutes of meetings Proceedings of meetings Prepared material and references	Reports	Annually and at the end of the project	UNDP

EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
teams to fill knowledge gaps on gender-equality and women empowerment related issues	Number of institutional team members participating in trainings and capacity development initiatives	0	At least 80 (national level)	Participants' list Minutes and proceedings of meetings	Reports	Annual	UNDP
1113 Technical support provided to institutional departments/bodies for ensuring the application of measures against any forms of discrimination and those that are constraining women's participation are defined	Number of developed policy papers, strategies, projects and programs developed	0	At least 20	Institutional departments/bodies	Reports Collection of policies, legal documents, strategies, action plans, ...	Annual	UNDP and partner institutions
	Percentage of institutional departments/bodies satisfied with the quality of the technical support provided	0	At least 80%	Staff of Institutional departments/bodies	Reports on surveys Project Board Meetings	Ad Hoc Annual At the end of the project	UNDP

EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
1114 Capacity building sessions provided to 10 pilot municipalities and 10 pilot SDCs staff to mainstream gender in municipal action plan and SDC workplans and in service delivery	Number of municipality and SDCs staff participating in trainings and capacity development initiatives	0	At least 400 (at sub-national pilot level)	Participants' list Minutes and proceedings of meetings	Reports	Quarterly	UNDP
1211 Quantitative and qualitative gender data from existing databases, research, surveys, evaluations and assessments compiled and codified	Number of databases, research, surveys, evaluations and assessments compiled and codified	0	5 year 1 15 year 2 30 year 3  Total: 50	Inter-Agency Assessment Registry	Databases, research reports, survey templates, evaluations and assessments	Continuous	LCRP Inter-Sector Response Management (including Information Management Unit)
1212 Analysis of the impact of the Syria crisis on and needs of women and men, girls and boys, household and community dynamics conducted to contribute to the overall M&E system	Number of analyses developed and integrated into the M&E system	0	3 year 1 5 year 2 5 year 3  Total: 13	Assessment Registry M&E reports	LCRP Sector Strategies and Log frames Annual reports Sector Dashboards In-Focus Reports Support to Public Institutions reports	Annual Bi-annual Quarterly Annual	LCRP Inter-Sector Response Management

EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
1213 In-focus briefs and guidance notes developed to inform advocacy on particular topics from a gender perspective, such as gender-based violence, economic inclusion, empowerment and voices in decision-making, capacities for reconciliation and conflict resolution	Number of in-focus briefs and guidance notes developed	0	1 year 1 3 year 2 3 year 3  Total: 7	Assessment Registry M&E reports	LCRP Annual reports In-Focus reports Support to Public Institutions reports	Annual Quarterly Annual	LCRP Inter-Sector Response Management
1214 Training, mentoring and capacity building support provided for LCRP partners on gender data analysis, related needs assessments, progress monitoring and	Number of trainings, mentoring and capacity building sessions conducted	0	6 year 1 12 year 2 12 year 3  Total: 30	LCRP partners staff	Training reports	By completion of trainings	LCRP Inter-Sector Response Management
	Number of LCRP partners' staff that have received training on gender analysis and mainstreaming.	0	60 year 1 240 year 2 150 year 3  Total: 450	LCRP partners staff	Training reports	By completion of trainings	LCRP Inter-Sector Response Management

EXPECTED RESULTS	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
impact analysis	Percentage of LCRP partners satisfied with the quality of the training, mentoring and capacity building support provided	0	At least 80%	LCRP partners staff	Post -training surveys Coordination Review Survey	By completion of trainings Annual	LCRP Inter-Sector Response Management
1215 Support provided to response partners in key sectors in identifying further opportunities for gender responsive programming, with a particular focus on support to public institutions and durable solutions	Number of LCRP partners of key sectors that have received support for gender responsive programming	0	2 year 1 5 year 2 5 year 3  Total: 12	LCRP partners staff	Progress reports	Annual	LCRP Inter-Sector Response Management
	Number of gender responsive outlines produced supporting public institutions durable solutions	0	2 year 1 5 year 2 5 year 3  Total: 12	LCRP partners	Progress reports	Annual	LCRP Inter-Sector Re-sponse Management
1216 Partnership building, leveraging gender expertise across government, international and national actors and private sector	Number of partnerships established across institutions to support gender mainstreaming	0	2 year 1 5 year 2 5 year 3 Total: 12	Government, international and national actors and private sector	Progress reports Training reports	Annual By completion of trainings	LCRP Inter-Sector Response Management

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following plan:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<p><b>Track results progress</b></p>	<p>Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.</p>	<p>Quarterly and Annually</p>	<p>Quarterly (internal) reports will be submitted to the project assurance, and annual reports to the Project Board. Results will be reflected on corporate tools. Relevant lessons are captured by the project team and used to inform project board decisions. Lessons learned are reflected on corporate tools and shared with relevant stakeholders/partners and any other parties to encourage south-south/triangular cooperation. Slower than expected progress will be addressed by the project board.</p>	<p>OMSAR Parliament MoSA MoIM Global Affairs Canada UNDP/UNHCR</p>	
<p><b>Field Reporting</b></p>	<p>Given the expanded nature of the project, close monitoring from the project assurance will help troubleshooting risks.</p>	<p>Quarterly</p>	<p>Relevant lessons are captured by the project assurance team and used to inform project board decisions. Lessons learned, and challenges will be reflected in field visit reports to track project progress.</p>	<p>OMSAR Parliament MoSA MoIM</p>	

<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly and Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained by UNDP to keep track of identified risks and actions taken.		
<b>Final Project Report</b>	In addition to quarterly and annual reports, a final project report, will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined targets at the output level, and any evaluation or review reports prepared over the period.	At the end of the Project	The Final project report will be presented and approved by the Project's Board. Upon approval, the final report will be used as a component of the project's closure.	Project Board	
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually (and ad hoc in case of specific need)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project Board	

## VII. MULTI-YEAR WORK PLAN <sup>1112</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (USD)	Y2 (USD)	Y3 (USD)		Funding Source	Budget Description	Amount (USD)
<i>Improved capacities of national institutions (MoSA, MoIM, OMSAR, Parliament) to review, develop, promote, pass, and implement gender sensitive policies, strategies, projects and programmes</i> Gender Marker: GEN3	1.1 Quantitative and qualitative gender data assessment conducted, from existing databases, research, surveys, evaluations and existing assessments.	241,859	241,859	241,859	UNDP, OMSAR, MoSA, MoIM, Parliament	Canada	71400 – Contractual Services	725,577
	1.2 Methodologies, trainings, knowledge sharing from a gender perspective implemented to existing institutional teams to fill knowledge gaps on gender-equality and women empowerment related issues.	70,818	70,817	70,817	UNDP, OMSAR, MoSA, MoIM, Parliament	Canada	61100 – Salary Costs / NP	212,452

<sup>11</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>12</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



	1.3 Technical support provided to institutional departments/bodies for ensuring the application of measures against any forms of discrimination and those that are constraining women's participation are defined	21,469	-	-	UNDP, OMSAR, MoSA, MoIM, Parliament	Canada	71300 - Communication Consultant	21,469
	1.4. Capacity building sessions provided to 10 pilot municipalities and 10 pilot SDCs staff to mainstream gender in municipal action plan and SDC workplans and in service delivery	290,909	-	-	UNDP, MoSA, MoIM,	Canada	75700 – Training & Workshops	290,909
		72,727	-	-			74500 – Miscellaneous Expenses	72,727
	<b>Sub-Total for Output 1</b>							<b>1,323,134 USD</b>
<i>Improved capacities of LCRP partners (particularly civil society organizations, including women rights organizations) to deliver a more gender-based response to the impact of the crisis (policies, strategies, programmes and</i>	2.1 Quantitative and qualitative gender data from existing databases, research, surveys, evaluations, and assessments compiled and codified	70,817	70,818	70,817	UNDP, UNHCR, MOISA	Canada	61100 – Salary Costs / NP	212,452

projects) Gender Marker: GEN3	2.2 Analysis of the impact of the Syria crisis on and needs of women and men, girls and boys, household and community dynamics conducted to contribute to the overall M&E system	188,062	188,063	188,063	UNDP, UNHCR, MOSA	Canada	61200 – Salary Costs / GS	564,188
	2.3 In-focus briefs and guidance notes developed to inform advocacy on particular topics from a gender perspective, such as gender-based violence, economic inclusion, empowerment and voices in decision-making, capacities for reconciliation and conflict resolution	7,156	7,157	7,156	UNDP, UNHCR, MOSA	Canada	71300 - Communication Consultant	21,469
	2.4 Training, mentoring and capacity building support provided for LCRP partners on gender data analysis, related needs assessments, progress monitoring and impact analysis	201,212	26,667	26,666	UNDP, UNHCR, MOSA	Canada	75700- Training & Workshop	254,545

	2.5 Support provided to response partners in key sectors in identifying further opportunities for gender responsive programming, with a particular focus on support to public institutions and durable solutions	80,000	14,545	14,546	UNDP, UNHCR, MOSA	Canada	74200 – Audio Visual & Print Prod	109,091
	2.6 Partnership building, leveraging gender expertise across government, international and national actors and private sector	65,998	11,452	11,452	UNDP, UNHCR, MOSA	Canada	74500 – Miscellaneous Expenses	88,902
	MONITORING	4,771	4,771	4,772		Canada		14,314
	<b>Sub-Total for Output 2</b>							<b>1,264,961 USD</b>
<b>Evaluation (as relevant)</b>						Canada		9,542 USD
<b>Total Net Programmable</b>						Canada		<b>2,597,637 USD</b>
<b>General Management Support (GMS – 8%)</b>						Canada		207,811 USD
<b>Total</b>						Canada		2,805,448 USD
<b>Levy (1%)</b>						Canada		28,054 USD

<b>Total Budget</b>		Canada	<b>2,833,502 USD</b>
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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented through the UNDP Direct Implementation Modality (DIM) where the UNDP Country Office in Lebanon assumes full substantive and financial responsibility and accountability for all project deliverables. All aspects of project implementation will comply with UNDP policies and procedures. Leadership on the management of the project will be provided by the UNDP Resident Representative.

A Project Board will be established with responsibility for providing oversight of the project management through consensus approval of project plans and revisions and offering guidance on management decisions. The Board will also monitor the performance of the project activities in line with the envisaged outputs, work plan and deliverables.

The membership of the Board will include representatives of the UNDP Country Office, donors, and the primary project beneficiaries (MoIM, MOSA, OMSAR, and Parliament). The Board will be chaired by the UNDP Resident Representative. Regular meetings (at least twice a year) will follow as frequent as is considered necessary by the Board. Minutes of meetings will be taken; minutes of previous meetings will be circulated in advance. e. In particular the Board will: agree on the project plan and documentation (Annual Work Plan, Risks and Issues); monitor progress against the plans and agree on any revisions necessary as the project progresses, including revisions to the Project Document; identify and manage risks and issues, and assist in problem solving; agree on any re-prioritization of work or reallocation of resources necessary to ensure milestones are achieved and risks managed effectively; and resolve any other issues brought to it. (Ref. to Annex 2 for detailed TORs).

### ***Project assurance***

Project assurance is the responsibility of different UNDP Teams' members. The Project Assurance role supports the Board by carrying out objective and independent project oversight and monitoring functions, ensuring project management milestones are managed and completed.

All services shall be provided in accordance with UNDP procedures, rules and regulations. Implementation of some activities will be through a sub-contracting modality, which will be undertaking using standard procurement requirements for transparency and best value. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the cost sharing project budget.

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, it is proposed that the project shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely UNDP General Management Support (GMS).

GMS is recovered with a flat rate of 8% for contribution from donors. GMS cover the following services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment

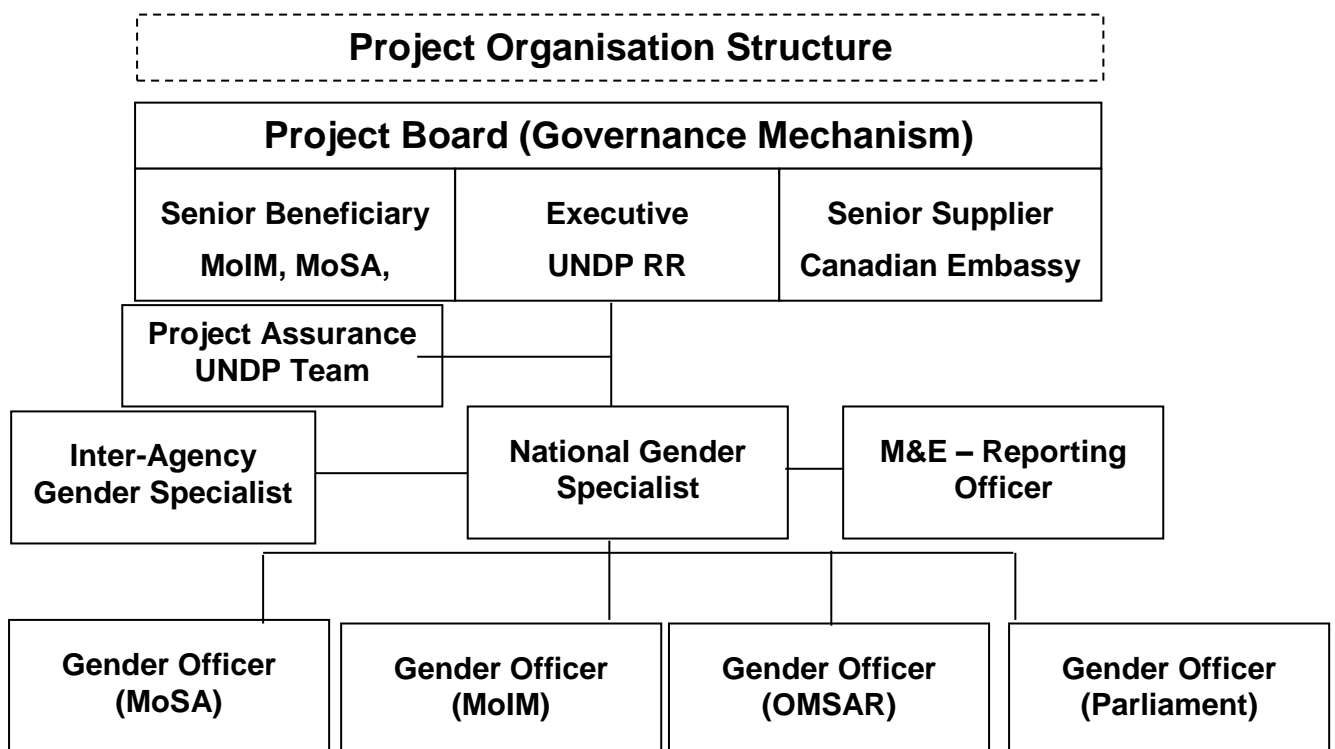
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer.

UNDP direct costs are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. They include the following services:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation.

**Audit**

The audit of the UNDP projects will be made through the regular external (UN Board of Auditors) or as internal audits managed by the UNDP’s Office of Audit and Performance Review.



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## IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>13</sup> [UNDP funds received pursuant to the Project Document]<sup>14</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/ag\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or program to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s

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<sup>13</sup> To be used where UNDP is the Implementing Partner

<sup>14</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
  - ii. assume all risks and liabilities related to such responsible parties, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible parties, subcontractor's and sub-recipient's obligations under this Project Document.
  - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
  - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
  - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
  - f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

- g. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.



Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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<sup>i i</sup> **Equality** is a human rights principle. It refers to gender equality, economic equality (i.e. reduced income inequality), and equality before the law.