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Mainstreaming Preventing Violent Extremism in Lebanon

Project Title: Mainstreaming Preventing Violent Extremism in Lebanon

Project Number: 00111516

Implementing Partner: Office of the Presidency of the Council of Ministers (OPCM)

Start Date: 1 January 2019 **End Date:** 31 December 2021 **PAC Meeting date:** 12/20/2018

Brief Description

Violent extremism in Lebanon is the product of a complex interaction between structural factors, i.e. elements in the Lebanese society which create the conducive environment for radicalization, and precipitative factors, which are events and incidents that act as a trigger for violent action, and create the sense of purpose for those joining a violent extremist group. In Lebanon, underlying structural factors include income and social inequality, alienation of certain social groups, urbanism and sociopolitical segregation. Most of these factors are linked to the state's capacity to good governance, fighting inequality and inclusive policymaking. Lebanon's governance has improved over time but there is a room for improvement.

Due to the geographical and strategic location of Lebanon, its presence in a regional environment where violent extremism is proliferating, there is a need to maintain security and social peace and safeguarding Lebanon's social diversity. PVE as an effort to address this need is particularly important now, as with the recent developments in the Syrian crisis, there is a pertinent risk of return of radicalized individuals to Lebanon.

As a response to these challenges, the Government of Lebanon initiated a process to develop a national strategy for PVE. The Government recognizes that the cost, human and financial, of prevention is much lower than the consequences of violent extremism. The council of ministries endorsed the strategy, which consists of 9 pillars, and established the National Coordination Committee for PVE headed by the Prime Minister on the 27th of March 2018. The strategy lays the foundation for the development of a National Action Plan. The responsibility for the overall process lies with the National Coordinator for PVE under the Prime Minister's Office. The National Coordinator is supposed to strengthen the national capacity for PVE and subsequently the resilience of the Lebanese society to violent extremism.

This project's outcome is to improve the capacity of the Office of the National Coordinator for PVE in operationalizing the strategy. This outcome will be achieved by supporting (i) the development of National Action Plans for the nine pillars of the strategy; (ii) the establishment of a National PVE network; (iii) the development and adoption of an M&E framework for the National PVE strategy; (iv) the development of an Early Warning System; (v) the engagement of wide-range social groups and organizations in PVE; (vi) the development of PVE training materials.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
 UNSF Outcome 1.3: Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at national, municipal and community levels.

Indicative Output(s)

Output 1: *Support the National Action Plans development for the 9 pillars in the National Strategy, as well as the outset of the plans' implementation*

Output 2: *Facilitate the establishment of the PVE national network for consultation and coordination on PVE*

Output 3: *National capacity reinforced to monitor and evaluate the implementation of the PVE strategy and the NAPs*

Output 4: *PVE evidence-based research supported and the pilot for PVE Early Warning System conducted*

Output 5: *Establish a PVE Public Consultation and Participation Mechanism*

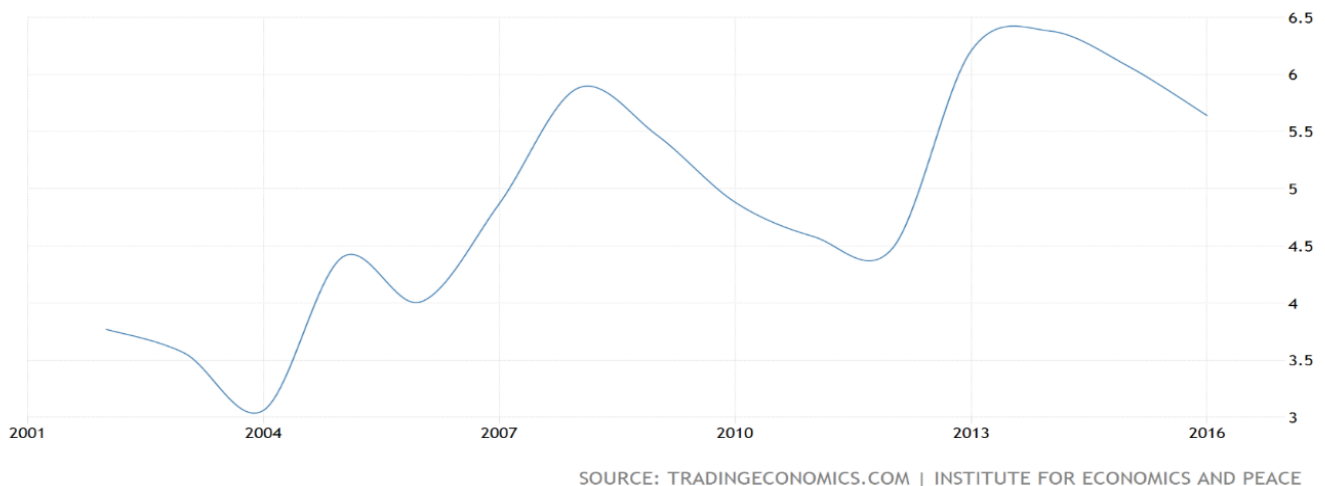
Output 6: *Develop training materials on PVE*

Total resources required:	USD 4,444,956	
Total resources allocated:	Denmark	USD250,156.35
	Switzerland	USD99,975
	In-Kind:	Office space provided at OPCM
Unfunded:	USD4,094,824.65	

I. DEVELOPMENT CHALLENGE

The Middle East has been particularly targeted by various forms of violent extremism. The last seven years in particular have witnessed the failure of several states, leaving the space for violent extremism groups to take advantage of the situation. This illustrates the importance of resilient state institutions in the region for preventing violent extremism and preventing such groups from expanding¹. According to the Global Terrorism Index, the impact of terrorism in Lebanon decreased to 5.64 in 2016 from 6.07 in 2015, however, it averaged 4.88 from 2002 until 2016, reaching an all-time high of 6.38 in 2014 and a record low of 3.06 in 2004 (Figure -1-).

Figure 1 Lebanon Terrorism Index Source: *Institute for Economics and Peace*



Lebanon is a country with a complex multi-confessional socio-political fabric, characterized by deep rooted historical divisions, the isolation of identity groups from one another, low levels of trust between citizens and government agencies, and clientelist nature of the welfare system. The Syrian crisis has compounded these divisions. When the Syrian crisis started in March 2011, tensions between supporters and opponents of Syria's uprising escalated internally in Lebanon in many areas. Lebanon has witnessed an influx of more than 1,000,000 refugees through the northern and eastern borders. The unstable balance in Lebanon has been further challenged through the direct spill-over of the Syrian conflict to Aarsal in 2014, and the military operation in 2017.

All of the factors stated above have contributed to Lebanon being a susceptible ground for the recruitment efforts of violent extremist groups. "Where inequality and institutionalised discrimination coincide with religious or ethnic faultlines, there is an increased likelihood of

¹ "The GTI produces a composite score so as to provide an ordinal ranking of countries on the impact of terrorism... The GTI scores each country on a scale from 0 to 10; where 0 represents no impact from terrorism and 10 represents the highest measurable impact of terrorism. Countries are ranked in descending order with the worst scores listed first in the index" (Insitute for Economics & Peace (2017): 2017 Global Terrorism Index). According to the GTI, Lebanon is on the 27th place next to countries, such as Saudi Arabia, Burundi and Colombia. Countries with the highest impact of terrorism are: Iraq (index - 10), Afghanistan (9.441), Nigeria (9.0009) and Syria (8.621).

radicalization and mobilization.”² According to Crone and Nasser, 900 people from Lebanon joined extremist groups in Syria and Iraq.³

Compared to other countries in Arab region (Iraq, Yemen, Syria) Lebanon has experienced relatively limited effects of violent extremism.⁴ The greatest risk for violence has continued to be the deterioration of intercommunal relations and the resulting violent forms of collective action. “The impact of population pressure on the host community, exacerbating issues faced by Lebanon before the Syrian crisis, remains a key underlying factor of instability.”⁵ Nevertheless, the effects of terrorism and violent extremism on the economic development of Lebanon can be costly. Lebanon is living nowadays amidst a regional and international environment tormented by conflicts and intra-state wars that pose the risk of national state collapse and the disintegration and dismantling of societies. Due to the geographical and strategic location of Lebanon, its presence in a regional environment where violent extremism is proliferating, there is a need to maintain security and social peace and safeguarding Lebanon’s social diversity. PVE as an effort to address this need is particularly important now, as with the recent developments in the Syrian crisis, there is a pertinent risk of return of radicalized individuals to Lebanon. To date, the government response to this issue has largely focused on the intelligence service and law enforcement agencies direct interventions to identify and detain suspected individuals, while relatively little focus has been given to integrated prevention of radicalization.

In Lebanon, underlying structural factors include income and social inequality, alienation of certain social groups, urbanism and sociopolitical segregation. Most of these factors are linked to the state’s capacity for good governance, fighting inequality and inclusive policymaking. Lebanon’s governance has improved over time but there is a room for improvement. According to the open government index 2015,⁶ Lebanon scores very low in the open governance indicator with a score of 0.45 in areas related to publicizing laws, government data, right to information, civic participation, and complaint mechanisms.

There is limited empirical research on the causes of violent extremism in Lebanon. During the process of preparing the Lebanese PVE strategy, several literature reviews and consultations were commissioned. One of the conclusions from this research was that violent extremism is the product of a complex interaction between structural factors, i.e. elements in the Lebanese society which create the conducive environment for radicalization, and precipitative factors, which are

² SIDA (2017): *Preventing Violent Extremism (PVE) through development*, p. 2, Dec 2017, SIDA, Stockholm

³ Crone, M and Nasser, K (2018): *Preventing Violent Extremism in Lebanon: Experience from a Danish-Lebanese Partnership*, Papers IE Med, European Institute of the Mediterranean

⁴ Violent extremism is defined as: “[t]he spread of individual and collective hatred that may lead to to community-based violence, the rejection of diversity and non-acceptance of the other, and the use of violence as a means of expression and influence is the behavior that threatens societal values ensuring social stability” (Presidency of the Council of Ministers (2017), Republic of Lebanon, The national strategy to prevent violent extremism)

⁵ LCRP 2017–2020 (2018 Update)

⁶ <https://worldjusticeproject.org/our-work/wjp-rule-law-index/wjp-open-government-index-2015>

events and incidents that act as a trigger for violent action, and create the sense of purpose for those joining a violent extremist group.

Based on the above, the Government of Lebanon has identified a need to develop a unified response by the government, international community, civil society and other stakeholders concerning the PVE. Without such response, the achievement of SDG targets will be endangered. Following the launch of the UN Secretary-General's Plan of Action for Preventing Violent Extremism, the Government of Lebanon initiated a national process to develop a national strategy for PVE. The Government recognizes that the cost, human and financial, of prevention is much lower than the consequences of violent extremism. Besides, preventive actions also strengthen social cohesion, effectiveness of institutions, and sustainability of socio-economic reforms which are much needed in Lebanon. The vision of the Prime Minister for the National PVE strategy was for it to be "nationally owned, governmental, community-based with international standards". The council of ministries endorsed the strategy and established the National Coordination Committee for PVE headed by the Prime Minister on the 27th of March 2018.

The overarching objective of the Lebanese national strategy for PVE is to decrease the susceptibility to radicalization leading to violent extremism in the Lebanese society, as well as reducing divisions and segregation, linked to the rejection of diversity and non-acceptance of the other. This is based on a conviction that preventing violence is a mission that requires inclusive partnership between the government and key actors in the society.

The National PVE strategy has defined violent extremism as the spread of individual and social hatred that may lead to community violence; the rejection of diversity and non-acceptance of others and the use of violence as a means of expression and influence; and behavior that threatens societal values necessary for social stability. The national strategy has identified 9 pillars for interventions:

- Pillar 1.** Dialogue & Conflict Prevention
- Pillar 2.** The Promotion of Good Governance
- Pillar 3.** Justice, Human Rights, & the Rule of Law
- Pillar 4.** Urban Development & Engaging Local Economies
- Pillar 5.** Gender Equality & Empowering Women
- Pillar 6.** Education, Training & Skills Development
- Pillar 7.** Economic Development & Job Creation
- Pillar 8.** Strategic Communications, Informatics and Social Media
- Pillar 9.** Empowering Youth

Besides identifying key priorities for PVE in Lebanon, the strategy articulates key principles for PVE efforts including, for example, that human rights violations cannot be justified with reference to terror threats and that PVE efforts should not contribute to the stigmatization of specific groups. The strategy lays the foundation for the development of a National Action Plan. The responsibility for the overall process lies with the National Coordinator for Preventing Violent Extremism under the Prime Minister's Office, which will also oversee implementation of the plan including through developing a monitoring and evaluation (M&E) dashboard to track the implementation.

Upon the endorsement of the national strategy for Preventing Violent Extremism, the Lebanese Government initiated various platforms for resource development, institutionalization and implementation of the National Strategy. The Council of Ministers formed the interministerial PVE committee headed by the Prime Minister which is the overarching institution overseeing the implementation of the strategy.

Strengthening cooperation between government stakeholders and civil society, alongside additional research for PVE programme analysis and planning is vital given that interventions are not properly measured or based on solid analysis. Without further knowledge and research on PVE, there is the possibility that future PVE programmes could be impeded in quality and scope.

II. STRATEGY

In 2016, the UN Secretary-General called to make prevention of violent extremism (PVE) as one of the focus areas in the efforts to achieve Sustainable Development Goals. The Secretary-General's PVE Plan of Action calls for a comprehensive approach, encompassing "not only essential based counter-terrorism measures, but also systematic preventive steps to address the underlying conditions that drive individuals to radicalize and join violent extremist groups".⁷ Indeed, addressing the drivers of radicalization and the existence and activities of violent extremist groups is a vital part of the puzzle; referred to as the 'development response', this approach involves gaining a deeper understanding of the individual experiences/situations, socialization processes and contextual factors which create a context where extremism becomes initially a possibility, and ultimately a reality. In adopting the 2030 Agenda, the international community recognized that peaceful and inclusive societies cannot be achieved without sustainable development, and vice versa. A sustained high level of insecurity has adverse implications for the socio-economic prospects for individuals and communities, and impedes the advancement of the Sustainable Development Goals (SDGs),

Current UN's interventions in Lebanon and government's strategic planning are underpinned by a commitment to mitigating and addressing the broader set of factors of violent extremism, and addressing the diverse consequences of violence. For example, a substantive part within the UN response to Syrian response has been focused on the generation of socioeconomic opportunities, including decent jobs for youth. There is an ongoing UNDP project focusing on strengthening community security and access to justice in Lebanon, while UNODC has provided assistance to Lebanese prison authorities in countering radicalization in prisons.⁸

The project's approach is informed by the development approach focusing on underlying causes. To this end, its outcome is to support PVE programmes and projects in Lebanon by strengthening national capacities to operationalize PVE strategy through enhanced planning, M&E and evidence-based research. In the long-term perspective this project aims to contribute to strengthening the resilience of the Lebanese society to violent extremism.

Theory of change

The theory of change provides a rationale for the strategy; guiding principles that underpin all the elements of the approach; and, areas of work, including specific outputs and activities. Project's theory of change is based on an ongoing engagement of UNDP in supporting institutional development at national level. For example, the work with the Lebanese Palestinian Dialogue Committee have demonstrated that the establishment of new institutions (such as the Office of a National PVE Coordinator) is a gradual process. In the beginning, the focus should be on specific timebound deliverables – "easy wins." Once results are demonstrated, then UNDP can initiate discussions with the national counterparts concerning the long-term sustainability and a realistic

⁷ <https://www.un.org/counterterrorism/ctitf/en/plan-action-prevent-violent-extremism>

⁸ UN Strategic Framework, Joint Work Plan 2017, Output 1.3.2

exit strategy. In order to achieve the abovementioned easy wins, producing a research paper on cost-benefit analysis and good practices from other countries should be an early priority for the project.

The national capacity to operationalize PVE strategy is developed through transparent planning, M&E and evidence-based research by (i) developing National Action Plans for nine pillars of the strategy; (ii) establishing a National PVE network; (iii) developing and adopting an M&E framework for the National PVE strategy; (iv) strengthening research on a PVE Early Warning System; (v) establishing dialogue mechanisms for diverse social groups and organizations in discussing PVE; (vi) supporting the development of PVE training materials.

- If National Action Plans (NAPs) are developed in an inclusive and participatory manner, then an inclusive network of diverse entities, including Lebanese authorities, CSOs, UN agencies, academic institutions and private sector, will be formed with the dedication towards the national PVE agenda.
- If the capacity of the Government and other national and local authorities is built to conduct outreach with civil society and social actors in areas affected by VE, then national authorities have better, more thorough understanding of the VE problem (and how it impacts men and women differently) and develop more actionable and effective solutions, including national action plans to address VE and increase tolerance.
- If the capacity of Government and members of the PVE network is strengthened to conduct Monitoring and Evaluation for the PVE NAP projects and policies, then the government will be able to assess and evaluate the impact of the PVE policies and projects of the NAP in a transparent manner; and then, future interventions will be based on solid evidence and previous evaluations.
- If an early warning system for PVE-related trends is established in the country, then the Government has access to up-to-date information and can subsequently adjust the implementation of NAPs.
- If the Government can inform the public in a transparent manner of PVE then there would be an increased level of trust and transparency regarding the government's role and strengthened social cohesion. An increased degree of accountability and responsibility of the national institutions can lead to increase in public confidence by the public towards the national institutions.
- If the existing knowledge gaps related to PVE are covered, then the Government will be able to establish clear and relevant priorities in the implementation of the national strategy.
- In the medium- to long-term perspective, if the Government, CSOs and communities are jointly involved in planning and delivery of evidence-based PVE programmes and projects, *then* trust will be built between the state and non-state actors with an interest in PVE.

Assumptions and preconditions:

- There is sufficient will from the national government and local authorities, as well as capacity and power to lead on PVE-related issues, and that there is an environment of increased political will, which has been the case ever since the initiation of the PVE work; and materialized in the endorsement of the PVE strategy by the Council of Ministers.
- CSOs and communities are willing to participate in PVE consultations and get involved in the national PVE network.
- All members of the network (national and international) are willing to share experiences, projects; and open for partnerships.
- Target participants are willing to participate in the workshops and open to share concrete ideas that are transferable into concrete NAP interventions.

Gender

Terrorism and Violent Extremism are highly-gendered issues.⁹ The the UN Secretary General's Plan of Action (PoA) dedicates significant attention to women and the importance of gender considerations when developing PVE strategies.¹⁰ Within the National PVE Strategy there is a clear understanding of the importance of gender-sensitive PVE programming. The National PVE strategy has a dedicated pillar Five for "Gender Equality and Empowering Women" with Eight ministries contributing to its objectives.

The project will ensure that the role and representation of women is effectively considered during the implementation of its different components. "Success is not about reaching target numbers of men and women, but is about the quality of engagement and engagement with the 'right' men and/or women."¹¹ The objective is to ensure that the NAPs' projects are based on gender analysis that reinforce the strategy's "Do-No-Harm" approach. The project will make a special effort to bring in womens' participation in all project's capacity building components as well as public consultation and participation activities (quantitatively and qualitatively). Finally, the Monitoring and Evaluation (M&E) framework and the early warning activities will ensure that impact on gender and women empowerment are assessed.

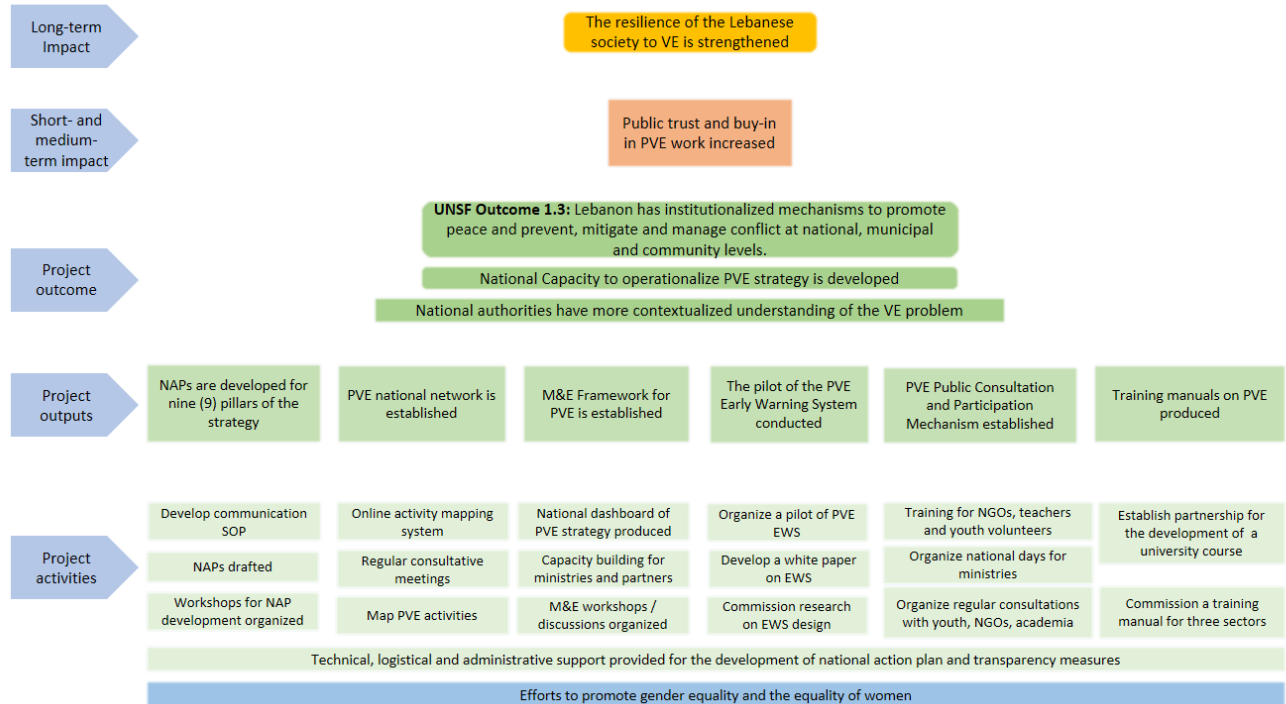
A stocktaking of lessons learned from developing National Action Plans of PVE, prepared by UNDP Regional Center in Istanbul, suggests NAPs that are not gender-sensitive risk not addressing the needs of half the population, including specific groups such as female returning foreign terrorist fighters (FTFs), or women who have been affected by related violence. They also leave the PVE potential of women's civil society untapped. Deeper appreciation of the way in which gender cultural norms may intersect with recruitment strategies and narratives can also help to inform more far-reaching responses. The evidence generally suggests that high levels of inclusivity and consultation in the process of developing a NAP generally leads to more prevention-focused and comprehensive plans, as a result of root causes being better understood and articulated.

⁹ NC Fink, S Zeiger and R Bhulai (eds), *A man's world? Exploring the roles of women in terrorism and violent extremism*, Hedayah and Global Center on Cooperative Security, 2016, http://wiisglobal.org/wp-content/uploads/2016/07/AMansWorld_FULL.pdf

¹⁰ I Ndung'u, M Shadung, *Can a gendered approach improve responses to violent extremism?*, Institute for Security Studies (ISS), September 2017

¹¹ International alert & UNDP, *Improving the impact of preventing violent extremism programming: A toolkit for design, monitoring and evaluation*, 2018.

Figure 2 Project Theory of Change



III. RESULTS AND PARTNERSHIPS

Expected Results

The planned interventions to achieve the intended result include:

1. Support the National Action Plans development for the 9 pillars in the National Strategy, as well as the outset of the plans' implementation

To achieve this result in an inclusive and participatory manner, 9 consultative workshops will be organized with key stakeholders, one for each pillar. These consultations will be broad based, bringing together participants with different expertise and interest in the issues under each pillar. Participants can include syndicates and unions, private sector, CSOs as well as academics. Innovative techniques of structured and productive discussions, e.g., scenario planning, future search techniques, will be used. Ministries will be invited based on their engagement with the specific sector and their involvement in the strategy pillar. The workshops will be followed by smaller and targeted expert discussions to narrow down ideas and link feasibility and impact to international experience as well as evidence-based research. The Action Plan for each pillar will be worked on by the relevant Ministries to ensure that these plans are feasible to implement. Prioritization, costing and accountability principles will be integrated in the plans development. The National Action Plans will be launched at a National Conference. This will be followed by the implementation of National Actions Plans coordinated by the Inter-Ministerial Committee, supported by the Office of the National Coordinator for PVE. The UNDP project will function as an overall facilitator for the development of NAPs. It will, inter alia, procure necessary facilitators, experts, organize venues, synthesize the workshops' results and follow-up with the relevant ministries under each pillar.

2. Facilitate the establishment of the PVE national network for consultation and coordination on PVE

The National Strategy is built on the premise that PVE requires broad societal participation. Knowledge sharing, cooperation and improved citizen-government relations are important principles of the strategy. Consequently, UNDP will support the Office of the National Coordinator for PVE in the establishment of a broad network with a cross-societal engagement. The network will act as an entry point for stakeholders' interaction with the Inter-Ministerial Committee on PVE. The network will include representatives of civil society, academia, media, private sector. An advisory group of organizations working in the field of PVE will be convened quarterly for information sharing and advice.

For the actors implementing or funding PVE-specific projects, better coordination and information sharing is needed to avoid overlaps and be more effective in delivery. Thus, an online database will be developed, similar to "Activity Info." The information for the database will be collected from the network participants.

3. National capacity reinforced to monitor and evaluate the implementation of the PVE strategy and the NAPs

Monitoring and evaluation is an essential part of any intervention, particularly in the complex, fluid environments that preventing violent extremism (PVE) programming takes place, where the risks of doing harm are high and the consequences can be serious. Solid monitoring of the National Strategy and Action Plans is of importance for accountability purposes, to reestablish trust in government institutions, measure impact and adjust interventions.

UNDP will provide assistance to the development of a Monitoring and Evaluation Framework (including, support to set indicators and data collection methods). The development of the framework will be accompanied with the support to ministries on the use of the M&E framework, including trainings as well as review and alignment of existing national systems. In parallel, a national dashboard system will be developed. The dashboard will be used for reporting on the status of implementation of the strategy and action plans. The dashboard will be accessible to the wider public.

4. PVE evidence-based research supported and the pilot for PVE Early Warning System conducted

While the academic community and universities are best placed to undertake research, the Government can commission periodical in-depth analytical papers on topics needed to inform the government's direction in relation to PVE, including information for the indicators in the Early Warning System. The Office of the National Coordinator for PVE will: (1) engage with the academic community, to discuss and raise gaps in the current research agenda on PVE and social trust; (2) create space for academics, practitioners and government to coordinate the future research agenda. The government has also a unique opportunity to incorporate multi-sectoral issues/questions relating to PVE in their existing government surveys and data collection methods; as well as undertake social media monitoring and data mining of trends.

Initially, the project intends to commission a research study on Lebanon-specific risks of radicalization and which indicators can be used for an the EWS. The results of study will feed in the pilot of the Early Warning System. In order to be forward looking and risk aware, the Government would like to establish an early warning system for monitoring of key high level trends and risks in regards to underlying structural factors that can lead to radicalization, as well as awareness of more direct triggers. The Early Warning system will not capture information about individuals at risk, it will rather focus on information about high level trends at an aggregate level. UNDP will support the pilot phase of the system.

The work under this output will be informed by UNDP Lebanon's experiences with social tension monitoring system, which integrates a number of data sources to inform the response to Syrian crisis. To the extent possible, the PVE EW system will rely on the same sources of data and into the relevant decision-making forums. Currently, monthly and quarterly tension briefs are jointly drafted by UNDP and UNHCR in coordination with Governmental decision makers. These briefs rely on a robust mix of quantitative and qualitative data, including, inter alia, quarterly perception

surveys, in-depth field level qualitative research, conflict analysis reports, conflict incident tracking and social media analysis. Lessons learned from the social tension monitoring system indicate: (i) the need in a more rigorous analysis of social media; (ii) the importance of longitudinal qualitative data collection on conflict dynamics; (iii) the system should collect gender-disaggregated data and produce gender-responsive recommendations; (iv) the importance of investing into a systematized architecture for informing high-level decision-makers to guide the programming; (v) the monitoring system requires more sustainable solution with longer term funding. Otherwise the inputs of data are prone to sudden decreases in funding for specific components.

5. Establish a PVE Public Consultation and Participation Mechanism: a plan for engaging diverse social groups and institutions in order to increase the wide public's awareness and contribution to the PVE work

A public buy-in is imperative for the sustainability and inclusiveness of the PVE strategy and action plan implementation. It contributes to the resilience of the prevention work against political changes and increases the effectiveness of the different field interventions. To ensure the buy-in, UNDP will organize a public participation process, targeting different sectors and different social groups. This shall include activities with youth, consultation sessions, meetings and workshops, perception surveys, social media outreach within local communities as well as schools and universities. Besides, public participation with sectors will include interactive session with private sector, academia, NGOs, society at large via mass media, etc. The process will include various stages of information and knowledge sharing from the state to the participants, from the participants to the state, compilation and data analysis and public dissemination. The government shall use this process to increase social trust, enhance participatory governance, and involve young people and women in PVE policymaking via national days for every ministry. The PVE unit will engage with municipalities, local organizations, unions, private sector associations, institutions with women and youth issues in their agenda, schools and universities.

- 1) The activities of this component result in a structured consultative and participatory process with Lebanese youth in and out of schools and universities.
 - A national participatory activity shall take place by involving targeted youth in an online and offline consultative process in their schools and universities and beyond.
 - A training process for key local stakeholders, i.e., local NGOs and volunteers' networks, university student's clubs, on the process details to start the awareness about the process and the importance of youth involvement in the program.
 - An implementation manual shall be prepared for teachers and schools administrators.
 - Strategic communication and outreach plan to increase youth turnout and participation.
- 2) National days: a one day for national awareness and discussion about the responsibilities, regulations, budgetary appropriations, and intersecting entities of every ministry. On that day, discussions shall be opened on mass and social media about the needed developments and reforms that every ministry and institutions of a specific sector shall undertake.
 - Moreover, at the end of every day, a national workshop shall take place in the Grand Serial to summarize the outcomes of the discussions and debates and announce the specific agenda for reform which the public sector needs to undertake according to public opinion.
 - Sectoral consultations

6. Develop training materials on PVE.

Preparing the ground for the implementation of the PVE strategy and action plan requires a process for the production of knowledge in the form of training manuals, modules, and academic courses curriculum. This shall be followed by a knowledge transfer process in which activities like trainings, coaching, mentoring and teaching. The Office of the National Coordinator for PVE will coordinate the production of these materials with academic institutions, universities and think tanks, NGOs, private sector, and government institutions, and international organizations to produce educational and training material for every sector.

Produced knowledge and trainings shall be contextually specific to the Lebanese reality and support the effectiveness and efficiency of the implementation of the action plan's projects and programmes. The PVE coordination unit will carry out the coordination of the production of knowledge, and plan the implementation of the transfer process. Tentatively, the list of knowledge products includes: modules and training manuals for different sectors to serve governmental and non-governmental institutions on the PVE national strategy; compliance and implementation guide for the action plan and the strategy

UNDP shall carry on two kinds of activities: first, coordination activities – managing communication and implementation scheme between various academic and capacity building institutions; second, commissioning experts needed for material design and development (syllabus, guidebooks, manuals, modules, etc); and organizing events (workshop and meetings)

Resources Required to Achieve the Expected Results: Cf. Multi-year Workplan

Partnerships

The inclusive process adapted by the government in the process of developing the National PVE Strategy has been effective in mainstreaming PVE inside the government structure. This has been achieved by ensuring participation of all ministries in the formulation process and maintaining a communication platform to enable internalization of the PVE concepts and narratives in the regular work of the ministries. Moreover, PVE strategic objectives have been articulated within every ministry's executive regulation.

National support has been evident in the financial and technical support of the National Initiative for the Centennial of Great Lebanon, which covered most of the costs of the National PVE Strategy formulation process in addition to the support of the Lebanese Government and the Swiss Embassy, which fed directly into the strategy development process. Moreover, discussion is moving forward with the Central Bank of Lebanon (BdL) for the elaboration of its support to consultations with the private sector and the banking sector.

During the strategy development process, a continuous dialogue with international partners have taken place. The strategy was developed in coherence with the UN Global Plan of Action, the European Union Communication on Preventing Radicalization to Terrorism and Violent Extremism: Strengthening the EU's Response, G7- Taormina Statement on the Fight Against Terrorism and Violent Extremism, and strategic approaches taken by various countries and international organizations. The project will also follow on the current discussions with the Strong Cities Network project.

The project results have been integrated into the 2019 Joint Work Plan of United Nations Strategic Framework in Lebanon. In the roll-out of the PVE strategy UNDP will coordinate with UNSCOL, UNODC and OHCHR. In order to continue the objective of solid partnership, a network of key actors will be established to lay the foundations for the implementation of the strategy. Such network is particularly important given the complexity of the Lebanese reality characterized by diversity of actors and social fabric.

Risks and Assumptions: cf. risk matrix

Stakeholder Engagement

Lebanese authorities are the primary beneficiaries of the project. The project team will focus on engaging line ministries, national and sub-national authorities in the development of NAPs, establishment of the PVE network. Representatives of the ministries will participate in the trainings focused on PVE M&E. The project will continue on the previous engagement efforts done by the Office of the National PVE Coordinator during the preparation of the National PVE Strategy. The project will rely on the close engagement with the PMO in order to engage targeted agencies.

Key stakeholders of the project include the PMO, line ministries, as well as municipal, district and governorate authorities. Engagement with those institutions will be done at every stage of the project, with a focus on the planning of activities. Another group of key stakeholders are academia

and NGOs that will be engaged through contracting for specific deliverable; and through platforms to discuss national-wide issues in relation to PVE, as well as SDG Goal 16.

South-South and Triangular Cooperation (SSC/TrC)

The project will partner with countries that can bring valuable experience and/or knowledge to the stakeholders of the project. The project has already developed exchanges with other countries in the Arab region on PVE and European countries (Denmark) on Strong Cities Network. UNDP through the Regional Hub in Amman will provide necessary coordination for the exchanges on PVE in the Arab region.

Knowledge

The project will produce an M&E Framework for PVE that will be used to initiate a national dialogue on the effectiveness of PVE. The project will also support the development of a white paper, which will outline the principal elements of a PVE Early Warning System. The project will also commission several knowledge products under Output 4 and Output 6. As the project is linked to the Office of the National Coordinator for PVE, then all stakeholders communicating with the Office will be informed about available products. Overall, the strength of this project is a consistent effort to create a network of PVE actors with strong linkages between all PVE stakeholders (for example, Output 2).

Sustainability and Scaling Up

While the project will support the rapid delivery of NAPs; it will also develop capacities of institutions (line ministries, national and sub-national authorities) to implement an effective, integrated policy. Through the evidence-based and data-driven approaches to PVE, the added value of PVE will be demonstrated. This evidence will serve as a basis for the institutionalization of the Office of the National Coordinator for PVE, which will independently provide coordination and follow up on NAPs.

To guarantee the sustainability of the actions, the project will be based on the following principles:

1. *Ownership and national leadership*: the Office of the National Coordinator for PVE will play the key role and lead this project. It will endeavour to strengthen this role with a national commitment across the Inter-Ministerial Committee.
2. *Capitalizing on existing initiatives and on coordination*: As numerous stakeholders are involved, coordination is particularly important so as to ensure the continuation of some initiatives.
3. *Capacity building*: interventions are designed to ensure knowledge transfer and building indigenous institutional capacity for governmental and non-governmental stakeholders; and the necessary infrastructure and public buy-in for the sustainability of PVE efforts.

To research the sustainability question further, the project will commission a study, which will summarize the lessons learned from PVE strategies in other countries and develop a roadmap adapted to Lebanese conditions.

Scaling up: The project functions as assistance to the Office of the National Coordinator for PVE. The Consequently, the question of scaling up is not directly relevant.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The Project will promote cost efficiencies through:

- Building on the advantages of the portfolio management approach. The project will be part of UNDP Lebanon Crisis Prevention and Recovery portfolio. Through this portfolio, the project will receive access to existing partnerships with implementing partners. The project will also benefit from streamlined procurement and recruitment procedures.
- As part of the CPR portfolio, the project will benefit by leveraging existing activities, specifically related to UNDP Peacebuilding project. For example, for the local level consultation, the project will be able to capitalize on the existing network of 101 Mechanisms for Social Stability in the most vulnerable Lebanese communities;
- Utilizing the efforts in engaging with refugee and host communities that have been developed by key partners such as UNHCR;
- Benefiting from current and past relations between UNDP and the Lebanese Government, and utilizing the existing Lebanese institutional structure and services to minimize cost and ensure national ownership, which will in return enhance the effectiveness of the anticipated results.

Project Management

The Project Manager will work under the direct supervision of the National Coordinator for PVE, as well as the UNDP Crisis Prevention and Recovery Programme Manager. The Project Manager will be responsible for day-to-day management and decision making for the project. S/he will also be responsible for planning, budgeting and managing project activities; facilitating support services from the UNDP country office; training and mentoring national staff; oversight, guidance and insuring technical quality of short-term consultants; 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.

V. RESULTS FRAMEWORK¹²

Intended Outcome as stated in the Country Programme Results and Resource Framework:								
Government's ability to improve the performance of institutions and promote participation and accountability increased								
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:								
Output 1.1. Evidence-based dialogue on key national issues institutionalized at all levels								
Indicator 1.1.1. Reach (% female) of theme-based dialogue processes – Baseline: 27,200 (20% female); Target: 78,000 (50% female)								
Applicable Output(s) from the UNDP Strategic Plan:								
Output 3.2.1 National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities.								
Project title and Atlas Project Number: Preventing Violent Extremism, Atlas project ID 00111516								
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Year	Value	Year 2019	Year 2020	Year 2021	
Output 1 <i>Support the National Action Plans development for the 9 pillars in the National Strategy, as well as the outset of the plans' implementation</i> GEN 1	1.1 Number of organizations ¹⁴ consulted and satisfied with the process of preparing the NAP (disaggregated by region, type of stakeholder, thematic focus – i.e. gender, youth)	<i>Workshop reports (including draft NAPs, attendance sheets, survey results)</i>	2018	17	270			<i>A survey to measure the satisfaction with the consultation process</i>
	1.2 # of National Action Plan developed for 9 pillars in the National Strategy	<i>Published NAP</i>	2018	0	2	9		
	1.3 Percentage of relevant ¹⁵ government departments and ministries engaged in AP development and follow up (disaggregated by each pillar of the Strategy).	<i>Attendance sheets, MoMs</i>	2018	0	50%	50%	50%	<i>Internal reporting</i>

¹² 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.

¹³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

¹⁴ CSO's, Universities, Think Tanks, Private Sector Organizations

¹⁵ As mentioned in the National PVE Strategy for each pillar.

	1.4 Extent to which communications SOPs ¹⁶ are developed and implemented for the NAPs (outreach protocol or set of procedures that should be complied with).	<i>Documents outlining the SOPs, communication materials related to the NAPs</i>	2018	0	100			<i>Internal reporting</i>
	1.5 Percentage of women participants in each NAP workshop.	<i>Workshop attendance sheets</i>	2017	50%	50%	50%		<i>Internal reporting</i>
Output 2 <i>Facilitate the establishment of the PVE national network for consultation and coordination on PVE</i> GEN 1	2.1 Level of progress in the establishment of a national network on PVE, which includes government, CSO, academia, private sector, international organizations and embassies (60 points). <ul style="list-style-type: none"> • The PVE activities in Lebanon mapped (10 p) • A database of activities and basic infrastructure (based on donor coordination meeting) of the network developed (10 p) • A communication medium for the network established (10 p) • Specialized discussions on each pillar ongoing (ex. op-eds or papers published) (10 p) • Progress on NAP implementation discussed on the network (space for the discussions) – relational thinking (10 p) • Establish an advisory group with the principal donors of PVE (10 p) 	<i>Summary report on the PVE activities in Lebanon, minutes/summaries of specialized discussions</i>	2018	0	20 <i>(network and database)</i>	40	60	<i>Internal reporting</i>

¹⁶ Including, inter alia, the procedures for convening workshops and national conferences, follow up with the participants, social media rules and procedures, the issuance of press releases

Output 3 <i>National capacity reinforced to monitor and evaluate the implementation of the PVE strategy and the NAPs</i> GEN2	3.1 Extent to which a monitoring mechanism for NAP implementation is established and operationalized (0-100). <ul style="list-style-type: none"> Year 1 – Define benchmarks and mechanisms for data collection Year 1 – Establish procedures for reporting Year 1 – Training on M&E for PVE developed and delivered to at least 15 members of interministerial committee Year 2 – Training on M&E for PVE provided Year 2 - Follow up: how do pillar ministerial committees report on the AP Year 3 – Revision of the M&E Framework, including lessons learned, challenges, suggestions for sustainability, 	<i>Benchmark and data collection report; curriculum from M&E for PVE training; report on the ministerial committees reporting on the AP; report on the revision of the M&E Framework</i>	2018	0	50	65	100	Internal reporting
	3.2 Number of reports on the implementation of action plans from PVE Dashboard published & disseminated		2018	0	0	2	4	
	3.3 Number of reports on gender-related results of the NAP projects and programmes					1	1	
Output 4 <i>PVE evidence-based research supported and the pilot for PVE Early Warning System</i>	4.1 Number of research studies on EWS commissioned (including one that's specialized on gendered-based EWS)		2018	3 ¹⁷	1 ¹⁸	1 ¹⁹	1 ²⁰	
	4.2 A white paper on the EWS developed		2018	No	No	Yes	Yes	

¹⁷ *Social trust and PVE, monitoring social transform, theoretical framework for PVE*

¹⁸ *Available options of PVE EWS*

¹⁹ *Gaps in the research on PVE in Lebanon*

²⁰ *How to integrate PVE in the existing data collection and analysis procedures*

<i>conducted</i> GEN2	4.3 A pilot of the PVE EWS conducted		2018	No	No	No	Yes (last quarter year)	
Output 5 <i>Establish a PVE Public Consultation and Participation Mechanism</i> GEN1	5.1. Level of progress made in the setting a participatory system for interaction with different target groups (academia, NGO's private sector) <ul style="list-style-type: none"> • Design and implementation manual developed (content of the consultations in a specific sector, including survey, hand outs, communication) – 10p • Pilot and review implemented in a specific sector – 10p • Regular participation activities organized (workshops, surveys) – 10p 	<i>Design and implementation manual; Pilot and review report; Summary report from the pilot</i>	2018	5.1. 0	10 (design and implementation manual)	20 (Pilot for 1 ministries. Deployment to 4 ministries)	30 (Regular participation activities)	Self-reporting
	5.2 Number of national days performed for ministries on the outcomes of national consultations concerning the PVE	<i>Agenda of national days</i>	2018	0	0	5	10 (deployment to other 5 ministries)	Internal reporting
<i>Output 6 . Develop training materials on PVE</i> GEN1	6.1 Number of training manuals produced: training manuals for three different sectors including a training manual on gendered-based PVE approaches	<i>Reports</i>	2018	1 ²¹	1	3	3	Internal reporting
	6.2 University course developed for post-graduate students. ²²	<i>The course curriculum</i>	2018	0	0	0	1	Internal reporting

²¹ Guide for PVE program development

²² Curriculum development can take place in partnership with different Lebanese universities

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

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

Evaluation Plan²³

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal Evaluation				December 2021	PMO	

²³ Optional, if needed

VII. MULTI-YEAR WORK PLAN ²⁴²⁵

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			
		Y1	Y2	Y3	Amount (USD)
Output 1: Support the National Action Plans development for the 9 pillars in the National Strategy, as well as the outset of the plans' implementation	1.1 Conduct consultative workshops (9) with key stakeholders followed by expert discussions	160,000	200,000	--	360,000
	1.2 Finalize each action plans by relevant Ministries and launch National Action Plans at a National Conference. Commission a study on the sustainability of PVE.		300,000	--	300,000
	1.3 Communications SOPs are developed and implemented for the NAPs (outreach protocol or set of procedures that should be complied with). SOPs shall ensure gender sensitivity in communication and outreach.	40,000		--	40,000
Output 2: Facilitate the establishment of the PVE national network for consultation and coordination on PVE	2.1 Facilitate an advisory group of principal donors of PVE	10,000	10,000	10,000	30,000
	2.2 Establishing a database of network members and activities		15,000		15,000
	2.3 The development of a communication and outreach protocol for the network established		20,000		20,000
	2.4 PVE activities mapping in Lebanon		20,000	20,000	40,000
	2.5 Regular specialized discussion activities on each pillar of the strategy (ex: op-ed, roundtables, research papers)	60,000	100,000	120,000	280,000

²⁴ 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

²⁵ 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.

	2.6 Develop and roll-out an online system (i.e Activity Info) for actors undertaking PVE projects in Lebanon	50,000	10,000	5,000	65,000
Output 3: <i>National capacity reinforced to monitor and evaluate the implementation of the PVE strategy and the NAPs</i>	3.1 Develop Monitoring and Evaluation framework for a) strategy implementation (high level); and b) national action plan	80,000			80,000
	3.2 Capacity building for ministries on the use of the M&E framework; trainings as well as review and alignment of systems	60,000	60,000		120,000
	3.3 Production of national dashboard system and reports on status of implementation of the strategy and action plans		80,000	20,000	100,000
	3.4 Produce report on gendered impact of the NAP projects and programmes			50,000	50,000
	3.5 Revision of the M&E Framework, including lessons learned, challenges, suggestions for sustainability			60,000	60,000
Output 4: <i>PVE evidence-based research supported and the pilot for PVE Early Warning System conducted</i>	4.1 Commission research studies on EWS design and implementation including one that's specialized on gendered-based EWS	50,000	50,000	50,000	150,000
	4.2 Develop a white paper on the EWS			40,000	40,000
	4.3 Conduct a pilot of the PVE EWS			100,000	100,000
Output 5: <i>Establish a PVE Public Consultation and Participation Mechanism</i>	5.1 Set-up a participatory system for interaction with different target groups (academia, NGO's private sector). Roll-out of the online and off-line tools including	40,000	5,000	5,000	50,000
	5.2 Undertake regular questionnaires and discussions with young people, channeling the feedback to relevant government offices		100,000	100,000	200,000
	5.3 Organize National Days for Ministries to consult on PVE policy reform (including at schools, universities, etc.) with decision makers		300,000	300,000	600,000
	5.4 training for key local NGOs, teachers and youth volunteers	50,000	50,000	50,000	150,000
Output 6: <i>Develop of training materials on PVE</i>	Produce training manuals for three different sectors including a training manual on gendered-based PVE approaches	50,000	100,000	150,000	300,000
	Develop university course for post-graduate students Curriculum development can take place in partnership with different Lebanese universities			100,000	100,000
Evaluation	EVALUATION				
Subtotal		650,000	1,420,000	1,180,000	3,250,000
Operational Costs		25,000	30,000	30,000	85,000
Project Management Team		200,000	250,000	250,000	700,000
Direct Project Cost		17,500	34,000	29,200	80,700
General Management Support (8%)		71,400	138,720	119,136	329,256
Grand TOTAL		963,900	1,872,720	1,608,336	4,444,956

Annex: Risk Matrix

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last update	Status
1.	Overall risk: security situation in the country deteriorates as a consequence of the spill-over of the Syria crisis or the escalation of internal conflicts	2018-09-04	Political	Impact 3 (medium); Probability 2 (moderately likely) The materialization of the risk will change the focus of the participating ministries and halt the implementation of the project	The project team will ensure that the work with the participating ministries is formalized through the exchanges of formal letters, so that the further development of the NAPs restarts as soon as possible after the materialization of the risk.	Project manager	Programme manager		Decreasing
2.	Overall risk: political gridlock as a result of elections campaigns	2018-09-04	Political Strategic Operational	Impact 2; Probability – 2 (Moderately likely)	This can be mitigated by Council of Ministers endorsing the Office of the National Coordinator with clear mandate to oversee the PVE strategy implementation.	Project manager	UNDP		Increasing
3.	Programmatic: Authorities may not have enough capacity which can play into 'promises unkept', reducing trust and damaging relationships.	2018-09-04	Safety Operational	Impact – 4 (significant) Probability – 2 (moderately likely) The materialization of the risk will lead to delays in delivery and the eventual failure to develop a NAP.	This risk has been mitigated through the anchoring of the project to the Prime Minister Office. The project will base all cooperation on formalized letters. During the first year, the project will assess the technical competencies of the staff assigned by the ministries.	Project Manager	UNDP		Increasing
4.	Programmatic: Lebanese state and non-state actors fail to substantially	2018-09-04	Strategic Organizational	Impact – 4 (significant) Probability – 2 (moderately likely) The materialization of the risk will lead to the failure	Within the UNDP project to be launched during the second half of 2018(see section V), one of the outputs is	Project Manger	UNDP		Decreasing

	implement the NAP due to the lack of ownership, will and funding.			of achieving the impact of the PVE strategy	planned to include specific activities on cost-benefit analysis and advocacy to Lebanese policy-makers.				
5.	Programmatic: The lack of rigour in the RBM approach to PVE.	2018-09-04		Impact – 3 (medium), Probability (3) – Likely The materialization of the risk will lead to the inability to demonstrate the value added of PVE	The project team will engage with the UNDP peacebuilding advisors (and other experts) to establish early on good practices in M&E for PVE.	Project Manager	Programme manager		No change
6.	Programmatic: Inability to prove the added value of implementing the PVE NAPs for the participating ministries and organizations	2018-09-04	Strategic Operational	Impact – 3 (medium), Probability – 3 (likely) Much like other programming in the prevention/peacebuilding realm specifically, reputational risks may emerge in light of the difficulty of proving that efforts to prevent VE have been effective, not least since this entails entering into the realm of counter-factual. These reputational risks are heightened in the PVE space where our understanding of what works and what doesn't work is based on a number of assumptions that have yet to be proven given insufficient research, which are areas this project is specifically attempting to deal with.	The project will invest its efforts where there exist "easy wins" – i.e. areas where results could be shown relatively quickly. These achieved results will be consequently used to demonstrate the added value of the project. The project will plan for a robust cost-benefit analysis to demonstrate the value of PVE activities.	Project manager	Programme manager		No change

