## **Peacebuilding in Lebanon Project Evaluation (2016 – 2023)**

## Prepared for: United Nations Development Programme (UNDP)

## *Evaluation Report*

## *December 3rd, 2024*

**Acknowledgements**

The evaluator expresses appreciation to the UNDP Peacebuilding Team and UNDP Management for their steadfast support and collaboration, which were essential to the success of this evaluation. Special acknowledgment is extended to the project team at the Country Office and Area Offices, alongside UNDP colleagues, and implementing partners, for their commitment and significant contributions. The evaluator is also deeply grateful to government stakeholders, consultants, and community members for sharing their valuable insights, which have played a pivotal role in shaping the findings of this evaluation.

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| **Project/outcome Information** |
| **Project/outcome title** | **Peacebuilding in Lebanon Project (PB)** |
| **Project Number** | 00078129/00088560 |
| **Corporate outcome and output** | CPD 2017-2022: Outcome 1.3: Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate, and manage conflict at national, municipal and community levels.CPD 2023-2025: Outcome 2: Strengthened Security, Stability, Justice, and Social PeaceOutput 2.1: Institutional systems strengthened to manage multi-dimensional risks and shocks at national and sub-national levels. Output 2.3: Integrated conflict-sensitive and gender-responsive development solutions provided in municipalities hosting the country’s most vulnerable communities to enhance their resilience (including in host communities). |
| **Country** | Lebanon |
| **Region** | RBAS |
| **Date project document signed** | December 12, 2013 |
| **Project dates** | **Start** | **Planned end** |
| January 14, 2014 | 31 December 2024 |
| **Total committed budget** | USD21,316,356.03 |
| **Project expenditure at the time of evaluation** | June 6, 2024 | 3 December 2024 |
| **Funding source** | $16,806,553.30 |
| **Implementing party[[1]](#footnote-2)** | KREDITANSTALT FUR WIEDERAUFBAU (KFW) |
|  | UNDP |

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| --- |
| **Evaluation information** |
| **Evaluation type**  | Project Evaluation |
| **Final/midterm review/ other** | Final Review of Phase III |
| **Period under evaluation** | **Start** | **End** |
| 2016 | 2023 |
| **Evaluators** | Mohamad Barakeh |
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| **Evaluation dates** | **Start** | **Completion** |
|  | 3 June, 2024 | 3 December 2024 |

## **Executive Summary**

## Project Background:

The Peacebuilding in Lebanon Project, which began in 2006, aims to reduce conflict by creating dialogue spaces and fostering social cohesion. The first phase (2006-2011) concentrated on dialogue and cohesion among civil society and local actors. The second phase (2011-2013) focused on strengthening partnerships, integrating peacebuilding into education, and addressing media bias, particularly in areas affected by the Syrian crisis. The third phase (2014-2023) tackled new challenges arising from the Syrian crisis and Lebanon’s socio-economic instability, with a focus on education, media empowerment, local peace strategies, and supporting truth and reconciliation efforts.

The project engages various stakeholders, including the UN agencies, Ministries of Education and Higher Education, Information, Interior and Municipalities, and Social Affairs; national and local media outlets and professionals; NGOs involved in civil peace; municipalities; unions of municipalities; the League of Mukhtars; teachers; women; and youth. Aligning with SDG 16 and national strategies, the project operates at multiple levels. Funded by donors such as KFW, the UK, Norway, BPRM, UNHCR/DEVCO, LRF, UNHCR/Mexico, the Netherlands, UNDP Window, Japan, the EU, and EU/MERP, it has a budget of USD 21.3 million, with USD 16.8 million utilized to date. The current phase is scheduled to conclude in December 2024.

## Evaluation Objectives:

The evaluation of the Peacebuilding in Lebanon Project covers phase III (2014-2023) and aims to comprehensively assess its outcomes and outputs. This independent evaluation uses a participatory approach, engaging national stakeholders throughout. It will evaluate the project’s relevance, coherence, effectiveness, efficiency, impact, and sustainability, with a focus on disaggregated data to understand differential effects among stakeholders.

1. **Assess Progress**: Examine the extent of progress toward achieving outcomes from 2016 to 2023, including adaptation to evolving local contexts and integration of gender equality and women’s empowerment.
2. **Capture Lessons Learned and Best Practices**: Document lessons and best practices, emphasizing successful interventions and their reasons.
3. **Provide Recommendations**: Offer actionable recommendations to improve future peacebuilding efforts, including stakeholder engagement, programming strategy, and approach.

## Evaluation Criteria and Questions:

The evaluation utilized OECD/DAC criteria and UNEG standards, emphasizing a utilization-focused approach. The evaluation process was refined through consultations with UNDP, and the final report adheres to quality checklists and guidelines.

The evaluation comprises **26 evaluation questions** distributed across five criteria: Relevance (7 questions), Effectiveness (5 questions), Efficiency (4 questions), Impact (5 questions), and Sustainability (5 questions).

1. **Relevance/Coherence**: Evaluate alignment with local needs, including gender equality and disability considerations & assess the project’s adaptability to the evolving context and coherence with SDGs and national strategies.
2. **Effectiveness**: Measure the achievement of project results, effectiveness of beneficiary targeting, and the management of risks and tensions.
3. **Efficiency**: Assess the economic use of resources, project coordination, and prevention of funding duplication.
4. **Impact**: Analyse contributions to higher development objectives, direct and indirect changes, and impacts on gender equality and human rights.
5. **Sustainability**: Evaluate local ownership, exit strategies, and the likelihood of sustained benefits and partnerships post-project.

## Cross-Cutting Themes:

The evaluation focused on several cross-cutting themes. It emphasized Gender Equality and Women's Empowerment by enhancing women's roles in design, decision-making, and implementation. Human Rights were integrated through principles of accountability and justice. Youth Engagement was assessed, highlighting the involvement and potential of youth as change drivers. Inclusion was a key consideration, ensuring the participation of diverse stakeholders, including people with disabilities. These themes shaped the evaluation's methodology and analysis.

## Approach and Methodology:

The evaluation of the Peacebuilding in Lebanon project employed a comprehensive qualitative approach to assess various aspects, including stress management, social cohesion, media balance, community resilience, and dialogue facilitation. This comprehensive approach ensured a thorough understanding of the project's impact on sustainable peacebuilding. Key elements of the evaluation included conceptual clarity, where key terms and frameworks were clearly defined and consistently applied, thereby enhancing the rigor of the analysis and stakeholder understanding. Contextual sensitivity was a priority, with methods and tools tailored to the local social, cultural, and political contexts to capture the nuanced dynamics influencing outcomes. The pragmatic approach focused on real-world impacts through practical, field-driven methods, engaging stakeholders to provide actionable insights for decision-making and program improvement.

The methodological framework adhered to UNDP and UNEG guidelines and OECD standards, utilizing a mixed-methods approach to evaluate relevance, coherence, effectiveness, efficiency, sustainability, and impact. An evaluation matrix guided the assessment, incorporating aligned criteria and indicators. The design and inception phases included consultations with UNDP to confirm strategy and methodology. A comprehensive desk review of project documents from 2016 to 2023 and external literature provided a foundational basis, with adjustments made to align with evolving project themes.

Data collection involved primary methods, including 40 key informant interviews and 7 focus group discussions/roundtables with stakeholders such as educators, youth, and peacebuilding committees, providing both qualitative insights and quantitative data. A conflict-sensitive approach was applied to avoid exacerbating tensions, ensuring impartiality and safety. Qualitative analysis through thematic examination complemented the quantitative findings, offering deeper insights. Triangulation and rigorous quality checks were employed to ensure robust and reliable results. Data protection was maintained through anonymization, secure storage, and adherence to ethical standards to preserve stakeholder trust.

## Key Findings:

#### **Relevance:** The Peacebuilding in Lebanon Project has been highly relevant and aligned with national frameworks such as the Lebanon Crisis Response Plan (LCRP) 2017-2020 and UNDAF/UNSF outcomes, supporting SDGs like Quality Education, Gender Equality, and Peace, Justice, and Strong Institutions. Its comprehensive approach includes enhancing local capacities and managing tensions through various components: Education, Media, Dealing with the Past, and Social Stability and Local Development (Mechanisms for Stability and Local Development - MSLD).

#### The project has demonstrated significant adaptability in responding to changes in the external environment, including the socio-political crises and economic challenges Lebanon has faced in recent years. The projects demonstrated remarkable adaptability to Lebanon's volatile external environment. It pivoted strategies during the COVID-19 pandemic by shifting community engagement online, addressed emerging tensions following the economic collapse of 2019, and reprioritized activities amid recent conflict escalations. These efforts underscore its relevance and responsiveness in promoting peace and stability under challenging conditions.

#### Achievements across its components reflect its comprehensive approach:

#### Education: The project promoted social cohesion in schools through teacher training, campaigns like "It's Not Normal to Normalize Violence," and the development of a digital peacebuilding toolbox. Despite structural challenges halting interventions, the component's relevance in addressing school violence and fostering non-violence remains evident.

#### Media: The project countered misinformation and hate speech through workshops, fact-checking initiatives, and campaigns, empowering journalists, and youth. Notably, it launched Lebanon’s first youth-led fact-checking initiative, "Sawab," and promoted inclusive narratives during critical national crises.

#### Dealing with the Past: By supporting reconciliation and collective memory initiatives, including collaborations with NGOs and history education reforms, the project addressed Lebanon's unresolved civil war legacy. Innovative tools, like the memory map application, further engaged communities in peacebuilding.

#### Social Stability and Local Development: The project fostered community-driven stability and development plans, engaging diverse groups to promote active citizenship, address root causes of conflict, and enhance trust between communities and municipalities.

#### Despite these successes, the project encountered challenges such as political interference, administrative hurdles, and economic constraints. Coordination with national partners declined over time, and some initiatives faced delays or restructuring. Stakeholder evaluations highlight the need for enhanced coordination, a deeper alignment with local dynamics, and strengthened sustainability measures.

#### **Conflict Sensitivity**: The project has effectively used context analysis, a participatory approach, and adaptable tools to ensure conflict sensitivity. The Media Component promotes responsible journalism, while the MSLD mechanism supports inclusive, community-driven decision-making. However, challenges arise due to political, religious, and power dynamics that affect inclusivity and could heighten conflicts. Issues such as political dominance and the exclusion of marginalized groups can lead to discriminatory practices and increased tensions. Recommendations include advocating for donor flexibility in area selection and refining participatory approaches to ensure broader inclusivity.

#### **Cross-Cutting Themes:** Significant progress has been made in gender inclusion, with women actively participating in project activities and decision-making processes, achieving the UNDP Gender Seal Marker GEN2. Despite this, challenges remain in political participation. Efforts are needed to reinforce the UNDP Code of Conduct, enhance respectful communication training, and strengthen accountability through a Feedback and Complaint Response Mechanism (FCRM). Youth involvement has increased in peacebuilding and media training since 2016, but their participation in decision-making remains limited. Recommendations include empowering youth leaders, connecting with youth leadership programs, and leveraging media to highlight their contributions. Initial efforts to include persons with disabilities were limited, indicating a need for future strategies focused on integrating disability inclusion, empowering individuals with disabilities, and strengthening collaborations with NGOs to foster more inclusive environments.

#### **Effectiveness:** The evaluation of the Peacebuilding in Lebanon Project (2016-2023) reveals both progress and limitations. Despite extensive documentation, inconsistencies in project design, M&E systems, and reporting practices have impeded a thorough assessment of effectiveness. Varying reporting strategies to meet donor requirements and frequent staff turnover added complexity to evaluating results-based management. Inconsistent data and inadequate monitoring hindered the demonstration of clear outputs and outcomes. However, recent improvements, including a quality assurance practice and a shift to quantum reporting, have enhanced the alignment between reported outputs and planned activities.

The annual assessment[[2]](#footnote-3) of the Peacebuilding in Lebanon Project reveals a mixed picture of success across its core outputs. The project's efforts in promoting social cohesion through education showed varying degrees of success. Early achievements included advancements in teacher training and initial assessments, but challenges emerged in implementing strategies and the peacebuilding toolbox. While significant milestones were reached by 2018, later years saw inconsistencies in fully implementing these educational objectives. In contrast, the initiative aimed at enhancing media coverage for balanced and conflict-sensitive reporting demonstrated a stronger performance. The project met its key objectives early on and maintained robust media engagement and anti-fake news efforts over the years. However, there were some delays in producing supplementary news materials, which slightly impacted the project's timeline. The local-level peacebuilding strategies achieved notable success, particularly in fostering community engagement and mitigating conflicts. The project saw full attainment of its goals in specific years, such as 2016 and 2019, and made substantial strides in building local stability and capacities. Despite some unmet targets in 2020, the project rebounded strongly, exceeding its goals in the subsequent years.

The project effectively addressed national priorities and local needs through its participatory, conflict-sensitive approach, fostering community engagement and social cohesion. Strategic partnerships with ministries, local unions, and community organizations were crucial in aligning the project with national policies and enhancing its implementation. Active community involvement and leadership from the Peacebuilding (PB) team further contributed to the project’s success. However, several challenges impacted the project’s ability to achieve outputs. Funding constraints, political instability, social unrest, and the socio-economic crisis led to delays and operational difficulties. Issues such as shifts in donor priorities, disruptions from nationwide protests, and the COVID-19 pandemic exacerbated these challenges, impacting activities and stakeholder engagement. Administrative hurdles and mistrust between local authorities and project committees also hindered progress.

Despite these obstacles, the project demonstrated substantial effectiveness in preventing tensions and establishing peaceful mechanisms. The introduction of methodologies such as MSS and MSR facilitated dialogue and cooperation, bridging gaps between conflicting groups, and enhancing social stability. Stakeholders reported significant achievements in fostering unity and addressing social issues, though some areas, like deeper conflicts, saw mixed results.

**Efficiency:** The project demonstrated considerable efficiency in staffing, planning, and coordination, particularly given its complex and extended duration. The team expanded from 5 to 16 members, significantly improving field presence and operational efficiency. The introduction of area-specific coordinators enabled more localized engagement and enhanced coordination compared to the previous centralized approach. Despite a two-year vacancy in the project management role, the acting Project Manager, supported by an additional admin and finance assistant, effectively balanced operational and programmatic needs. However, challenges in strategic positioning, funding, and structural adaptations were noted. The project faced significant constraints in M&E resources, with only one officer handling dual responsibilities, leading to increased workload and gaps in M&E processes. The lack of dedicated M&E staffing and budget highlights an urgent need for specialized resources. Management support initially provided strong direction but diminished over time, impacting motivation and effectiveness. Operational challenges during transitions to online modalities underscored the need for a more proactive management approach. Coordination with regional and national strategies was high, preventing funding duplication and aligning with national objectives. However, recent reductions in collaboration due to shifting political priorities and reduced funding highlight the need for reactivating collaborative mechanisms and strengthening partnerships.

**Impact:** The Peacebuilding Project has significantly advanced Lebanon’s development objectives by addressing sectarian divides and fostering community engagement. Its participatory and conflict-sensitive approach has enhanced social stability through collaboration with local communities, municipalities and ministries, and civil society organizations, reinforcing social cohesion and addressing underlying tensions. The project’s efforts in building local institutional capacity, partnering with entities like MEHE and MoSA, and establishing national peacebuilding platforms such as Forum for Memory and Future (FMF) have empowered communities and supported local leaders. Despite these successes, recent declines in coordination with ministries have impacted effectiveness and impact. Strengthening these collaborations is crucial for maximizing impact. Direct changes include improved conflict sensitivity and strengthen partnerships, while indirect changes support integrated local development and governance. The project has also bolstered community resilience by addressing conflict root causes and promoting sustainable practices. However, these achievements are not adequately reflected in the current project design, highlighting the need for an updated framework to better align with the results.

#### **Sustainability:** The project has successfully promoted local ownership and sustainability through comprehensive local stakeholder engagement and community-based methods. Key design elements included significant local resource mobilization and institutional strengthening, which helped integrate project practices into local frameworks. The establishment of MSLD committees has been crucial for sustainability, enhancing accountability and transparency. However, economic pressures and financial constraints on municipalities pose challenges to sustaining the committee’s post-project. To address these issues, the project emphasizes institutionalizing committees by securing formal recognition through municipal endorsement or registering them as NGOs, ensuring that project methodologies and practices are integrated into local frameworks for continued use. Engaging sector experts and partners from the project’s inception and grounding designs in empirical data are recommended to enhance sustainability. Strategic partnerships with local organizations, community leaders, media outlets, and civil society have been pivotal, but sustaining these relationships and addressing financial constraints are critical for maintaining the project’s outcomes. The likelihood of continued benefits from the PB interventions is high due to strong local ownership and integration into local policies, though challenges remain in education and media components. Future interventions should focus on comprehensive follow-up and adapting strategies to local needs. For the education component, institutionalizing peace education within the national curriculum and advocating for policy changes are crucial. For the MSLD component, developing exit plans, securing long-term funding, and integrating methodologies into local frameworks in full coordination with concerned ministries are essential. For the media component, fostering independent local media, diversifying funding sources, and enhancing capacity-building efforts will support long-term sustainability. Engaging experts from the beginning and prioritizing equitable access for marginalized communities will further strengthen sustainability efforts.

#### Conclusions:

#### **Conclusion 1: Alignment and Methodologies:** The project is highly relevant, aligning well with national strategies, local needs, and international frameworks. Its conflict-sensitive and participatory approaches address Lebanon’s complex challenges effectively.

#### **Conclusion 2: Conflict Sensitivity and Challenges**: The project integrates conflict sensitivity well but faces issues in politically sensitive contexts, where power dynamics and exclusion affect effectiveness.

#### **Conclusion 3: Stakeholder Perceptions:** Stakeholders view the project as essential and relevant. Education, media, and MSLD components are valued, though challenges in bureaucracy, logistics, and coordination are noted.

#### **Conclusion 4: Women Empowerment:** Significant progress in gender equality and women’s roles is evident, though political barriers remain. Future efforts should enhance gender-sensitive approaches and community engagement.

#### **Conclusion 5: Youth Engagement:** Youth involvement is substantial but often limited to supportive roles. Increasing youth representation in decision-making is recommended.

#### **Conclusion 6: Disability Inclusion:** Strategies for disability inclusion were lacking. Future efforts should focus on strategic integration and meaningful participation.

#### **Conclusion 7: M&E Systems:** The project’s evaluability and effectiveness are impacted by inconsistent M&E systems and reporting practices. Recent improvements are noted, but a strategic and unified approach is needed.

#### **Conclusion 8: Output Achievement:** The project has made significant progress but faced challenges in education. A holistic approach for future phases could enhance synergy and impact.

#### **Conclusion 9: National Needs and Coordination:** The project effectively addresses national needs and involves community champions.

#### **Conclusion 10: Crisis Response and Stability:** The project effectively promoted peace and economic stability. However, its impact on tensions between Lebanese and Syrian refugees remains uncertain.

#### **Conclusion 11: Staffing and Coordination:** The project demonstrates strong efficiency in staffing and coordination but faces challenges due to inadequate M&E resources and shifting management approaches.

#### **Conclusion 12: Support for Development Goals:** The project has positively impacted social cohesion, governance, and community resilience. However, declines in coordination and inadequate measurement practices have hindered the assessment of impact.

#### **Conclusion 13: Local Ownership and Challenges**: The project promotes local ownership and sustainability through effective engagement and integration, though financial and economic challenges threaten the continuation of MSLD committees. Sustainability is stronger in media and social stability components but faces challenges in education. Addressing financial issues and aligning strategies with local needs is crucial.

## Recommendations:

#### **Strategic and Critical:**

#### **Recommendation 1: Strengthen M&E Systems and Accountability:** Improve project effectiveness, accountability, and impact through strengthening Monitoring and Evaluation systems and feedback and complaints mechanisms.

#### **Recommendation 2: Enhance Conflict Sensitivity and Do No Harm:** Ensure that UNDP’s interventions are conflict sensitive and mitigate potential power dynamics and exclusionary practices at the local governance level.

#### **Recommendation 3: Foster Holistic Integration Across UNDP Projects**: Adopt a holistic approach through integrating and aligning UNDP projects to address interconnected challenges.

#### **Recommendation 4: Enhance Peacebuilding Effectiveness Through National Coordination and Policy Engagement**: Improve the effectiveness and efficiency of peacebuilding initiatives through enhancing national-level coordination and ensuring alignment with national policies and regulations.

#### Operational & Programmatic:

#### **Recommendation 5: Enhance Area Selection, Planning, and Coordination:** Differentiate LHSP and PB projects to avoid overlap, adopt proactive area selection, extend outreach, and conflict analysis, and foster inclusivity for more effective peacebuilding outcomes.

#### **Recommendation 6: Enhance Peacebuilding Mechanisms Effectiveness:** Clearly define the mechanism’s role in peacebuilding, leverage champions and youth, support ethical standards, and enhance national-level collaboration and knowledge sharing.

#### **Recommendation 7: Enhance Disability Inclusion:** Empower people with disabilities in leadership roles, enhance consultation and outreach processes, leverage grassroots initiatives, and strengthen partnerships to ensure inclusive and accessible solutions.

#### **Recommendation 8: Strengthen Youth Engagement:** Adopt a holistic strategy that integrates youth in peacebuilding, connect with Youth Leadership Programs, and use media to enhance outreach and engagement.

#### **Recommendation 9: Enhance Evidence-Based Programming and Ownership:** Strengthen ministry collaboration and engage sector experts early in project design, base interventions on empirical data, and enhance donor engagement to ensure effective and sustainable outcomes.

*Optional Recommendations for Consideration*

#### **Recommendation 10: Expand Networks and Advocacy for Women's Political Participation**: Expand networks to collaborate with UNDP projects and external organizations on women’s political participation, advocate for shared goals, and promote women’s roles in peacebuilding.

#### **Recommendation 11: Establish a National Taskforce for Peacebuilding**: Establish a national taskforce to unify peacebuilding efforts, enhance stakeholder collaboration, and sustain long-term impact.

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**List of Acronyms and Abbreviations**

**ACGG** - Good Governance and Citizenship Observatory

**BPRM** - Bureau of Population, Refugees, and Migration

**CERD** - Center for Education, Research, and Development

**CPCR** - Crisis Prevention and Recovery

**CPD** - Country Programme Document

**CTO** - Chief Technical Officer

**DOPS** - Directorate of Educational Planning and Support

**FCRM** - Feedback and Complaint Response Mechanism

**FFP** - Fighters for Peace

**FGD** - Focus Group Discussion

**HRBA** - Human Rights-Based Approach

**KfW** - KfW Development Bank

**KIIs** - Key Informant Interviews

**LAH** - Lebanese Association for History

**LCRP** - Lebanon Crisis Response Plan

**MEHE** - Ministry of Education and Higher Education

**MoI** - Ministry of Information

**MRR** - Map of Risks and Resources

**MSLD** - Mechanisms for Social Stability and Local Development

**MSR** - Mechanisms for Stability and Resilience

**MSS** - Mechanism for Social Stability

**OECD/DAC** - Organization for Economic Co-operation and Development/Development Assistance Committee

**PB** - Peacebuilding

**PWD** - People with Disabilities

**RBAS** - Regional Bureau for Arab States

**SDG** - Sustainable Development Goal

**UNDAF/UNSF** - United Nations Development Assistance Framework/United Nations Sustainable Development Cooperation Framework

**UNDP** - United Nations Development Programme

**UNEG** - United Nations Evaluation Group

**UNSDCF** - United Nations Sustainable Development Cooperation Framework

**VFC** - Violence-Free Communities

**VFS** - Violence-Free School

**Evaluation Overview**

This section outlines the evaluation’s: 1) purpose, 2) scope, and 3) subject of evaluation, which includes an overview of its main frameworks, key features, strategic positioning, and a summary of previous evaluations[[3]](#footnote-4).

**Purpose:** The purpose of this evaluation is to assess the extent to which the Peacebuilding in Lebanon project has achieved its Theory of Change (ToC) within the context of Lebanon’s ongoing and multifaceted crises. The evaluation focuses on the project’s efforts to foster social stability and conflict resolution in Lebanon, considering challenges such as escalating tensions, socio-economic pressures, and shifting dynamics. This evaluation aims to provide UNDP and key stakeholders with actionable recommendations for enhancing future peacebuilding strategies, with a focus on addressing emerging needs and promoting long-term community stability in Lebanon.

**Scope and Objectives:**

The objectives of the evaluation are to:

* Assess the progress made in achieving the project’s outcomes from 2016 to 2023, considering the evolving local context.
* Identify lessons learned and best practices from the project’s implementation, focusing on consolidated results from various interventions.
* Provide actionable strategic and operational recommendations to improve the project’s relevance, delivery of results, and stakeholder engagement, including with local communities, Lebanese authorities, and donors.

The evaluation also addresses key cross-cutting issues, including Gender Equality and Women’s Empowerment (GEWE), Human Rights-Based Approach (HRBA), Inclusion of People with Disabilities (PWD), and a Conflict-Sensitive Approach. It deployed conflict-sensitive tools and methods, along with gender- and age-responsive approaches, for data collection, analysis, and reporting. The findings incorporate perspectives from both internal and external stakeholders, including national and local government entities, committee members, implementing partners, and donors. The evaluation utilized existing documentary resources and previously conducted project and portfolio evaluations (see Annex I) while prioritizing in-country consultations with beneficiaries, community groups, and government stakeholders.

**Subject Evaluated:** The subject of this evaluation is the Peacebuilding in Lebanon Project, and its implementation from 2016 to 2023. The evaluation covers all the outcomes and outputs outlined in the Project Document 2014 – 2023[[4]](#footnote-5) and covers North Lebanon, South Lebanon, Mount Lebanon, and Bekaa. The Peacebuilding in Lebanon project aims to address social tensions and foster stability in Lebanon’s communities through conflict-sensitive, inclusive, and participatory processes.

### **The Peace Building in Lebanon Project (PB)**[[5]](#footnote-6)**:**

### **Project Description** [[6]](#footnote-7)

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

Building on these initiatives, the second phase of the project (2011-2013), *Strengthening Civil Peace in Lebanon,* focused on strengthening dialogue, trust- and consensus building, enhancing and nurturing partnerships between civil society and local government actors. During the second phase, focus was directed towards strengthening initiatives that promote collective memory and integrate peace building concepts into formal and non-formal educational channels.

Moreover, the project tackled media (traditional and alternative) to manage diversity and decrease biased reporting. At the local level, the project focused on developing local level peace strategies in three conflict prone areas of Lebanon with a special focus on youth engagement. Finally, a cross-political, multi-confessional civil society platform addressing civil peace was created and supported. With the Syrian crisis further impacting the Lebanese context, the project acted as a focal point to many partner organizations on issues pertaining to the impact of the Syrian crisis impact on social cohesion in Lebanon, both in terms of inter Lebanese relations and Lebanese Syrian interaction.

Building on the understanding and successes of the previous two phases, the third phase of the project (2014-2023) seeks to focus on addressing the new challenges to civil peace and peace building in the country posed by the Syrian crisis and the socio-political, economic, and fiscal crisis the country has been facing lately. **Therefore, the focus is on four outputs:**

1. **Education promoting social cohesion supported.**
2. **Media empowered to promote balanced and conflict sensitive media coverage.**
3. **Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees.**
4. **An NGO platform promoting nation-wide truth and reconciliation supported ex- fighters’ role in promoting peace building supported[[7]](#footnote-8).**

### **Project Outcomes & Outputs:** Refer to Annex II for theory of change.

The Peacebuilding in Lebanon project’s expected impact is social cohesion enhanced in Lebanon and tensions reduced between communities, aligning itself with:

* **Sustainable Development Goal (SDG) 16:** within the UNSF[[8]](#footnote-9), which focuses on "Building inclusive and peaceful societies".

In recent years, Lebanon has seen significant shifts in its guiding country frameworks. Starting in 2023, the United Nations Sustainable Development Cooperation Framework (UNSDCF)[[9]](#footnote-10) replaced previous frameworks, marking a strategic move towards aligning with global and national sustainable development agendas. Integrated into the **Lebanon Crisis Response Plan's (LCRP)[[10]](#footnote-11) Framework**, the national strategy for Lebanon, the project directly contributes to the Social Stability and Livelihood Sector outcome as outlined in the LCRP:

* **Social Stability - Outcome #1:** Promoting social stability by reinforcing the capacity of municipalities, communities, systems, and institutions to mitigate tensions, prevent conflicts, and ensure early warning within the response.

Furthermore, the project aligns with **the UN strategic plan** outcome related to UNDP:

* **Outcome 1.3:** Institutionalizing mechanisms in Lebanon to advance peace and actively prevent, mitigate, and manage conflicts at the national, municipal, and community levels.

Additionally, the project is linked to:

* **Outcome number 1 of the Country Programme Document (2017-2022)**
* **Outcome number 2 in the Country Programme Document (2023-2025):** wherein the focus is on strengthening the ability of local communities and institutions to mitigate tensions, prevent conflict, and inform the overall response to the evolution of tensions.

Implementation began in 2013, marking its tenth year with a focus on achieving four key outputs of the project that address “structural conditions conducive to conflict” and constitute UNDP’s peacebuilding identity:

* **Promoting Social Cohesion:** By facilitating the integration of Lebanese and Syrian students within public schools.
* **Empowering the Media:** To foster balanced and conflict-sensitive media coverage, ensuring a nuanced representation of diverse perspectives.
* **Empowering Local Communities:** With a specific emphasis on communities hosting refugees, the project aims to prevent and address tensions through addressing root causes of conflict and strengthening inclusive leadership and accountability in local preparedness, recovery, and development planning.
* **Supporting a National NGO's Platform:** By bolstering a platform dedicated to truth and reconciliation at a nationwide level. This includes highlighting the role of ex-fighters in promoting peace building across the country.

## **Contextual Background:**

Lebanon's socio-political landscape has been shaped by a series of intertwined crises, both historical and contemporary, that have deeply affected its stability and development. The Lebanese Civil War (1975-1990) created a foundation of sectarian division and political instability[[11]](#footnote-12), which was further exacerbated by the assassination of Prime Minister Rafic Hariri in 2005 and the outbreak of the Syrian crisis in 2011. Hosting approximately 1.5 million Syrian refugees — over one-fifth of its population — has led to increased competition for limited resources, fuelling tensions between Lebanese and Syrian communities.

The economic collapse in 2019, coupled with the October 2019 protests and the August 2020 Beirut port explosion, exposed severe governance deficiencies, and further eroded public trust[[12]](#footnote-13). These events highlighted Lebanon's structural violence, deprivation of basic rights, and systemic inequalities, hindering social and economic growth and exacerbating divisions among Lebanese communities. The COVID-19 pandemic strained Lebanon's already fragile healthcare system and exposed weaknesses in governance and public health infrastructure. Limited access to healthcare, inadequate government response, and economic hardship heightened public frustration and exacerbated existing societal divisions. Many communities faced disparities in access to vaccines and medical care, which sometimes took on a sectarian or regional character, deepening mistrust, and resentment among different groups.[[13]](#footnote-14)

These ongoing crises have been compounded by continuous political, economic, and social challenges. For instance, the Solid Waste Management Crisis (2016-2017), the 2018 parliamentary elections and political challenges, and the subsequent economic turmoil from 2019 to 2023 have led to hyperinflation, energy shortages, and widespread strikes. According to a World Bank report, poverty in Lebanon has surged to 44% of the population[[14]](#footnote-15), with one in three people in key regions living in poverty in 2022. This highlights an urgent need for stronger social safety nets and job creation to address rising inequality. These issues have intensified existing tensions between Lebanese communities and Syrian refugees. Additionally, the persistent crises have penetrated educational institutions, where rising societal tensions have increasingly overwhelmed teachers, students, and administrators, further complicating efforts to maintain a stable and supportive environment within schools and their surrounding communities[[15]](#footnote-16).

Furthermore, Lebanon's deteriorating conditions have significantly hindered progress in addressing gender disparities. According to the 2024 Global Gender Gap Index, Lebanon is ranked 133rd globally and 8th in the region, with a score of 0.632[[16]](#footnote-17), slightly improved from 0.628 in 2023[[17]](#footnote-18). This persistent gender gap reflects ongoing challenges in women's economic participation and political empowerment. The worsening political, economic, and social conditions have exacerbated women's poverty and marginalization, demonstrating the substantial obstacles Lebanon faces in advancing gender equality.

Since September 2024, Lebanon is experiencing its most severe conflict escalation since the 2006 war. A large-scale Israeli military operation launched on 23 September 2024, has resulted in severe airstrikes across Lebanon, especially in South Lebanon, Nabatiyeh, Bekaa, and Beirut’s southern suburbs, leading to mass displacement. The latest wave of violence has profoundly affected the people of Lebanon, deepening the cycle of instability and conflict. The widespread damage and resulting displacements are posing an additional threat to social stability as the displacement is placing immense strain on families already experiencing pre-existing vulnerabilities, driving harmful coping mechanisms. Tensions continue to emerge in many forms, primarily centred around intra-Lebanese conflicts related to political and religious differences. The crisis has reawakened historical divisions that run deep within the Lebanese society, rooted in decades of civil war, regional conflicts, and political strife.

The deteriorating situation, further worsened by the outbreak of war in Lebanon in 2024, disrupted several UNDP projects, including the Peacebuilding in Lebanon project. The project underwent a series of adjustments, with some activities repurposed, delayed, or halted due to escalating security threats. As a result, the operational focus shifted to urgent emergency response measures, affecting project timelines, and requiring adaptations, such as moving community engagement activities to online platforms. This disruption reflects the broader challenges Lebanon faces amid ongoing conflict and instability. Given that this evaluation was drafted during the 2024 war, it is important to note that future activities and interventions may need to be continually reassessed and adapted in response to the evolving crisis.

To effectively address these multifaceted challenges, Lebanon requires a comprehensive approach that not only confronts historical grievances but also tackles immediate socio-political and economic crises. A nuanced strategy that considers the complex interplay of sectarianism, economic hardship, and social divisions is essential for fostering long-term stability and equitable development. Key recommendations include strengthening governance and accountability, improving public service delivery, addressing structural inequalities, and promoting inclusive economic growth. These measures are crucial for rebuilding trust, enhancing social cohesion, and ensuring sustainable peace and prosperity in Lebanon.

Figure 1 - Major Incidents in Lebanon (2016-2023)

###

### **Methodology**

### This section details the evaluation’s 1) Evaluation Criteria and Questions; 2) Evaluability Assessment and Constraints; 3) Cross Cutting Themes 4) Evaluation Approach; and 5) Methodological Framework. Refer Annex V for the Evaluation Matrix

### **Evaluation Criteria and Questions:**

The evaluation applies the standard OECD/DAC criteria of relevance/coherence, effectiveness, efficiency, sustainability, and impact[[18]](#footnote-19). The final report complies with the UNEG Quality Checklist for Evaluation Reports[[19]](#footnote-20) and the UNDP Evaluation Guidelines[[20]](#footnote-21).

To outline the information the evaluation seeks to generate, a set of potential evaluation questions has been developed in the TOR. The evaluation questions are as follows:

|  |  |
| --- | --- |
| **Evaluation Criteria** | **Evaluation Questions** |
| **Relevance/ Coherence** | 1. Are the PB methodologies, outputs, results, and Theory of Change relevant in the context of a protracted crisis to address tensions and establish mechanisms for peaceful processes? To what extent was the project able to adapt to the evolving context and demonstrate flexibility in response to changing circumstances? |
| 2. How has the project identified and addressed communities’ needs and priorities? |
| 3. To what extent has PB addressed gender equality and empowerment of women? How have gender perspectives considered in the project's design and implementation? |
| 4. How has PB integrated considerations for individuals with disabilities throughout its implementation process? |
| 5. To what extent have youth and women actively participated in and contributed to project activities? |
| 6. To what extent has the project managed to be conflict-sensitive and contributed to promoting conflict sensitivity?[[21]](#footnote-22) |
| 7. How can the project be strategically positioned in terms of the portfolio approach conducted at UNDP? How can the project be most coherent and work in tandem with other projects? |
| **Effectiveness** | 8. To what extent were results (outputs and outcomes) achieved? |
| 9. How effective were a) the beneficiary selection/targeting and b) the integration of women and youth into the project? |
| 10. What unforeseen and foreseen factors have contributed to the achievement (or non-achievement) of the intended outputs and outcomes? |
| 11. To what extent was the project effective in focusing on preventing tensions and establishing mechanisms for peaceful processes in the context of the protracted crisis?[[22]](#footnote-23) |
| 12. How effectively has the project managed the risks identified in tensions monitoring of triggers of instability and conflicts? How was the monitoring translated into practice? |
| **Efficiency** | 13. To what extent was the overall staffing, planning, and coordination within the project, including collaboration between fund recipients, implementing partners, and stakeholders? |
| 14. To what extent has the project been effective in preventing the duplication of funding, and how has coordination with different actors contributed to this? |
| 15. To what extent were resources used efficiently to empower women and youth and ensure their active participation in project activities? |
| 16. How much was the project management structure, as outlined in the document, efficiently generating the expected results? |
| **Iimpact** | 17. Is the development intervention contributing to the higher-level development objectives? |
| 18. What have been the direct or indirect, intended, or unintended changes that can be attributed to PB’s interventions? |
| 19. What are the benefits to beneficiaries that can be directly attributed to PB? |
| 20. To what extent does the project contribute to gender equality, the empowerment of women, and the human rights-based approach? |
| 21. To what extent has the M&E system contributed (and how) or not contributed to measuring impacts? |
| **Sustainability** | 22. How has the project, in its design, ensured local ownership for the uptake, maintenance, and utilization of project outputs, while continuing to develop shared sustainable strategies and peacebuilding priorities? |
| 23. What could be done to strengthen exit strategies and sustainability to support not only project beneficiaries but also marginalized groups? |
| 24. What is the likelihood that the benefits resulting from previous and current Peacebuilding (PB) interventions will persist at the local and subnational levels, considering the ownership, commitment, and willingness displayed by stakeholders? |
| 25. How much has the project succeeded in fostering strong partnerships with local organizations and community leaders to promote sustainable peacebuilding? |
| 26. What are the main risks (internal and external) hindering the sustainability of implemented interventions? |

### **Evaluability Analysis & Limitations:**

**Scope, Time & Resources:** The evaluation faced challenges due to the project's broad scope and the complexity of the themes covered over its eight-year duration of phase III. The Terms of Reference required addressing a wide range of intricate questions, demanding a depth of understanding that was difficult to achieve within the limited timeframe and resources. To mitigate these constraints, the evaluation utilized insights from annual reports, board meetings, past evaluations[[23]](#footnote-24). This helped frame the current evaluation within a broader historical and thematic context.

**Expectations & Expanded Scope:** The evaluation faced challenges due to heightened expectations and a commitment to a utilization-focused approach. This also involved exploring potential collaborations with key government entities, such as the Ministry of Interior and Municipalities, the Ministry of Information, the Ministry of Education, and the Ministry of Social Affairs. While these additional areas provided valuable insights, they stretched the limited resources available, making it difficult to fully address all aspects of the original scope within the given timeframe.

**Project long duration and evolving contexts:** A key limitation of the evaluation is the project's long duration, requiring adaptability and flexibility, which led to significant shifts in approaches and methodologies over time. However, the project document and theory of change[[24]](#footnote-25) were not updated to reflect these changes, making it difficult to conduct a unified evaluation from 2016 to 2023. Evolving strategies, dynamic contexts, outdated project documents to evaluate the overall effectiveness and impact, outputs had to be attributed to specific donors and then linked to the broader Peacebuilding project's expected outputs. The lack of unified reporting—where results were presented as overall achievements in annual reports, deviating from the indicators in the design and annual plans, without clear progress measurement against targets—added to the complexity. The evaluation navigated these challenges by extracting results from annual reports, attributing them to specific timeframes and contexts, and aligning them with the outputs of the project.

**Results Framework and Indicators:** The peacebuilding project's results framework includes quantitative indicators and baseline measures that offer a clear structure for monitoring and evaluation, allowing precise tracking of outputs such as trained teachers and media reports. This approach supports objective assessments and ensures accountability and transparency. However, the heavy reliance on quantitative indicators limits the ability to capture the nuanced impacts of peacebuilding, such as changes in community dynamics and depth of reconciliation. The existing baselines are not fully relevant or detailed, undermining accurate progress measurement. To address these limitations, the evaluation incorporated qualitative methods, including key informant interviews with UNDP teams, implementing partners, and peacebuilding consultants affiliated with the project. It also utilized focus group discussions with community members to capture more nuanced and contextual insights, thereby complementing the quantitative data.

**Knowledge Management & M&E Systems:** The evaluation encountered significant challenges related to knowledge management. Despite the availability of numerous reports and knowledge resources from 2016 to 2023, evaluability was hindered by insufficiently robust and consistent M&E and knowledge management systems, as well as the lack of consistent and unified reporting mechanisms across this long duration. These issues were exacerbated by one M&E system change in UNDP systems and some M&E staff turnover, which resulted in disorganized reporting, gaps in data collection[[25]](#footnote-26), and inconsistent knowledge management practices. The project’s varied reporting strategies, tailored to different donor requirements and focused on quantitative indicators, further complicated the evaluation. Additionally, although challenges, best practices, and lessons learned were documented in board minutes, donor reports, and annual reports, they were not systematically integrated into project-wide monitoring efforts. The absence of a unified approach to M&E, information management, and reporting, coupled with insufficient institutionalized learning, severely compromised the evaluability of the project, and limited the evaluation’s ability to assess its overall effectiveness and impact.

**Stakeholder Participation & Generalization:** The evaluation involved extensive data collection from a diverse range of stakeholders, including local authorities, communities and project participants, UNDP team members, government officials, donors, research institutions, and numerous national and local partners. However, challenges in achieving comprehensive stakeholder representation limited the ability to generalize findings across the project's extensive and evolving beneficiary base, which includes diverse stakeholders nationwide over the eight-year period. This limitation affected the extent to which the evaluation could capture the nuanced impacts of the project in different contexts. To address these challenges, the evaluation incorporated insights from previous partner reports in each area and context, annual and donor reports, previous evaluations, and other relevant sources to provide a robust understanding of the project's contributions at the given time and context.

### **Cross-Cutting Themes:**

The evaluation systematically addressed several cross-cutting themes to provide a comprehensive analysis of peacebuilding efforts. This included **promoting gender equality and women's empowerment** by enhancing women's participation in the design, decision-making, and implementation. The evaluation also incorporated human rights principles, integrating accountability and justice considerations into the assessment of peacebuilding strategies. Recognizing **youth as pivotal stakeholders in peacebuilding**, the evaluation dedicated substantial time during field data collection to evaluate the involvement and engagement with youth and explore their potential as drivers of positive change. Additionally, it prioritized inclusion by ensuring the meaningful participation of diverse stakeholders, including **people with disabilities**. These cross-cutting themes informed the methodology, tools development, data collection, analysis, and reporting phases of the evaluation.

However, the evaluation's scope did not encompass several critical thematic areas integral to the project and broader peacebuilding efforts. These excluded areas include **Environmental Sustainability**, which addresses issues like environmental degradation, resource scarcity, and climate change impacts through sustainable natural resource management and resilience strategies. The evaluation also did not focus specifically on **Ethnic and Religious Diversity**, nor did it address **Trauma and Mental Health**, which covers the psychological impacts of conflict and mental health support integration. Furthermore, **Accountability, Rule of Law, and Justice**, which involve promoting legal frameworks and access to justice, were beyond the project & evaluation's scope. Although these areas were not directly covered, the evaluation was able to gather some data on these themes due to the project's wide range of activities and diverse stakeholders. However, this coverage was not systematic and did not allow for direct attribution to the project's outcomes or outputs, being instead reflected as part of the thematic areas in the findings, challenges, and recommendations.

### **Evaluation Approach:**

**Multi-dimensional Approach**: The evaluation employed a multi-dimensional approach to comprehensively assess the Peacebuilding in Lebanon project. It explored various aspects of the project, including efforts to manage stressors within public systems, promote positive environments, and address interpersonal differences. The evaluation also examined initiatives focused on enhancing social cohesion, supporting balanced media coverage, and fostering community resilience, as well as efforts to facilitate dialogue and collaboration among diverse groups. By examining these diverse elements, the evaluation ensured a thorough understanding of the project's impacts and contributions to sustainable peacebuilding.

**Conceptual Clarity:** The evaluation ensured that all key terms, concepts, and frameworks used in the project were clearly defined and consistently applied throughout. This helped avoid ambiguity, ensured that all stakeholders shared a common understanding, and enhanced the credibility and rigor of the analysis and evaluation process.

**Contextual Sensitivity and Relevance**: The evaluation acknowledged the unique social, cultural, economic, and political context of the specific areas and regions where the project was implemented. It involved tailoring evaluation methods, tools, and interpretations to fit the local context, ensuring that the evaluation accurately captured the nuanced dynamics and factors influencing project outcomes. This approach was crucial for generating meaningful insights and recommendations relevant and applicable to the specific context in which the evaluation took place.

**Pragmatic Approach**: The evaluation focused on assessing real-world impact through practical, field-driven methods that prioritized tangible outcomes over theoretical considerations. This approach emphasized the implementation and effectiveness of interventions in context, engaging stakeholders to ensure the relevance and applicability of findings. By evaluating how projects were implemented on the ground and their actual impact on stakeholders, the pragmatic approach aimed to provide actionable insights that supported informed decision-making, program improvement, and future considerations.

**Utilization-Focused Approach:** The evaluation's findings and recommendations were designed to be actionable and directly relevant to key stakeholders involved in the Peacebuilding in Lebanon project, with a focus on informing project improvements and decision-making. The approach aimed to generate actionable insights that could be immediately applied to enhance future peacebuilding initiatives in Lebanon. In line with the Utilization-Focused Evaluation (UFE) framework[[26]](#footnote-27), the evaluation engaged a wide range of stakeholders—such as local communities, partners, and project staff—in the design, data collection, and interpretation stages. This collaborative process ensured that the results were tailored to their specific needs, increasing the likelihood that the findings would be effectively used for decision-making.

###

### **Methodological Framework:**

Guided by UNDP Evaluation Guidelines, UNEG Ethical Guidelines for Evaluation (principles of integrity, accountability, respect, beneficence), Evaluation Quality Assessment, and OECD guidance “Applying Evaluation Criteria Thoughtfully,” the evaluation employs a comprehensive qualitative approach aligned with OECD-DAC and UNEG evaluation standards. This approach focuses on relevance, coherence, effectiveness, efficiency, sustainability, and impact. An evaluation matrix guides the assessment across these dimensions, aligning criteria and indicators with key evaluation questions. It specifies project indicators, information sources, and methods for robust analysis.

## *Design and Inception*

*Consultation Sessions with UNDP:*Consultation sessions with the UNDP and project teams confirmed the strategy and design, approach, and methodology. During this phase, we assessed data availability, coordinated roles and responsibilities, and aligned efforts with the expected timeline. Additionally, the stakeholders’ purposive selection procedures were refined, and the data collection tools were edited during these collaborative sessions to better fit the project evaluation needs and the context.

*Desk & Project Document Review:* A comprehensive desk review was conducted to examine, revise, summarize, and extract relevant information from 2016 to 2023. This review covered strategic documents such as the "Country Programme Document for Lebanon (2023–2025)," the draft of the "Country Office Peacebuilding Vision," and the "Peacebuilding in Lebanon Project 2023 - Phase III," along with 5 previous evaluations. The desk review aimed to establish a solid foundation for the evaluation by synthesizing existing information related to the project's design, implementation, outcomes, and context.

The review involved analyzing multiple project documents, including those focused on multi-stakeholder processes and implementation. It identified key findings, results, gaps, and lessons learned, ensuring the evaluation was grounded in a comprehensive understanding of the project's background and current status. External literature and sector reports not directly under the UNDP Peacebuilding Project were also reviewed to provide an in-depth exploration throughout the evaluation process.

Due to time constraints during the inception phase, the desk review was extended and conducted in parallel with other evaluation phases. The review focused on maximizing resource efficiency by utilizing existing documentation, such as project design and planning documents, annual progress reports, partner reports. This approach ensured a detailed assessment of each evaluation question, as outlined in the evaluation matrix, thereby ensuring robust validation of findings.

*Evaluation Matrix:*The evaluation matrix, developed through a rigorous desk review of foundational documents, provided a structured framework for assessing the project's performance across various dimensions. It integrated insights and aligned evaluation indicators with key questions to ensure a comprehensive assessment of relevance, coherence, effectiveness, efficiency, sustainability, and impact.

While the matrix was well-developed, it did not fully match the scope of the evaluation in some cases due to the addition of themes during the concurrent desk review. This challenge was addressed by focusing on answering the overall evaluation questions rather than relying solely on the indicators formulated during the inception phase. The analysis was expanded to consider a broader scope, ensuring that all relevant aspects of the project were evaluated beyond the initial indicators in the matrix.

The matrix included evaluation indicators, information sources, methods, and tools for data collection, and identified stakeholders, facilitating a robust evaluation process aimed at assessing project outcomes, drawing lessons learned, and informing future peacebuilding initiatives.

*Sampling Approach:*

A purposive sampling approach was employed to ensure that a diverse and representative set of stakeholders were included in the data collection process. Key Informant Interviews (KIIs) were conducted with 40 individuals from a range of sectors, including UNDP staff, government representatives from ministries such as Education, Interior, Social Affairs, and Information, as well as municipal officials, donors like KfW and BPRM, and NGOs such as PPM, Beyond, and Agence France-Presse. This approach allowed for the inclusion of key decision-makers, project implementers, and beneficiaries with relevant experience and insights. Additionally, the evaluation process involved consultations with UNDP and project teams, as well as an Outcome Mapping Workshop, to refine the evaluation's strategy, methodology, and sampling procedures. By selecting stakeholders based on their roles and knowledge of the project, the sampling strategy aimed to capture a comprehensive range of perspectives on the project's design, implementation, and outcomes.

## *Data Collection Approach and Methods*

The evaluation applied a conflict-sensitive data collection approach to ensure that the process did not exacerbate existing tensions or create new conflicts. This involved careful planning and execution to understand the local context, recognize potential sources of conflict, and minimize any negative impacts of data collection activities. The approach included engaging with all relevant stakeholders, maintaining impartiality, neutrality, and objectivity, and employing culturally sensitive techniques throughout the data collection phase. Methods were used to ensure the confidentiality and safety of all participants and their data, with clear communication to everyone involved in the data collection process.

### *Primary Data Collection*

* Consultation Sessions with UNDP: Consultation sessions with the UNDP and project teams, including an Outcome Mapping Workshop with the PB team, were instrumental in confirming the strategy, design, approach, and methodology for the evaluation. Key informant interviews were conducted with the previous PB Manager, the previous Program Manager for Crisis Prevention and Recovery (CPCR), the Governance and Reform Portfolio Manager, the PM Officer in Charge of PB, the Chief Technical Advisor (CTA) for the LHSP, and the Deputy Resident Representative.

These sessions allowed the evaluator to refine the strategic direction, assess data availability, coordinate roles and responsibilities, and align efforts with the expected timeline. Additionally, they refined the selection procedures for stakeholders and adjusted the approach to better suit the project's evaluation needs and context. The PB team also participated in a validation meeting to further refine the approach.

* *Key Informant Interviews (KIIs):* The evaluation included 40 Key Informant Interviews with diverse stakeholders at UNDP on different levels, representatives from various government ministries (including Education, Interior, Social Affairs, and Information), municipal officials, donors like KfW and BPRM, and NGOs including PPM, Beyond, and Agence France-Presse.

Additionally, insights were gathered from media outlets and academic institutions through email communications and interviews. The evaluation also involved one Outcome Mapping Workshop with the PB team and a Validation Meeting as well as a brief call with the Ministry of Interior. The evaluation provided comprehensive qualitative data to complement quantitative findings and enhance understanding of the project's relevance, performance, effectiveness, results, sustainability, and impact in addition to lessons learned, future considerations and recommendations.

Figure 2 - Key Informant Stakeholder Participants

|  |  |  |
| --- | --- | --- |
| Stakeholder Type | Stakeholder | Method |
| UNDP | PB Team | Outcome Mapping Workshop |
| Previous PB Manager and PB Advisor | 1 Key Informant Interview |
| Previous Program Manager CPCR | 1 key Informant Interview |
| Governance and Reform Portfolio Manager | 1 key Informant Interview |
| PM Officer in Charge PB | 1 key Informant Interview |
| CTA LHSP | 1 Key Informant Interview |
| Deputy Resident Representative | 2 Key Informant Interviews |
| PB Team | Validation Meeting |
| Government, Municipalities and Local Authorities | Ministry of Education and Higher Education (DOPS) | 1 Key Informant Interview |
| Ministry of Social Affairs/SDCs | 3 Key Informant Interviews |
| Ministry of Interior | 1 Brief Call |
| Ministry of Information | 1 Key Informant Interview |
| Municipality Mayors & Head of Unions | 5 Key Informant Interviews |
| Municipal Members | 3 Key Informant Interviews |
| Donors | Kreditanstalt für Wiederaufbau (KfW) | 1 Key Informant Interview |
| Bureau of Population, Refugees, and Migration (BPRM) | 1 Key Informant Interview |
| Research & Academic institutions | Good Governance and Citizenship Observatory - AUB | Email Communications |
| Centre for Active Citizenship (CAC) | 1 Key Informant Interview |
| National and Local Partners & NGOsPeacebuildingMedia ActorsEducationVFSVFC | Permanent Peace Movement (PPM) | 1 Key Informant Interview |
| Beyond | 1 Key Informant Interview |
| Agence France-Presse | 1 Key Informant Interview |
| Dawaer | 1 Key Informant Interview |
| Sawab | 1 Key Informant Interview |
| Shift | 2 Key Informant Interviews |
| Nahnoo | 1 Key Informant Interview |
| Committee Member (PWD) | 1 Key Informant Interview |
| Clown Me In | 1 Key Informant Interview |
| Laban | 1 Key Informant Interview |
| Fayha National Choir | 1 Key Informant Interview |
| Former VFS Field Coordinator | 1 Key Informant Interview |
| Fighter for Peace | 2 Key Informant Interview |
| *Total Number of Key Informant Interview* | ***40*** |
| *Total Number of Workshops/Meeting/Calls/Emails* | ***Outcome Workshop 1******Validation Meeting 1******Brief Call (Ministry) 1******Emails Chain (ACGG) 1*** |

* *Focus Group Discussions & Roundtable Discussion:* A total of 7 focus Group Discussions and roundtables were conducted to explore key themes such as peacebuilding impacts, barriers, and opportunities among targeted stakeholders. Participants included educators involved in peacebuilding education, leaders from women's organizations, and engaged youth. FGDs were held with teachers in North Lebanon, youth participants nationally via online platforms, and members of peacebuilding and social stability committees in various regions, including South Lebanon, North Lebanon, Bekaa, and Mount Lebanon. These discussions aimed to gather qualitative insights into the project's relevance, effectiveness, sustainability, impact, challenges, and suggestions for improvement. Outputs included thematic analysis of the discussions, identifying common challenges, success stories, and areas for enhancement. This approach captured diverse perspectives, contributing to more informed decision-making, and strengthened peacebuilding efforts in Lebanon.

 Figure 3 – Focus Group Discussions Participants

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Sector | Stakeholders | Location | Participants | # of FGD/Round Table |
| Education Sector | Informal Meeting with Teachers (Women) | North (Roundtable discussion) | 4 female teachers[[27]](#footnote-28)  | 1 |
| Media Actors | Youth Participants | National - Online | 3 Females2 Males | 1 |
| Peacebuilding & Social Stability | MSLD Committees (Mixed Groups with High women participation) | South Lebanon – Online | 5 Females 4 Males | 1 |
| North Lebanon (Roundtable) | 3 Females3 Males | 1 |
| North Lebanon (Online FGD) | 3 Females5 Males | 1 |
| Bekaa (Roundtable) | 4 Females2 Males | 1 |
| Mount Lebanon  | 2 Females1 Male | 1 |
| *Total Number of Focus Group Discussions* | ***24 Females******17 Males******Total: 41*** | ***4*** |
| *Total Number of Roundtable Discussions* | ***3*** |
| *Total Number* | ***7*** |

### *Analytical Approach*

* *Qualitative Data Analysis:* The evaluation utilized qualitative analysis to capture nuanced insights and contextual details from interviews, focus groups, and observational data. Using thematic analysis techniques, the evaluation identified recurring themes, compared narratives across different stakeholder groups, and extracted rich qualitative data to contextualize the quantitative findings. This approach provided deeper insights into the lived experiences and perceptions of stakeholders, highlighting the subjective impacts and broader implications of the peacebuilding efforts.
* Triangulation of Data and Quality Assurance: To ensure robustness and reliability, the evaluation employed data triangulation and rigorous quality assurance measures. Triangulation involved comparing findings from multiple data sources—both quantitative and qualitative—to validate conclusions and enhance the overall credibility of the evaluation findings. Consistency checks across different data sources ensured that conclusions were supported by a convergence of evidence, mitigating bias, and enhancing the trustworthiness of the outcomes. These methodological approaches contributed to a comprehensive and nuanced assessment of the Peacebuilding in Lebanon project, facilitating evidence-based decision-making and actionable recommendations for future interventions.

### *Data Protection and Confidentiality*

Data protection and confidentiality were prioritized throughout the evaluation process. Strict measures were implemented to safeguard the privacy and security of all stakeholders involved. Personal data collected during interviews, surveys, and observations were anonymized to ensure confidentiality, and access to sensitive information was restricted to authorized personnel only. Data were securely stored, with encryption applied where necessary. Participants were informed about the purpose of data collection, how their information would be used, and their rights regarding data privacy. These measures complied with ethical standards, fostering trust and transparency in the evaluation process, and enabling stakeholders to freely share their perspectives without concerns about privacy breaches.

### **Findings**

## **Relevance:**

#### **Peacebuilding in Lebanon Project Relevance:**

*Relevance and Alignment with National and Global Frameworks:* The project’s methodologies, outputs, and Theory of Change are highly relevant to addressing tensions and establishing mechanisms for peaceful processes amid Lebanon's protracted crisis. The project aligns well with national peacebuilding strategies, government priorities, and local needs, demonstrating coherence with key frameworks such as the Lebanon Crisis Response Plan (LCRP 2017-2020), which focuses on reinforcing Lebanon’s economic, social, and environmental stability, and the UNDAF/UNSF outcomes, which emphasize the institutionalization of peace mechanisms. It supports Sustainable Development Goals (SDGs) such as SDG 4: Quality Education[[28]](#footnote-29), SDG 5: Gender Equality[[29]](#footnote-30), and SDG 16: Peace, Justice, and Strong Institutions[[30]](#footnote-31), contributing to inclusive and peaceful societies, ensuring equitable quality education, and promoting gender equality.

*Supporting Social Stability and Peacebuilding Objectives:* The project also directly supports the Social Stability sector’s objectives by strengthening municipalities, communities, and institutions to mitigate tensions and prevent conflicts. Furthermore, it contributes to enhancing social cohesion and ensuring social inclusion. Lastly, the PB in Lebanon also embodies the UN definition of peacebuilding[[31]](#footnote-32), which aims to reduce the risk of conflict by strengthening national capacities at all levels for conflict management and laying the foundation for sustainable peace and development. It focuses on creating conditions for lasting peace by addressing core issues affecting societal functions, enhancing institutional and local actor capacities, and incorporating conflict prevention measures to manage tensions and disputes before they escalate into violence.

*Conflict-Sensitive and Participatory Approach:* The project is characterized by its conflict-sensitive, community-driven, bottom-up, and participatory approach across all components. Instead of relying on a traditional problem-identification framework, the initiative addresses issues based on the specific contexts, dynamics, and milestones of individual communities, villages, and clusters. This approach targets the root causes of conflict and provides opportunities for local institutions, partners, and communities to conduct in-depth analyses, build relationships, mobilize resources, and strengthen relationships on all levels. It achieves this by bridging gaps, enhancing community resilience, fostering common ground, and promoting active citizenship[[32]](#footnote-33).

*Sustainable Peacebuilding and Social Stability:* This strategy enables communities to develop solutions tailored to their specific contexts, leading to more effective and sustainable peacebuilding and development interventions. By emphasizing long-term systemic change rather than only immediate needs, the project addresses underlying issues such as coexistence, sectarian tensions, nationalism, governance challenges, economic crises, social inequality, and the broader concept of human security**[[33]](#footnote-34)**. This focus enhances its relevance and positions it as a crucial, conflict-sensitive intervention that addresses both structural challenges and conflicts while contributing to short-term social stability and longer-term peacebuilding.

#### **Education Component VFS-VFC:**

*Relevance to Socio-Economic and Political Challenges:* The education component of the project is highly relevant considering Lebanon’s socio-economic and political challenges, including the collapse of the education system and violence in schools. It addresses the deep-rooted sectarian divides and weakened national identity by promoting peacebuilding efforts at the school level, which are essential for fostering social cohesion and a culture of non-violence.

*Peacebuilding Integration in Schools:* The project integrates peacebuilding into public schools across Lebanon in collaboration with the Ministry of Education and Higher Education (MEHE) and the Directorate of Educational Planning and Support (DOPS). This strategy addresses critical challenges by incorporating conflict prevention strategies and empowering communities through capacity building, awareness raising, recreational, and arts activities, positively impacting both beneficiaries and the wider community.

*Development of Peacebuilding Tools and Resources:* The initiative is supported by the development of a “Peacebuilding Toolbox,” which is being digitalized in partnership with the Center for Education, Research, and Development (CERD). This toolbox provides a comprehensive guide for integrating conflict prevention into the school curriculum, further strengthening the project’s impact.

*Campaign for Raising Awareness about Violence in Media:* The "It's Not Normal to Normalize Violence" campaign, launched in collaboration with MEHE and the Ministry of Information (MoI), raises awareness about the harmful effects of violent media content on children. This campaign reinforces a culture of peace and non-violence in schools, contributing to broader peacebuilding efforts.

*Engagement of Teachers, Parents, and Students:* By engaging teachers, parents, and students, and establishing "Peace Building Groups," the project promotes a violence-free school (VFS) environment. These interventions address the normalization of violence, a critical issue in Lebanon, and contribute to cultivating a generation more inclined toward coexistence and peace.

*Sustaining Peacebuilding Efforts Amid External Challenges:* While schools cannot control external factors such as political instability and media influence, the education component of the project remains relevant by promoting peaceful conflict resolution. This approach is foundational to Lebanon’s stability and contributes to the broader national peacebuilding efforts.

#### **Media Component:**

*Addressing the Impact of Fake News and Hate Speech:* The media component remains highly relevant in addressing the harmful impact of fake news and hate speech, particularly in the context of recent crises such as the October 17 revolution, the COVID-19 pandemic, the Beirut blast, and ongoing local conflicts. These events highlighted the critical role of media in managing social tensions and supporting peaceful processes.

*Creating Alternative Media Spaces for Inclusive Discourse:* The project strategically focused on creating alternative media spaces for inclusive discourse, partnering with national newspapers to produce peacebuilding supplements. It also launched a digital platform aimed at amplifying marginalized voices and sharing success stories, thus contributing to more inclusive narratives.

*Campaigns and Training on Fake News and Hate Speech:* The project implemented national campaigns addressing the dangers of fake news and provided extensive training for media professionals, reporters, and young media students in fact-checking and countering hate speech. These initiatives were particularly relevant in a context where misinformation and divisive narratives have driven social tension.

*Engaging Youth in Peacebuilding Through Media:* The media component engaged youth directly in peacebuilding processes through practical initiatives, such as "Sawab," Lebanon’s first youth-led fact-checking initiative, and local campaigns promoting critical news consumption. The hackathon on fake news and the "Journalist Pact for Strengthening Civil Peace," involving media outlets, were well-suited to Lebanon's complex media landscape.

*Relevance to Peacebuilding Objectives:* Overall, the media component’s alignment with the current social and political context, its focus on promoting inclusive and rational discourse, and its engagement with both professional and young media practitioners, affirms its high relevance to the peacebuilding objectives.

#### **Dealing with the Past:**

*Addressing Lebanon’s Civil War Legacy:* The "Dealing with the Past: Memory for the Future" component is highly relevant to Lebanon's ongoing struggle with the legacy of its civil war (1975-1990) and the persistent tensions that continue to affect social cohesion and stability. The initiative aligns with Lebanon’s urgent need to confront and address the past to foster reconciliation, restore the dignity of victims, and prevent the recurrence of conflict.

*Promoting Peace and Supporting Marginalized Groups:* Given the deeply ingrained divisions and unresolved traumas from the civil war, the project’s focus on fostering peace, promoting respect for differences, and supporting marginalized groups, particularly women and youth, is both timely and necessary.

*Collaboration with UN Agencies and International Donors:* In collaboration with various UN agencies, including OHCHR and UN Women, and supported by international donors such as the Peacebuilding Fund, the Embassy of Switzerland, and the Embassy of Canada, the project adopts a comprehensive approach, supporting civil society, families, and national institutions in their efforts to seek the truth, promote collective remembrance, and facilitate reconciliation.

*Engagement with Civil Society and Memory Initiatives:* The project’s relevance is further highlighted by its engagement with civil society actors and NGOs under the 'Forum for Memory and Future,' developing a Strategy for Dealing with the Past in Lebanon and an actionable plan, demonstrating a commitment to sustainable peacebuilding.

*Supporting the Right to Know and Insider Mediation:* Specific initiatives, such as awareness sessions with Act for the Disappeared and the Committee of the Families of the Missing and Disappeared, emphasize the "right to know" under Law 105, ensuring that the issue of the missing and forcibly disappeared remains a priority in Lebanon’s reconciliation process. Additionally, the collaboration with Fighters for Peace (FFP) to enhance insider mediation efforts, involving ex-fighters and youth from at-risk areas, underscores the project’s relevance in engaging directly with those most affected by past violence.

*Training History Teachers and Promoting Conflict-Sensitive Education:* The component’s relevance is strengthened by its collaboration with the Lebanese Association for History (LAH) to train history teachers on conflict-sensitive history teaching, raising awareness among students and youth on the importance of dealing with the past, contributing to a culture of peace, and preventing a relapse into conflict.

*Innovative Memory Mapping for Collective Reconciliation:* The development of a memory map application by UNDP offers an innovative platform for Lebanese citizens, including men and women, to share their testimonies from the civil war, fostering a collective understanding of history. This digital tool aids in preserving individual memories and promotes a more inclusive and representative narrative of Lebanon’s past.

*Relevance to Lebanon’s Sustainable Peacebuilding Efforts:* Overall, the "Dealing with the Past" component is well-aligned with Lebanon’s needs to address its historical wounds, promote inclusive peacebuilding, and strengthen community resilience, making it a critical aspect of the country’s path toward sustainable peace.

#### **Social Stability and Local Development - Mechanisms:**

*Addressing Core Issues Through MSLD*: Through the Mechanisms for Stability and Local Development (MSLD) process, formerly known as Mechanisms for Social Stability (MSS) and Mechanisms for Stability and Resilience (MSR), the project addresses core issues impacting societal and state functions, particularly in ministerial and municipal contexts. The MSLD has been pivotal in fostering communication and dialogue between diverse community segments and building consensus on shared development visions.

*Participatory Approach and Community Engagement:* The participatory approach involves forming local committees, enhancing community capacity, and supporting the development of Stability and Local Development (SLD) plans across villages and clusters. This mechanism strengthens inclusive leadership, fosters trust between communities, municipalities, and unions, promotes transparent governance, and enhances social cohesion.

*Resilience Amid Socio-Economic and Political Shifts:* Despite external factors, such as the socio-economic crisis and political changes post-2019, which shifted the focus to economic and infrastructural concerns at both national and project levels, the MSLD remains essential for social stability, conflict prevention, and management. It enables local actors to analyze root causes of conflict, identify collaborative strategies, and develop SLD plans with short, medium, and long-term solutions through tools like the System Conflict Analysis (SCA).

*Promoting Inclusive Peacebuilding and Socio-Economic Empowerment:* The component actively engages community members—including women, youth, and Syrian refugees—through initiatives that promote peaceful coexistence, active citizenship, intergroup dialogue, and socio-economic empowerment. By connecting local stakeholders, strengthening community networks, and promoting cultural revitalization, the project contributes to local economic recovery, sustainable development, and peacebuilding.

*Local Committees for Stability and Development:* By establishing local committees for stability and development, the project engages diverse community members in inclusive and community-driven initiatives. These efforts aim to address systemic gaps in social cohesion, promote peaceful coexistence, and foster active citizenship, community engagement, and intergroup dialogue.

*Strategic Recommendations for Enhanced Impact:* To enhance the effectiveness and sustainability of this component, the project should refine its Theory of Change (TOC) and strengthen its strategic positioning to influence policy at government and ministerial levels. This could be achieved by leveraging internal and external networks and collaborating with other UNDP projects focused on accountability, anti-corruption, and justice. Such efforts would increase the project’s capacity to address conflict more effectively and promote a more inclusive and cohesive society.

#### **Conflict Sensitivity – Positive Contributions**

The project integrates conflict sensitivity across all components on various levels. The processes implemented are by itself conflict sensitive including the choice of partners, the selection of participants, the designing of tools including training for example. In addition, by prioritizing context analysis, a bottom-up and participatory approach, and flexible tools tailored to the needs of institutions, media, education stakeholders, and wider communities. For example, the media component contributes to conflict sensitivity by promoting responsible journalism and public awareness. It trains journalists in conflict-sensitive reporting, emphasizing ethical practices, fact-checking, and avoiding inflammatory language that could fuel tensions. Additionally, the project facilitates workshops and forums for journalists, civil society, and community members to discuss the media's role in peacebuilding, preventing hate speech, and fostering networks of peace-focused media professionals to use media as a tool for understanding, dialogue, and social cohesion.

The project also leads in conflict sensitivity through its MSS/MSR/MSLD mechanism, which enables community-driven decision-making and fosters inclusive participation in addressing local challenges. This mechanism involves stakeholder mapping, careful selection of committee members, in-depth conflict analysis, and the prioritization of relevant activities and initiatives such as physical projects.[[34]](#footnote-35) It promotes conflict sensitivity by allowing communities to reflect on the root causes of conflict, assess challenges, and propose locally tailored solutions, giving them ownership of the processes that affect their lives.

By maintaining a diverse and representative committee, the project ensures that its interventions remain relevant and conflict sensitive. It provides a platform for political participation[[35]](#footnote-36) and accountability, especially in contexts of high polarization and limited governance transparency. Through this inclusive participation, it strengthens local governance structures, promotes active citizenship, and fosters shared responsibility, ensuring that projects align with community priorities and do not exacerbate existing tensions or create new conflicts.

#### **Conflict Sensitivity – Political Dynamics and Decision-Making**

In certain contexts, villages, and clusters, the project—particularly the MSLD—has faced significant challenges related to political, religious, and power dynamics, highlighting issues of power concentration and exclusion from decision-making processes. In politically affiliated or smaller municipalities with clan-based or tribal tendencies, achieving ideal representation has been difficult, making interventions susceptible to becoming self-serving or discriminatory[[36]](#footnote-37). Dominance by specific political parties, clans, or families often sidelines minorities and marginalized groups, such as Syrian refugees and "other" religious groups, unintentionally exacerbating tensions. For example, a project to build a football court on the Christian side of a village while neglecting the Muslim side[[37]](#footnote-38) can reinforce existing divides, illustrating how well-intentioned actions might unintentionally heighten conflicts. In Chiyah, the municipality excludes a significant societal component due to political affiliations and religious identities, creating substantial challenges for committee members to pursue a participatory approach[[38]](#footnote-39). Similarly, in the North, Zgharta municipality rejected collaboration with a Tripoli-based partner, citing political affiliations and perceived lack of capacity[[39]](#footnote-40), which further complicates the local dynamics. The lingering effects of war trauma and political and sectarian divisions pose ongoing threats and challenges for the project, its partners, and the committees[[40]](#footnote-41). Therefore, the project, with support from UNDP senior management, must prioritize conflict sensitivity and avoid reinforcing existing power dynamics, particularly in municipalities where political complexities and exclusionary practices are prevalent. The project shall also remain committed to refining its participatory approach to ensure inclusivity, amplify all voices, and create interventions that genuinely reflect community needs while being sensitive to local conflict dynamics.

*“Challenges such as municipal interference, where participants in projects are handpicked based on political or personal affiliations, lead to a lack of inclusivity and neutrality. This is evident in many areas, where some municipalities' authoritarian behaviour makes genuine collaboration difficult. Such practices undermine the relevance and effectiveness of projects, as they skew participation towards those aligned with the municipality's interests, excluding broader community representation and perpetuating tensions” – SDC*[[41]](#footnote-42)

To address these issues strategically, it is crucial to advocate with donors for exiting certain municipalities[[42]](#footnote-43), and not areas, to avoid reinforcing existing power dynamics. Interviews with donors indicated flexibility regarding area selection, emphasizing that decisions are usually based on vulnerability maps and national Government-UN assessments[[43]](#footnote-44). This recommendation is particularly important when establishing an inclusive committee that represents the full spectrum of community voices—including marginalized groups such as Syrian refugees[[44]](#footnote-45), minorities, and people with disabilities—is not feasible.

CPR evaluation: The Map of Risks and Resources (MRR) developed by the LHSP and the Mechanism for Social Stability (MSS) developed by the peacebuilding project are overlapping in some stages and have been joined at the end of 2018 under a single mechanism: the MSR (Mechanism for Stability and Resilience), as the use of both MRR and MSS ended-up creating confusion both for partners and for some of the target communities. Both projects (LHSP and PB) are supposed to be “conflict sensitive” in their approach, meaning that they should at least ensure a “do no harm” result in their implementation.

#### **Hard & Soft Components:**

The connection between the hard component of the LHSP and the soft component of the PB[[45]](#footnote-46) fosters mutual enhancement through a conflict-sensitive approach. The MSLD process drives the identification of physical projects, boosting committee engagement, credibility, and trust at both municipal and community levels. However, challenges arise when the final selection of LHSP projects is not aligned with the main priorities and people ‘s expectations due to legality and feasibility issues. [[46]](#footnote-47) . This situation and misalignment in few cases may reinforce distrust towards the UNDP team. [[47]](#footnote-48) Moreover, the LHSP’s rapid project identification needs, which in some cases. To address these issues, PB and LHSP should adopt a proactive, collaborative approach to area selection and align process outcomes for both projects with donor preferences in a more open and collaborative manner. In addition, in the context of the 4th recommendation from the LHSP evaluation that recommended shortening the time for project identification, yet[[48]](#footnote-49) extending the time for conflict analysis, and ensuring genuine engagement is crucial to uncover hidden tensions and foster a more inclusive approach to conflict sensitivity that yield more effective and sustainable results for both projects.

2016 Project Internal Review - Recommendation: Make the rest of UNDP follow… mainstream conflict prevention and conflict-sensitivity Conflict sensitivity shouldn’t be a peacebuilding consideration, but rather sit across UNDP in all its work areas such as environment, stabilization, governance etc. The start of the new UNSF may be a good time incorporate conflict sensitivity in a more structured manner. It is possible today that the Peace Building project is influencing more outside UNDP, than inside its own organization. UNDP management should consider a strategy where the conflict analysis work is systematically disseminated to staff in UNDP and recognized as UNDP corporate knowledge products. It is also a possibility that the Peace Building project could do more targeted analysis for specific areas, projects, or purposes within UNDP (natural resources etc.).

***Stakeholders Perceptions on Relevance:***

Education Stakeholders: The project’s relevance was underscored by a comprehensive needs assessment conducted in Lebanese Public schools to identify areas of conflict and violent behavior within the school environment. This assessment led to the design of an intervention program tailored to the specific contexts of schools, addressing various forms of violence—direct, cultural, and structural—within the school community. The program aimed to involve all actors, including students, teachers, parents, and school administrations, in addressing and managing violent behaviors. The project was deemed highly relevant due to its holistic approach, which included analyzing the broader social, cultural, and economic contexts of Lebanese society. The training component was designed to raise awareness among students, teachers, and parents about violence and conflict, providing them with tools to identify and manage these issues constructively. The adaptability of the toolkit and exercises allowed for contextualization, ensuring that the interventions remained effective across diverse school settings. The collaboration from teachers, students, and parents was generally positive, reflecting the program’s relevance and effectiveness. However, structural challenges, particularly those related to bureaucratic processes within the Ministry of Education, presented significant obstacles. These high-level challenges, along with the broader crises impacting Lebanon’s educational system in recent years, ultimately led to the project’s halt. The decision to stop the project was primarily influenced by these structural issues rather than the relevance or impact of the interventions.

Media Stakeholders: Media partners view the project as highly relevant and impactful, particularly in addressing the challenges associated with complex and sensitive reporting, such as combating fake news and hate speech. They recognize the significant role the media component played in this effort through its well-designed interventions. The comprehensive workshops for media professionals were seen as a key strength. Media partners appreciated the workshops for their practical, hands-on approach, which included geolocation, image and video verification, and disinformation analysis. This approach equipped journalists with valuable skills to critically assess and counter misinformation. The positive feedback from project participants, as highlighted during key informant interviews with partners, underlined the workshops’ transformative impact. Many journalists actively sought further guidance and expressed interest in more advanced training, particularly on fact-checking techniques. Media partners noted the workshops' effectiveness in enhancing journalists' skills and fostering a community dedicated to responsible reporting. However, few challenges on the timeline were redundant across all media partners in terms of not having enough time for planning and implementation of trainings or campaigns due to the current situation. Overall, media partners perceive the project as a crucial contributor to peacebuilding and conflict sensitivity efforts. By providing media professionals with the tools to tackle misinformation, the project has reinforced the media’s pivotal role in shaping public discourse and mitigating social tensions.

Media Participants: Participants emphasized the media's significant role in peacebuilding and conflict sensitivity. The project’s interventions were considered highly relevant, particularly in capacity building, fact-checking, and training on fake news and hate speech. These efforts addressed crucial gaps in practical media skills, as many universities do not adequately cover these topics in their curricula. The media component also included interactive theatre and content creation, which effectively engaged communities and delivered key messages on fake news and hate speech. The conflict sensitivity training was particularly valued, as it highlighted the impact of media terminology on conflict dynamics, easing tensions and promoting alternative narratives. Participants noted that these interventions not only enhanced individual skills but also contributed to broader community awareness, underlining the media’s powerful role in either mitigating or exacerbating conflicts. Training on hate speech was directly linked to ongoing conflicts, reflecting to a fair extent a correlation between media content and the fueling of tensions. Participants appreciated the comprehensive approach of the training, which included both theoretical and practical components, equipping journalists, students, and graduates with the tools needed to fact-check and combat misinformation. The media initiatives also extended to field campaigns and interactive sessions with municipalities, NGOs, and MSLD committees further enhancing the impact by delivering key messages directly to diverse audiences. Overall, the media component was recognized as highly beneficial, contributing to the broader goals of peacebuilding by fostering responsible media practices and promoting positive narratives.

MSLD Committees: Committee members broadly recognize the project's relevance due to its adaptability, emphasis on local stability, and community involvement. They value its capacity-building efforts and its collaborative approach with unions, municipalities, and communities. Despite economic challenges that raise concerns about sustainability and the need for ongoing financial support to maintain certain activities, the project's flexible methodology is seen as effectively catering to diverse community needs. Members appreciate the tailored interventions and the participatory nature of the project, which promotes social cohesion, fosters community integration, and contributes to a sense of ownership and engagement among participants. However, challenges such as political interference and personal interests within local governance structures have impacted the project’s implementation in some areas. Despite these issues, the project's focus on community needs and local leadership remains crucial for progress. Overall, committee members attribute the project's success to its bottom-up approach, context analysis, and engagement of various actors at all levels to overcome obstacles.

Municipalities & Head of Unions: Municipal stakeholders, including mayors, heads of unions, and municipal members, broadly recognize the project's relevance and effectiveness. They appreciate its efforts to minimize political interference, which helps maintain its integrity, though concerns remain about political figures attempting to claim credit for the project's achievements. There is also a call for a better balance between soft components, such as awareness campaigns, and hard components to address immediate needs more effectively. The project is praised for its alignment with governance standards, transparency, and rapid response capabilities, particularly its adaptability in crisis management, as seen during the COVID-19 pandemic. Its participatory approach, involving local and civil society actors in forming committees, is seen as crucial for addressing local needs and developing priority plans. The emphasis on infrastructure development[[49]](#footnote-50), like agricultural lands and irrigation systems, is considered highly relevant, positively impacting local farmers and market conditions, thereby supporting social stability and conflict prevention. Despite facing some administrative and procurement challenges[[50]](#footnote-51), the project’s flexibility in adapting to changing conditions is noted as responsive and relevant. Overall, stakeholders highlight the project's strengths in minimizing political interference, balancing different components, aligning with governance standards, and maintaining a participatory and collaborative approach to effectively prevent conflicts and ensure social stability.

MoSA Social Development Centres: The representatives from SDCs acknowledged the relevance of PB in Lebanon interventions, particularly valuing the capacity-building and training initiatives, which have significantly enhanced their operational methodologies and strategies across areas like conflict analysis, conflict sensitivity, peacebuilding, education, culture, health, and the environment. However, they also noted several challenges. At the Ministry-UNDP level, inconsistent coordination, and communication[[51]](#footnote-52) led to misaligned priorities and ineffective implementation strategies. Additionally, the economic crisis and the collapse of the public system have severely impacted the SDCs' ability to sustain projects due to budget constraints, reduced resources, and weakened institutional capacities. The SDCs emphasized their role in local development, service provision, and engagement in mechanisms such as MSLD work, highlighting their position as a sustainable and neutral community actor. They also noted challenges with some municipalities and underscored the need for improved engagement to address discriminatory practices. To enhance future UNDP interventions, the SDCs recommend studying the legal frameworks governing municipalities and SDCs to improve coordination, sustainability, and alignment with local needs while avoiding exacerbating existing conflicts.

Peacebuilding Experts & Partners: Peacebuilding actors and partners have highlighted the significant role of the project in advancing human security and peacebuilding. They particularly appreciate the efforts to integrate peacebuilding into practical applications by addressing political, social, economic, and environmental dimensions. This approach is seen as crucial for promoting inclusivity, ensuring conflict sensitivity, conflict mitigation, management and transformation in certain cases which are essential components of impactful interventions. In addition, stakeholders and mainly partners have appreciated the adaptability of the project demonstrated especially after 2019 when the country has faced a major shift, recognizing its ability to respond to the shifting priorities and needs of the country and the communities. However, few key actors have highlighted the urgent need for better internal coordination between projects mainly LHSP and PB to ensure that the MSLD process is properly implemented and to ensure that the conflict sensitivity approach is adopted and implemented across UNDP.

However, some stakeholders have struggled to connect the activities implemented with the broader peacebuilding objectives, particularly after 2019, as highlighted in the relevance section[[52]](#footnote-53). Additionally, several challenges and discrepancies between theory and practice have been identified, mainly related to the strategic direction of the project and its ongoing relevance. Some concerns have been raised about how well the peacebuilding efforts align with the initial project goals, especially given increasing political and sectarian tensions, clan and family affiliations within municipalities, and entrenched attitudes among some decision-makers. Critics argue that the traditional approach to peacebuilding does not always align with local dynamics and contexts. They suggest that a more effective strategy is required—one that empowers communities through inclusive and impactful economic empowerment processes that could better allow for peacebuilding and social stability[[53]](#footnote-54). On the other hand, some stakeholders have expressed the opposite view, emphasizing that the project remains highly relevant and necessary especially within those given challenges. They highlighted that addressing the increasing political and sectarian tensions, clan and family affiliations, and entrenched attitudes among decision-makers is a crucial aspect to maintain justice, peace, and stability. These stakeholders argue that the project’s focus on peacebuilding is more important than ever and advocate for a strategy that effectively engages and empowers communities to address these complex issues. This feedback emphasizes the need for a unified approach at UNDP level, increased transparency on the local governance level, and adherence to conflict-sensitive approaches to ensure that peacebuilding remains a central focus of UNDP rather than an add-on.

***Cross-Cutting Themes:***

The Peacebuilding Project has demonstrated a strong and progressive commitment to gender equality and the empowerment of women across its implementation phases, even though this commitment was not fully reflected in the initial project design[[54]](#footnote-55). The project did commit to incorporating gender considerations into its strategies, plans, implementation, and outputs. The project’s efforts in gender mainstreaming became more evident through its annual reports and partners’ reports, which highlighted that achieving gender balance was a target consistently pursued across all components and demonstrates how gender equality and women’s empowerment were integrated throughout the project's activities, with participant selection criteria emphasizing gender balance. It is worth noting that the project's elevation from a GEN1 to a GEN2 marker under the UNDP Gender Equality Marker in 2019 further indicated a significant consideration of gender equality throughout the project's interventions, highlighting its commitment to integrating gender perspectives from the outset.

It is important to note that the application of gender equality varied depending on the cultural context, reflecting a nuanced approach to overcoming barriers to women’s participation. It was also evident during interviews with previous project management and the PB team that gender equality and women participation is significant and starts at planning phases of activities and on the community level to tackle Equality, Justice, and Opportunities**[[55]](#footnote-56)**. A significant contributing factor to the ability of the project to work on gender equality and women participation is that women are active in the socio-economic landscape in the majority of the areas targeted, especially in the South. The role of women on the socio-economic level including but not limited to their employment in the public sector, high presence in NGOs, scouts, and the business sector. The PB team, partners, and stakeholders[[56]](#footnote-57) highlighted the women’s active role, noting that in some instances, the project has developed strategies to reach and engage men in certain contexts and communities. However, the challenge which is also on the national and not only on the project level, is the role of women in political participation, decision making on the local or municipal level. Interviews and focus group discussions revealed that the challenge for political participation/decision making is mainly due to the male dominated political sector, electoral system, and absence of gender quotas[[57]](#footnote-58) and some patriarchal social norms in certain contexts.

In addition, stakeholders consistently reported that gender balance and women's participation were prioritized in every activity and highlighted that the project adapted its strategies to local contexts, ensuring that gender-sensitive approaches were effectively implemented even in areas where cultural norms initially posed challenges to women's involvement. Moreover, respondents from various communities noted that the project made deliberate efforts to engage women, not only as participants but also as key decision-makers and leaders in project activities, thereby enhancing their visibility and influence in traditionally male-dominated spaces. Despite keeping it bottom-top, it was also highlighted during data collection with the PB team and partners that women-related topics are sometimes influenced and pushed by the facilitators in most cases, and it was approached from a human rights and gender equality perspective. However, few stakeholders have noted occurrences of judgmental attitudes and reluctance to discuss sensitive topics such as harassment during certain meetings in few villages. Although these instances were not widespread, it was explained that UNDP representatives responded to those dynamics in a conflict sensitive manner, and facilitators were instrumental in preventing the reinforcement of stereotypes. To further address these issues, it is recommended to implement the following measures: reiterate the UNDP Code of Conduct, enhance sensitization training focused on respectful communication about sensitive topics, build on the committee members that are the primary responders to discrimination and stereotyping and strengthen accountability through the establishment of a Feedback and Complaint Response Mechanism (FCRM). These steps will promote inclusivity, help prevent discrimination and foster a more respectful environment.

***Youth Engagement:***

The project has consistently prioritized youth engagement across its various components since 2016, integrating them as core participants and beneficiaries. In 2017 and 2018, youth were actively involved in multiple aspects, including village-level initiatives, media training, and peacebuilding efforts through collaborations with organizations like Fighters for Peace. By 2019, the project aligned with UN Security Council Resolution 2250, emphasizing youth roles in decision-making and safe spaces, with significant involvement in MSS and MSR communities, media training on fake news and hate speech, insider meditation, and peacebuilding activities. In 2020, despite some setbacks, such as the postponement of certain education activities, the project successfully engaged youth in combating fake news and insider mediation, with youth participating in various initiatives. The following year, 2021, saw increased youth involvement with participants in MSLD events and continued focus on media training and insider mediation under Dealing with the Past, reaching out to youths in conflict-prone areas. The project also provided spaces for creative expression, such as drama therapy in Karantina as a response to Beirut blast. By 2022, youth continued to be central to the project’s activities, with youth in decision-making roles, business coaching, and national choir involvement. The education component reached youth through violence prevention sessions, and media efforts persisted in fighting fake news. Overall, the project has successfully engaged youth in diverse and impactful ways, promoting their active roles in peacebuilding and community development.

More specifically, youth participation in the MSS/MSR/MSLD component’s activities has been extensive and varied, demonstrating their significant contributions and engagement across different regions. Activities included workshops on food safety principles, sports events, environmental clean-ups, and skill development workshops. Youth actively contributed to community sustainability through environmental initiatives and participated in training programs aimed at enhancing local economic growth and personal development. These diverse forms of engagement underscore the broad impact of youth involvement in fostering community bonds and supporting development objectives.

However, the youth involvement in the project was largely limited to targeted activities, with strategic activities focusing primarily on ministerial and municipal staff and committee members who may not fully represent the younger demographics or emerging leaders. This left youth on the periphery of the MSS/MSR/MSLD process. It was noted by the committee members that youth were uninterested in the some of the areas, often due to their focus on securing their livelihoods and futures, which made them less inclined to participate in voluntary change initiatives that require significant time investment. However, while meeting with the youth participants on the project, especially under media, they have shown a significant interest in participating or collaborating with the MSS/MSR/MSLD committees and municipal work. Youth participants have shared that the reasons behind their exclusion in municipal work is mainly related to old mentalities of certain municipalities that often exclude youth from key decision-making processes due to prevalent age and political biases. Despite their valuable perspectives and innovative ideas, youth frequently played supportive rather than influential roles. This highlights the need for greater emphasis on involving youth in higher decision-making roles and integrating them into peacebuilding beyond their participation in social activities. It is important to research youth engagement, particularly during challenging times, and to identify and empower youth leaders. Establishing connections with Youth Leadership Program could offer mutual benefits for both projects. Additionally, leveraging media to outreach and mobilize youth efforts can further strengthen their contributions and involvement either under advocacy efforts with non-collaborative and discriminatory municipalities or through highlighting the success stories and showcasing the participatory approach and the results of the collaborative and exemplary role municipalities and mayors.

***Disability Inclusion:***

The project design document[[58]](#footnote-59) does not include disability inclusion. It was limited to the involvement of all community groups including people with disability as part of the MSR/MSS/MSLD objectives. Given the long duration of the project and the period of 2016-2023 being evaluated, it is expected that there are involvements of people with disability that are untracked due to the absence of outcomes/outputs and specific indicators on disability inclusion. Thus, there hasn’t been enough reports to back up the contributions to disability inclusion besides the initiatives done under MSR/MSS/MSLD. The inclusion of people with disabilities in the media component is addressed through articles and videos in the supplement, as well as in the fact-checking, hate speech, and conflict sensitivity trainings, where the topic of PwD is extensively discussed. and few topics under media[[59]](#footnote-60). In addition, it was evident that some efforts from the PB team and partners were made on including people with disability mainly under the mentioned component through including the topic on the agenda of the SLD plans and implementation of activities[[60]](#footnote-61). However, those efforts should be translated to the strategic and operational level. In addition, it is worth noting that only few persons with disabilities participated in the committees. Furthermore, the media evaluation highlighted that it was unclear how persons with disabilities were consulted and meaningfully involved in programme design, planning and implementation.

Lebanon has made some progress in disability inclusion through legislative frameworks, such as Law No. 220/2000[[61]](#footnote-62), and the work on developing the first national strategy on inclusion by the Ministry of Social Affairs[[62]](#footnote-63) that is supported by ESCWA and UNFPA. Despite these advancements, challenges persist, including gaps in implementation, limited data, social stigma, and resource constraints. Accessibility issues, inadequate educational and employment opportunities, and negative social attitudes further hinder inclusion[[63]](#footnote-64). Addressing these challenges requires stronger enforcement of existing laws, improved data collection, and increased efforts to combat discrimination and allocate resources effectively, ensuring a more inclusive environment for people with disabilities in Lebanon.

##### *A Significant Step Towards Disability Inclusion: Feyez's Role in the Chtoura Committee and Union of Municipalities in Zahle:*

Feyez, a dedicated activist with a disability, works to enhance the participation and activism of persons with disabilities through a human rights-based approach. He advocates for true inclusivity emerging from grassroots and informal spaces rather than formal, institutional settings. Collaborating with various NGOs, Feyez promotes disability inclusion as a fundamental human right and challenges societal prejudices that exclude people with disabilities. His involvement in the committee has not only advocated for disability inclusion but also enriched discussions and contributed to the development of studies and plans in an inclusive manner. Feyez emphasizes that true inclusion requires more than just presence; it demands an environment where people with disabilities can actively participate in decision-making, be considered in all aspects of community life, and run for leadership positions. He rejects segregated spaces, underscoring that inclusion should be the norm and people with disabilities should be valued as active contributors with equal opportunities for participation and leadership.

In conclusion, while some efforts were made to include persons with disabilities in the project's activities, a more strategic and intentional approach is needed to ensure their meaningful participation and representation. The absence of specific indicators related to disability inclusion has led to limited tracking and reporting on their involvement, underscoring the need for more comprehensive data collection and monitoring mechanisms. Moving forward, it is recommended that the project integrates disability inclusion aligning with UNDP Disability Inclusive Development Guidance Note[[64]](#footnote-65). This should encompass empowering individuals with disabilities to assume leadership roles, improving consultation processes in program design, and leveraging grassroots initiatives to foster more inclusive environments. Strengthening collaboration with NGOs and civil society actors, as demonstrated by activists like the one headed by Feyez, can further advance disability inclusion as a core human rights principle throughout all project components.

## **Effectiveness:**

The evaluation benefits from having access to a substantial number of reports spanning from 2016 to 2023, which provides a solid foundation for assessing project effectiveness. These reports offer valuable insights into various aspects of the project’s implementation and results. However, despite this wealth of documentation, several limitations affect the overall assessment of effectiveness. The project’s design documents, M&E systems[[65]](#footnote-66), and reporting mechanisms require significant update and unification. Over the years, the project has employed a range of reporting strategies and systems, each tailored to different donor requirements, complete with their own indicators. Additionally, internal UNDP reporting practices have evolved, further contributing to inconsistencies. This variation, coupled with the frequent turnover among M&E staff and changes in reporting targets, complicates efforts to evaluate the project’s effectiveness from a results-based management perspective.

Moreover, evaluating the effectiveness of outputs is hindered by inconsistent data and deficient monitoring practices. This constraint highlights some limitations in institutionalized learning as well, where challenges, best practices, and lessons learned were evident through board mins of meetings, donor reports, and annual reports rather than through systematic project-wide monitoring. Such practices are inadequate substitutes for comprehensive monitoring and evaluation. The lack of a unified approach to reporting and monitoring, along with insufficient institutionalized learning, has likely impeded effective strategizing and hindered the project’s ability to demonstrate the output/outcomes especially in the context of priority shifts, frequent system changes and staff turnover.

To address these limitations, the analysis involved extracting targets from annual plans and results from annual reports. While the annual reports document yearly achievements, they generally lack details on specific indicators from the results framework, with the exception of 2016. Consequently, this section summarizes the results achieved based on the information available in the shared reports from 2016 to 2023. However, the following judgment may be inaccurate and less reliable due to the reporting constraints and challenges mentioned above. A significant improvement in reporting mechanisms/structures has been observed due to a quality assurance practice that was implemented internally. The project has shifted to quantum. This change in reporting procedures focused the reporting on the project document indicators and eliminated the inactive indicators that the project was unable to secure funds for, implement and/or report on. As a result, the reported outputs are better aligned with the annual planned activities and outputs.

***Comparative Analysis of Annual Plans and Annual Reports on Project Outputs***[[66]](#footnote-67)

*Output 1: Education Promoting Social Cohesion:*

From 2016 to 2023, the project made steady progress in integrating peacebuilding and conflict resolution into Lebanese schools, although several targets were not fully met.

In 2016, the project successfully trained 350 teachers and completed a baseline assessment on violence in schools, though delays in approvals prevented the completion of the Peacebuilding Toolbox and the production of a teachers' guidebook, resulting in partial achievement. In 2017, the project targeted 15 new schools and trained 219 teachers, surpassing its goal of training 150 teachers. However, key activities such as baseline assessments and workshops on sensitive history topics were not completed, leading to partial achievement.

By 2018, the project fully achieved its objectives, successfully implementing peacebuilding activities in 15 schools, developing Codes of Conduct for nonviolence, and conducting final celebrations with over 300 participants. All planned activities were completed, marking a significant success. In 2019, despite the challenges posed by the political crisis, the project made strides by training 96 staff members and preparing for violence prevention activities. However, not all planned interventions in schools were completed, resulting in partial achievement. In 2020, the project focused on training MEHE and DOPS staff and securing approval for schools to implement Violence-Free Schools (VFS) activities. However, there was no evidence in the analyzed documents of the planned awareness-raising sessions or task force formation, resulting in partial achievement.

In 2021, the project exceeded its training target for MEHE staff, and 85 online VFS sessions were conducted. However, it missed its targets for the number of participants and full task force implementation, indicating partial progress. In 2022, while the project conducted significant community-based activities and trained 133 MEHE staff, several planned school-based activities, including task force formation and the digitalization of the Peacebuilding Toolbox, were not completed, leading to partial achievement. In 2023, the project made progress with the production of the digital Peacebuilding Toolbox and trained 104 teacher trainers. However, the number of trainers and locations fell short of the target, and some planned activities were not fully completed, leading to partial achievement.

Overall, the project made significant strides in promoting peacebuilding in schools, but several activities, particularly in the development of educational resources and full school-level implementation, were delayed or not completed, resulting in partial achievement of its targets.

*Output 2: Media Empowered for Balanced and Conflict-Sensitive Coverage:*

From 2016 to 2022, the project made substantial progress in promoting balanced and conflict-sensitive media coverage, fostering media engagement, and combating fake news across Lebanon.

In 2016, the project fully achieved its planned activities, establishing a media monitoring system and producing four periodic data reports, four animated infographic videos, and a 30-second TV spot. It also published four annual supplements on civil peace issues and organized a participatory media campaign focusing on social cohesion in Lebanese host communities, successfully meeting all objectives. In 2017, while the project largely achieved its goals, it fell short of some targets, including producing all four data reports and infographic videos. The project successfully produced three joint news supplements, engaged 65 writers, and organized media training for 30 reporters, though a few activities were not fully completed, such as the planned number of supplements and reports.

By 2018, the project largely achieved its targets, producing three joint news supplements and engaging 49 writers. It also published a media study and signed agreements for social media campaigns on fake news. While progress was made, some initiatives, like the media toolkit and social media campaigns, were still in early stages. In 2019, the project largely achieved its goals, producing three joint news supplements and launching four fake news campaigns. However, some targets were not met, including the planned number of events and monitoring reports. Despite these gaps, the project made significant strides in media engagement and online campaigns.

In 2020, the project largely achieved its targets, surpassing the initial goal for fake news campaigns by producing 12 campaigns and organizing six events. Additionally, the project trained 40 youth on media literacy and launched a youth-led social media campaign, demonstrating significant grassroots engagement. In 2021, the project largely achieved its targets with notable achievements, including three joint news supplements, ten local campaigns by trained youth, and the launch of the digital platform 'Salam wa Kalam'. While it missed one national media campaign on fake news, the youth training and digital platform marked significant advancements in outreach and engagement. In 2022, the project continued to largely achieve its planned activities. It expanded its work with 51 youth on combating hate speech and fake news, conducted 21 local campaigns, and trained 37 media practitioners. Three digital peacebuilding supplements were published, though the final supplement was only partially completed, showing some minor delays.

Overall, the project successfully met most of its targets across the years, demonstrating strong contributions to media engagement, peacebuilding, and combating fake news. Minor gaps and delays were noted, particularly in the number of supplements and publications, but these did not significantly detract from the project’s overall impact.

*Output 3: Local-Level Peacebuilding Strategies:*

The project made significant strides from 2016 to 2023 in establishing and expanding Mechanisms for Social Stability (MSS) and Mechanisms for Stability and Local Development (MSLD) across Lebanon. It began by successfully setting up MSS in selected villages, conducting in-depth conflict analyses, and building local leaders' capacity to manage crises and mitigate conflict. These early achievements set the stage for the project's long-term impact, creating strong foundations for social stability.

From 2017 to 2018, the project expanded its reach, launching MSS in new communities, engaging thousands of local actors in workshops, and working closely with the Ministry of Social Affairs to build local capacities. Dialogue between Lebanese and Syrian communities was fostered, and tailored conflict analysis reports helped shape locally adapted solutions. However, reporting gaps and minor delays, such as with the creation of reference groups and finalizing some training activities, slightly hindered the completeness of the planned outputs.

In 2019, the project’s momentum continued with the launch of 42 new MSR mechanisms and holding a wide range of meetings and workshops that engaged local authorities, women, youth, and people with disabilities. It showed strong outcomes in local peacebuilding and conflict mitigation. The following year, in 2020, saw some challenges in meeting the target for MSR launches, but the project still made notable progress, particularly in conflict analysis and community engagement. By 2021, the project had expanded the MSLD process to 53 communities, meeting its the target. It continued to develop local strategies for stability and growth, hosting hundreds of meetings and workshops. In 2022, the project fully achieved its planned activities, launching the MSLD process in 24 new communities and organizing capacity-building sessions on conflict management and leadership. Initiatives like the National Choir for Peace, which united youth singers from different backgrounds, further reinforced social cohesion across communities.

By 2023, all planned activities were successfully completed, with the MSLD process launched in additional communities. The project met its target, engaging local authorities in developing strategies for social stability, and implementing a high number of activities that directly contributed to local development goals. The project’s comprehensive achievements demonstrate its effectiveness in fostering peace and stability across Lebanon, ensuring a lasting impact on communities hosting Syrian refugees.

*Output 4: NGO Platform for Truth and Reconciliation:*

The project made significant progress from 2016 to 2019 in advancing its goals related to conflict analysis, peacebuilding, and reconciliation efforts. In 2016, key achievements included updating the Conflict Map and producing conflict analysis bulletins. The project also provided support to the Fighters for Peace NGO, contributing to peacebuilding initiatives. However, some key indicators, such as supporting ex-fighters as peacebuilding role models and completing the opinion poll on truth and reconciliation, were not fully realized due to a lack of interest from NGOs. Stakeholder consultations and process support for the national civil society platform also faced challenges, limiting the project’s overall success in meeting all planned targets.

In 2017, the project continued its work with the Fighters for Peace NGO, engaging 1,355 youth and 37 ex-fighters in peacebuilding activities. Despite this valuable contribution to reconciliation, the project fell short in completing some planned activities, including mapping the causes and outcomes of the Lebanese civil war, conducting an opinion poll, and providing comprehensive support to the national civil society platform. The lack of documented outcomes for these activities highlighted gaps in the project’s implementation. By 2018, the project largely met its objectives, including updating the conflict map with 4,435 incidents and publishing conflict analysis bulletins and reports. However, the completion of the planned national or regional conflict analysis reports fell short by one report, representing a minor gap in the full achievement of the output. Despite this, the project made a meaningful contribution to improving the understanding of conflict dynamics and supporting reconciliation efforts across the country.

In 2019, the project laid the groundwork for the "Dealing with the Past: Memory and Future" (DwP) initiative, securing the eligibility grant from the UN Peace Building Fund and holding the launch ceremony for the Forum for Memory and Future. However, the project did not meet specific targets, such as supporting the Lebanon Support NGO with the conflict map or producing the planned conflict analysis reports. While significant steps were taken to move the project forward, certain key activities remained incomplete, limiting the overall impact for that year.

Overall, while the project made substantial progress in conflict analysis and reconciliation efforts, several key planned activities were only partially achieved or remained incomplete. This was due to challenges in NGO engagement and execution gaps. Additionally, the establishment of the Forum for Memory and Future (FMF) took precedence over these activities. Although the FMF was not part of the initial plan, the project demonstrated flexibility in responding to national needs and adapting to the evolving context. It is also worth noting that the activities related to Dealing with the Past (DWP) at the time were not even funded. The process of establishing the FMF took a year of meetings, all of which were held in the project office without additional costs, as facilitation was provided by the project management team.

*Project Key Takeaways:*

The project has made significant contributions to peacebuilding, social stability, and reconciliation across Lebanon, particularly in promoting conflict-sensitive media, empowering local communities, and fostering education for peace. While the project successfully achieved many of its targets, it also faced challenges that hindered the full completion of some planned activities across its outputs.

The project was notably effective in establishing mechanisms for social stability, launching peacebuilding initiatives in schools, and fostering media engagement, which contributed to positive shifts in community attitudes and understanding of conflict dynamics. Noteworthy achievements include the successful development and expansion of the Mechanisms for Social Stability (MSS) and Mechanisms for Stability and Local Development (MSLD), as well as significant media and community engagement efforts.

However, certain gaps were observed, particularly in the full implementation of planned activities, such as the completion of educational resources, school-level interventions, and the execution of specific media campaigns. These gaps were primarily due to delays in approvals, logistical challenges, and varying levels of engagement from stakeholders. Despite these setbacks, the project remained adaptable and managed to achieve a considerable portion of its objectives.

The project has laid strong foundations for continued peacebuilding efforts in Lebanon, with local leaders, communities, and media practitioners better equipped to handle conflict and promote social stability. The overall effectiveness of the project in achieving its intended outcomes demonstrates its contribution to the broader peacebuilding and development goals in Lebanon.

***Factors Contributing to Achieving Outputs***

The project's objectives were highly relevant and responsive to the increasing needs across the country, with its broad design effectively addressing urgent and widespread issues aligned with national priorities. The project employed a bottom-up, participatory approach that facilitated extensive community engagement and ensured interventions were tailored to local needs. This conflict-sensitive methodology was effective in addressing root causes of conflict and fostering social cohesion.

Strategic partnerships with key ministries, including the MoI, Ministry of Social Affairs (MoSA), local unions, unions of municipalities, and community organizations were instrumental in enhancing the project’s capacity and aligning it with broader governmental initiatives. Collaboration with the MEHE, MoSA, and other local entities significantly strengthened the project’s implementation framework and ensured alignment with national policies. The active support and involvement of these ministries were crucial in facilitating the project’s activities and integrating them into the broader policy context.

Active community involvement, including the participation of local champions at all levels, was instrumental in driving the project's effectiveness. This engagement cultivated ownership and commitment, which were essential to the project's implementation and long-term sustainability. The project also benefited from the dedication of the PB team and champions, whose leadership and advocacy were pivotal in maintaining momentum and overcoming operational challenges.

To further enhance the achievements to date, the project could benefit from establishing a national taskforce/working group or platform. This task force/working group would consolidate efforts under a unified peacebuilding framework, strengthen collaboration and coordination across all levels, and sustain the project's impact in the long term.

***Factors Hindering the Achievement of Outputs***

Funding challenges throughout the years significantly impacted the project's ability to achieve some of the expected results, primarily due to insufficient financial support for key activities. Crucial initiatives for addressing civil peace issues in Lebanon were deprioritized by donors, who their focus is instead on initiatives related to the Syrian crisis. To address these gaps, the project should strengthen its position, broaden its donor base, and effectively showcase its contributions and results to better advocate for necessary funding.

Political instability and social unrest from 2019 to 2020 further complicated the project's progress. Nationwide protests and the resulting disruptions led to delays and postponements of activities due to security concerns, road blockages, and the resignation of local officials. The COVID-19 pandemic exacerbated these challenges, leading to additional delays and necessitating a shift to online platforms for meetings and training sessions. Unfortunately, issues with internet connectivity and limited experience with online tools affected attendance and participation.

The socio-economic crisis and escalating grievances from 2019 to 2022 also severely impacted the project's implementation. Hyperinflation, fuel shortages, and a declining standard of living contributed to delays in education-related activities, exacerbated by strikes by public school teachers and logistical challenges. The lack of accountability for national crises, such as the Beirut explosion and corruption cases, diminished public morale and commitment to project goals. Adapting to these evolving contexts, including shifting from school-based to community-based approaches, was essential but did not fully mitigate the disruptions.[[67]](#footnote-68)

Administrative and operational hurdles from 2019 to 2022, such as centralized decision-making by municipal authorities, delays in paperwork, and the resignation of key personnel, further hindered the project's progress. Misunderstandings or mistrust between local authorities and project committees sometimes impeded the smooth implementation of planned activities.

Despite these significant challenges—including funding constraints, political instability, social unrest, and the socio-economic crisis—the project successfully achieved the results outlined in the previous section. The ability to deliver these outputs, even amid delays and disruptions caused by nationwide protests, the COVID-19 pandemic, and administrative hurdles, underscores the resilience and adaptability of the project, the PB team, and UNDP in general. Through strategic adjustments and steadfast commitment, the project not only navigated these obstacles but also met the planned deliverables, demonstrating a remarkable capacity to deliver results under challenging circumstances. Moving forward, strengthening donor engagement, and addressing administrative inefficiencies will be crucial for sustaining these achievements and building on the project's successes.

***Effectiveness of the Project in Preventing Tensions and Establishing Peaceful Mechanisms Amid the Protracted Crisis***

The project demonstrated substantial effectiveness in preventing tensions and establishing peaceful mechanisms amid the protracted crisis. Through the MSS processes, mayors and municipal council members worked to address instability factors, finalize internal structures, and complete key projects. This collaborative approach led former adversaries to find common ground and facilitated dialogue between Lebanese and Syrians, enhancing mutual understanding and cooperation. The introduction of the MSR methodology, advancing through the Entering and Mapping Conflict Analysis phases across communities, was pivotal to this success.[[68]](#footnote-69)

***Stakeholders’ perceptions on effectiveness of project in addressing tensions and establishing social stability mechanisms.***

Based on primary data collection, the project effectively prevented tensions and established peaceful processes. Key successes included creating inclusive platforms for dialogue and cooperation, bridging gaps between previously conflicting groups. In North Minye, for instance, participants noted the unity achieved through MSLD and community activities: “Every time we conduct an activity in one area, everyone is present. We have been able to achieve unity at the municipal and union level.” Another participant remarked, “If all of Lebanon were like these five areas, Lebanon would be much better off.”

In Mount Lebanon, the project received mixed reviews. A committee member from Chiyyah acknowledged the project’s limited success in addressing deeper issues, stating, “The project does not solve those issues and it’s not able to solve it.” Conversely, a member from the South highlighted the importance of addressing basic needs and linking internally displaced people with service providers to enhance social stability: “All those activities of course lead to peacebuilding and better social stability.”

Municipalities played a crucial role in the project's effectiveness. A mayor from Mount Lebanon praised the project's success in “breaking the obstacles and bringing people together,” while a mayor from the South emphasized the link between development and peacebuilding: “Definitely, there is a huge link between the work we are doing and peacebuilding/social stability” Addressing environmental and social issues was noted as essential for promoting social cohesion and preventing conflicts from the perspectives of municipalities.

A head of Union from Bekaa underscored the link between project outcomes and social stability, noting that unresolved issues like waste management could lead to significant conflict: “If it wasn’t solved it will create a huge conflict.” Committee members from Bekaa supported this view, highlighting the project’s success in bringing communities together and mitigating conflicts: “This was one of the most successful initiatives and mechanisms in bringing people together and mitigating conflicts.”

In conclusion, stakeholders widely recognized the project’s effectiveness in preventing tensions and fostering peaceful processes. By creating inclusive platforms for dialogue and cooperation, the project bridged gaps between previously conflicting groups and achieved notable unity at municipal and union levels. Despite some challenges and limitations[[69]](#footnote-70), the project successfully integrated social and development activities[[70]](#footnote-71) with social stability and conflict prevention. Municipal leaders acknowledged its role in breaking down barriers and promoting broader peacebuilding. The emphasis on addressing environmental and social issues further highlighted the project's contribution to maintaining stability. Overall, the project made significant strides in fostering dialogue, addressing needs, contributing to resilience, and building trust between communities and local authorities, underscoring the value of integrating development and peacebuilding efforts for establishing peaceful mechanisms during times of crises.

## **Efficiency:**

***Staffing, Structure & Management***

The overall staffing, planning, and coordination within the project were generally efficient, particularly considering its complex structure and extended duration. In terms of staffing, the project's structure evolved significantly, expanding from a team of 10 to 16 members in the peak between 2015 and 2016. This expansion enabled a stronger field presence and increased overall efficiency. The introduction of area-specific coordinators, rather than having just one coordinator responsible for four areas, allowed for more localized and effective engagement. Previously, the project relied on field assistants, but having technical personnel, the local level coordinators, as focal points in each area, rather than focusing solely on logistical support, was a strategic shift since the number of targeted communities increased starting from 2015. This approach, unlike in earlier phases, decentralized responsibilities and enhanced the project's capacity to engage more effectively with local contexts and stakeholders[[71]](#footnote-72) across multiple regions, rather than depending on a centralized team in Beirut. It improved coordination with local actors, allowed for more effective contextual monitoring, and facilitated better alignment with other UN agencies, contributing positively to both the project's efficiency and its conflict sensitivity.

In addition, another significant highlight is that the project management position has been handled by OIC since end of 2021 due to missions required from the current PM. Despite the absence of a technical project manager role for almost 2 years, the finance and administration officer that has been assigned as acting PM, made substantial efforts to balance operational and programmatic needs and keep project operations and deliverables on track[[72]](#footnote-73). Efforts have been made since then to recruit a PM, yet, during this mitigation measure, senior management has assigned an additional “admin and finance assistant” to support the operational matter and open space for the acting PM to better focus on the programmatic and technical aspect. This responsive approach has contributed to the efficiency of the project. While challenges remained in maintaining a strong strategic position, securing adequate funding to cover the strategic needs, and implementing structural adaptations, the project was able to maintain effective, efficient, and timely implementation of activities and deliverables.

***Monitoring & Evaluation Resources***

The Monitoring and Evaluation resources have been notably insufficient. The high volume of reporting requirements to various donors and UNDP across multiple platforms required a significant portion of available capacity, limiting attention to essential M&E tasks such as conducting thorough assessments and incorporating field-level perspectives and results. Insufficient staffing and budget for M&E have hindered the development and maintenance of a robust M&E system, which is vital for monitoring progress, measuring impact, and making evidence-based adjustments. This underscores the urgent need for dedicated resources and personnel to support M&E functions, ensuring effective design, monitoring, evaluation, learning, and continuous improvement throughout the project’s lifecycle.

***Management Support for the Project***

The evaluation identified some changes in management approaches to the PB in Lebanon and their effects on the project’s effectiveness and efficiency especially during the shifting context and evolving donor and country priorities. When peacebuilding and social stability were dominant in the Lebanese context, management was actively engaged, offering clear direction and technical guidance that supported the project and maintained a strategic position. Over time and with decreased donor interest in peacebuilding and soft components, the management approach became less directive, with reduced technical support and innovation, reflecting a broader need for adaptability in response to project strategic needs and Lebanon’s changing circumstances.

Stakeholders noted that the shift in the priorities may have introduced some uncertainty and affected motivation across the project. Concerns were raised that the new approach appeared less strategic, creating ambiguity about the strategic direction and effectiveness. Additionally, gaps in fulfilling technical roles impacted the project’s ability to maintain strong advocacy both within UNDP and externally with donors to address dramatic contextual changes, priority shifts and the field-level challenges effectively.

Despite meeting formal deliverables, the project has also faced significant difficulties with operational processes, especially during transitions to online operations and modalities for both internal staff and external partners[[73]](#footnote-74). Overall, the evaluation suggests that a more strategic, proactive, and adaptive[[74]](#footnote-75) and technically supported approach from senior management[[75]](#footnote-76), to peacebuilding in general and the project in specific, that prioritizes safety and wellbeing of participants, implementing partners and internal staff could enhance the project’s effectiveness, efficiency, and responsiveness in a challenging and dynamic environment.

***Coordination with Regional and National Strategies:***

The project demonstrated a high level of involvement and coordination with regional and national strategies, such as the 3RF, LCRP, ERP, and the national strategy on PVE, as well as interagency working groups. The UNDP/PB team played a leading role in these forums, aligning project activities with national priorities. In 2016, socio-cultural and socio-economic committees participated in regional coordination meetings for Social Stability, Livelihood, and Protection Working Groups. [[76]](#footnote-77) However, some instances of coordination were not documented in reports and were only shared during key informant interviews with the PB team.

The project has also been efficient in preventing funding duplication, benefiting from its long-standing role in peacebuilding since 2006. By 2017, UNDP Lebanon's work was recognized as a reference for other UNDP country offices regionally and in other parts of the world[[77]](#footnote-78). Strategic collaboration with various ministries and consistent board meetings enhanced the project's efficiency by aligning activities with national priorities and avoiding funding overlaps. This alignment was achieved by incorporating ministry perspectives during the phases of 2017, 2018, and 2019, ensuring complementary initiatives and adapting effectively to changing contexts.

However, recent years have seen a decrease in this collaboration due to shifts in political priorities, changes in ministry personnel, and reduced funding for joint coordination efforts. To address these challenges, it is recommended that the project reactivate these collaborative mechanisms. Feedback from stakeholders supports the value of these partnerships in preventing funding duplication and ensuring efficient resource use. Strengthening these partnerships would enhance coordination, build on past successes, and ensure continued alignment with national objectives and needs.

Media Stakeholders: “The work conducted by PB is among the few, if not the only, initiatives focused specifically on peace education within schools. The development of the toolbox and capacity-building programs for teachers stands out as a unique effort, as it is distinct from the work done by UNICEF, which focuses on implementing the Lebanese curriculum rather than peace education.”

## **Impact**

***Contribution to Higher-Level Development Objectives***

The PB project has made significant strides in contributing to Lebanon’s higher-level development objectives. By focusing on reducing sectarian divides and fostering community engagement, the project aligns with Lebanon’s broader goals of social cohesion and stability. Its participatory and conflict-sensitive approach has been instrumental in strengthening social stability through active collaboration with local communities, ministries, and civil society organizations. This method has reinforced social cohesion and addressed underlying tensions essential for Lebanon’s long-term peace. Furthermore, the project has effectively built the capacity of local institutions and stakeholders, partnering with entities like the MEHE, MoI, and MoSA and establishing national peacebuilding platforms. By empowering communities and supporting local leaders, the project has cultivated a sense of ownership and active participation in peacebuilding efforts. Its adaptability to evolving socio-economic and political contexts has ensured its continued relevance and effectiveness, significantly impacting Lebanon’s broader development goals. However, in recent years, the project has experienced a decline in coordination and collaboration with ministries, largely due to the contextual challenges previously mentioned. To maximize its impact, the project needs to proactively address these coordination issues. Strengthening collaboration with ministries remains a crucial component, as evidenced by reports and highlighted in interviews with Ministries and Municipalities.

***Direct and Indirect Changes Attributable to PB’s Interventions***

The PB project has achieved notable direct changes through systematic conflict mapping and assessments, which have clarified outcomes and guided future efforts. Stakeholders, including local communities and partners, have positively recognized improvements in conflict sensitivity and the development of effective partnerships and communication channels. Evidence highlights increased awareness of conflict sensitivity among local actors and strengthened collaborations with key institutions like MoSA and the Municipalities[[78]](#footnote-79).

Indirectly, the project has supported integrated local development and governance by enhancing local governance mechanisms and development processes. Capacity building and institutional strengthening are evident[[79]](#footnote-80), with local actors and institutions demonstrating improved skills and capabilities. Economic benefits have materialized through job creation and support for local economic activities, while the project’s interventions have bolstered community resilience, enabling communities to better manage conflicts and adapt to socio-economic challenges. Overall, the PB project’s efforts have led to substantial improvements in local development, governance, and community resilience, aligning with its objectives. However, these outcomes are not adequately reflected in the project’s current design, highlighting the need for an update to better align the project’s framework with its achieved results.

***Benefits to Beneficiaries Attributable to PB***

The PB project has delivered several key benefits to beneficiaries. Enhanced conflict sensitivity is one major benefit, with beneficiaries gaining a deeper understanding of conflict dynamics through the MSS/MSR/MSLD component and the targeted training and awareness-raising initiatives. Participants have reported significant achievements, including building trust[[80]](#footnote-81), creating new relationships across villages, and establishing dialogue platforms officially recognized by local governments. The project has improved relations, communication channels, and collaboration among stakeholders. This has resulted in more informed and effective responses to local conflicts. Additionally, the project’s participatory approach has strengthened community engagement, fostering greater involvement in peacebuilding activities, and promoting a sense of ownership and social cohesion among local communities. However, a notable shortfall of the project, including at the national level, is its inability to address the deterioration in Syrian Lebanese social cohesion[[81]](#footnote-82) in areas where the local authorities and the communities are not welcoming Syrian presence[[82]](#footnote-83).

Capacity building has been another significant benefit, with beneficiaries—including local leaders and community members—experiencing notable improvements in their skills and capabilities[[83]](#footnote-84). This enhancement has strengthened their ability to manage conflicts and engage effectively with local governance structures. The project has also contributed to improved local governance and development practices, resulting in more efficient service delivery and infrastructure development.

Economic opportunities have increased due to the project’s indirect support for job creation and local economic activities through working with committees on improving their proposal writing and securing projects for their villages and communities, which has enhanced livelihoods and economic stability within the communities[[84]](#footnote-85). Furthermore, the project has bolstered community resilience by addressing the root causes of conflict and promoting sustainable development practices, equipping beneficiaries to better withstand and recover from socio-economic and political challenges.

***Contribution of M&E System to Measuring Impacts***

The M&E system of the PB project has collected rich data and insights, providing a strong foundation for understanding project performance. However, it has struggled with measuring effectiveness and impacts due to its lack of robustness. This has led to inconsistent data collection, analysis, and reporting, creating significant gaps that affect the accuracy and timeliness of measuring effectiveness and impact.

Despite the valuable data collected, it has not been utilized effectively. The findings from the M&E system have had minimal influence on project decision-making and adjustments, limiting the project's ability to address emerging challenges and adapt based on evidence. Recommendations from an internal 2016 Project Review were neither considered nor implemented, and only minimal efforts were made to address these proposed changes at a strategic level.

2016 Internal Project Review: Develop a theory of change to strengthen the overall positioning and ability to communicate around the rationale for, objectives and results of the work, there is a need for a clearer, or renewed and articulated theory of change in the next project phase. This will not only help to make choices and enable proper monitor but also to communicate decisions made. & Invest in monitoring: There are many encouraging signs of the project having impact and comparative advantage. Partners and beneficiaries testify to this on every occasion. Yet, it is difficult to verify without more on-going monitoring, using perception surveys and other tools. The end of the current project phase, and start of the next, would be a crucial moment to establish baselines for future comparison, thus it is time to invest in systems, tools, and staff for monitoring of results.

***Theory of Change & Results Framework:***

The Theory of Change articulated in the design document for Phase III was crafted to be broad, enabling it to be applied across various contexts and adapt to evolving needs. This broad approach has allowed the project to respond to changes and emerging needs. Evidence of this responsiveness is seen in the numerous updates and adaptations reflected in multiple documents, including donor proposals, partner reports, and previous evaluations[[85]](#footnote-86). These documents demonstrated a commendable level of responsiveness to the changing context and priorities. It was also observed that different implementing partners had formulated sub-Theories of Change, including those developed at the village level. This approach allowed for tailored strategies that addressed specific local needs and contexts.

Kayfoun: “If work is done to create a framework for communication between the residents of the town and the municipality and to benefit from the experiences of youth and women, this will ultimately lead to an increased interaction between the local authority and the local community, and heightened the level of participation in public life, improve feeling of belonging to Kayfoun, thus will lead to a higher implementation of initiatives, especially developmental, which will enhance social stability in the village.”

Muhammara: "If infrastructure services are improved and women agro-food producers are supported, then this will enhance the level of municipal services serving host and refugee communities in the village and will also capacitate productive women, allowing them to play a leading role, which will reinforce social stability in the village.”

Akroum:” If we contribute to the development of the professional capabilities of the young men and women of the town based on the needs of the market, and if we enhance their abilities and their desire to participate in the economic process, then, we would increase the ability of young men and women to obtain new job opportunities that develop their economic and social participation, so that they become active members of the town.”

The project's flexibility has been a notable strength, enabling it to respond effectively to diverse and evolving contexts. However, this flexibility has also introduced inconsistencies, as the project's strategic direction has not consistently aligned with an updated Theory of Change (ToC) and results framework that reflects shifting dynamics and emerging needs in Lebanon. Although various adaptations were documented, the ToC and results framework remained static, leading to challenges in monitoring progress, evaluating effectiveness, and maintaining a unified strategic framework. This lack of cohesion has resulted in fragmented efforts and difficulties in demonstrating overall impact, as the project has addressed multiple priorities from 2016 to 2023 without a clear, guiding strategy and measurement framework.

To improve the project's strategic positioning, adaptability and responsiveness and effectively communicate its impact, the results framework, and Theory of Change (ToC) should be extensively revised to align with the strategic direction, objectives, current context, emerging needs, and priorities in Lebanon. This revision should incorporate key lessons learned, recent contextual changes, and stakeholder feedback to create a clear roadmap for achieving project goals. In addition, it might be beneficial to utilize and consolidate the various sub-Theories of Change developed at the village/cluster level and link them to the project's outcomes. Integrating these localized strategies with the overarching ToC will enhance strategic coherence, ensure alignment with field-driven objectives, and strengthen overall impact. Additionally, all project documents—including design documents, donor proposals, and partner reports—should be updated to ensure consistency with the revised framework. Furthermore, the updated ToC should include robust mechanisms for ongoing monitoring, reporting, and accountability to enable the project to effectively respond to institutional learning needs, respond contextual changes, and maximize its impact.

CPR Evaluation: Most of the interventions are challenged regarding their evaluability (e.g. degree to which they can be evaluated) and regarding their capacity to communicate on results at the outcome level. From the three projects which operate at the municipal level (PB, Gatherings, CSAJ), two find difficulties in their evaluability. This indicates that project results frameworks have to be better tailored to identify the main outcomes and the means of verification of these outcomes. Furthermore, difficulty to show results was identified during the PMIT. Of eight projects, when asked if the project document contains a vision of success sufficiently clear and understandable by all, a majority of PM recognised it did not. Using 0 as No and 1 as Yes (binomial indicators), the PMIT obtained the following data set: PB: 0.

## **Sustainability:**

***Fostering Local Ownership and Ensuring Sustainability: Key Design Elements of the Project***

The project has effectively fostered local ownership and sustainability throughout its planning and implementation as reflected in the relevance section. This approach included significant local stakeholder engagement, prioritizing community-based methods to ensure the maintenance and utilization of outputs. Local resource mobilization and institutional strengthening were central, promoting the integration of project practices into local and legal frameworks[[86]](#footnote-87). In addition, the role of MSLD committees in reflecting community needs through a participatory approach had the largest contribution to the sustainability. The formulated committees have enhanced relational accountability and transparency, as evidenced by the positive feedback from committee members, mayors, and project partners[[87]](#footnote-88).

However, challenges in sustaining the committees have been highlighted, largely due to the economic crisis and the committees' ability to maintain their activities post-project. Financial pressures on municipalities further exacerbate these issues, emphasizing the need for ongoing engagement and support to ensure the project's benefits are sustained effectively[[88]](#footnote-89). To address these challenges, the MSLD mechanism emphasizes institutionalizing committees[[89]](#footnote-90) as a key strategy. This involves empowering and supporting committees to either secure formal recognition from municipalities through a formal decision or to register as NGOs if municipalities are unresponsive or lack collaborative engagement. **Institutional adoption** of the project’s methodologies and practices has been a key focus, ensuring that the changes introduced by the project are integrated into local frameworks and continue to be utilized beyond the project’s lifecycle. [[90]](#footnote-91)

To maximize ownership, it is recommended that the project engages with sector experts and partners from the inception phase, including during the brainstorming of activities at all levels. Interviews with ministry representatives revealed a strong interest in participating in design workshops, which could help prevent duplication of efforts and ensure that programs and activities are community-based and aligned with ministerial strategies. Additionally, peacebuilding experts and some additional partners expressed their willingness to contribute to design discussions beyond the scope of their contracting and bidding processes. Moreover, a key recommendation highlighted across the data collection was the importance of grounding designs in empirical data and research, which would significantly enhance the sustainability of results.

***Partnerships: Main Added Value***

The project successfully established strategic partnerships with local organizations, community leaders, media outlets, civil society organizations and other stakeholders, which have been pivotal in promoting sustainable peacebuilding. The substantial engagement and participation of these entities have been crucial in supporting and implementing project activities. Stakeholders have expressed positive perceptions of these partnerships, recognizing the collaborative efforts as a key factor in the project's success and the sustainability of its outcomes.

The selection of implementing partners was also critical to the project's effectiveness, efficiency, and sustainability, as observed in the partner reports and confirmed during key informant interviews on all levels. Many partners demonstrated a high level of commitment and ownership, with some even offering free consultations and brainstorming sessions, regardless of their selection or contract status with UNDP. Community members, including representatives from ministries, unions, and other actors, consistently highlighted the expertise and credibility of UNDP and its the partners during interviews and focus group discussions. Nearly all interviewed stakeholders reported high satisfaction with the methodologies, activities, and communication efforts from UNDP and its partners, underscoring the project's effective coordination, collaboration and strong partnerships formed on the ministerial, municipal, organizations and community level.

***Assessment of Sustainability and Continued Benefits of Peacebuilding Interventions Across Key Components***

The likelihood of continued benefits from the PB interventions is high, as indicated by the strong **local ownership** and commitment demonstrated by stakeholders. The integration of project outcomes into **local policies and practices** has been observed, which supports the persistence of benefits beyond the project’s duration. Local communities have **adopted project strategies** and peacebuilding methodologies, further enhancing the sustainability of outcomes. Stakeholders’ perceptions reflect confidence in the **sustainability of outcomes** at national, subnational, and local levels, underscoring the project's sustainability.

##### ***Education Component***

The likelihood that the benefits resulting from previous and current education interventions will persist at the local and subnational levels appears moderate, with both positive indicators and ongoing challenges. While there has been consistent effort to promote peacebuilding through education, several key outputs have only been partially achieved across multiple years. The steady engagement of local stakeholders, including teachers, students, and Ministry of Education staff, reflects a strong foundation for continued impact and sustainability. However, the frequent shortfalls in achieving planned targets, such as but not limited to the full implementation of the peacebuilding toolbox and the scaling up of activities due to the shifting to VFC[[91]](#footnote-92) instead of VFS indicate a need for more robust mechanisms to sustain and build upon these efforts. Moreover, the partial achievement across multiple years suggests that while there is clear ownership and commitment among stakeholders, the persistence of benefits depends on addressing gaps in coordination with MEHE, capacity building, resource allocation, and strategic planning. To enhance the likelihood of sustainability, future interventions must focus on comprehensive follow-up, continuous support, and the adaptation of strategies to meet evolving local needs and conditions.

##### ***Media Component***

The likelihood that the benefits from previous and current media interventions will persist at the local and subnational levels appears promising, given the consistent engagement, ownership, and commitment demonstrated by stakeholders. The project has made substantial progress in empowering the media for balanced and conflict-sensitive coverage, as evidenced by the largely achieved outputs across multiple years. These efforts include the establishment of a media monitoring efforts to monitor the implementation of the Journalists Pact for Civil Peace, production of various news supplements, social media campaigns, and extensive training sessions for journalists, youth, and media practitioners. The active involvement of local media actors, youth, and civil society organizations in promoting conflict-sensitive reporting and combating fake news indicates a strong foundation for sustainability. There is evident stakeholder ownership and commitment, particularly among youth participants who have independently launched fact-checking platforms and actively engaged their communities. The ongoing commitment to capacity-building activities, such as training and participatory campaigns, suggests that the stakeholders are willing to continue these efforts. However, challenges remain, especially in terms of financial sustainability for Sawab and the need for ongoing capacity-building[[92]](#footnote-93). In each phase, the project is organizing training sessions for the old fact checkers/youth/Sawab to equip them with new tools and techniques in this field.

##### ***Mechanisms for Stability and Local Development (MSLD)***

The likelihood that the benefits from previous and current MSS/MSR/MSLD mechanisms will persist at the local and subnational levels is high, considering the ownership, commitment, and willingness displayed by stakeholders involved in the Local-Level Peacebuilding Strategies. Throughout the years, the project has consistently demonstrated strong engagement from local communities, authorities, and diverse groups, such as women and youth in developing and implementing peacebuilding strategies. Key activities, such as the establishment of Mechanisms MSS, MSR and MSLD processes, have been largely or fully achieved each year, indicating robust stakeholder participation and capacity building at the grassroots level. The continued success in launching new mechanisms, creating comprehensive social cohesion and local development plans, and conducting numerous capacity-building workshops and meetings with local actors reflect a strong foundation for sustaining peacebuilding outcomes. Despite some minor gaps in reporting and deviations from certain targets, the overall trend shows a high level of stakeholder ownership and commitment to sustaining these initiatives.

Given the demonstrated ability to adapt to local conflict dynamics, expand interventions to more communities, and engage local stakeholders effectively, the benefits from these interventions are likely to endure at the local and subnational levels. While the MSLD committee process has a vital role in fostering a sense of community ownership. It notes that while community engagement can drive ownership, funding constraints or issues with legality and permissions can jeopardize this ownership[[93]](#footnote-94).

##### ***Exit Strategy***

To enhance the sustainability of the education component, it is essential to institutionalize peace education within the national curriculum and support continuous professional development for teachers. This involves formal and effective partnerships with the MEHE to integrate peacebuilding content into existing curricula and ensure that teachers are adequately trained to deliver this content effectively. A critical consideration shall be given to the economic crisis and the collapse of the education system that is a major challenge to implementing peacebuilding in schools. Advocating for policy changes at the ministerial level will further solidify these efforts. Additionally, focusing on comprehensive follow-up, continuous support, and adapting strategies to meet evolving local needs and conditions will be vital. This approach should address gaps in coordination, capacity building, and resource allocation, ensuring that the benefits of peace education persist and are effectively scaled up.

To strengthen exit strategies and sustainability for the MSLD component, it is crucial to develop comprehensive exit plans that outline clear steps for transitioning responsibilities, ensuring ongoing support, and trying to ensure long-term funding. This includes planning for the institutionalization of MSLD committees by seeking formal recognition from municipalities or supporting their registration as NGOs. Addressing financial challenges is also essential, and this can be achieved by advocating for sustainable funding sources and establishing partnerships with donors and local businesses to support committee activities. Integrating project methodologies into local and legal frameworks will ensure that benefits persist beyond the project’s lifespan, requiring adaptation to evolving local needs and promoting local resource mobilization. Engaging sector experts and partners from the early stages of project design will help ensure that exit strategies and activities are community-based and aligned with broader ministerial strategies, preventing duplication, and addressing the needs of marginalized groups. Equitable access to resources for marginalized communities, including Syrian refugees and people with disability, should be prioritized by incorporating best practices for inclusion and providing targeted support.

For the media component, fostering independent local media platforms is crucial. Building partnerships with media outlets, journalism schools, and media associations will help promote the principles of responsible journalism and ensure sustainability. To support financial sustainability, it is important to diversify funding sources and enhance digital monetization strategies for local media organizations. Continuous capacity-building efforts, including training for journalists on ethics, combating fake news, and conflict-sensitive reporting, should be institutionalized through local media training centers and integrated into journalism school curricula. Creating a network of media professionals trained in conflict-sensitive journalism can maintain peer learning and support, and establishing a national or regional coalition for media actors focused on ethical journalism and peacebuilding will help sustain momentum even after the project concludes.

***Internal and External Risks Hindering Sustainability***

These internal and external risks highlight the need for continuous engagement, resource mobilization, and institutional support to ensure that the benefits of the project are sustained beyond its lifespan.

*Internal Risks*

* Limited Financial Sustainability: The financial pressures on municipalities and committees pose a significant risk to sustaining activities after the project ends. Without continued financial support, especially for MSLD committees and other local initiatives, these efforts may cease or fail to achieve their long-term goals.
* Institutional Capacity and Commitment: Despite efforts to integrate project practices into local frameworks, the actual institutional adoption of methodologies and practices remains at risk, particularly if municipalities are unresponsive or lack the capacity to engage. Institutionalization is a key strategy, but it depends on the willingness and capacity of local institutions to continue the work.
* Coordination and Resource Allocation: Gaps in coordination with ministries and the allocation of resources may undermine the effectiveness and sustainability of peacebuilding education efforts. The partial achievement of goals in the education component suggests that more robust mechanisms and follow-up are required to address coordination and capacity-building challenges.
* Dependence on External Partnerships: The project’s success has been heavily dependent on partnerships with local and external stakeholders. While these partnerships have proven valuable, their sustainability relies on the continued engagement and commitment of all partners, which may not be guaranteed after the project ends.

*External Risks:*

* Economic Crisis and Financial Instability: The ongoing economic crisis in the region presents an external risk to sustainability, especially given the financial pressures on local governments and municipalities. This crisis could limit the availability of resources necessary to support the project’s long-term impact.
* Political and Institutional Challenges: Changing political landscapes and institutional priorities could hinder the ability of local authorities to adopt and implement the peacebuilding and social cohesion strategies introduced by the project. The lack of formal recognition or collaboration from municipalities could lead to the discontinuation of the committees or their activities.
* Shifting Socioeconomic Conditions: Broader societal and economic shifts, including the collapse of the education system, could undermine efforts to institutionalize peacebuilding in schools. The economic crisis exacerbates challenges to securing resources and political support for integrating peacebuilding into the national curriculum.
* Legal and Regulatory Barriers: For committees and local entities to continue their work post-project, legal or regulatory barriers must be addressed. If municipalities are unresponsive or fail to grant formal recognition, or if committees are unable to register as NGOs, it could undermine the project’s sustainability.
* Environmental and Social Conditions: Ongoing local conflicts, displacement, and the needs of marginalized communities, such as refugees and persons with disabilities, may create additional challenges in ensuring that the benefits of peacebuilding efforts reach all community members, potentially jeopardizing the equity and inclusivity of the project’s outcomes.

## **Conclusions:**

#### **Relevance:**

##### *Conclusion 1:**The Peacebuilding in Lebanon project has been highly relevant, aligning effectively with national strategies, local needs, and international frameworks for peacebuilding and development.* Its methodologies, outputs, and Theory of Change have proven well-suited to addressing Lebanon’s complex, multi-layered challenges amidst its protracted crises. By incorporating conflict-sensitive, community-driven, and participatory approaches, the project has successfully contributed to tackling the root causes of conflict, promoting social cohesion, and fostering sustainable peace. The project’s approach has laid a solid foundation for continued impact, with the potential for long-term benefits in Lebanon's peacebuilding and development efforts.

##### *Conclusion 2:**The Peacebuilding project in Lebanon has effectively integrated conflict sensitivity across its components, employing context-specific analysis, participatory mechanisms, and flexible tools to address Lebanon's complex dynamics*. The media component promotes responsible journalism, and the MSLD fosters community-driven decision-making. However, challenges remain in politically sensitive contexts, where power dynamics and sectarian affiliations hinder inclusivity and effectiveness. Political interference continues to undermine the project’s impact, limiting genuine representation.

##### *Conclusion 3:* *Stakeholders view the Peacebuilding Project in Lebanon as highly relevant and essential for advancing peace.* The education, media, and MSLD components are valued for their targeted approaches, though challenges in bureaucracy, logistics, and coordination persist. While the project is seen as critical, stakeholders recommend improving internal coordination and strategic alignment to enhance effectiveness. Overall, the project offers significant opportunities for impact but requires further refinement in implementation.

##### *Conclusion 4:* *The project has made notable progress in promoting gender equality and women's empowerment, achieving a GEN2 marker under the UNDP Gender Seal Marker system.* While women’s roles in socio-economic and community activities have been enhanced, political and decision-making barriers remain. Future efforts should focus on strengthening gender-sensitive approaches, boosting community engagement, and overcoming resistance to addressing sensitive topics.

##### *Conclusion 5:**Youth involvement has been a key element of the project, with significant participation in media, peacebuilding, and local development activities*. However, youth roles have largely been supportive rather than decision-making.

*Conclusion 6:**Disability Inclusion as insufficiently addressed, with no specific strategies or indicators in place.* The project made some efforts towards disability inclusion, particularly through the MSR/MSS/MSLD components. However, specific strategies and indicators for inclusion were lacking, and comprehensive data remains limited.

#### **Effectiveness:**

##### *Conclusion 7:**The project’s overall effectiveness has been impacted by inconsistent M&E systems and reporting practices.* While recent improvements, such as the shift to quantum reporting, have aligned outputs with plans, the lack of a unified M&E approach has limited the ability to assess project impact accurately.

##### *Conclusion 8:**The project has made considerable progress in achieving its outputs, particularly in local-level peacebuilding and media.* However, challenges within the education component have limited the full realization of some outputs, though the project has remained resilient and achieved positive results in key areas.

##### *Conclusion 9:**The project successfully addressed national needs through a participatory and conflict-sensitive approach, with community champions playing a vital role in its achievements.*Despite challenges such as political instability, funding shortfalls, and the COVID-19 pandemic, the project met its outputs, highlighting the effectiveness of its strategies.

##### *Conclusion 10:**The project successfully promoted peace and economic stability through dialogue and cooperation, addressing social cohesion and integrating peacebuilding with development.* While it made significant strides in fostering unity, its impact on tensions between Lebanese and Syrian refugees remains uncertain.

#### **Efficiency:**

##### *Conclusion 11: The project demonstrated strong efficiency in staffing and coordination, aligning well with national priorities and regional strategies*. However, the lack of adequate M&E resources and shifts in management approaches have affected the consistency and effectiveness of overall performance.

##### **Impact:**

##### *Conclusion 12:**The project has made a positive impact on Lebanon’s social cohesion, governance, and community resilience.* While there were challenges in coordination with ministries and limitations in the M&E system, the project has successfully advanced its development goals and demonstrated positive contributions in key areas.

#### **Sustainability:**

*Conclusion 13:**The project has effectively promoted local ownership and sustainability through strong community engagement, with notable sustainability in the media and social stability components.* However, financial challenges and shifting priorities threaten the continuation of the MSLD committees and the sustainability of the education component.

##### **Recommendations:**

#### Strategic and Critical:

#### **Recommendation 1 - Strengthen M&E Systems and Accountability**: [[94]](#footnote-95) To enhance project effectiveness, accountability, and impact, it is essential to invest in and strengthen Monitoring and Evaluation systems, as well as feedback and complaints mechanisms.

###### *Invest in M&E resources:* Allocate resources to develop a comprehensive and robust M&E system that meets the project's reporting, accountability, and learning needs.

###### *Revise TOC and Results Framework:* Update and refine the TOC and Results Framework to better reflect the current context and recent project adaptations. This is critical for ensuring that the M&E system is properly aligned with evolving project outputs and remains relevant to the overall objectives.

###### *Develop M&E Plans****:*** Create simplified M&E plans that enhance reporting mechanisms and improve results capturing at all levels. Ensure these plans are practical, effective, and actively utilized by the entire project team, not just the M&E unit, to promote shared ownership and accountability.

###### *Implement FCRM:* Develop and implement Feedback and Complaints Response Mechanisms to capture and address stakeholder perspectives, concerns, and complaints. This is particularly important for the MSLD component as the information, feedback and data are rich.

###### *Utilize mixed methods:* Use a combination of qualitative and quantitative methods, and update indicators to include qualitative insights. Leverage existing UNDP assessment and measurement tools to enhance data collection and analysis.

###### *Capture and share best practices & learning:* Systematically capture and make use of available lessons learned and best practices. Actively share these insights internally with other UNDP projects and with the broader sector to foster learning, improved coordination, and collaboration.

#### **Recommendation 2 - Enhance Conflict Sensitivity and Do No Harm:** [[95]](#footnote-96) To ensure that UNDP’s work, not just the PB in Lebanon, is conflict-sensitive, inclusive, and effective, it is essential to address and mitigate potential power dynamics and exclusionary practices on the local governance level.

###### *Mainstream conflict sensitivity across UNDP*[[96]](#footnote-97)**:** Expand conflict sensitivity beyond peacebuilding projects to all UNDP work areas. Systematically disseminate conflict analysis work to UNDP staff and recognize it as a corporate knowledge product.

###### *Prioritize conflict sensitivity and do no harm:* With support from UNDP senior management, ensure that the project is designed and implemented in a way that avoids reinforcing existing power dynamics.

###### *Refine the participatory approach:* Commit to continuously improving the participatory approach to enhance inclusivity and ensure that interventions reflect the genuine needs of community members. This approach should remain sensitive to local conflict dynamics and aim to amplify all voices including marginalized groups such as Syrian refugees, minorities, and people with disabilities.

###### *Address negative municipal interference:* Advocate with donors to exit municipalities[[97]](#footnote-98) where political or personal affiliations are skewing project participation and undermining inclusivity and neutrality. Concentrate the municipal efforts in areas with higher vulnerability and less political interference to improve project effectiveness, impact, and sustainability.

###### ***Recommendation 3 – Foster Holistic Integration Across UNDP Projects Within and Across Portfolios:*** [[98]](#footnote-99)

###### To enhance the effectiveness and impact of UNDP initiatives in general, and the Peacebuilding (PB) work in Lebanon specifically, it is essential to adopt a holistic approach that integrates various components and projects within the UNDP portfolios. This approach requires aligning strategies and coordinating efforts to address interconnected challenges comprehensively. This recommendation was extensively discussed with management, including senior management, with the understanding that while Peacebuilding is not an entry point, conflict sensitivity is. Additionally, the PB project has already built and established significant work at the national level. It is crucial that other projects build on these foundations, rather than reinventing the wheel, to maximize efficiency and ensure continuity in addressing key challenges.

###### Promote Cross-Component Integration:*Encourage collaboration among project components*[[99]](#footnote-100) *and ensure alignment of objectives and activities. This approach will could facilitate resource sharing, streamline interventions, and enhance overall coherence and effectiveness by addressing challenges in a better coordinated manner.*

#### Enhance UNDP Project Synergy:Foster better coordination between different UNDP projects[[100]](#footnote-101) to create cohesive strategies and maximize impact. Leverage the strengths and successes of projects to support broader peacebuilding objectives avoiding duplication of efforts.

#### **Recommendation 4 - Enhance peacebuilding effectiveness through national-Level coordination and public policy engagement:** [[101]](#footnote-102)To improve the effectiveness and efficiency of peacebuilding initiatives, it is crucial to enhance national-level coordination, ensure alignment with relevant ministries' policies and enhance engagement on the policy level.

###### Enhance National-Level Coordination: Invest in strengthening coordination mechanisms at the national level to clearly define roles and responsibilities among peacebuilding actors. This will help reduce resource wastage, prevent duplication of efforts, and avoid redundant solutions. Addressing this gap[[102]](#footnote-103) may improve overall effectiveness and efficiency of the peacebuilding initiatives.

###### Strengthen Policy Engagement: Advocate for the development and enforcement of relevant policies, regulations, and laws from the Ministries[[103]](#footnote-104) to support good governance, accountability, and transparency. Additionally, address recent declines in coordination by strengthening partnerships with Ministries especially MoSA and its SDCs to maximize the project’s effectiveness and impact.

#### Operational & Programmatic

#### **Recommendation 5 - Enhance area selection, planning and coordination between PB and LHSP.**[[104]](#footnote-105)

###### Mainstream the added value of the PB-LHSP joint collaboration on the process: Clearly identify the roles and responsibilities of the LHSP and PB project teams at the field level to prevent overshadowing the peacebuilding aspects of the MSLD. Ensure that partners and committees do not only attribute e success of committees to the success of project identification and selection of local development projects.

###### Adopt a proactive approach: Engage in proactive and collaborative area selection processes for both projects. Clearly communicate expectations and timelines to ensure alignment with donor preferences and foster transparency.

###### Extend outreach & conflict analysis: Allocate additional time for comprehensive outreach and conflict analysis and genuine stakeholder engagement. This will help uncover hidden tensions and ensure a more inclusive approach to conflict sensitivity.

###### Foster inclusivity: Use the extended analysis period to facilitate a more inclusive and sensitive approach, through making sure that we are reaching out to the different components of the society which leads to more effective and sustainable results.

###### **Recommendation 6 - Enhancing Peacebuilding Mechanisms Effectiveness:**[[105]](#footnote-106) The below suggestions aim to ensure the peacebuilding mechanisms effectively contributes to the project peacebuilding objectives. Note that a separate technical and advisory assessment of the peacebuilding mechanisms is required for technical and programmatic detailed recommendations.

###### Define roles and focus: Clearly define the MSLD’s roles in peacebuilding, with an emphasis on conflict prevention, management and transformation, and mediation. This will help align the committees’ objectives and activities with the project's objectives.

###### Leverage Champions: Support and leverage exemplary mayors to integrate sustainable development goals into their municipal strategies and objectives[[106]](#footnote-107), particularly when national-level mandates are lacking[[107]](#footnote-108). Additionally, engage youth as agents of change and empower traditional mediators to take more active roles at the community level. Acknowledge that the success of effective and meaningful peacebuilding often relies on individual willingness and commitment.

###### Support standards and ethical conduct: Set clear guidelines for committee members, regularly review activities, and involve legal advisors. Uphold codes of conduct if not UNDP’s, to be developed by the committee members with the support of partners and experts.

###### Enhance collaboration and knowledge sharing: Connect the committees on the national level. Establish a platform for the successful and active committees to share lessons learned and experiences on the national level and hold at least one annual meeting.

###### **Recommendation 7 - Enhance Disability Inclusion:**[[108]](#footnote-109)Promote comprehensive disability inclusion in alignment with UNDP's Disability Inclusive Development Guidance Note, the following actions are recommended:

#### Empower people with disabilities: Support and encourage people with disabilities to take on leadership roles within the project on various levels.

#### Improve consultation & outreach processes: Ensure that consultation processes in program design actively involve individuals with disabilities to create more inclusive and accessible solutions. Improve outreach processes to better reach people with disability.

#### Leverage grassroots initiatives: Collaborate with grassroots initiatives to build more inclusive environments and integrate disability considerations into all aspects of the project.

#### Strengthen Partnerships: Enhance collaboration with NGOs and civil society organizations and activists to reinforce disability inclusion as a fundamental human rights principle throughout the project.

###### **Recommendation 8 - Strengthen Youth Engagement:**[[109]](#footnote-110) Enhance the role of youth as active agents of change[[110]](#footnote-111).

#### Adopt a holistic approach: Implement a comprehensive strategy that integrates youth across various initiatives, promoting their active participation in peacebuilding, advocacy, and community development.

#### Network with Youth Leadership Program: Establish and strengthen connections with Youth Leadership Program to create mutual benefits and amplify youth engagement.

#### Leverage media for better outreach and engagement: Utilize media to mobilize & outreach youth.

###### **Recommendation 9 – Enhance evidence-based programming and ownership during design & inception:**[[111]](#footnote-112) To ensure lasting impact and sustainability, focus on integrating evidence-based approaches and fostering strong ownership throughout the design and inception phases.

#### Strengthen Ministry Collaboration: In addition to the strategic partnership’s recommendation, actively improve coordination with ministries by involving them during the inception and design phases. This approach will address administrative inefficiencies and prevent duplication of efforts, aligning activities with ministerial strategies.

#### Engage Sector Experts and Partners: Involve sector experts and partners early in the design phases of project and activities, for example during brainstorming sessions. Their participation will enhance program design and community alignment while leveraging their willingness to contribute beyond formal processes.

#### Ground Designs in Empirical Data: Base project designs on robust, and up-to-date empirical data and research to ensure that interventions are well-informed and sustainable.

#### Enhance Donor Engagement: Strengthen positioning[[112]](#footnote-113), engagement and open communication with donors to secure continued support and address fundraising and any administrative challenges, thereby maximizing ownership and reinforcing the project's successes.

#### Additional Optional Recommendations:

#### **Recommendation 10 - Expand Networks and Advocacy for Women's Political Participation to enhance the impact of women's participation and empowerment efforts.** [[113]](#footnote-114)

###### Expand networks: Broaden collaboration by connecting with internal UNDP projects and external organizations focused on women's political participation.

###### Advocate for mutual benefits: Work jointly to advocate for shared objectives and mutual benefits, emphasizing the role of women in peacebuilding.

###### Promote women's role: Strengthen advocacy and support initiatives that highlight and enhance the role of women in peacebuilding and political spheres.

###### **Recommendation 11 - Establish a National Taskforce for Peacebuilding:** ***Build on current achievements and ensure sustained impact.*** [[114]](#footnote-115)

#### Establish a national Taskforce: Create a national taskforce or working group dedicated to consolidating peacebuilding efforts under a unified framework.

#### Strengthen collaboration and coordination: Use this platform to enhance collaboration and coordination among stakeholders at all levels, fostering a more integrated approach.

#### Sustain long-term impact: Leverage the taskforce to ensure that the project's impact is maintained and extended over the long term, aligning efforts and resources towards shared peacebuilding objectives.

## **Annexes**

**Annex I : Bibliography**

Strategic Documents :

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2. Country programme document for Lebanon (2023–2025) (16p)
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2. MoSA Capacity Assessment Tool: 181110\_UNDP\_MSS\_MoSA\_CAT RESULTS
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1. Final Narrative Report 2021: KFW4, KFW5 & DfID PPM Deliverable 8 Report
2. Final Narrative Report 2022: KFW6 PPM Deliverable 7 Report
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4. Final Progress Report 2023: 2023-2025 - Al Fayhaa Deliverable 4 Report
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**Annex II: Theory of Change**

The project’s theory of change is based on project’s lessons learned as well as wider UNDP Lebanon experiences in the fields of conflict prevention and social stability:

* If local communities are supported to establish local conflict dialogue mechanisms, then inter- and intra-communal contact is facilitated, people are able to discuss potentially conflict-prone issues peacefully in a productive environment, ensuring quality interactions that break down sources of division and increase trust.
* If local sources of division are addressed and trust increases, then social norms are strengthened “that allow the non-violent and constructive management of conflict.”
* At the national level, if Lebanese media is supported to provide objective and inclusive reporting, which highlights positive contact between refugees and host communities, then the perpetuation of stereotypes and prejudices in the media decreases
* If the perpetuation of stereotypes and prejudices in the media decreases, then people have more positive perceptions of and attitudes towards ‘others,’ including greater trust between identity groups.
* If educational sector is strengthened to mainstream peacebuilding in its educational curriculum, then children, parents and teachers can deal with the emerging conflicts in non-violent ways, leading to the decreasing acceptance of violence by the population.
* If historical reconciliation is supported through the support the platform for the organizations working with the past, then common narrative about past events can be developed.
* If the common narrative about past events is developed, then the opportunistic use of past events and processes decreases.

**Annex III: Details of annual plans and annual reports.**

Table extracted from annual report 2016.

|  |  |  |  |
| --- | --- | --- | --- |
| **OUTPUTS** | **ACTIVITIES PLANNED** | **ACHIEVED OR NOT** | **WHY**  |
| Output 1: Education promoting social cohesion supported.  | 1.1 Training of 350 teachers from mixed Lebanese Syrian public schools on peace building skills and joint activities undertaken  |  Achieved |  |
| 1.2. A baseline assessment into violence in the Lebanese schools to form a scientific basis for the interventions conducted.  | Achieved |  |
| 1.3. Sensitize and train school staff and students on peace building and conflict resolution methodologies in pilot schools.  | Achieved |  |
| 1.4. Based on consensus between students and teachers, support them in developing a common code of conduct at school and develop indicators to monitor compliance of the code of conduct  | Achieved |  |
| 1.7. Baseline indicator developed of the Peace Building Toolbox  | Not achieved | Unfunded andPending MEHE’s approval  |
| 1.8. Testing of the Peace Building Toolbox  | Not Achieved | Unfunded andPending MEHE’s approval |
| 1.10. Conduct assessment of Peace Building Toolbox in selected schools  | Not achieved | Unfunded andPending MEHE’s approval |
| 1.13. Implement 8 workshops on teaching sensitive history topics.  | Not achieved | Unfunded andPending MEHE’s approval |
| 1.14. Produce the teachers’ guidebook on history  | Not achieved | Unfunded andPending MEHE’s approval |
|  | 1.15. Implement oral history activities with youth  | Achieved |  |
| Output 2: Media empowered to promote balanced and conflict sensitive media coverage.  | 2.1. Support media monitoring based on the Pact through an establishment of a media observatory that will have a team of observers analysing media database. | Achieved |  |
| 2.2. Publish 4 periodic data reports on the implementation of the Journalists’ Pact articles.  | Achieved |  |
| 2.3. Publish 4 animated infographic videos covering the “Journalists’ Pact for Strengthening Civil Peace” to be broadcasted on two main TV channels.  | Achieved  |  |
| 2.4. Produce a 30 second TV spot conveying the main objectives of the Journalists’ Pact for Strengthening Civil Peace in Lebanon  | Achieved |  |
| 2.5. Publish 4 supplements per year on civil peace issues both in the key national newspapers including Annahar and Assafir, as well as promote wider dissemination through social media  | Achieved | (but also, with The Daily Star and L’Orient le Jour)  |
| 2.6. Organize a participatory media campaign on the impact of the Syrian crisis on Lebanese host communities covering issues related to social cohesion  | Achieved | But not broadcasted  |
| 2.7. 4 newsletters portraying the different achievements and challenges of the project  | Achieved  |  |
| Output 3: Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees. | 3.1. Undertake a literature review, organize focus groups, and key informant interviews to identify main actors and obtain up to date information on the developments in the regions of Bekaa, North Lebanon and Mount Lebanon  | Achieved | In addition to the areas mentioned in the activity an additional area was also covered which is the South  |
| 3.2. Conduct a conflict/need assessment in the selected areas.  | Achieved |  |
| 3.3. Create the reference groups | Achieved |  |
| 3.4. Build the capacities of the focus groups and local leaders (train 50 local leaders and community leaders to manage crisis especially in refugee-related situations and acquire skills in local socio-economic development and in mitigating tensions, preventing, mediating, and managing conflicts) | Achieved | Not only 50 were trained but more than 2,645 engaged in the mechanisms for social stability  |
| 3.5. Implement the local level conflict mitigation mechanisms.  | Achieved  | And in a much higher number of communities as initially planned  |
| 3.6. Undertake periodic conflict assessments of the impact of the Syrian crisis on social cohesion  | Achieved |  |
| Output 4: an NGO platform promoting nation-wide truth and reconciliation supported and ex-fighters’ role in promoting peace building enforced  | 4.1. Assist NGOs platform in undertaking a mapping of causes, events, and outcomes of the Lebanese civil war, as well as an assessment into the current situation covering the hot spots and recurrent conflicts.  | Not Achieved | Lack of interest from the NGOs side  |
| 4.2. Assist NGOs platform in designing and completing opinion poll on issues related to truth and reconciliation.  | Not Achieved | Lack of interest from the NGOs side  |
| 4.3. Assist NGOs platform in organizing a series of consultation with political parties, syndicates and workers unions, families affected by the civil war, professional unions and associations, cooperatives, bankers, youth both employed and unemployed, and ex-fighters.  |  Not Achieved | Lack of interest from the NGOs side |
| 4.4. Provide process support for the national civil society platform  | Not Achieved | Lack of interest from the NGOs side |
| 4.5. Support ex-fighters as role models for peace building in post-conflict Lebanon  | Achieved  | And their outreach was more than expected and the number of new members who joined the NGO also  |

Extracted by the evaluator from Annual from 2017 till 2021.

|  |  |
| --- | --- |
| Annual Plans | Annual Report Results |
| 2017 |
| Output 1: Education promoting social cohesion.1.1. Training of 350 teachers (2 from 175 schools) from mixed Lebanese Syrian public schools on peace building skills and joint activities undertaken 1.2. A baseline assessment into violence in the Lebanese schools to form a scientific basis for the interventions conducted. 1.3. Sensitize and train school staff and students on peace building and conflict resolution methodologies in pilot schools.1.4. Based on consensus between students and teachers, support them in developing a common code of conduct at school and develop indicators to monitor compliance of the code of conduct 1.7. Baseline indicator developed for the assessment of the Peace Building Toolbox1.8. Testing of the Peace Building Toolbox1.10. Conduct assessment of Peace Building Toolbox in selected schools1.13. Implement 8 workshops on teaching sensitive history topics. 1.14. Produce the teachers’ guidebook on history. 1.15. Implement oral history activities with youth.  | ***Output 1: Education promoting social cohesion:*** * The Violence Free Schools targeted 15 new schools. The 15 intermediate level public schools are located in Tripoli and its neighbouring areas and host Syrian students as well.
* 219 teachers were trained on peace building, nonviolence, and conflict prevention; among which 150 are women.
* 1268 parents and 2173 students were sensitized on nonviolence and peacebuilding through 164 sessions.

Stories from the schools talk about new tools teachers and parents were able to acquire because of this intervention which are crucial for them to be able to face educational and behavioural challenges they have with their students and kids. Students from their side, are now aware of the different forms of violence and feel more empowered to face their educators and set new guidelines.  |
| Output 2: Media empowered to promote balanced and conflict sensitive media coverage.Baseline2.1. Support media monitoring based on the Pact through an establishment of a media observatory that will have a team of observers analysing media database.2.2. Publish 4 periodic data reports on the implementation of the Journalists’ Pact articles.2.3. Publish 4 animated infographic videos covering the “Journalists’ Pact for Strengthening Civil Peace” to be broadcasted on two main TV channels.2.4. Produce a 30 second TV spot conveying the main objectives of the Journalists Pact for Strengthening Civil Peace in Lebanon2.5. Publish 4 supplements per year on civil peace related issues both in the key national newspapers including Annahar and Assafir, as well as promote wider dissemination through social media. | ***Output 2: Media empowered to promote balanced and conflict sensitive media coverage.*** * 3 Joint News Supplement were produced, with the participation of 65 writers from Lebanese, Syrian and Palestinian nationalities, (half of which are women) and 705,000 copies published and distributed with three leading national newspapers (in Arabic, English and French)
* 5 discussion sessions were organized all over the country to discuss the supplements’ topics with the participation of 160 people.
* 2 media monitoring studies produced and published on the Journalists’ Pact for Strengthening Civil Peace in Lebanon on religious media, with Maharat Foundation. Two roundtable discussions were then organized to discuss the results of the studies with media experts and practitioners.
* 1 international conference on media regulations organized with Maharat Foundation
* A training programme for 30 reporters from the National News Agency was organized on conflict sensitive reporting.

The Supplement has offered a platform where different views are presented to the different audiences in the country, who rarely could read about hot topics from different perspectives and written by diverse journalists in one outlet. The studies offered to journalists and media practitioners coming from all boards, the opportunity first to have access to crucial data on critical issues in the media scene and second to reflect in an open and frank arena on those issues.  |
| Output 3: Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees.3.1. Undertake a literature review, organize focus groups, and key informant interviews to identify main actors and obtain up to date information on the developments in the regions of South, Bekaa, North Lebanon and Mount Lebanon 3.2. Conduct a conflict/need assessment in the selected areas. 3.3. Create the reference groups.3.4 Build the capacities of the focus groups and local leaders (train 50 local leaders and community leaders to manage crisis especially in refugee-related situations and acquire skills in local socio-economic development and in mitigating tensions, preventing, mediating, and managing conflicts) 3.5. Implement the local level conflict mitigation mechanisms. | ***Output 3: Local level peacebuilding strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees.**** Mechanisms for Social Stability were launched in 38 new communities hosting Syrian refugees in all governorates reaching out to 3363 local authority members and local actors (including Syrians) through 64 workshops and more than 30 meetings held in each village.
* 11 established mechanisms for social stability in 11 communities were followed up on
* 44 training sessions were organized for 108 staff from 65 Ministry of Social Affairs Social and Development Centers, located all over Lebanon.

Through the MSS process, different actors including mayors and municipal council members were able during 2017 to draw a common understanding of local conflicts and their dynamics in their areas (phase 1 of the MSS process). Based on this analysis, towards the end of 2017 they started reflecting on peace practices and develop ideas for potential mechanisms in their own communities. This process allowed people from different boards and groups who used to be “enemies” to sit together and reflect on common interest. It also allowed for municipalities to gather a greater consensus on their status and role, and for local actors to be more active in public life and feel a sense of responsibility in coming up with solutions to their problems. The MSS created the platform as well for interaction and dialogue between Lebanese and Syrians to vent out and be sensitized to each other’s worries and fears and find ways to overcome those. |
| Output 4: An NGO platform promoting nation-wide truth and reconciliation and ex-fighters’ role in promoting peace building supported.4.1. Assist NGOs platform in undertaking a mapping of causes, events, and outcomes of the Lebanese civil war, as well as an assessment into the current situation covering the hot spots and recurrent conflicts. 4.2. Assist NGOs platform in designing and completing opinion poll on issues related to truth and reconciliation.4.3. Assist NGOs platform in organizing a series of consultations with political parties, syndicates and workers unions, families affected by the civil war, professional unions and associations, cooperatives, bankers, youth both employed and unemployed, and ex-fighters.4.5. Provide process support for the national civil society. platform4.6. Support ex-fighters as role models for peace building in post-conflict Lebanon.  | * The Conflict map developed with Lebanon Support NGO continued to be updated and 4435 incidents were mapped, and 5227 visits registered.
* 4 conflict analysis bulletins were produced.
* 2 conflict analysis reports produced and published.
* Support to the Fighters for Peace NGO continued and 1355 youth (both Lebanese and Syrians) were targeted; 37 ex-fighters engaged and 15 ex-fighters from Tripoli joined the NGO.

With the support provided to two national NGOs UNDP was able to contribute from one side to the knowledge production around conflicts and tensions in the country and thus provide the general audience but mainly the partners and actors in the Syria crisis response accurate data on the conflict trends and dynamics, which helped them better target and localize their activities. From another side, the work of FFP is filling a huge gap in the field of dealing with the past and thus national reconciliation processes. Working with youth and ex-fighters on memory and trauma healing is a must in the efforts contributing to building a sustainable peace.  |
| 2018 |
| Output 1:* 1. Organize awareness raising and facilitated sessions for 270 teachers, 1447 students and 384 parents on nonviolence and peacebuilding.
	2. Set up 15 task forces (1 in each of the 15 schools) composed of teachers, students, and parents for nonviolence.
	3. develop 15 Codes of Conduct for nonviolence in the 15 targeted schools (1 per school)

1.4. implement 15 activities (1 per school) in the 15 targeted schools around nonviolence.  | ***Output 1: Education promoting social cohesion:*** * 15 new schools were targeted by the Violence Free Schools. The 15 intermediate level public schools are in Tripoli and its neighboring areas and host Syrian students as well.
* During 2018, 85 facilitated sessions were organized inside the 15 schools to help the task forces (composed of students, teachers, parents, and administrations) develop their Codes of Conduct including the list of soft and hard activities they want for their schools.
* 15 Codes of Conduct were developed for the targeted schools.
* 15 soft activities were organized in the 15 schools.
* 1 final event was organized in Tripoli to celebrate the end of the project with the participation of all schools and the donor and the Ministry of Education and Higher Education with the participation of more than 300 people.
* 15 hard activities were organized in the 15 schools (Cf. list of soft and hard activities implemented)
 |
| Output 2:2.1. Follow up on the monitoring of the Journalists Pact for Strengthening Civil Peace in Lebanon and produce 2 reports. 2.2. Publish 3 supplements per year on civil peace related issues both in the key national newspapers including Annahar, The Daily Star and L' Orient Le Jour, as well as promote wider dissemination through social media. | ***Output 2: Media empowered to promote balanced and conflict sensitive media coverage.*** * 3 Joint News Supplement were produced, with the participation of 49 writers from Lebanese, Syrian and Palestinian nationalities, and 180,350 copies published and distributed with three leading national newspapers (in Arabic, English and French) (Supplements in Annex)
* 4 events were organized all over the country to discuss the supplements’ topics with the participation of 695 people (including one big event organized at Beit Beirut around the commemoration of the civil war featuring an exhibition of photographs published in one of the issues as part of a photography competition organized by UNDP for the supplement).
* 1 media study was produced on the Gaps in Skills and Knowledge of Media personnel, which is based on the monitoring studies of the Journalists Pact for Strengthening Civil Peace in Lebanon produced in partnership with Maharat Foundation between 2015 and 2017. (Study in Annex)
* An agreement was signed with Hulool NGO to work on fake news through producing social media campaigns on specific topics. The first campaign (out of 3) was finalized during the reporting period.
* An agreement was signed with Thomson Reuters to produce a media toolkit based on the Journalists’ Pact for Strengthening Civil Peace in Lebanon and a first draft was produced during 2018. (draft toolkit in Annex)
 |
| Output 33.1. Build the capacities of 304 local authority members and local actors on conflict analysis, conflict prevention, crisis management, etc. 3.2. Launch MSS processes in 38 new communities all over Lebanon. 3.3. Develop Mechanisms for Social Stability in 38 villages all over Lebanon. 3.4 Follow up on the pre-existing Mechanisms in 10 communities all over Lebanon. 3.5 Build the capacities of 100 MoSA staff on the MSS.  | ***Output 3: Local level peacebuilding strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees.**** Participatory conflict analysis reports were developed for the 39 targeted communities (CA reports in Annex)
* Mechanisms for Social Stability were developed in 40 new communities hosting Syrian refugees in all governorates including action plans, reaching out to 953 local authority members and local actors (including Syrians) through 128 workshops and more than 385 meetings held in each village (Cf. plans in Annex)
* 12 training sessions were organized for 108 staff from 65 Ministry of Social Affairs Social and Development Centers, located all over Lebanon.

Through the MSS process, different actors including mayors and municipal council members were able during 2018 to develop relevant mechanisms that would respond to the key driving factors of instability they had identified. These mechanisms were based on the identification of entry points and drawing theories of change for each locality. In addition, local action plans were developed. This process allowed people from different boards and groups who used to be “enemies” to sit together and reflect on common interest. It also allowed for municipalities to gather a greater consensus on their status and role, and for local actors to be more active in public life and feel a sense of responsibility in coming up with solutions to their problems. The MSS created the platform as well for interaction and dialogue between Lebanese and Syrians to vent out and be sensitized to each other’s worries and fears and find ways to overcome those. Also, a number of communities started implementing activities in their areas during the last quarter of 2018.  |
| Output 4:4.1. Support Lebanon Support maintain and update the conflict map. 4.2. Produce 3 regional and/or national conflict analysis reports.  | ***Output 4: An NGO platform promoting nation-wide truth and reconciliation.*** * The Conflict map developed with Lebanon Support NGO continued to be updated and 4435 incidents were mapped, and 5227 visits registered.
* 4 conflict analysis bulletins were produced.
* 2 conflict analysis reports produced and published (reports in Annex)
 |
| ***2019*** |
| Output 1:1.4. implement 15 activities (1 per school) in the 15 targeted schools around nonviolence.  | ***Output 1: Education promoting social cohesion:*** * As per the latest agreement between UNDP and the Ministry of Education and Higher Education (MEHE) on integrating and mainstreaming UNDP’s methodology in peace education, 96 staff from the Direction d’Orientation Pedagogique et Scientifique (DOPS) staff from MEHE were trained on different topics related to peace and non-violence education (within the framework of UNDP’s Violence Free Schools methodology and toolkit) and 40 of them will be selected to undertake a more in-depth TOT with the aim of working at implementing activities inside schools.
* A number of 10 schools have been approved by MEHE in which the 40 trained DOPS will conduct their trainings.
* An M&E framework and a survey were designed to measure the impact of the project with DOPS.
 |
| Output 2:2.1. Follow up on the monitoring of the Journalists Pact for Strengthening Civil Peace in Lebanon and produce 2 reports. 2.2. Publish 3 supplements per year on civil peace related issues both in the key national newspapers including Annahar, The Daily Star and L' Orient Le Jour, as well as promote wider dissemination through social media | ***Output 2: Media empowered to promote balanced and conflict sensitive media coverage.*** * 3 Joint News Supplement were produced, with the participation of 64 writers from Lebanese, Syrian and Palestinian nationalities, 74% of total participants being women, and a total of 120,500 copies for all issues published and distributed with three leading national newspapers (in Arabic, English and French). (Supplements in Annex A)
* 2 events were organized in Bekaa respectively Beirut to discuss the supplements’ topics with the participation of 136 people, out of which 57% women participants.
* 4 fake news campaign were produced a visual and evidence-based campaign to tackle the issue of fake news and its impact on social stability in Lebanon, in partnership with Bayanat Box NGO, and disseminated on UNDP and BB social media platforms: among which 1 TV spot featuring a famous Lebanese chef cooking a fake news. (List of all campaigns included in Annex B)
* 4 issues of the peace building project newsletters were published in English and in Arabic and distributed and reached to in total around 15,500 subscribers. (Copies of Newsletter included in Annex C)
* 2 Thomson Reuters trainings with Thomson Reuters were held on the media toolbox developed in 2018 which is intended to help media practitioners and institutions to implement the “Journalists’ Pact for Strengthening Civil Peace in Lebanon” (produced in 2013) and incorporate its clauses at the institutional level. The number of journalists and university students trained reached in total 124 of beneficiaries.
* A Hackathon was organized with Bayanat Box, which aimed at countering fake news and the spread of false information across the internet, media and among the public through innovative ways. The Hackathon brought together a total of 14 participants, 7 of which were women.

UNDP launched its electronic website for the Peace Building in Lebanon News (https://www.peacebuildingsupplement.org/?lang=en#). The website is available in English, Arabic, and French, and gathers all previous editions of the supplement, as well as their individual articles to facilitate sharing. The website will also provide additional materials such as movie infographics, videos, reports, photo libraries, and polls. |
| Output 3:3.3. Develop Mechanisms for Social Stability in 38 villages all over Lebanon. 3.4 Follow up on the pre-existing Mechanisms in 10 communities all over Lebanon. 3.5 Build the capacities of 100 MoSA staff on the MSS.  | ***Output 3: Local level peacebuilding strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees.**** Processes for 42 new Mechanisms for Stability and Resilience were initiated in communities hosting Syrian refugees in all governorates.
* There are 72 MSR meetings reported in all local communities. Participants: 279 Lebanese and 3 of other nationalities, whereof 150 were local authorities, 71 women, 19 youth, and 3 people with disabilities.
* There are 33 MSR workshops and training events reported in all local communities. Participants: 734 Lebanese, 6 Syrians, and 1 of other nationality, whereof 99 local authorities, 254 women, 87 youth, and 1 person with disabilities.
* Mechanisms for Social Stability were developed and finalized in 38 MSS communities during 2019 hosting Syrian refugees in all governorates.
* There are 74 MSS meetings reported in all local communities. Participants: 603 Lebanese and 4 Syrians, whereof 150 were local authorities, 289 women, 23 youth, and 3 people with disabilities.
* There are 130 MSS workshops and training events reported in all local communities. Participants: 17,812 Lebanese, 3,389 Syrians, and 271 of other nationality, whereof local authorities, 8,425 women, 695 youth, and 7 people with disabilities.
* 1 conflict analysis report was finalized for the targeted communities.
 |
| Output 4:4.1. Support Lebanon Support maintain and update the conflict map. 4.2. Produce 3 regional and/or national conflict analysis reports | ***Output 4: An NGO platform promoting nation-wide truth and reconciliation.*** * Forum for Memory and Future held its launch ceremony.
* UNDP, together with UNWomen and OHCHR, applied for and were granted eligibility for an IRF-funding by the UN Peace Building Fund for the “Dealing with the Past: Memory and Future” (DwP) project.
* As a result, UNDP launches its “Dealing with the Past: Memory and Future” project funded by the PBF.
 |
| ***2020*** |
| Output 1:1.1 Support MEHE in mainstreaming conflict prevention into its system including training its teachers' trainers.1.2. Organize awareness raising and facilitated sessions for 1073 teachers, 6488 students and 949 parents on nonviolence and peacebuilding in 32 schools. 1.3. Set up 32 task forces (1 in each of the 32 schools) composed of teachers, students, and parents for nonviolence | **Output 1: Education promoting social cohesion:** ✓ As per the agreement between UNDP and the Ministry of Education and Higher Education (MEHE) on integrating and mainstreaming UNDP’s methodology in peace education, 43 staff from the Direction d’Orientation Pedagogique et Scientifique (DOPS) from MEHE have been trained on different topics related to peace and nonviolence education (within the framework of UNDP’s Violence Free Schools methodology and toolkit) ✓ Moreover, 57 DOPS personnel, who have completed the general training in previous activities, have completed an in-depth Training of Trainers (TOT) with the aim of implementing activities inside the selected schools. ✓ A number of 17 and 15 public high schools have been approved by MEHE for the 2020-2021 and 2021-2022 academic school year, respectively, in which the trained DOPS will conduct VFS activities. |
| Output 2:2.1. Produce 4 National Media Campaigns on countering Fake News2.2. Produce and publish 3 Joint News Supplements on peace building issues with national newspapers including Annahar, The Daily Star and L' Orient Le Jour2.3. Build capacities of youth from 10 villages in media literacy and countering fake news 2.4 Support youth groups in 10 villages in launching campaigns at the local level to counter fake news. 2.5 Publish 4 Newsletters on peace buildings issues | Output 2: Media empowered to promote balanced and conflict sensitive media coverage. ✓ 3 Joint News Supplement were produced, with the participation of 66 writers from Lebanese, Syrian, Palestinian, and other nationalities, 50% of total participants being women. All issues were published and distributed with three leading national newspapers (in Arabic, English and French). (Supplements can be found at the following link: https://www.peacebuildingsupplement.org/ and in Annex A) ✓ 6 events were organized to discuss the supplements’ topics with 34 discussants, out of which 65% were women participants, attendance of 70 people, and 30,168 views (for the online sessions). ✓ As part of an initiative by the Ministry of Information to combat the spread of fake news during the COVID19 crisis in partnership with UNICEF and WHO, UNDP facilitated a training for 11 reporters and editors of the National News Agency (NNA) on detecting and debunking fake news. ✓ 12 fake news campaigns were produced utilizing videos and infographics to tackle the issue of fake news and its impact on social stability in Lebanon, in partnership with LBCI, and disseminated by UNDP, LBCI, and local influencer social media platforms (List of all campaigns included in Annex B) ✓ 40 youth actors from 10 Lebanese villages were trained on how to identify fake news by Dawaer Foundation. Subsequently, they launched a social media campaign under the headline ربخلا ةحص†نم†كتحص \_ (real/ “healthy” news contribute to your health/wellbeing) on Facebook and Instagram. The so7tak\_men\_so7et\_lkhabar pages are the first youth-led initiative of its kind in Lebanon. They serve as platforms to monitor, detect, and debunk fake news spread in their areas that affect social cohesion and social stability and contribute to increasing fear and stigmatization among communities, particularly in the recent Covid19 pandemic. ✓ 4 issues of the peace building project newsletter were published in English and in Arabic and distributed and reached to in total around 3,784 subscribers. |
| Output 33.1. Launch MSR in 47 villages all over Lebanon. 3.2 Build the capacities of 100 MoSA staff on the MSS | Output 3: Local level peacebuilding strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees. ✓ Processes for 41 (out of 47) new Mechanisms for Stability and Resilience were initiated in communities hosting Syrian refugees in all governorates. Of the 41 communities, 23 Stability and Resilience plans were developed. - - There are 621 MSR meetings reported in all local communities. Participants: 1714 Lebanese, 64 Syrians, and 10 of other nationalities, whereof 337 were local authorities, 737 women, 340 youth, and 6 persons with disabilities. There are 194 MSR workshops and training events reported in all local communities. Participants: 1785 Lebanese, 19 Syrians, and 5 of other nationality, whereof 278 local authorities, 874 women, 343 youth, and 3 persons with disabilities. ✓ The MSR methodology focuses on tailoring solutions to local conflict dynamics. Therefore, conflict analysis reports are developed during the Mapping and Analysis phase in all 41 communities. Furthermore, MSR committees are comprised of active and engage local actors across diverse sectors and their main objective is to engage groups of active local actors representing all segments and local authorities in each community to act as agents of social change and catalyzers of social stability. ✓ The Ministry of Public Health, UNDP, WHO, UNICEF and the Abaad NGO have initiated #TheRealTest campaign to counter the growing phenomenon of stigmatization, discrimination, fear and stereotyping of people and communities affected by the Covid-19 virus. |
| **2021** |
| Output 1:1.1 Support MEHE in mainstreaming conflict prevention into its system including training its teachers' trainers.1.2. Organize awareness raising and facilitated sessions for 1073 teachers, 6488 students and 949 parents on nonviolence and peacebuilding in 32 schools. 1.3. Set up 32 task forces (1 in each of the 32 schools) composed of teachers, students, and parents for nonviolence. 1.4 Implement 32 activities (1 per school) in the 32 targeted schools around nonviolence. | * As per the agreement between UNDP and the Ministry of Education and Higher Education (MEHE) on integrating and mainstreaming UNDP’s methodology in peace education, 110 (including 66 women) staff from the Direction d’Orientation Pedagogique et Scientifique (DOPS) from MEHE have been trained on different topics related to peace and non-violence education (within the framework of UNDP’s Violence Free Schools methodology and toolkit)
* A number of 32 public high schools have been approved by MEHE for the 2021-2022 academic school year in which the trained DOPS will conduct VFS activities.
* 85 Awareness Sessions on VFS were launched in 17 schools. 420 Students (including 294 females, 74 other nationalities) attended the VFS sessions, in addition to 107 parents (including 92 females, 8 other nationalities) and 130 teachers (including 102 females). The VFS awareness sessions anticipate the process leading to the formation of Task forces and eventual code of conduct within the VFS initiative. All the sessions were conducted online; DOPS personnel were leading the sessions in a participatory approach. Despite the challenges related to connectivity and accessibility, parents, students, and teachers attending the sessions expressed willingness to take part into the process and asked to have more of these awareness sessions stressing on the importance of the subjects discussed and that they would want it to reach out to a wider audience.
* 1 publication on the VFS work prepared by Dr Bassel Akar, Associate Professor of Education. The report collates the key processes, outcomes, and reflections of participating stakeholders to highlight how the VFS initiative has contributed to peace education and social stability through formal education. Information for this report is drawn from published documentation on the VFS work in 56 schools over three academic years (2015-16, 2016-17, 2017-18) and key informantinterviews. The report is available in English and Arabic.
 |
| Output 2:2.1. Produce 2 National Media Campaigns on countering Fake News2.2. Produce and publish 4 Joint News Supplements on peace building issues with national newspapers including Annahar, The Daily Star and L' Orient Le Jour2.5 Publish 4 Newsletters on peace buildings issues | ***Output 2: Media empowered to promote balanced and conflict sensitive media coverage.*** * 3 Joint News Supplement were produced, with the participation of 45 writers (38 Lebanese, 3 Syrians, 2 Palestinians, and 4 other nationalities), 66.6% of total participants being women. The following topics were addressed: Dealing with the Past, reconciliation and engagement of youth and women in peacebuilding in Mount Lebanon (issue n. 27); stories of the most vulnerable and marginalized in the country, with a special reference to the elderly (issue n.28); the opportunities and the role of energy in conflict countries (issue n.29). Issue 27 and 28 were produced following the old format, printed and distributed in Arabic with An-Nahar newspaper (print), in French with L’Orient-Le Jour (print and web) and in English with The Daily Star (web) and with L’Orient Today (print); issue 29 was produced following the new format (digital) on the online platform ‘Salam wa Kalam’ (see below for more details) link: <https://www.salamwakalam.com/issue/1/archives/en>)
* 1 new online digital platform ‘Salam wa Kalam’ was launched to replace the written version of the Peacebuilding supplements. On this platform/website, UNDP is offering a space to share a content curation of different topics including written articles, storytelling video reports, interviews, animation videos, and selected media and TV reports prepared by prominent journalists from local TV stations. (Link to the new website ‘Salam wa Kalam’: <http://salamwakalam.softimpact.net/>)
* 4 events were organized to discuss the supplements’ topics, three events were held online and one physical. The physical event took place in Baisour, Mount Lebanon, to discuss issue. 27. The event saw the participation of 20 discussants, out of which 65% were women, attendance of 68 people (48 women participants and 18 youth) among local actors from the MSLD local committees, young fact checkers from Choueifat, Damour, Aley, and youth engaged in the Dealing with the Past project with UNDP. As for the three online events, they have reached 8,324 views.
* 1 TV spot was designed and launched to tackle the issue of fake news as part of a national campaign to fight fake news in partnership with LBCI. The campaign reflected on people's behaviour in a transparent way by showcasing why and how they share a piece of news. A long version of the campaign was posted on UNDP and LBCI’s social media pages. A shorter version was broadcasted on LBCI at peak time. On UNDP social media pages, the campaign was a success, it got very good traction with the numbers of shares, claps, positive emoticons and comments. This was highlighted as a takeaway and "best way forward", it could be used as an example for more engaging videos to follow in the future.
* 10 local campaigns were produced by the 40 young fact-checkers who were trained in 2020 by Dawaer foundation in Aley, Choueifat, Damour, Qab Elias, Riyaq, Tripoli, Chekka, Amioun, Maghdoushe and Haret Saida to raise awareness on the spread of fake news at a local level. The campaigns were disseminated on the municipalities and MSLD committee’s social media platforms, the youth widely shared the campaigns with local and regional influencers and on the social media pages of “so7tak men so77et lkhabar”.
* 51 new youth actors from all 5 Lebanese governorates were trained on how to combat the spread of hate speech and fake news in partnership with Dawaer Foundation (including 31 females). Subsequently, they will be coached and trained on producing regional and national campaigns to raise awareness on the impact of hate speech and fake news.
* Contribution to the UNDP newsletter; every month, UNDP’s newsletter covers around 3 to 4 activities of the peacebuilding project. A total of 36 activities were covered in 2021, one dedicated newsletter was produced to cover the work on fact checking and fake news at a national and local levels with a total of 13 articles. UNDP also share a separate mail slot announcing the publication of each issue of the supplement and the online discussion sessions.
 |
| Output 33.1. Launch MSR in 44 villages all over Lebanon. 3.2 Build the capacities of 100 MoSA staff on the MSS.  | ***Output 3: Local level peacebuilding strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees.**** Processes for 53 Mechanisms for Stability and Local Development (MSLD) progressed in communities hosting Syrian refugees in all governorates. Of the 53 communities (49 villages and 4 clusters), the MSLD process was launched in 12 new communities. To date, 52 Stability and Local Development (SLD) plans were developed and/or finalized. Additionally:
* There are 385 MSLD meetings reported in all local communities. Participants: approx. 2477 Lebanese, 58 Syrians, and 11 of other nationalities, whereof 451 were local authorities, 1254 women, 462 youth, and 4 persons with disabilities
* There are 452 MSLD workshops, training and coaching sessions reported in all local communities. Participants: 3308 Lebanese, 45 Syrians, and 8 of other nationality, whereof 545 local authorities, 1771 women, 603 youth, and 4 persons with disabilities.
* There are 177 MSLD events reported in most of the local communities. Participants: approx. 19.166 Lebanese, 811 Syrians, and 28 of other nationality, whereof 139 local authorities, 10.103 women, 4541 youth, and 28 persons with disabilities
* The MSLD methodology focuses on tailoring solutions to local conflict dynamics. Therefore, conflict analysis reports are developed during the Mapping and Analysis phase in all 53 communities. Furthermore, MSLD committees are comprised of active and engage local actors across diverse sectors and their main objective is to engage groups of active local actors representing all segments and local authorities in each community to act as agents of social change and catalyzers of social stability.
 |
| ***2022*** |
| Output 1:1.1 Support MEHE in mainstreaming conflict prevention into its system including training 200 teachers' trainers.1.2. Organize awareness raising and facilitated sessions for 900 teachers, 6000 students and 3600 parents on nonviolence and peacebuilding in 30 schools1.3. Set up 47 task forces (1 in each of the 47 schools) composed of teachers, students, and parents for nonviolence.1.4 Implement 47 activities (1 per school) in the 47 targeted schools around nonviolence.1.5 Produce Media Campaign on VFS activities in partership with MEHE and MOI | Community-based soft activities on violence prevention carried out by UNDP partner organization Clown me In, and Awareness Sessions carried out by Laban and the Centre for Active Citizenship (CAC) were launched throughout 2022 in 46 locations in Bekaa, Mount Lebanon, North and South. Soft activities reached out to approximately 10,437 persons: 60% children, 40% adults (25% women). Out of all the participants, around 30% are Syrians. As for the Awareness Sessions, 4,031 were the participants targeted: 505 children under 10 (66 Syrians, 2 other nationalities), 2,891 adolescents aged 10-17 (150 Syrians), and 641 adults (124 Syrians). The number of the Ministry of Education and Higher Education (MEHE) staff trained on the implementation of the Violence Free School program is 133 (including 106 women). Sessions with the Task Forces in the 17 targeted schools to validate the Code of Conducts and to exit the schools were concluded by the end of May 2022: 34 sessions (2 in each school) were carried out for 64 teachers (56 W), 28 parents (27 W) and 159 students (113 W).ToR for the Peace Building Toolbox was posted[[115]](#footnote-116), and a partner to digitalize it recruited. The digitalization will be completed in 2023.The media campaign to raise awareness on the impact of the violent images on children was launched on the 1st of November 2022, during a press conference that was held at the Ministry of Information in Beirut, with the Minister of Information, the Minister of Education (MoI) and Higher Education (MEHE), and UNDP’s Resident Representative (RR), Melanie Hauenstein. Both ministers and the UNDP’s RR shared a short speech on the campaign, its objective and importance, and at the end, the videos and radio spots were distributed and shared with the agencies. The media campaign was broadcasted on different outlets in addition to social media platforms and was also accompanied with a series of interviews on local radio stations. Local TVs as well as social media platforms were broadcasting the 2 videos produced, while a radio spot was being diffused on the Lebanese local radios. In addition, to support the campaign, the videos were being promoted through ads on social media platforms (facebook, twitter, Instagram, youtube etc.). |
| Output 2:2.1. Produce 02 National Media Campaigns on countering Fake News2.2. Produce and publish 4 Joint News Supplements on peace building issues.2.3 Train 50 youth on countering addressing fake news.2.4 Train and coach 35 reporters on fact checking.2.5 Publish 1 communication material about UNDP's work in PB | 1. The work with the 51 youth (26 W, 3 Syrians, 1 Palestinian, 1 Jordanian) who were trained in 2021 on how to combat the spread of hate speech and fake news continued throughout 2022. At first the youth participated in coaching sessions aimed at coming up with a plan to implement online and offline campaigns. Later, the implementation plan kicked off and the below activities were launched:
	1. Online campaigns: the new national campaign “*Count till Ten*”, urging people to count to ten before sharing any news they receive was launched in September (two national videos), and was followed by additional 6 local videos (1,120,000 views and 3,896,000 comments).
	2. Offline campaigns: 21 local campaigns were launched as follows:
		1. 19 interactive plays took place in 19 different communities across all Lebanon. The campaigns were organized by 10/12 youths for each community, and reached out to 2,579 persons (1,094 women, 604 youth).
		2. 2 discussion sessions were organized at AUST and the Lebanese University and saw the participation of around 220 students.
	3. Sawab. It consists of creating an independent youth initiative that aims at launching digital media platforms through the WhatsApp application and Facebook to reduce the spread of fake news across Lebanon and raise awareness on the importance of verifying information before publishing it. A WhatsApp group was created, along with a QR code to facilitate and increase the participation of audiences. The group is active, around 290 joined and news is being fact-checked and sent on a continuous basis.
	4. *Fact-check junior.* It consists of developing a toolkit guide for teachers to provide them with lesson plans, activities, and interesting games on how to recognize elements of fake news and hate speech which can be conveyed to their students.
	5. A closing event to celebrate the hard work of the 51 young media students from all over Lebanon was conducted on October 27th. The young fact-checkers reflected on the process they went through by sharing their experiences and feedback with the audience.
2. 37 media practitioners (29 W) from around 17 national news outlets received a 2-day training on Fact-Checking and countering Fake News during Q1 of 2022. The training was followed by 3 coaching sessions (2 online and one physical) that were finalized by mid-April 2022.
3. 10 field reporters from the National News Agency (NNA) were trained mid-June on image, text, and video fact checking tools and techniques.
4. Three digital Peacebuilding supplements were published this year on the Salam wa Kalam platform: issue no. 30 on Environment and Peacebuilding (May 2022); issue no. 31 on Peace and State Building (September 2022); issue no. 32 on Mobility and Peacebuilding (November 2022). Finally, four articles from issue no. 33 on Digital Peacebuilding were also released; the remaining two articles and video report will be published in January 2023. A total of 48 writers[[116]](#footnote-117) contributed to the publication of articles of three issues, including 27 women and 16 youth.
5. An online webinar based on Issue 31, specifically on the topic of arts and state building, took place on Zoom and UNDP Lebanon Facebook page on Wednesday, July 13 with experts and artists from the field (769 views).
 |
| Output 3:3.1. Launch MSLD in (21) villages and (4) clusters all over Lebanon.3.2 Develop and implement SLD mechanisms and plans in targeted villages and clusters. | The MSLD process was launched in 24 new communities (20 villages and 4 clusters) across Bekaa, Mount Lebanon, North and South; in all the 24 communities SLD plans, and Systemic Conflict Analysis (SCA) processes were finalized. In 25 communities, the MSLD process is progressing, and entered in the final stages of the fifth and last phase of the MSLD process. To date, all the 25 villages have organized social activities within their communities, which are part of the action plan developed based on the results of the SCA. The SLD groups have attended capacity building and/or coaching sessions to strengthen their skills and capacities and have also agreed upon a final structure for their committees and internal by-laws. In all the 25 communities, local committees were established and are comprised of 509 members, out of which 236 are women (46%), six Syrians, three other nationalities, 81 local authorities, 113 youth and three persons with special needs. In total, around 205 process meetings (introduction meetings, follow-up meetings and exit meetings) and 64[[117]](#footnote-118) capacity building and/or coaching sessions were attended by the Committees. The key topics addressed were proposal writing, conflict management, leadership, communication skills, group management, etc. Also, 24 SCA processes were launched in the 24 communities targeted in 2022 (20 villages and 4 clusters)[[118]](#footnote-119). 139 events based on the SLD plans were also organized by the new and old committees, and saw the participation of approximately 25,507 persons, including 12,580 women, 6,955 youth & children, 3,735 Syrians, 123 other nationalities, and 29 persons with disabilities.Within the framework of the National Choir initiative, 31 communities were targeted through the MSLD committees, and 120 youth were selected to join the choir. 68 rehearsal and 55 joint rehearsals were conducted throughout 2022.A launching event was organized on May 25 at the American University of Beirut. The event was very successful and saw the participation of 120 singers (and uno conductor) and 650 audience (choir family members, MSLD committees, representatives of UNDP, KfW, and the German embassy). The event included speeches from UNDP, the Embassy of Germany in Lebanon, Fayha Choir and two testimonials from the choir participants, in addition to a short documentary and 7 songs performed by the choir. The event “Angham wa salam” was broadcasted on Facebook generating 1.6k reactions, 240 comments, 119 shares from an 18.2k organic reach (data as of May 2022). 4 final local choir events were also organized in each area: Anjarr (Bekaa), Baaqine (Mount Lebanon), Tripoli (North) and Saida (South). The idea of having concerts at a regional level came as a result of the success of the event in AUB Assembly Hall on May 25, 2022. In 2023, the Choir Initiative will continue.“Conductors Training” were also launched for 5 representatives of the Choir in order to strengthen their capacities as conductors. Capacity Building sessions on topics such as communication and leadership were held.An initiative on Peace Tourism will be launched in 2023. So far, a ToR was posted, and a partner organization was recruited.  |
| 2023 |
| Output 1:1.1 Support MEHE in mainstreaming conflict prevention into its system including training 120 teachers' trainers1.2 Organize awareness raising and facilitated sessions in 15 locations.1.3 Produce a Digital version of the Peacebuilding Toolbox | 1.1 104 Number of DOPS Teachers Trainers Trained on the VFS1.2 8 Organized awareness raising and facilitated sessions in 15 locations.1.3 Produced a Digital version of the Peacebuilding Toolbox |
| Output 2:2.1 Production of 2 News Supplement including visibility & Dissemination of the last issue of the news supplement2.2 90 Youth against fake news and hate speech.2.3 3 Training for 60 reporters and social media actors on fact checking and hate speech | Output 2: 2.1 No Production of News Supplement including visibility & Dissemination of the last issue of the news supplement, the work was done in 2023 and publishing was postponed till 2024.2.2 92 Youth against fake news and hate speech.2.3 3 Trained 60 reporters and social media actors on fact checking and hate speech. |
| Output 3:3.1 Launch MSLD in (8) villages and (8) clusters all over Lebanon3.2 Engage 160 local authorities and local actors in developing stability and local development strategies and plans.3.3 Implement 32 social stability-oriented activities in targeted communities | 3.1 Launch MSLD in 9 villages and 11 clusters all over Lebanon3.2 Engage 172 local authorities and local actors in developing stability and local development strategies and plans.3.3 Implement 62 social stability-oriented activities in targeted communities |
| ***2022-2023 – Annual Plans reporting have been changed*** |

**Annex IV: Comparative Analysis of Work Plans vs. Achieved Results Reported in the Annual Reports**

###### The below scale is utilized:

###### **Not Achieved:** Few or none of the planned activities and outputs were completed. There was minimal or no progress towards the targets, and the desired outcomes were not realized.

###### **Partially Achieved:** Some of the planned activities and outputs were completed, but significant portions were not achieved or fell short of the targets. There were notable gaps or delays in delivery, and while some progress was made toward the desired outcomes, it was incomplete.

###### **Largely Achieved:** Most of the planned activities and outputs were completed, with only minor deviations from the targets. The key components of the outputs were delivered, and they contributed significantly to the desired outcomes, but not all aspects were fully completed or there were some delays/adjustments.

###### **Fully Achieved**: All planned activities and outputs were completed as intended, meeting or exceeding the targets. There were no significant deviations from the plan, and the outputs contributed directly to the desired outcomes.

*Output 1: Education Promoting Social Cohesion:*

**2016 - Partially Achieved:** The project successfully trained 350 teachers from mixed Lebanese Syrian public schools on peacebuilding skills and joint activities. A baseline assessment into violence in Lebanese schools was also completed, providing a scientific basis for subsequent interventions. Sensitization and training of school staff and students on peacebuilding and conflict resolution methodologies were carried out in pilot schools. Additionally, a common code of conduct was developed based on consensus between students and teachers, along with indicators to monitor compliance. Oral history activities with youth were effectively implemented. However, due to the ministry’s delays in granting the approvals, the development of the baseline indicator for the Peace Building Toolbox was not completed, and the assessment of the Peace Building Toolbox in selected schools was not conducted. Furthermore, the implementation of eight workshops on teaching sensitive history topics and the production of a teachers’ guidebook on history were not achieved. These gaps indicate that while some progress was made, several planned activities related to educational resources and curriculum development were incomplete.

**2017 - Partially Achieved**: The project successfully targeted 15 new schools in Tripoli and surrounding areas and trained 219 teachers (150 of whom were women) on peacebuilding, nonviolence, and conflict prevention. It also sensitized 1268 parents and 2173 students through 164 sessions. However, the project fell short of the target of training 350 teachers from 15 schools and did not provide evidence on the completion of several planned activities, such as the baseline assessment into violence, development, and assessment of the Peacebuilding Toolbox, workshops on teaching sensitive history topics, and production of a teachers’ guidebook. Therefore, while notable progress was made, some key objectives remain unmet.

**2018 - Fully Achieved**: The project effectively targeted 15 new schools, organized 85 facilitated sessions to help task forces (comprised of students, teachers, parents, and administrators) develop Codes of Conduct for nonviolence, and implemented 15 soft and 15 hard activities in each school. A final event celebrating the project's achievements involved over 300 participants, including representatives from the Ministry of Education. All planned activities were carried out, meeting the objectives to raise awareness and promote peacebuilding in schools, thus fully achieving this output.

**2019 - Partially Achieved**: While the planned activities to implement peacebuilding initiatives in 15 schools were not explicitly reported, progress was made through the training of 96 staff from MEHE on peace and non-violence education topics, with 40 of these staff set to undergo more in-depth training. Additionally, 10 schools were approved for the DOPS staff to conduct further training. An M&E framework and survey were developed to measure the project's impact, indicating preparatory steps towards achieving the output. However, due to the events happening in the country during that year, the direct implementation of 15 activities in each of the 15 schools was not confirmed, resulting in deviations.

**2020 - Partially Achieved**: The project advanced in supporting the Ministry of Education and Higher Education (MEHE) in mainstreaming conflict prevention into its system. A total of 43 MEHE staff were trained on peace and non-violence education, and 57 additional DOPS personnel completed in-depth Training of Trainers (TOT). Additionally, 17 public high schools were approved for the 2020-2021 academic year, and 15 for the 2021-2022 year, to conduct Violence-Free Schools (VFS) activities. However, there is no evidence in the analysed documents that the planned awareness-raising sessions for 1,073 teachers, 6,488 students, and 949 parents across 32 schools were conducted, nor that 32 task forces were set up. Therefore, while foundational steps were taken to integrate peace education, the broader implementation of the awareness sessions and task force establishment remains incomplete.

**2021 - Partially Achieved**: The project succeeded in training 110 MEHE staff (including 66 women) on topics related to peace and non-violence education, exceeding the planned scope for mainstreaming conflict prevention in education systems. Additionally, 32 public high schools were approved for the 2021-2022 academic year to implement the Violence-Free Schools (VFS) initiative. 85 sessions on VFS were conducted online across 17 schools, involving 420 students, 107 parents, and 130 teachers. While these sessions prepared participants for forming task forces and developing codes of conduct, they did not reach the target of 1,073 teachers, 6,488 students, and 949 parents in 32 schools. There is no specific evidence that 32 task forces were fully set up or that 32 activities were implemented across the targeted schools. However, the foundation was laid through the awareness sessions, indicating partial progress towards these outputs. A report by Dr. Bassel Akar was produced, reflecting on the VFS initiative's contributions to peace education, which enhances the understanding and dissemination of the initiative's impact.

**2022 - Partially Achieved:** While the project made progress in several areas, some planned outputs were only partially completed or had significant deviations. The project successfully conducted community-based soft activities on violence prevention across 46 locations, reaching approximately 10,437 participants, and carried out awareness sessions targeting 4,031 individuals, which included a substantial number of Syrian participants However, these activities did not fully align with the planned output of training 200 teacher trainers and raising awareness among 900 teachers, 6,000 students, and 3,600 parents in 30 schools. Instead, were replaced by activities such as Violence Free Community initiative instead of working inside schools. The project trained 133 Ministry of Education and Higher Education (MEHE) staff members, which is below the target of 200. Task Forces were set up and validated codes of conduct in 17 schools, falling short of the planned 47 schools. Although the media campaign on the impact of violent images on children was successfully launched, other planned outputs, such as organizing 47 task forces and implementing activities in all targeted schools, were not fully achieved. Additionally, the digitalization of the Peace Building Toolbox, although initiated, was not completed within the year and is expected to be finalized in 2023. These deviations from the original plan indicate that while the project achieved some key components, several planned activities were not fully completed, resulting in partial achievement of the intended results.

**2023 - Partially Achieved:** The project successfully made progress toward integrating conflict prevention into the educational system, with several key outputs completed. A total of 104 DOPS teachers' trainers were trained on the VFS, falling short of the planned target of 120 trainers due to some of the teachers’ trainers resigning, retired, the crisis in general, or other reasons. The project also organized 42 awareness-raising and facilitated sessions in 8 locations, which suggests partial fulfillment of the initial target of 15 locations and sessions were reported only in 8 locations. Additionally, the digital version of the Peacebuilding Toolbox was produced as planned, achieving one of the key outputs. However, the shortfall in the number of trainers and the potential gap in fully organizing sessions in all planned locations indicate that while there was notable progress, not all planned outputs were fully achieved. Therefore, the results for 2023 were partially achieved, with some key components delivered but others falling short of the intended targets.

**2016 - Fully Achieved:** The project successfully executed all planned activities under Output 2. The media monitoring was established, and a team of observers was set up to analyze media databases in support of monitoring based on the Journalists’ Pact. Four periodic data reports on the implementation of the Pact were published, alongside four animated infographic videos broadcasted on two major TV channels. Additionally, a 30-second TV spot was produced to highlight the Pact’s main objectives. The project also published four supplements annually on civil peace issues in key national newspapers, with broader dissemination via social media. A participatory media campaign was organized, addressing the impact of the Syrian crisis on Lebanese host communities, and focusing on social cohesion. All planned outputs and activities were completed, indicating a fully achieved status for this output.

**2017 - Largely Achieved**: Several activities were implemented to empower media in promoting balanced and conflict-sensitive coverage. Achievements include the production of three joint news supplements with 65 writers, five discussion sessions, two media monitoring studies, and a training program for 30 reporters on conflict-sensitive reporting. The output, however, fell short in publishing the four periodic data reports and animated infographic videos, and only three out of the four planned supplements were produced. While the activities that were carried out successfully enhanced media engagement and dialogue on sensitive topics, some planned activities were not completed.

**2018 - Largely Achieved**: The project produced three joint news supplements involving 49 writers from diverse nationalities, distributed 180,350 copies across three leading national newspapers, and organized four events to discuss the supplements' topics, engaging 695 participants. Additionally, a media study was produced, and agreements were signed with Hulool NGO for social media campaigns on fake news and with Thomson Reuters for a media toolkit. The social media campaigns and media toolkit were also still in their early stages, indicating that while substantial progress was made, the output was only partially achieved.

**2019 - Largely Achieved**: The project produced three joint news supplements with contributions from 64 writers of diverse nationalities, distributed 120,500 copies, and organized two events to discuss the supplements, engaging 136 participants. Four fake news campaigns were launched in partnership with Bayanat Box NGO, including creative efforts like a TV spot, and four peacebuilding newsletters reached around 15,500 subscribers. Two trainings were conducted on the media toolbox developed in 2018, with 124 beneficiaries, and a Hackathon on countering fake news was organized. The electronic website for Peace Building in Lebanon News was also launched. However, only two events were conducted instead of the broader dissemination initially planned, and there is no indication of the production of the two monitoring reports. This output is largely achieved, with minor gaps in some areas.

**2020 - Largely Achieved**: Three joint news supplements were produced with contributions from 66 writers of diverse nationalities and published in major national newspapers. Six events were organized to discuss supplement topics, reaching 70 participants with 30,168 online views. The project significantly exceeded the initial target for fake news campaigns, producing 12 campaigns in partnership with LBCI and involving influential local media. Additionally, 40 youth from 10 villages were trained on media literacy and countering fake news, and they launched a youth-led social media campaign, representing a notable achievement in grassroots media engagement. Four newsletters on peacebuilding issues were also published and distributed to 3,784 subscribers.

**2021 - Largely Achieved**: One national media campaign on fake news was conducted, short of the planned two. The second national media campaign was replaced by the series of 12 campaigns produced with LBCI in 2020 as part of an alternative response plan to create COVID-19 awareness content. 12 infographics were not part of the original plan However, the campaign had a strong impact, effectively engaging the public on social media. Three joint news supplements were produced (against a target of four), with significant participation from diverse writers, and were disseminated in multiple languages across national newspapers and the new digital platform, 'Salam wa Kalam.' The launch of this platform marks a significant shift towards digital engagement, broadening the project's outreach. Ten local campaigns were conducted by the youth trained in 2020, and an additional 51 youth were trained in 2021 to combat hate speech and fake news. The project's efforts in youth engagement exceeded initial expectations, expanding its impact beyond the original targets. Continuous contributions to the UNDP newsletter, covering numerous peacebuilding activities, and a dedicated newsletter on fact-checking and fake news achieved the intended output of four newsletters.

**2022 - Largely Achieved:** The project made significant progress in achieving its planned outputs, with most activities completed and contributing to the desired outcomes. The project successfully continued its work with 51 youth, expanding their efforts to combat hate speech and fake news through both online and offline campaigns, including the national "Count till Ten" campaign and 21 local campaigns across Lebanon. Additionally, the project trained 37 media practitioners and 10 field reporters on fact-checking techniques, which exceeded the planned number of 35 reporters. Three digital peacebuilding supplements were published, covering various topics relevant to peacebuilding, and a fourth supplement was partially completed, with some content scheduled for release in early 2023. However, only three out of the four planned joint news supplements were fully published within the year. While the majority of outputs were delivered effectively, the slight delay in completing all planned publications and the extension of some activities into the following year indicates that the project largely achieved its objectives but with minor adjustments and delays.

**2023 - Largely Achieved:** The project achieved substantial progress with the majority of planned activities completed. Specifically, 92 youth were trained to counter fake news and hate speech, exceeding the target. Additionally, three training sessions were held for 60 reporters and social media actors on fact-checking and hate speech, meeting the target. However, the production and dissemination of the two news supplements was delayed, with publishing postponed until 2024 due to the change of the vision of the platform - which mainly now aims to leverage on the network of young media students by building their capacities on conflict sensitive reporting, mobile/video journalism to produce content on initiatives or challenges affecting civil peace in their communities. While this represents a deviation from the original plan, the key components of the outputs were largely delivered, contributing meaningfully to the desired outputs.

*Output 2: Media Empowered for Balanced and Conflict-Sensitive Coverage:*

**2016 - Fully Achieved:** The project successfully executed all planned activities under Output 2. The media monitoring was established, and a team of observers was set up to analyze media databases in support of monitoring based on the Journalists’ Pact. Four periodic data reports on the implementation of the Pact were published, alongside four animated infographic videos broadcasted on two major TV channels. Additionally, a 30-second TV spot was produced to highlight the Pact’s main objectives. The project also published four supplements annually on civil peace issues in key national newspapers, with broader dissemination via social media. A participatory media campaign was organized, addressing the impact of the Syrian crisis on Lebanese host communities, and focusing on social cohesion. All planned outputs and activities were completed, indicating a fully achieved status for this output.

**2017 - Largely Achieved**: Several activities were implemented to empower media in promoting balanced and conflict-sensitive coverage. Achievements include the production of three joint news supplements with 65 writers, five discussion sessions, two media monitoring studies, and a training program for 30 reporters on conflict-sensitive reporting. The output, however, fell short in publishing the four periodic data reports and animated infographic videos, and only three out of the four planned supplements were produced. While the activities that were carried out successfully enhanced media engagement and dialogue on sensitive topics, some planned activities were not completed.

**2018 - Largely Achieved**: The project produced three joint news supplements involving 49 writers from diverse nationalities, distributed 180,350 copies across three leading national newspapers, and organized four events to discuss the supplements' topics, engaging 695 participants. Additionally, a media study was produced, and agreements were signed with Hulool NGO for social media campaigns on fake news and with Thomson Reuters for a media toolkit. The social media campaigns and media toolkit were also still in their early stages, indicating that while substantial progress was made, the output was only partially achieved.

**2019 - Largely Achieved**: The project produced three joint news supplements with contributions from 64 writers of diverse nationalities, distributed 120,500 copies, and organized two events to discuss the supplements, engaging 136 participants. Four fake news campaigns were launched in partnership with Bayanat Box NGO, including creative efforts like a TV spot, and four peacebuilding newsletters reached around 15,500 subscribers. Two trainings were conducted on the media toolbox developed in 2018, with 124 beneficiaries, and a Hackathon on countering fake news was organized. The electronic website for Peace Building in Lebanon News was also launched. However, only two events were conducted instead of the broader dissemination initially planned, and there is no indication of the production of the two monitoring reports. This output is largely achieved, with minor gaps in some areas.

**2020 - Largely Achieved**: Three joint news supplements were produced with contributions from 66 writers of diverse nationalities and published in major national newspapers. Six events were organized to discuss supplement topics, reaching 70 participants with 30,168 online views. The project significantly exceeded the initial target for fake news campaigns, producing 12 campaigns in partnership with LBCI and involving influential local media. Additionally, 40 youth from 10 villages were trained on media literacy and countering fake news, and they launched a youth-led social media campaign, representing a notable achievement in grassroots media engagement. Four newsletters on peacebuilding issues were also published and distributed to 3,784 subscribers.

**2021 - Largely Achieved**: One national media campaign on fake news was conducted, short of the planned two. The second national media campaign was replaced by the series of 12 campaigns produced with LBCI in 2020 as part of an alternative response plan to create COVID-19 awareness content. 12 infographics were not part of the original plan However, the campaign had a strong impact, effectively engaging the public on social media. Three joint news supplements were produced (against a target of four), with significant participation from diverse writers, and were disseminated in multiple languages across national newspapers and the new digital platform, 'Salam wa Kalam.' The launch of this platform marks a significant shift towards digital engagement, broadening the project's outreach. Ten local campaigns were conducted by the youth trained in 2020, and an additional 51 youth were trained in 2021 to combat hate speech and fake news. The project's efforts in youth engagement exceeded initial expectations, expanding its impact beyond the original targets. Continuous contributions to the UNDP newsletter, covering numerous peacebuilding activities, and a dedicated newsletter on fact-checking and fake news achieved the intended output of four newsletters.

**2022 - Largely Achieved:** The project made significant progress in achieving its planned outputs, with most activities completed and contributing to the desired outcomes. The project successfully continued its work with 51 youth, expanding their efforts to combat hate speech and fake news through both online and offline campaigns, including the national "Count till Ten" campaign and 21 local campaigns across Lebanon. Additionally, the project trained 37 media practitioners and 10 field reporters on fact-checking techniques, which exceeded the planned number of 35 reporters. Three digital peacebuilding supplements were published, covering various topics relevant to peacebuilding, and a fourth supplement was partially completed, with some content scheduled for release in early 2023. However, only three out of the four planned joint news supplements were fully published within the year. While the majority of outputs were delivered effectively, the slight delay in completing all planned publications and the extension of some activities into the following year indicates that the project largely achieved its objectives but with minor adjustments and delays.

**2023 - Largely Achieved:** The project achieved substantial progress with the majority of planned activities completed. Specifically, 92 youth were trained to counter fake news and hate speech, exceeding the target. Additionally, three training sessions were held for 60 reporters and social media actors on fact-checking and hate speech, meeting the target. However, the production and dissemination of the two news supplements was delayed, with publishing postponed until 2024 due to the change of the vision of the platform - which mainly now aims to leverage on the network of young media students by building their capacities on conflict sensitive reporting, mobile/video journalism to produce content on initiatives or challenges affecting civil peace in their communities. While this represents a deviation from the original plan, the key components of the outputs were largely delivered, contributing meaningfully to the desired outputs.

*Output 3: Local-Level Peacebuilding Strategies:*

**2016 - Fully Achieved:** The project successfully established Social Stability Mechanisms (MSS) in selected villages, effectively facilitating dialogue among communities and conducting comprehensive capacity-building activities. A literature review and focus groups, along with key informant interviews, were conducted to identify main actors and gather up-to-date information in Bekaa, North Lebanon, South Lebanon, and Mount Lebanon. The conflict analysis was completed in the selected areas, and reference groups were created as planned. Capacities of focus groups and local leaders were built, with training provided to 50 local and community leaders on managing crises, socio-economic development, and conflict mitigation. Additionally, the implementation of local-level conflict mitigation mechanisms was carried out, and periodic conflict assessments of the Syrian crisis's impact on social cohesion were conducted. The project's achievements align with the planned indicators, demonstrating a comprehensive accomplishment of the objectives.

**2017 - Largely Achieved**: The project launched mechanisms for social stability in 38 new communities hosting Syrian refugees, reaching 3363 local actors, including Syrians, through 64 workshops. It also conducted 44 training sessions for 108 staff from the Ministry of Social Affairs' Social and Development Centres and followed up on 38 established mechanisms in 38 communities. Additionally, conflict mapping and analysis activities were actively carried out, with significant engagement from local actors. However, there is limited information on whether specific outputs, such as the creation of reference groups or the conflict analysis, were completed. Overall, this output demonstrated strong achievement in building local capacities and facilitating peacebuilding dialogues but lacked complete reporting on all planned activities.

**2018 - Largely Achieved**: The project developed participatory conflict analysis reports for 39 communities and established Mechanisms for Social Stability (MSS) in 40 new communities hosting Syrian refugees, engaging 953 local actors through 128 workshops and over 385 meetings. Additionally, 12 training sessions were organized for 108 staff from the Ministry of Social Affairs' Social and Development Centres. These activities facilitated dialogue between Lebanese and Syrian communities, enhanced local capacities, and supported the implementation of local action plans. However, there is limited information on the specific progress regarding capacity-building activities for the targeted 304 local authority members. While the output was largely achieved, there were minor gaps in reporting on all planned activities.

**2019 - Fully Achieved**: The project successfully initiated processes for 42 new Mechanisms for Stability and Resilience (MSR) in communities hosting Syrian refugees, developed, and finalized Mechanisms for Social Stability (MSS) in 38 communities, and organized 72 MSR meetings and 33 MSR workshops with diverse participation. Moreover, 74 MSS meetings and 130 MSS workshops were conducted, involving thousands of participants, including local authorities, women, youth, and people with disabilities. One conflict analysis report was also finalized. This comprehensive set of activities met and even exceeded the planned objectives, indicating that this output was fully achieved.

**2020 - Partially Achieved**: The project-initiated processes for 41 out of 47 planned new Mechanisms for Stability and Resilience (MSR) in communities hosting Syrian refugees, with **41** plans developed. The project reported 621 MSR meetings and 194 workshops with diverse participant engagement, including local authorities, women, youth, and people with disabilities. Conflict analysis reports were created for all 41 communities, demonstrating robust progress in local-level peacebuilding. However, the target of launching MSR in 47 communities was not fully met, and the capacity-building target for 100 MoSA staff on the Mechanisms for Social Stability (MSS) was not explicitly reported. Thus, this output is considered partially achieved.

**2021 - Largely Achieved:** The project made significant progress in implementing local-level peacebuilding strategies. The Mechanisms for Stability and Local Development (MSLD) process was launched in 2018, initiated in 53 communities, exceeding the original target of 44 villages, with 12 new communities included. The development and finalization of 52 Stability and Local Development (SLD) plans demonstrate substantial achievement in fostering local stability in communities hosting Syrian refugees. In addition, the project reported 385 MSLD meetings and 452 workshops, training, and coaching sessions, involving a diverse group of participants, including Lebanese, Syrians, and other nationalities, with notable engagement from local authorities, women, youth, and persons with disabilities. The project also conducted 177 MSLD events, which successfully involved a large number of participants across different demographics, further promoting social stability and cohesion. The focus on developing tailored conflict analysis reports for all 53 communities aligns with the project's objective of adapting to local conflict dynamics. However, while the MSLD process was expanded to more communities than planned, there is no specific mention of the capacity-building of 120 Ministry of Social Affairs (MoSA) staff as initially targeted. Overall, while most planned activities were completed and contributed significantly to the desired outputs, the lack of clarity on the capacity-building for MoSA staff represents a minor deviation from the plan. Therefore, the results for 2021 were largely achieved.

**2022 - Fully Achieved:** The project successfully launched the Mechanisms for Stability and Local Development (MSLD) process in 24 new communities (20 villages and 4 clusters) across Lebanon, aligning with the planned outputs. In all 24 communities, Social and Local Development (SLD) plans and Systemic Conflict Analysis (SCA) processes were completed. Additionally, 25 ongoing MSLD processes were in their final stages, demonstrating substantial progress toward achieving the desired outputs. Local committees were established in all 24 communities, comprising 509 members, including diverse representation of women, youth, Syrians, and other nationalities. A total of 205 meetings and 64 capacity-building sessions were conducted, addressing critical topics such as proposal writing, conflict management, and leadership, thus meeting the planned targets for community engagement and capacity development. Furthermore, 139 events based on the SLD plans were organized, engaging approximately 25,507 participants. The National Choir initiative which aimed to establish a National Choir for Peace to strengthen social cohesion between youth singers coming from different backgrounds, religions, and sects, also exceeded expectations, targeting 31 communities, and conducting successful events, including a major launching event with substantial public engagement. While some initiatives, such as the Peace Tourism project, were set to continue into 2023, the outputs planned for 2022 were fully completed or surpassed, directly contributing to the intended outputs. Therefore, the results for 2022 were fully achieved.

**2023 - Fully Achieved:** All planned activities and outputs for Output 3 were completed and, in many cases, exceeded the targets. The MSLD process was launched in 9 villages and 9 clusters. Three additional clusters were added as per the donor's request to replace the LED process proposed by LHSP with the MSLD process 11 clusters, Additionally, 172 local authorities and actors were engaged in developing stability and local development strategies, exceeding the target of 160. The implementation of 62 social stability-oriented activities also significantly surpassed the planned 32 activities. These results indicate that all intended activities were completed as planned or better, contributing directly to the desired outputs with no significant deviations from the plan.

**2016 - Partially Achieved:** The project made notable progress by updating the Conflict Map, producing conflict analysis bulletins, and providing support to the Fighters for Peace NGO. However, several key indicators were not met due to a lack of interest from the NGOs. These unmet indicators include the support for ex-fighters as role models for peacebuilding, assistance with mapping the causes and outcomes of the Lebanese civil war and completing an opinion poll on truth and reconciliation issues. Additionally, planned consultations with various stakeholders, including political parties and affected families, and providing process support for the national civil society platform were not fully realized. While some significant accomplishments were achieved, the project faced challenges in executing all planned activities.

**2017 - Partially Achieved**: The project continued to support the Fighters for Peace NGO, targeting 1355 youth, and engaging 37 ex- fighters. However, there is limited evidence on the completion of specific planned activities, such as mapping the causes and outcomes of the Lebanese civil war, conducting an opinion poll, organizing a comprehensive series of consultations with various stakeholders, and providing process support for the national civil society platform. The work with ex-fighters is recognized as a valuable contribution to reconciliation efforts, but several key activities remain undocumented or partially addressed.

**2018 - Largely Achieved**: The project successfully updated the conflict map with 4,435 incidents and registered 5,227 visits, produced four conflict analysis bulletins, and published two conflict analysis reports. However, only two out of the three planned regional or national conflict analysis reports were produced. Despite this minor gap, the output was mostly achieved, contributing to increased understanding of conflict dynamics and support for nation-wide reconciliation efforts.

**2019 - Partially Achieved**: Significant progress was made in launching the "Dealing with the Past: Memory and Future" (DwP) project, including the eligibility grant from the UN Peace Building Fund. The Forum for Memory and Future held its launch ceremony. However, there is no explicit mention of supporting the Lebanon Support NGO in maintaining and updating the conflict map or producing the three planned regional or national conflict analysis reports. This output is partially achieved, with important foundational steps taken but incomplete in the specific planned activities. The output starting 2019 developed into its own stand-alone project “Dealing with the Past”, hence reporting has been separated and the output was not reported from 2020 till 2023 under the Peacebuilding project.

**Annex V: Evaluation Matrix**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Evaluation Criteria | Evaluation Questions | Judgement/Evaluation Indicators | Source of Information/Data Collection Method | Stakeholders |
| Relevance/Coherence | Q1.) Are the PB methodologies, outputs, results, and Theory of Change relevant in the context of a protracted crisis to address tensions and establish mechanisms for peaceful processes? | 1. Alignment of project objectives with national peacebuilding strategies and local priorities
2. Clarity, relevance, and plausibility of the Theory of Change
3. Alignment of PB methodologies with conflict sensitivity
4. Stakeholders’ perception on project relevance
 | Desk Review & Project Document ReviewConsultation Sessions with UNDPKey Informant Interviews | UNDP &PartnersAll MinistriesMunicipalitiesLocal CommunitiesPartner NGOs |
| Q2.) How has the project identified and addressed communities’ needs and priorities? | 1. Availability and thoroughness of situation analysis, needs and priority assessments.
2. Relevance of identified needs and priorities.
3. Stakeholders’ perception on the project addressing needs
 | Desk Review & Project Document ReviewKey Informant Interview | UNDP &PartnersMunicipalitiesLocal Communities |
| Q3.) To what extent has PB addressed gender equality and empowerment of women? How have gender perspectives considered in the project's design and implementation?Q20.) To what extent does the project contribute to gender equality, the empowerment of women, and the human rights-based approach? | 1. Total reach of women (Percentage/Ratio)
2. Promotion of gender equality and women empowerment
3. Evidence of considering gender perspectives in design & implementation
4. Perception of women on their involvement and the projects contribution to gender equality and women empowerment
 | Project Document ReviewConsultation Sessions with UNDPKey Informant InterviewFocus Group Discussions | UNDP & PartnersWomen OrganizationsWomen and Girls |
| Q4.) How has PB integrated considerations for individuals with disabilities throughout its implementation process? | 1. Total Reach of individuals with disability
2. Accessibility and inclusion for individuals with disabilities
3. Perception of individuals with disability on integration and inclusion of the project
 | Project Document ReviewConsultation Sessions with UNDPKey Informant Interview | UNDP & PartnersIndividuals with disability |
| Q5.) To what extent have youth actively participated in and contributed to project activities? | 1. Total Reach of youth
2. Evidence of youth inclusion in design, planning and implementation
3. Perception of youth on their active participation
 | Project Document ReviewConsultation Sessions with UNDPKey Informant Interview | UNDP & PartnersYouth OrganizationsYouth |
| Q6.) To what extent has the project managed been conflict sensitive and contributed to promoting conflict sensitivity? | 1. Integration of conflict sensitivity in project design, planning and implementation
2. Evidence of capacity building/improvement and awareness raising on conflict sensitivity
3. Monitoring of conflict dynamics and response mechanisms and systems are in place.
4. Stakeholders’ perceptions on conflict sensitivity
 | Project Document ReviewKey Informant InterviewField Visits and Observations | UNDP & PartnersMoIMMunicipalitiesLocal Communities |
| Q7.) How can the project be strategically positioned in terms of the portfolio approach conducted at UNDP? How can the project be most coherent and work in tandem with other projects? | 1. Alignment of project goals/objectives/outcomes/outputs with UNDP strategic priorities.
2. Complementarity with other UNDP projects and initiatives
3. Contribution to UNDP’s country strategy particularly in fostering effective local governance and sustainable development.
 | Project Document ReviewKey Informant Interview | UNDP |
| Effectiveness | Q8.) To what extent were results (outputs and outcomes) achieved? | 1. Mapping of outcomes/outputs & activities (*Retrospective*)
2. Evidence of performance and progress monitoring
3. Achievement of planned activities, outputs, and outcomes
4. Stakeholders’ perceptions on the outcomes/outputs & activities achievements and benefits
 | Outcome Mapping Workshop - UNDPM&E Input, Reports, systems, and documentationRound Table DiscussionsKey informant InterviewsFocus Group Discussions | UNDP &PartnersAll MinistriesMunicipalitiesEducation personnelMediaMSLD GroupsPeacebuilding actorsRefugees & Local communities |
| Q9.) How effective were a) the beneficiary selection/targeting and b) the integration of women and youth into the project? | 1. Beneficiary selection/targeting are based on the identified needs and priorities.
2. Adherence to beneficiary selection criteria
3. Stakeholders’ feedback (mainly women, girls, and youth) on their integration and participation in the project
 | Project Document ReviewConsultation Sessions with UNDPFocus Group Discussions | UNDP &PartnersLocal CommunitiesWomen, girls & youth |
| Q10.) What unforeseen and foreseen factors have contributed to the achievement (or non-achievement) of the intended outputs and outcomes? | 1. Identification and analysis of key influencing factors
2. Stakeholders feedback on the achievement of outputs/outcomes
 | Project Document reviewRound Table DiscussionsKey informant InterviewsFocus Group Discussions | All Stakeholders |
| Q11.) To what extent was the project effective in focusing to prevent tensions and establish mechanisms for peaceful processes in the context of the protracted crisis? | 1. Effectiveness of peacebuilding strategies
2. Stakeholders Engagement in peacebuilding activities
3. Project’s contributions to the establishment of mechanisms for peaceful processes
4. Stakeholders’ perceptions on effectiveness of project in addressing tensions and establishing social stability mechanisms
 | Project Document reviewRound Table DiscussionsKey informant InterviewsFocus Group DiscussionsField Visits and Observations | All Stakeholders |
| Q12.) How effectively has the project managed the risks identified in tensions monitoring of triggers of instability and conflicts? How was the monitoring translated into practice? | 1. Reduction in reported incidents of conflict and tension in the project’s geographical coverage (Complex – External influence considerations)
2. Evidence of improved relationships between conflicting groups as a result of the project
3. Effectiveness of Tensions Monitoring
4. Evidence of Monitoring-Informed Actions
5. Perceived effectiveness of conflict resolution mechanisms
 | Desk Review & Project Document ReviewTension Monitoring SystemRound Table DiscussionsKey informant InterviewsFocus Group Discussion | All Stakeholders |
| Efficiency | Q13.) To what extent was the overall staffing, planning, and coordination within the project, including collaboration between fund recipients, implementing partners, and stakeholders? | 1. Evidence on effectiveness and efficiency of staffing
2. Timeliness of activity implementation
3. Level of involvement and coordination with regional and national strategies, plans and working groups (i.e. 3RF, LCRP, ERP, national strategy on PVE, interagency working groups)
4. Coordination effectiveness among project partners and stakeholders
 | Desk Review & Project Document ReviewKey Informant Interviews | UNDP & PartnersCoordination bodiesMunicipalitiesINGOs/local NGOs/SCOs |
| Q14.) To what extent has the project been effective in preventing the duplication of funding, and how has coordination with different actors contributed to this? | 1. Extend to which funding for project activities overlaps with similar projects.
2. Coordination and engagement with donor agencies, national institutions, working groups, academia, INGOs, local NGOs, local authorities, local communities, and other stakeholders
 | Desk Review & Project Document ReviewKey Informant Interview | UNDP & PartnersCoordination bodiesMunicipalitiesINGOs/local NGOs/SCOs |
| Q15.) To what extent were resources used efficiently to empower women and youth and ensure their active participation in project activities? | 1. Budget allocation for gender and youth empowerment
2. Cost-effectiveness of gender and youth initiatives
 | Project Document ReviewUNDP Consultation Sessions | UNDP & Partners |
| Q16.) How much was the project management structure, as outlined in the document, efficiently generating the expected results? | 1. Project management response time
2. Decision-making process efficiency
3. Timeliness and quality of reporting
4. Staff satisfaction with management support
5. Administrative cost ratio
 | Project Document ReviewUNDP Consultation SessionsKey Informant Interviews | UNDP & Partners |
| Impact | Q17.) Is the development intervention contributing to the higher-level development objectives? | 1. Alignment and contribution to SDGs, national plans, and national development frameworks
2. Integration with international and national frameworks (To be mapped)
 | Desk Review & Project Document ReviewKey Informant Interview | UNDP & PartnersMinistriesMunicipalities |
| Q18.) What have been the direct or indirect, intended, or unintended changes that can be attributed to PB’s interventions? | 1. Identification on outcomes & Outputs (Mapping) and assessment of achievement
2. Stakeholders’ perceptions on the changes and PB interventions attributions
3. Evidence of awareness on conflict sensitivity
4. Evidence of partnerships and communication channels
5. Evidence of Integrated Local Development and Governance
6. Evidence of capacity building and institutional strengthening
7. Evidence of economic benefits
8. Evidence of enhanced community resilience as a result of the project (MSR, Primary data, South, COVID-19, Beirut Blast, Economic crisis)
9. Stakeholders’ perceptions on the project/initiatives’ benefits as a result of the project
 | Outcome & Output Mapping WorkshopDesk Review & Project Document ReviewKey informant InterviewsRound Table DiscussionsFocus Group Discussion | All Stakeholders |
| Q19.) What are the benefits to beneficiaries that can be directly attributed to PB? |
| Q20.) To what extent does the project contribute to gender equality, the empowerment of women, and the human rights-based approach? | 1. Evidence of empowerment of women and girls (Political, Social, and Economic)
2. Evidence of promotion and integration of human rights principles
3. Projects contribution to protection and promotion of human rights and to tackling gender inequalities
 | Project Document ReviewKey Informant InterviewsFocus Group Discussions | UNDP & PartnersMediaWomen organizationsWomen leaders |
| Q21.) To what extent has the M&E system contributed (and how) or not contributed to measuring impacts? | 1. Quality and timeliness of M&E systems, procedures, tools, and reports
2. Evidence of Utilization of M&E findings for informed decision-making project adjustment and improvement
3. Stakeholders’ involvement in M&E systems and processes
 | UNDP Consultation SessionsProject Document ReviewM&E Input, Reports, systems, and documentationKey Informant Interviews | UNDP & PartnersM&E PersonnelMinistries & Municipalities |
| Sustainability | Q22.) How has the project, in its design, ensured local ownership for the uptake, maintenance, and utilization of project outputs, while continuing to develop shared sustainable strategies and peacebuilding priorities? | 1. Level of local stakeholder engagement in project planning and implementation
2. Evidence of applying community ownership and community-based approaches
3. Stakeholders’ perceptions on their involvement and participation in design, implementation, decision making.
4. Local resources mobilization
5. Strengthening of local institutions' capacity
6. Institutional adoption of project practices and methodologies
 | Project Document ReviewRound Table DiscussionsKey Informant InterviewsFocus Group DiscussionsField Visits and Observations | All Stakeholders |
| Q23.) What could be done to strengthen exit strategies and sustainability to support not only project beneficiaries but also marginalized groups? | 1. Availability of exit strategy and sustainability plans
2. Identification of best practices on inclusion of marginalized groups in exit strategies and sustainability plans.
 | Desk Review & Project Document ReviewKey Informant InterviewsFocus Group Discussions | UNDP & PartnersMarginalized Groups |
| Q24.) What is the likelihood that the benefits resulting from previous and current Peacebuilding (PB) interventions will persist at the local and subnational levels, considering the ownership, commitment, and willingness displayed by stakeholders? | 1. Likelihood of continuation of project benefits beyond project completion according to the mapped outcomes and outputs
2. Integration of project outcomes into local policies and practices
3. Adoption of project strategies and PB methodologies by local communities
4. Stakeholders’ perceptions on the sustainability of outcomes/outputs and other benefits on the national, subnational, and local levels
 | Desk Review & Project Document ReviewRound Table DiscussionsKey informant InterviewsFocus Group Discussions | All Stakeholders |
| Q25.) How much has the project succeeded in fostering strong partnerships with local organizations and community leaders to promote sustainable peacebuilding? | 1. Partnerships formed with local organizations and community leaders.
2. Level of engagement and participation of local organizations and community leaders
3. Stakeholders’ perception on the partnerships formed
 | Project Document ReviewKey Informant interviewsRound Table DiscussionsFocus Group Discussions | UNDP & PartnersLocal organizations and community leaders |
| Q26.) What are the main risks (internal and external) hindering the sustainability of implemented interventions? | 1. Identified sustainability risks during project reviews.
2. External factors impacting project sustainability.
3. Stakeholders’ perceptions on risks hindering sustainability
 | Desk Review & Project Document ReviewKey informant InterviewsFocus Group Discussions  | All Stakeholders |

1. This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan. [↑](#footnote-ref-2)
2. Annual Plans and Annual Reports - Achievement of Outputs [↑](#footnote-ref-3)
3. For the Evaluation’s Terms of Reference please refer to: https://erc.undp.org/evaluation/evaluations/detail/15224?tab=documents [↑](#footnote-ref-4)
4. For the Peacebuilding in Lebanon Phase 3 Project Document please refer to: https://open.undp.org/projects/00078129 [↑](#footnote-ref-5)
5. Peace Building in Lebanon – PB EVALUATION THIRD PHASE (2016 - 2024) TERMS OF REFERENCE [↑](#footnote-ref-6)
6. The following content is sourced from the Project Document (ProDoc) and reflects the original framework and objectives outlined therein. Source: United Nations Development Programme Lebanon Project Document - Phase III [↑](#footnote-ref-7)
7. In 2019, with UNDP's technical support, the Forum for Memory and Future (FMF) was established to promote dialogue, inclusion, and national reconciliation in Lebanon. By the end of 2019, UNDP, in partnership with UN Women and OHCHR, secured funding for the “Dealing with the Past: Memory for the Future” project, which supports national and civil actors in addressing Lebanon's war legacy through research, awareness, and legal support, with a focus on gender equality. [↑](#footnote-ref-8)
8. The UNSF represents the UN’s cooperation framework with Lebanon for the period 2017–2020. [↑](#footnote-ref-9)
9. The United Nations Sustainable Development Cooperation Framework (UNSDCF), also referred to as the “Cooperation Framework” (CF), is the key UN strategic document to support the implementation of the 2030 Agenda for Sustainable Development in Lebanon and for the period 2023-2025. [↑](#footnote-ref-10)
10. The Lebanese Crisis Response Plan (LCRP) was rebranded as the Lebanon Response Plan (LRP) in 2024. [↑](#footnote-ref-11)
11. Civil and Uncivil Violence in Lebanon: A History of the Internationalization of Communal Conflict Samir Khalaf [↑](#footnote-ref-12)
12. Managing Lebanon’s Compounding Crises <https://www.crisisgroup.org/middle-east-north-africa/east-mediterranean-mena/lebanon/228-managing-lebanons-compounding-crises> [↑](#footnote-ref-13)
13. The fragile healthcare system in Lebanon: sounding the alarm about its possible collapse <https://healtheconomicsreview.biomedcentral.com/articles/10.1186/s13561-023-00435-w> [↑](#footnote-ref-14)
14. Lebanon: Poverty more than triples over the last decade reaching 44% under a protracted crisis <https://www.worldbank.org/en/news/press-release/2024/05/23/lebanon-poverty-more-than-triples-over-the-last-decade-reaching-44-under-a-protracted-crisis> [↑](#footnote-ref-15)
15. The impact of the schooling system of Lebanese and Syrian displaced pupils on social stability

<https://www.international-alert.org/publications/better-together/> [↑](#footnote-ref-16)
16. World Economic Forum (2023), <https://www3.weforum.org/docs/WEF_GGGR_2024.pdf> [↑](#footnote-ref-17)
17. World Economic Forum (2023), [Global Gender Gap Report 2023](https://www3.weforum.org/docs/WEF_GGGR_2023.pdf?_gl=1*15k8amq*_up*MQ..&gclid=Cj0KCQjwsp6pBhCfARIsAD3GZuaGlG-G3l6itKBxWGh1pn48bGdS-93zTuGqk_T-n-k53-8B_LtnSk0aAmDtEALw_wcB). [↑](#footnote-ref-18)
18. See https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm. [↑](#footnote-ref-19)
19. UNEG Quality Checklist for Evaluation Reports: https://www.unevaluation.org/document/detail/607 [↑](#footnote-ref-20)
20. UNDP Evaluation Guidelines: https://erc.undp.org/methods-center/guidelines/undp-evaluation-guidelines [↑](#footnote-ref-21)
21. Conflict-sensitivity includes, inter alia: (i) strong understanding of the context (e.g. root causes of conflict, drivers of conflict and drivers of peace, as well as conflict dynamics); (ii) understanding of the interaction between the intervention and the context; (iii) “systematically taking into account both the positive and negative impacts of interventions, in terms of conflict or peace dynamics, on the contexts in which they are undertaken, and, conversely, the implications of these contexts for the design and implementation of interventions.” For further guidance, please see http://www.oecd.org/dac/conflict-fragility-resilience/publications/4312151e.pdf. [↑](#footnote-ref-22)
22. Have different PB interventions contributed to and fostering a culture of peace among beneficiaries (target group, communities, municipalities)? If yes, how, and why within the specified contexts? [↑](#footnote-ref-23)
23. 2016 Project Internal Review, CPR Evaluation, PB Media Evaluation, LHSP Evaluation, Palestinian Gatherings Evaluation [↑](#footnote-ref-24)
24. Including but not limited to the TOC and Results and Resources Framework [↑](#footnote-ref-25)
25. i.e. Baselines assessments, and data collection on field. [↑](#footnote-ref-26)
26. Please refer to: https://www.betterevaluation.org/methods-approaches/approaches/utilisation-focused-evaluation [↑](#footnote-ref-27)
27. Not direct beneficiaries of the project [↑](#footnote-ref-28)
28. Annual Reports 2017 & 2018 [↑](#footnote-ref-29)
29. Annual reports 2019, 2020, 2021 [↑](#footnote-ref-30)
30. Extracted from Phase III Design [↑](#footnote-ref-31)
31. [https://peacekeeping.un.org/en/terminology#](https://peacekeeping.un.org/en/terminology). [↑](#footnote-ref-32)
32. Project reports and primary data collection [↑](#footnote-ref-33)
33. As noted in General Assembly resolution 66/290, “human security is an approach to assist Member States in identifying and addressing widespread and cross-cutting challenges to the survival, livelihood and dignity of their people.” It calls for “people-centred, comprehensive, context-specific and prevention-oriented responses that strengthen the protection and empowerment of all people.” The application of human security can significantly enhance actions taken by the United Nations and its partners to fully realize the transformative promise of the 2030 Agenda for Sustainable Development. (<https://www.un.org/humansecurity/what-is-human-security/>) [↑](#footnote-ref-34)
34. UNDP. Stability and Local Development Plans (SLD). Background Information. Mechanisms for Stability and Local Development (MSLD). PPT [↑](#footnote-ref-35)
35. LHSP Evaluation [↑](#footnote-ref-36)
36. Primary data collection, LHSP evaluation, CRP evaluation. [↑](#footnote-ref-37)
37. That is also applicable when empowering a dominant Muslim or Druze groups in certain villages. [↑](#footnote-ref-38)
38. Primary data collection with the Municipality and the committee [↑](#footnote-ref-39)
39. CRP evaluation: The interview with the mayor and council president showed a politically complex reality in which the use of the NGO partners recruited for undertaking the process was reportedly politically positioned and did not fulfil the needs of the municipality as they were also seen as having insufficient capacity. In addition to this element, there were also other factors relating to internal political deadlock in the village which affected the MSS process, so the NGO was not the only factor. [↑](#footnote-ref-40)
40. Without overcoming the legacies of the civil war and other traumatic events characterizing Lebanon’s history, peacebuilding interventions in Lebanon may struggle to establish sustainable and lasting reconciliation, heal deep-seated wounds, and cultivate the necessary trust and understanding among diverse communities for sustainable peace. – Dealing with the Past [↑](#footnote-ref-41)
41. The same input was also mentioned by partners especially in the north and other committee members across all areas. [↑](#footnote-ref-42)
42. This would require careful consideration especially in non-transparent, self-serving municipalities that are usually backup with local power brokers or influential families that might practice intimidation and create a risk on teams/UNDP. [↑](#footnote-ref-43)
43. 251 most vulnerable cadastres in Lebanon & the map of the 332 localities [↑](#footnote-ref-44)
44. This does not mean that we include Syrians in committees, however we need to make sure that Syrians and any other marginalized groups’ voices are genuinely heard and considered on the committee and municipal levels. [↑](#footnote-ref-45)
45. The MSLD process within the project enables communities to identify their most pressing needs and priorities. These community-identified priorities are then adopted by the LHSP project, which translates them into tangible interventions. As a result, the LHSP project implements physical projects based on the priorities determined through the MSLD process. [↑](#footnote-ref-46)
46. Might be due to donor or other project requirements, deliverables, and planned commitments as well as strict procurement procedures. [↑](#footnote-ref-47)
47. Structural violence can manifest in various ways, such as poverty, racism, sexism, and other forms of systemic inequality that limit access to resources, opportunities, and rights. These conditions lead to disparities in health, education, income, and overall well-being, often disproportionately affecting marginalized groups. [↑](#footnote-ref-48)
48. The PB team is advised to clarify to communities where projects are being implemented that peacebuilding implemented by the Peacebuilding team and the local development projects implemented by are two different projects yet complementary to make sure they are able to understand the objectives of each and not only focus on the physical project aspect. [↑](#footnote-ref-49)
49. The municipalities do not differentiate between LHSP and PB, they are dealing with UNDP. [↑](#footnote-ref-50)
50. Referring to both the physical and the soft components [↑](#footnote-ref-51)
51. The duration of the inconsistency was not clearly stated. However, it is assumed that it is post 2019. [↑](#footnote-ref-52)
52. Underlying issues of coexistence, sectarian tensions, nationalism, governance challenges, economic crisis, social inequality, and the broad concept of human security [↑](#footnote-ref-53)
53. Referring to targeting poverty and broader economic justice [↑](#footnote-ref-54)
54. The design document offered only minimal plans for addressing gender equality and women’s participation—focusing primarily on women as the main target in education due to their active role and high commitment in the sector, and on women in the media scene who also showed high engagement. [↑](#footnote-ref-55)
55. Extracted from partners reports & key informant interview with previous PM, acting PM, and the PB team. [↑](#footnote-ref-56)
56. Committee members, Media actors, Youth, Municipality Mayors, Head of Unions, Municipal members [↑](#footnote-ref-57)
57. Beirut, 7 December 2023; Today, 10 Members of Parliament from across political parties signed a gender quota law proposal for municipal council elections. The ceremony took place during a conference organized by the United Nations Development Programme and “Fiftyfifty”. [↑](#footnote-ref-58)
58. United Nations Development Programme Lebanon Project Document Project Title: Peacebuilding in Lebanon project- Phase 3 [↑](#footnote-ref-59)
59. Media evaluation: The project design supported the inclusion of refugees, women, and youth on the Salam wa Kalam platform, but a lack of data made it difficult to measure the extent of their participation. [↑](#footnote-ref-60)
60. SLD plans shared were reviewed and they have included disability and “persons with special needs” as thematic areas. [↑](#footnote-ref-61)
61. <https://e-inclusion.unescwa.org/resources/1047> [↑](#footnote-ref-62)
62. <https://www.unescwa.org/publications/persons-disabilities-lebanon-national-strategy> [↑](#footnote-ref-63)
63. Disability Inclusion in the United Nations system (2022), and Human Rights Watch's Disability Rights Reports reveal significant gaps in disability inclusion, highlighting persistent barriers in health, education, and economic participation that require more robust and systematic approaches to address. [↑](#footnote-ref-64)
64. <https://www.undp.org/publications/disability-inclusive-development-undp> [↑](#footnote-ref-65)
65. Including but not limited to a full operational results framework and MEAL plan, data collection and analysis systems to support outcome and impact capturing and measurement. [↑](#footnote-ref-66)
66. Annex III: Details of annual plans and annual reports. And Annex IV for Analysis [↑](#footnote-ref-67)
67. Annual Reports [↑](#footnote-ref-68)
68. Annual Report 2019 [↑](#footnote-ref-69)
69. As shared in the conflict sensitivity section. [↑](#footnote-ref-70)
70. Including but not limited to livelihoods, agriculture, tourism. [↑](#footnote-ref-71)
71. Confirmed by partners and committees. [↑](#footnote-ref-72)
72. Except for the period of 2019-2020, when Lebanon was experiencing the profound impacts of the revolution and political upheaval, and the world was grappling with the unprecedented challenges of the COVID-19 pandemic, which brought about critical changes globally and locally. [↑](#footnote-ref-73)
73. This issue was widespread across the country due to the impacts of COVID-19, affecting operations and implementation not just within this project, but across numerous initiatives. [↑](#footnote-ref-74)
74. Informed and data-driven decision making. [↑](#footnote-ref-75)
75. The evaluation process observed the introduction of new senior management few months ago, which could serve as a promising starting point for improvements. [↑](#footnote-ref-76)
76. Annual Report 2016 [↑](#footnote-ref-77)
77. Board Meeting Presentation - 2017 [↑](#footnote-ref-78)
78. Highlighted across all the interviews conducted. [↑](#footnote-ref-79)
79. In reports and key informant interviews [↑](#footnote-ref-80)
80. Between community members, between communities and municipalities, and between municipalities and unions of municipalities [↑](#footnote-ref-81)
81. This issue is highly political and extends beyond the project's capacity to address. [↑](#footnote-ref-82)
82. There was significant involvement and engagement of Syrian refugees in the ‘Syrian Refugee Welcoming Area.’ [↑](#footnote-ref-83)
83. Significantly highlighted in Key informant interviews and focus group discussions. [↑](#footnote-ref-84)
84. Confirmed during focus group discussions with committees and mayors. [↑](#footnote-ref-85)
85. Education & Media Evaluations [↑](#footnote-ref-86)
86. Primary data collection confirmed the local ownership and sustainability. [↑](#footnote-ref-87)
87. Confirmed by the LHSP Evaluation as well. [↑](#footnote-ref-88)
88. LHSP Evaluation [↑](#footnote-ref-89)
89. Present as a main section of the partners reports and confirmed during primary data collection. [↑](#footnote-ref-90)
90. Primary data collection confirmed the local ownership and sustainability. [↑](#footnote-ref-91)
91. Violence free communities has been implemented as a mitigation measure to not being able to implement in schools due to strikes and education sector collapse post 2019. [↑](#footnote-ref-92)
92. Confirmed by Media Evaluation & highlighted by the platforms created for instance - Sawab. [↑](#footnote-ref-93)
93. LHSP evaluation and Primary Data collection [↑](#footnote-ref-94)
94. Responsible Implementing Party: Country Office Management Team, Project Management Team, and M&E Unit (for specific tasks related to system development and implementation) [↑](#footnote-ref-95)
95. Responsible Implementing Party: Country Office Management Team, Programme Team, and Project Management Team [↑](#footnote-ref-96)
96. 2016 Project Internal Review Recommendation [↑](#footnote-ref-97)
97. This is related to the hard component and development/physical projects. [↑](#footnote-ref-98)
98. Responsible Implementing Party: Country Office Management Team, Programme Management Team, and Project Team (for specific components) [↑](#footnote-ref-99)
99. Example: Strengthen connections between the media and MSLD components to advocate for best practices and address exclusionary and discriminatory practices in municipalities. Utilize media and youth engagement to create advocacy opportunities, raise awareness, and promote effective strategies. Leverage the achievements of successful municipalities to foster collaboration and drive positive change, ensuring a holistic approach to improving municipal practices. [↑](#footnote-ref-100)
100. For instance, in areas where the MSLD is implemented, other projects might be supporting the same villages without coordinating with the PB team or effectively utilizing the presence and establishment of the committees. [↑](#footnote-ref-101)
101. Responsible Implementing Party: Country Office Management Team, Programme Team, Project Management Team, and Relevant Ministries (for policy engagement and coordination) [↑](#footnote-ref-102)
102. As highlighted in over 70% of key informant interviews and focus group discussions. [↑](#footnote-ref-103)
103. Including Ministry of Interior and Municipalities, Ministry of Information and Ministry of Education and Higher Education [↑](#footnote-ref-104)
104. Responsible Implementing Party: PB and LHSP Project Teams and Field Teams (for specific area selection and coordination) [↑](#footnote-ref-105)
105. Responsible Implementing Party: Project Management Team [↑](#footnote-ref-106)
106. Several success stories emerged from successful implementation areas. For example, a municipality in the South highlighted the integration of SDGs and ensured the utilization of the SLD plans over the next 10-20 years. Additionally, the mayor shared efforts to create strategies and policies to ensure the sustainability of the SLD plans at the municipal level, even in the event of changes in leadership. [↑](#footnote-ref-107)
107. Municipalities are typically required to submit only their budgets rather than comprehensive development plans, leading to a lack of detailed strategic planning and oversight at the municipal level. [↑](#footnote-ref-108)
108. Responsible Implementing Party: Country Office Management Team, Programme Team, and Project Team [↑](#footnote-ref-109)
109. Responsible Implementing Party: Project Management team with Youth Leadership Programmes at UNDP [↑](#footnote-ref-110)
110. In line with the UN Youth 2030 [Youth 2030: The UN Youth Strategy - Office of the Secretary-General’s Envoy on Youth](https://www.un.org/youthenvoy/youth-un/) [↑](#footnote-ref-111)
111. Responsible Implementing Party: Project Management team with ministries for coordination and involvement [↑](#footnote-ref-112)
112. Through strengthening the M&E systems and results capturing and reporting. (i.e. the project contributes to a lot of important sectors and critical themes that are not included in the design and reporting) [↑](#footnote-ref-113)
113. Responsible Implementing Party: Project Management Team with Gender Equality Unit [↑](#footnote-ref-114)
114. Responsible Implementing Party: Country Office Management team with peacebuilding actors and ministries for sustainability [↑](#footnote-ref-115)
115. The Peace Building in Lebanon project has an extensive experience in working on peace education in collaboration with MEHE since 2007. In 2010, the project has collaborated with MEHE on the creation of a toolbox on Peace Building education that was designed to accompany the curriculum of civic education. The toolbox aims at integrating the Peace Building concepts into current civics, history, geography curricula at the high school level, and to transform the skills gained at the conflict resolution training programs for teachers (2008-2009) into applicable, interactive classroom tools. The toolbox is aimed for the teachers who can use the kit as part of school lesson plans as the lesson objectives are reconciled with toolkit activities. These activities don’t require additional time and financial resources to prepare and implement. In 2022, the development of the Peace Building Toolbox into a fully digital interactive one was identified as priority to equip teachers with the know-how to manage their classroom and students. [↑](#footnote-ref-116)
116. The total number includes writers who contributed to write articles for issues 30, 31 and 32. [↑](#footnote-ref-117)
117. The number includes both capacity building/coaching sessions for a single village and joint capacity building for more than one community. [↑](#footnote-ref-118)
118. The SCA workshops include several sub-workshops: SCA theory, loops identification, development of the action plan, etc. For reporting purposes, we are considering the whole SCA process as one workshop for each community. [↑](#footnote-ref-119)