Project Title: Preventing and Responding to SGBV with a special focus on Syrian Conflict related sexual violence, through Capacity Building, Advocacy, and Knowledge Products

Project Number: 00102279
Implementing Partner: DIM
Start Date: December 1, 2016   End Date: August 31, 2018   PAC Meeting date:

Brief Description
In line with the Regional Refugee and Resilience Plan (3RP) and the Lebanon Crisis Response Plan (LCRP), the project aims at increasing the protection of both refugee and host communities, women and girls, men and boys affected by the Syrian crisis on the issue of Sexual and Gender Based Violence (SGBV). The project will strengthen the capacity of key first responders to war-related sexual violence, namely municipal police and judges, to strengthen women and girls' protection in the specific context of the Syrian crisis. Awareness will be raised on a national level, mainly targeting young individuals and media representatives to better respond to and prevent SGBV cases. Knowledge products will be developed and disseminated to all concerned parties, namely local and national authorities, UN agencies, and educational facilities.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
UNSF Outcome 2.3. Institutional mechanisms and policies strengthened for improving the legal status of women, eliminating gender based violence and promoting gender equality.

UNDP CPD Output 2.2. Inclusive and participatory policies and decision making processes enhanced

Indicative Output(s): Capacity of law enforcement sector enhanced to respond to the needs of SGBV survivors in a safe and ethical way.

Agreed by (signatures):

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<th>UNDP</th>
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<tbody>
<tr>
<td>Luca Renda</td>
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<tr>
<td>Country Director</td>
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<tr>
<td>Date: 14 Nov 2016</td>
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<table>
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<tr>
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<td>UNDP</td>
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I. DEVELOPMENT CHALLENGE

Syrian Crisis - SGBV Scope

Lebanon is facing unprecedented refugee influx from Syria, affecting about 1.2 million displaced Syrian persons scattered all over the country and over 4.5 million Lebanese and other residents. After four years of conflict and protracted displacement, poor living conditions coupled with lack of privacy in overcrowded settlements triggered serious protection concerns, including Sexual and Gender-Based Violence (SGBV). Specialized reports and data collected through the GBV Information Management System (GBVIMS) confirm that women and girls affected by the Syrian crisis in Lebanon are primarily affected by SGBV. Since 2014, almost nine out of ten reported SGBV cases affected a woman or a girl, while 85% of the incidents reported occurred in Lebanon.

The visit to the Middle East, including Lebanon, of Zainab Hawa Bangura, SRSG on Sexual Violence in Conflict, found that in addition to supporting refugees there is a great need to support host communities who have absorbed around 80% of the refugees with the latter consisting mostly of women and children. SRSG Bangura noted there are “also unique challenges with regard to sexual violence directly related to the conflict.” These challenges include use of “early marriage as a negative coping strategy” and that “women and girls, as they lack residency and work permits, are at high risk of sexual abuse at many stages of their existence as refugees.”

The 2015 REACH Assessment on Community Vulnerabilities in Lebanon demonstrates that the socio-economic situation is dramatically deteriorating in the country. The priority needs reported by both host and displaced communities revolved mainly around accessing income-generating activities. In this specific context, domestic violence (including sexual violence) becomes a growing phenomenon. Indeed, according to IRC reports and recent related participatory assessments conducted with the refugee population, men and boys reported stress and feeling of powerlessness due to their inability to fulfill traditional roles as family providers and protectors. The 2014 UNFPA led Situation Analysis of Youth in Lebanon affected by the Syrian Crisis shows that scarce economic opportunities coupled with high living costs in times of crisis cause some families to resort to harmful coping mechanisms, such as early and forced marriage, survival sex, trafficking and child labour among other.

Although assistance is life-saving for survivors (i.e. health, physical safety and security), SGBV - particularly in conflict and humanitarian related settings and contexts - remains highly underreported. Fear of reprisals and shame often prevent survivors to disclose information about being subjected to any form of violence namely SGBV. In the Masterson Study (UNFPA, 2014) and confirmed by the IRC reports mentioned above, it was shown that a majority of women who experienced sexual violence did not seek medical or protection assistance. The local and institutional capacities to address SGBV-related issues are deeply challenged by the current refugee influx as well as socio cultural taboos. After more than four years of humanitarian response in Lebanon, the ownership of local stakeholders towards the issue can be further enhanced. Recent studies demonstrate the need for the national proxy-actors, including law-enforcement stakeholders at local level, to be better tooled to contribute to prevent and respond to the risks of sexual violence faced not only by women and girls but also by men and boys in the specific context of the Syrian refugee’s crisis.
National Frameworks

Lebanon is not a signatory of the 1951 Convention relating to the status of refugees. But the country has signed 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. Lebanon has accessed the Optional Protocol of the Convention against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment (2008), as well as enacted the Domestic Violence Law (2014), the Law for Punishing Crime of Trafficking in Persons (2011), and the Law 162 repealing article 562 of the Penal Code which allowed for reduced sentences for crimes committed in the name of honour (2011).

On the other hand, Lebanon developed “The Lebanon Crisis Response Plan (LCRP), which is an integrated strategy for humanitarian aid and stabilisation in Lebanon during 2015 and 2016. The plan sets out how the Government of Lebanon and its partners will work together to reinforce resilience and stability during the protracted crisis caused by the conflict in Syria and at the same time protect Lebanon’s most vulnerable inhabitants, including Syrian refugees. The plan is a commitment by the Government of Lebanon and the international community to coordinate and extend their efforts and funding to mitigate the impact of the crisis on Lebanon’s stability. The LCRP framework consists of 9 sector plans including one dedicated for SGBV prevention and response and another one on social cohesion.

In addition, National Standard Operational Procedures (SOPs) on SGBV Prevention and Response have been developed in a participatory manner by the National SGBV Task Force with the support of UNFPA and in close collaboration with the Ministry of Social Affairs. These Procedures provide guidelines and Minimum Standards agreed upon at interagency level in Lebanon.

In parallel, the UN Country team in Lebanon is developing its 2017-2020 UN Strategic Framework (UNSF), which clearly articulates priority areas to be supported by the UN system in Lebanon and identified as a result of a country situation analysis on the social, economic, political, and security dimensions through human rights and gender lenses. The UNSF underscores protection at large as a priority area and for vulnerable groups in particular such as women and young girls, with due attention to Syrians and Palestinians, etc... in addition to Lebanese. The emphasis is not only on protection but will also extend to include early warning and prevention. It sets particular emphasis on the strengthening of institutional mechanisms and policies to improve the legal status of women, eliminate GBV, and promote gender equality. To this, UNDP Country Programme Document for 2017-2020 sheds light on the importance of enhancing the decision making and enforcement apparatus in an inclusive and participatory way.

Moreover, the Council of Ministers has endorsed in 2012 a ten-year (2011-2021) National Strategy for Women in Lebanon developed by the National Commission for Lebanese Women (NCLW) in partnership with UNFPA, which promotes gender equality and global improvement of the status of women in Lebanon. The National ten-year strategy consists of twelve strategic objectives, including one focusing on protecting girls and women in situations of emergency or armed conflict and one focusing on preventing and responding to violence against women. In this relation, it is important to note that the first report to monitor implementation of the National Strategy for Women for the year 2013 showed that several local NGOs are considerably involved
in implementing various interventions that aim at preventing and responding to SGBV including for Syrian women and girls.

Finally, the National Action Plan for Human Rights in Lebanon (2014-2019), which was developed by the Parliamentary Committee on Human Rights with technical support from UNDP and OHCHR, was endorsed by the parliament in 2013. The plan defines all legislative, procedural and executive measures necessary to promote and protect human rights in Lebanon, with a special attention to women’s rights. The Plan urges Lebanon to make necessary reforms to abolish all forms of discrimination against women and girls. It also emphasizes on the special needs of women in the post-war era and advocate for the implementation of UN Security Council’s Resolution 1325 on “Women, Peace and Security”.

As such, the proposed interventions under this action are adequately in line with and respond to the above mentioned national frameworks, strategies, plans and priorities and are in line with the priorities of the SRSJ Draft Strategy Paper on Addressing Conflict-Related Sexual Violence in the Middle East and North Africa.
II. Strategy

In view of their response to the humanitarian crisis since 2012, UNDP in partnership with UNFPA is seeking to further build on the previous achievements and already constituted networks for scaling up successful interventions, such as the institutionalization of the UNFPA “Violence Against Women (VAW)” Curriculum at the Internal Security Forces (ISF) Academy in 2013, the institutionalization of a GBV curriculum (with due attention to crisis specificity) within midwifery school of the University Saint Joseph (USJ), the UNFPA Workshop for Media and Communication Professionals on “Reporting on Gender-Based Violence in the Syria Crisis” in 2015 or the pilot on involving men and boys on SGBV issues implemented by UNFPA and INTERSOS in 2015. UNDP’s intervention has been at the level of policy development and legal reform closely working with the Woman and Child Parliamentary Committee to develop a joint strategy that address amendments to the penal code on articles pertaining to sexual coercion and honour killing, that should be amended or cancelled to promote protection against domestic violence. UNDP has also had subnational interventions, providing women with alternatives to be active members of households, through the promotion of awareness campaigns on their rights, but also giving them economic opportunities to support their independence.

The outputs and activities in this project have been all raised as gaps recognized by the National SGBV Task Force, and also recent studies, reports and assessments.

As first responders at the community level, municipal police are well-placed to fight impunity and to contribute to better identification of and assistance to SGBV cases. However, they are not fully equipped to respond appropriately and sensitively to the needs and rights to women and girls, men and boys’ survivors of conflict related sexual violence. While the Internal Security Forces (ISF) Academy has institutionalized a VAW course, the curriculum for municipal police still does not provide them with specialized skills and knowledge in SGBV. Therefore, UNFPA and UNDP decided to join forces, expertise and networks in order to offer a similar opportunity at the municipality level in order to contribute to combat impunity. In the same line, the Institute of Judicial Studies (IJS) will also be targeted by a similar activity under a Training of Trainers model in order to create a virtuous knowledge sharing cascade focusing on preventing and responding to SGBV.

The project will also review and assess youth protection needs of educational facilities, as well as develop awareness tools on involving boys and male youth on the prevention of SGBV, aiming at improving perceptions, attitudes, and behaviour towards women and girls, particularly in the context of the Syrian crisis.

Media Professionals will also be involved in the project, as they will be provided with awareness sessions on the need to provide safe and ethical coverage of SGBV related topics.

The proposed interventions can be considered as catalytic in terms of generating actions at national and local levels against impunity for sexual violence crimes, developing preventive support measures, especially in terms of conflict-related sexual violence and supporting policy and legislative reforms with new laws, decrees, and amendments to existing laws in order to prevent SGBV and enforce protection through perception changes.
III. RESULTS AND PARTNERSHIPS

Expected Results

The project's goal is to increase protection of both refugee and host community women and girls, men and boys affected by the Syrian crisis. The specific output carried out by UNDP is as follows:

Output 1: Capacity of law enforcement sector enhanced to respond to the needs of SGBV survivors in a safe and ethical way.

The project responds to the humanitarian priorities agreed upon by the Government of Lebanon and the international community for 2016. Specifically, this action's output and corresponding activities are in line with the related outputs and priority interventions (i.e. under sectors Protection, Health and Social Cohesion set forth in the 3RP (Regional Refugee and Resilience Plan) and the Lebanon Crisis Response Plan (LCRP). The project also responds to priority needs set out in the report of the SRSJ Bangura's visit to Middle East – including Lebanon (April 2015), the SRSJ Draft Strategy Paper on Addressing Conflict-Related Sexual Violence in the Middle East and North Africa, and by the National SGBV Task Force chaired by UNHCR and co-led by UNFPA and UNICEF.

Resources Required to Achieve the Expected Results

The project will be headed by the Project Manager, appointed by UNDP following a competitive and transparent recruitment process. 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; 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. The Project Manager will be reporting to the Project's Board, as well as the UNDP Governance Portfolio Manager.

In addition to the Project Manager a team of highly qualified experts will be commissioned established to support the achievement of expected results.

UNDP staff will also be involved in the trainings, particularly the gender focal point of the Country Office.

Evidence and knowledge products will also have to be developed, printed, and disseminated to the concerned parties.

Partnerships

The project will be implemented in full partnership with UNFPA. UNFPA and UNDP Lebanon Offices have been maintaining a long-lasting strategic partnership, valuing their complementary mandates in multiple coordinated initiatives, such as development and use of specific tools (i.e. Map of Risks and Resources - MRR), joint participation in coordination groups (e.g. Gender Working Group, Youth Task Force) or networks with local partners and authorities (i.e. local NGOs such as KAFA or municipalities).
While UNFPA brings to this project specific technical expertise in working on SGBV prevention and response, Youth and Sexual and Reproductive Health (SRH) at various levels (service provision, capacity development, knowledge management, generation of evidence, awareness raising and advocacy), UNDP will support with specific tools and resources (i.e. MRR) as well as an extended institutional network and partnerships (i.e. within the Ministry of Justice since the early 2000s, Ministry of Interior and Municipalities, specifically the Municipal Police, the Ministry of Education and Higher Education, as well as Parliamentary Committees) that will facilitate the implementation of proposed interventions. UNDP’s track record with policy development and legal reform will add value to the partnership, bringing further support to the advocacy component.

UNDP and UNFPA will also be closely working with OHCHR. In order to avoid gaps and duplication, the project will be presented to the relevant coordination mechanisms and inserted in the joint UN matrixes.

UNFPA and UNDP will be partnering with specialized local NGOs. UNFPA and UNDP will also collaborate closely with relevant stakeholders, including line Ministries as well as related UN agencies such as UNICEF for educational activities and UNHCR on working with Syrian refugees and conducting assessment studies. The direct beneficiaries will include 250-300 municipal police members, 50-70 student judges, 80-100 serving prosecutors and judges, 50-80 media professionals, 20-25 NGOs working or interested in working with boys and male youths, protection local and international stakeholders (Ministries, NGOs, etc.), The indirect beneficiaries, estimated at around 1 million people, will include men, women, boys and girls displaced and from host communities at large.

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 paralysis of reform attempts. The project will be building on the results of UNFPA’s “Violence Against Women (VAW)” Curriculum at the Internal Security Forces (ISF) Academy in 2013, the institutionalization of a GBV curriculum (with due attention to crisis specificity) within midwifery school of the University Saint Joseph (USJ), and the UNFPA Workshop for Media and Communication Professionals on “Reporting on Gender-Based Violence in the Syria Crisis” in 2015, but will also take into consideration the lessons learned in the areas of failures and result limitations.

The assumptions taken in the development of the project are as follows:

- There is a need for trainings of Judicial Judges, Municipality Police Force, and Media representatives on SGBV prevention and response.
- The local and national counterparts are willing to participate in these trainings and to disseminate the knowledge received to all relevant stakeholders.

The main risk is the deterioration of the security situation in the country, followed by the beneficiaries’ unwillingness to continue the program and pass on the lessons to a wider audience. The latter can be avoided through close coordination with the responsible national entities, while the security situation is in the hands of the country’s political leaders.

For further information, refer to the risk analysis table (annex 3).
**Stakeholder Engagement**

The implementation of the proposal will be highly participatory. A project Steering Committee will be established and will be meeting as a minimum quarterly to monitor activities and steer the project and provide advice. It will have representatives of UNDP, UNFPA, NGOs, national institutions and other stakeholders, such as the National Commission for Lebanese Women (NCLW). UN agencies and Ministry of Social Affairs MoSA will be engaged with this work during monthly meetings of the SGBV Task Force (of which UNFPA is a co-chair) and through day-to-day work of the SGBV Task Force. The proposal has been discussed with the Judiciary and ISF Academy, and bodies, as well as the Ministry of Justice and Ministry of Interior and Municipalities will be engaged in the implementation of the proposal. Other local community organizations, municipalities and NGOs, in particular KAFA, will be engaged in activities in their respected regions.

**South-South and Triangular Cooperation (SSC/TrC)**

The main purpose of the project is to strengthen national and local authorities’ capacities in responding to and preventing SGBV cases. Therefore, Lebanon would benefit from South-South and Triangular cooperation as a forum for exchange of best practices and lessons learned. Countries that have conducted SGBV trainings will be approached by UNDP and opportunities for exchange and joint work sought.

More importantly, the project will benefit from its regional scope, and with the facilitation and inputs of UN Action will be exposed to the progress of similar progress in Iraq and Jordan. The forum provided by UN Action through actual site visits, as well as virtual and face to face exchange communities, will provide enhanced cooperation mechanisms. The project will learn from the challenges and lessons other countries have been exposed to, understand what the opportunities are, and share in return the national context.

**Knowledge**

A training manual for training of trainers aiming at building the capacity of judicial trainers at the Institute of Judicial Studies will be developed. A perception study will also be designed and implemented in order to assess the Municipality Police’s views and attitudes towards the issue of GBV, which will result in a training manual for training of trainers aiming at building the capacity of ISF trainers teaching the Municipal Police training curriculum.

In addition, the project will provide a detailed contextualized action plan (such as development of a Code of Conduct for teachers, training on gender equality, SGBV referrals pathway and safe identification and referrals of survivors, etc.) to be submitted for review and technical advice to the SGBV and the Youth Task Forces and other relevant UN lead or co-lead coordination mechanisms. To further increase awareness on the prevention of SGBV, the project will develop contextualized tools, such as manuals for SGBV prevention actors and sensitization tools for interagency front liners, and pilot them in the field through partners.

These tools will be disseminated with a broader range of partners for eventual adoption and capacity building initiatives on their use will organize, delivered by selected partners involved in the pilot phase.

**Sustainability and Scaling Up**

The project will strengthen the capacity of key first responders to war-related sexual violence, namely municipal police and judges, to strengthen women and girls’ protection in the specific context of the Syrian crisis. Gender justice will be promoted by improving the criminal justice
system’s ability to protect women and girls. Accordingly, the capacity of the Prosecution and Judiciary in dealing with war-related sexual offences will be improved, by eventually holding perpetrators accountable (by both communities and the government). In addition, the institutional capacities of local organizations will be strengthened to advance social change; the awareness of the Lebanese media will be raised, including by enhancing their understanding of SGBV being, in certain circumstances, a war crime or crime against humanity; and women and girls will be familiarized with their rights. The media campaign will publicize the role of women and girls in the participation and leadership, paving the way for equal involvement in peace and recovery processes and gender sensitive policies.

The training of trainers’ activities in this project will ensure the sustainability of the results through continued trainings to the judiciary entities, as well as the police force and media on the prevention of and response to SGBV cases. The dissemination of the knowledge material to a wider audience on the national level will also increase the impact of the project and sensitize the population, particularly youth, on SGBV.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project’s nature, ensures efficiency and effectiveness, but most importantly, its sustainability. The training of trainers will provide the institutions with a strong knowledge base and practical experience in responding to SGBV in the context of the Syrian crisis. The lessons learned will then be disseminated to all concerned parties ensuring a maximum reach of the information. Most importantly, the project will strengthen the capacities of our national counterparts in the response to and prevention of SGBV cases.

The project will capitalize on UNDP and UNFPA’s different areas of expertise to avoid additional costs of implementation, and will coordinate with other UN agencies to benefit from their knowledge and previous experiences.

Additionally, and in accordance with the decisions and directives of UNDP’s Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP forecast categories related to the provision of support services, namely UNDP General Management Support (GMS).

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
- Systems, IT infrastructure, branding, knowledge transfer

Also, UNDP Direct Project Costs (DPC) incurred, as long as they 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. DPC includes the following services:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment\(^1\), including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements, and
- Shipment, custom clearance, vehicle registration, and accreditation.

**Project Management**

The Project will be jointly managed by UNDP and UNFPA with a clear division of labour for the various components under this action, and a Gender Specialist will be recruited as a Project Manager to coordinate implementation among the agencies, and provide technical support, on CSRV specifically. The Gender Specialist will be the liaison across all stakeholders, making sure to establish partnerships, engendering engagement of all. The specialist will be consolidating views and sharing information to ensure solid decision-making processes, buy-in, as well as national ownership.

The project board representing all stakeholders will be meeting at least quarterly and will steer and strategically monitor implementation. The Project’s Board will also convene annually, receive an annual progress in order to make informed decisions of key directions, and coordinate the work of the project.

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.

Finally, as the project follows UNDP’s support to DIM modality, audit will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP’s Office of Audit and Performance Review).

\(^1\) This would include any fee to IAPSO.
<table>
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<tr>
<th>EXPECTED OUTPUTS</th>
<th>OUTPUT INDICATORS</th>
<th>DATA SOURCE</th>
<th>BASELINE</th>
<th>TARGETS (by frequency of data collection)</th>
<th>DATA COLLECTION METHODS &amp; RISKS</th>
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<tr>
<td>Output 1</td>
<td>Capacity of law enforcement sector enhanced to respond to the needs of SGBV survivors in a safe and ethical way</td>
<td>1.1 Number of TOT sessions implemented 1.2 % of judges/police officers who demonstrate increased capacity to survivors’ needs 1.3 Pool of Judges/Police Officers trainers established: y/n</td>
<td>Project</td>
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Participants' Lists  
Partner monthly, quarterly, and yearly reports  
Training reports (incl. pre-post tests), impact assessment reports, documentation of good practices  
Risks: Security and political instability leads to a lack/limited access and/or disruption of implementation  
New partners not adequately knowledgeable about UNDP's programme operations and implementation requirements
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<td>90% y</td>
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**Pre and Post Training**
- Reports and questionnaires
- Partner monthly, quarterly, and yearly reports
- Field monitoring visits
- Meetings with key stakeholders
- Curricula produced

**Risks:** Security and political instability leads to a lack/limited access and/or disruption of implementation
- New partners not adequately knowledgeable about UNDP's programme operations and implementation requirements
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:

<table>
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<tr>
<th>Monitoring Activity</th>
<th>Purpose</th>
<th>Frequency</th>
<th>Expected Action</th>
<th>Partners (if joint)</th>
<th>Cost (if any)</th>
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<tr>
<td>Track results progress</td>
<td>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.</td>
<td>Monthly, Quarterly, and Annually</td>
<td>Monthly, Quarterly and annual reports will be submitted to the donor (UN Action) and the Governance portfolio, and results will be reflected on corporate tools on a quarterly and annual basis. 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.</td>
<td>UNFPA</td>
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<td>Field Reporting</td>
<td>Given the nature of the project, close monitoring from the Project Manager will help troubleshooting risks.</td>
<td>Quarterly (at least)</td>
<td>Relevant lessons are captured by the project and used to inform project board decisions. Lessons learned, and challenges will be reflected in field visit reports to track project progress.</td>
<td>UNFPA</td>
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<tr>
<td>Monitor and Manage Risk</td>
<td>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</td>
<td>Quarterly and Annually</td>
<td>Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained by UNDP Governance portfolio to keep track of identified risks and actions taken.</td>
<td>UNFPA</td>
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<td><strong>Project Quality Assurance</strong></td>
<td>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, in case of need.</td>
<td>At initiation phase, in the course of implementation, and upon project's closure</td>
<td>Areas of strength and weakness will be reviewed by the Governance portfolio and used to improve project performance.</td>
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<td><strong>Final Project Report</strong></td>
<td>A final report will be presented to the donor, the Project Board and key stakeholders, consisting of progress data showing the results achieved against predefined targets at the output level, and any evaluation or review reports prepared over the period.</td>
<td>At the end of the Project</td>
<td>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 and submitted to UN Action.</td>
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<td><strong>Project Review (Project Board)</strong></td>
<td>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.</td>
<td>At least annually (and ad hoc in case of specific need)</td>
<td>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</td>
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UNFPA
### VII. Multi-Year Work Plan

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<thead>
<tr>
<th>Expected Outputs</th>
<th>Planned Activities</th>
<th>Planned Budget by Year</th>
<th>Responsible Party</th>
<th>Planned Budget</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Y1</td>
<td>Y2</td>
<td>Y3</td>
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<tr>
<td>Output 1</td>
<td>Capacity of law enforcement sector enhanced to respond to the needs of SGBV survivors in a safe and ethical way.</td>
<td>17,500</td>
<td>17,500</td>
<td>UNDP</td>
</tr>
<tr>
<td></td>
<td>Activity: A specific curriculum for Lebanese Judges institutionalized at the Institute of Judicial Studies</td>
<td>15,000</td>
<td>15,000</td>
<td>UNDP</td>
</tr>
<tr>
<td></td>
<td>Activity: A specific curriculum for the Municipal Police developed and piloted with Municipalities</td>
<td>7,725</td>
<td>85,000</td>
<td>77,275</td>
</tr>
<tr>
<td></td>
<td>Project Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sub-Total for Output 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>General Management Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
VIII. Governance and Management Arrangements

The project will be directly executed by UNDP and implemented through the 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. All activities will be conducted by the project team, under the overall guidance and supervision of the Gender Focal Point.

The Project will be jointly managed by UNDP and UNFPA with a clear division of labour for the various components under this action, and a gender specialist will be recruited as a project manager to coordinate implementation among the agencies, and provide technical support, on CSRV specifically. The gender specialist will be the liaison across all stakeholders, making sure to establish partnerships, engendering engagement of all. The specialist will be consolidating views and sharing information to ensure solid decision-making processes, buy-in, as well as national ownership.
IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

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.”

RISK MANAGEMENT STANDARD CLAUSES

UNDP (DIM)

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

2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds] [UNDP funds received pursuant to the Project Document] 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/af_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.


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

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.

X. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening
3. Risk Analysis
4. Project Manager Terms of Reference