



CONFLICT
MANAGEMENT
CONSULTING

31 March 2022

Dealing with the Past: Memory for the Future Project

Final evaluation

Conflict Management Consulting (CMC)

Brussels, Belgium / Istanbul, Turkey

info@cmc-consult.eu

Abuja | Amman | Brussels | Cairo | Islamabad | Istanbul | Kabul | Munich | Yangon | Washington DC

Table of Contents

1.	Executive Summary	4
2.	Introduction	7
	2.1 Project context	7
	2.2 Project description	7
	2.3 Scope and objectives of the final evaluation.....	8
	2.4 Approach and Methodology.....	8
3.	Findings	10
	3.1 Relevance	10
	3.2 Effectiveness.....	12
	3.3 Efficiency	19
	3.4 Coherence	20
	3.5 Sustainability	21
4.	Conclusions	26
	4.1 Relevance	26
	4.2 Effectiveness.....	27
	4.3 Efficiency	27
	4.4 Coherence	28
	4.5 Sustainability	28
5.	Recommendations	28
6.	Annex	30
	Annex 1: Evaluation matrix	30
	Annex 2: Approach and Methodology.....	32
	Annex 3: Questionnaires for KIIs and FGDs.....	35

Acronyms

CMC	Conflict Management Consulting
CSOs	Civil Society Organisations
DWP	Dealing with the Past (project title)
OECD-DAC	Organisation for Economic Development – Development Assistance Committee
FGDs	Focus Group Discussions
GRES	Gender Results Effectiveness Scale
KIIs	Key Informant Interviews
LAH	Lebanese Association for History
MoU	Memorandum of Understanding
M&E	Monitoring & Evaluation
OHCHR	UN Office of the High Commissioner for Human Rights
PBSO	United Nations Peacebuilding Support Office
UN	United Nations
UNDP	United Nations Development Programme
UNSCR	United Nations Security Council Resolution
RCO	UN Resident Coordinator Office

1. Executive Summary

The UN project “**Dealing with the Past: Memory for the Future**” (DWP) was funded by the UN Peacebuilding Support Office (PBSO) and implemented by three UN agencies, the United Nations Development Programme (UNDP), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the Office of the High Commissioner for Human Rights (OHCHR), under coordination of the UN Resident Coordinator Office (RCO). The project supported Lebanese civil society, individuals and families, and national institutions in their efforts to deal with the past, foster collective remembrance and, ultimately, move towards reconciliation around the legacy of the civil war; all with a strong gender focus.

The project promoted and supported reconciliation, re-establishing dignity for victims as well as restoring peace and preventing conflict. The project focused on transforming conflicts by addressing both individual and structural levels in Lebanese society.

The project had two main outcomes:

Outcome 1: National and civil actors in Lebanon are supported in their advocacy efforts to deal with the past through research, awareness-raising and legal support.

Outcome 2: The capacity of Lebanese government institutions for the full establishment and functionality of the independent national commission to follow-up on the implementation of Law 105 for the Missing and Forcibly Disappeared is built.

To achieve these outcomes, the three UN agencies (UN Women, UNDP and OHCHR) delivered activities targeting young people, women, universities, civil society, and activists working on peacebuilding, reconciliation, and transitional justice in Lebanon at different levels and with different key stakeholders, including government institutions.

This evaluation primarily focused on assessing project outcomes as well as the potential contribution of the project to the achievement of higher-level objectives set in the strategic planning documents such as the UN Strategic Framework. The final evaluation followed the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, and sustainability, as defined, and explained in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results and Outcome-level evaluation. The evaluation also followed a utilization-focused and gender-responsive approach, comparing project achievements against baseline data.

The main evaluation **conclusions** are:

Relevance: The project is both timely and highly relevant at different levels and for different stakeholders, including the Lebanese government, UN agencies, and their priorities in terms of supporting peace and security in Lebanon, as well as for civil society organizations that have been engaged in this field since the end of the Lebanese civil war. With all the challenges that Lebanese society is facing, in terms of political, economic, and financial problems, the project proved to be very relevant, and brought up an important topic that was delayed or neglected for years.

Effectiveness: The effectiveness of project activities and initiatives is evident in all components of the project implemented by the three agencies. The effectiveness of the project was increased by the collaboration between the three agencies as each agency relied on its expertise, mandate, and comparative advantage, as well as their large network in Lebanon.

Efficiency: The project achieved to a very large degree what it set out to do when it was designed and initiated, despite major disruptions that were partly foreseen during project design. All documents reviewed and all interviews conducted during the evaluation found that the work was carried out efficiently, with no interviewee or document revealing anything different. The two major disruptions were 1) the Covid19 pandemic. For this the project was able to shift activities to online activities and helped project partners in a flexible manner to deal with the situation; As well as 2) a major political and economic crisis in Lebanon, in addition to a major Blast at Beirut port during project implementation. These developments affected the project in a negative way and were largely beyond the project's sphere of influence.

Coherence: The project was designed, managed, and implemented in a coherent manner. It initiated the cooperation between the three implementing UN agencies, that had not cooperated in this composition on one single project like this before in Lebanon. This sets a model for how UN agencies could be able to cooperate on projects in the future. Each UN agency focused on its core area of expertise and all three agencies regularly exchanged and coordinated. Each UN agency also encouraged its implementing partners to coordinate and each of them was aware of the activities of the other components, implementers, and activities.

Sustainability: The project has been able to raise awareness about the importance of dealing with the past among direct project beneficiaries and most likely beyond also to indirect beneficiaries, such as the families and peers of those that participated in activities. The project has also increased knowledge about the war, its causes, and developments, as well as about issues such as the realities of experiencing war, sectarianism, and the need to deal with the problem of disappeared people. All of this will stay behind and therefore is sustainable. The project has also produced the first ever evidence piece that gender-based crimes were committed against women during the Lebanon civil war and that rape and gang rape was used as a strategy of war to terrorize, humiliate, and displace. The project has also developed a pilot on women led intergenerational community-based dialogue that is being replicated and scaled up.

Main **recommendations** of the evaluation are:

- **Monitoring and evaluation:** while the global M&E system designed at UN level was strong, it is recommended to support local implementers to design their own monitoring system, that will allow them to track the progress of their projects at local level. The implementers M&E system should be aligned with the global UN system, but more adapted to their needs, context, and approach they follow.
- **Sustain the policy level work:** It is recommended to invest more effort in finding ways to engage the government and support the work on DWP at policy level. Through building on what the project already started:
 - Build on the relationship that was developed through the project with ministry of education and LAH to expand the work that has been done at national level,
 - Continue the dialogue with the national commission, and advocate for its completion and proper resourcing
 - Maintain the support provided to FMF to develop the DWP national strategy and engage with policy makers through policy dialogues and organise advocacy campaigns.
- **Gender:** It is also recommended to scale-up the gender transformative approach, by

- Building on the findings of the research that has been conducted by UN Women on gender and war crimes and make use of the research results for advocacy and to design gender transformative projects.
 - Conduct a gender analysis that examines the extent to which gender perspectives have been taken aboard by the transitional justice processes, evaluate the ways in which transitional justice systems can be used to address social inequalities and transform gender relations, and examine the ways in which transitional justice systems could be used to provide access to justice for women victims of the civil war.
 - Replicating the model of women-led peacebuilding work at community level to ensure non recurrence and intergenerational dialogue.
- **Scaling-up and sustaining project activities:**
 - To ensure sustainability, make sure that all the products that were produced during the project, such as books about the role of women, and the SLMs, that could be used in schools and universities, are rolled-out and used, for example, through including the distribution and use of these products in any follow-on project on dealing with the past.
 - Capitalize on the learning and good practices generated from this project to mobilize resources from other donors and to expand and extend the activities.
 - Document and disseminate new approaches and interventions used under this project such as the women led peacebuilding work which is the first of its kind and share the methodology with other interested actors.
 - Ensure that evidence generated through the project informs peace building plans and access to justice for victims/survivors.
 - Sustain the work that has been done with the universities, to keep raising the awareness of the young generations about civil war, and their role in the process of DWP.

2. Introduction

2.1 Project context

Since late 2018, the Lebanese parliament passed the Law 105 on Missing and Forcibly Disappeared Persons was passed in November 2018. An independent national commission to investigate the fate of the missing has been established to implement Law 105. A Forum for Memory and Future (FMF) which aspires to develop the very first Strategy for Dealing with the Past in Lebanon between all groups in Lebanon, including tackling improvement of relations with Palestinian and Syrian refugees, was established by a group of ten NGOs and individuals at the end of 2019. In 2019, the Council of Ministers also endorsed the country's first National Action Plan on UN Security Council Resolution 1325 on Women, Peace, and Security, which includes a focus on transitional justice through support to the implementation of Law 105

The UN project “**Dealing with the Past: Memory for the Future**” is funded by the UN Peace Building Support Office (PBSO) and implemented by three UN agencies, the United Nations Development Programme (UNDP), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the Office of the High Commissioner for Human Rights (OHCHR) with the coordination of RCO. The project supports civil society, individuals and families, and national institutions in their efforts to deal with the past, foster collective remembrance and, ultimately, move towards reconciliation around the legacy of the civil war; all with a strong gender focus.

2.2 Project description

Dealing With the Past: Memory for the Future¹ project aims to promote and support reconciliation, re-establishing dignity for victims as well as restoring peace and preventing conflict. The project, running from 1 January 2020 until 31 December 2021, with a total budget of 3 million USD, focuses on transforming conflicts by addressing both individual and structural levels in Lebanese society. The project has two main outcomes:

- **Outcome 1:** National and civil actors in Lebanon are supported in their advocacy efforts to deal with the past through research, awareness-raising and legal support.
- **Outcome 2:** The capacity of Lebanese government institutions for the full establishment and functionality of the independent national commission to follow-up on the implementation of Law 105 for the Missing and Forcibly Disappeared is built.

To achieve these outcomes, the three UN agencies (UN Women, UNDP and OHCHR) delivered a range of activities targeting young people, women, universities, civils society and activists working on the field of peacebuilding, reconciliation, and transitional justice in Lebanon at different levels and with different key stakeholders including some of governments institutions.

The project activities were carried at national and local level. At national level the project aimed at engaging with Lebanese authorities through advocacy and advisory activities to highlight the importance of speeding up the process of nominating the members of the national commission. In addition, the project planned to provide technical support to the national commission to follow up on the implementation of Law 105. Furthermore, the project aimed at addressing the limited availability of the data and information on gender-based crime during the civil war and promote oral histories of women's experiences at the national level.

¹ PBF Project document

At local level the project engaged with academic institutions (9 universities) through providing them with financial support human rights for students (young women and men), aiming at raising awareness of DWP and promoting acceptance of others, and countering hate speech.

In addition, the project partners with different civil society organisations working on the issue of DWP to design and implement a range of women and youth led activities and the families of disappeared.

2.3 Scope and objectives of the final evaluation

This evaluation is a final evaluation of the current project phase. It is required for reasons of accountability and learning and to take stock for the future of the project and approach. This final has the following main objectives:

- 1) assessing the extent to which the project has contributed to peacebuilding and transitional justice in Lebanon by increasing the level of knowledge and awareness of targeted groups and communities on the need to deal with the past for a more peaceful society.
- 2) evaluating the achievements of all interventions under the project, while identifying which approaches worked well and which faced challenges (operational procedures, structure, monitoring, control and evaluation procedures, financial and technical planning, project modality/structures) and their influence on the programme's effectiveness.
- 3) assessing to what extent UNDP, UN Women and OHCHR managed to mainstream gender and to strengthen the application of rights-based approaches in its interventions. To make excluded or disadvantaged groups visible, to the extent possible, data should be disaggregated by gender, age, disability, ethnicity, and other relevant differences where possible.
- 4) assessing the level of progress made towards achieving the outcomes of the project as well as the challenges and opportunities faced.
- 5) providing concrete and actionable recommendations at the strategic and operational levels for the formulation of new projects in the thematic area of dealing with the past.

The evaluation primarily focused on assessing project outcomes as well as the potential contribution of the project results to the achievement of higher-level objectives set in the strategic planning documents such as the UN Strategic Framework. The final evaluation follows the OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, and sustainability, as defined, and explained in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results and Outcome-level evaluation. The evaluation also follows a utilization-focused and gender responsive approach, comparing project achievements against baseline data.

2.4 Approach and Methodology

The overall approach of the evaluation was theory based as it reviewed the theory of change as stated in the project documents as well as the robustness of pathways of change and the related assumptions to identify the underlying factors affecting the change. The evaluation also adopted a utilization-focused approach, intended primarily to inform the UN agencies' future programming.

The evaluation was based on gender and human rights principles, as defined in the UN Women Evaluation Policy² and adhered to the UNEG norms and standards for evaluation in the UN System³. The evaluation questions included a section focusing on gender equality and human rights. The

² Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/8), UN Women Evaluation Handbook: How to manage gender responsive evaluation

³ <http://www.unevaluation.org/document/detail/1914>

evaluation team in close coordination with UNDP, UN Women and OHCHR team identified the right key informants and determined who would participate in the evaluation process and in which way.

The evaluation approach is comprised of three interlinked elements: (i) belief in the primacy of qualitative data, (ii) commitment to participatory methods and (iii) flexible responsive methods.

The evaluation followed the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, and sustainability of the Project. This also served to assess the logic of the ToC and suggest additional changes/adaptations to align it with the project's overall goal. In addition, the team made sure to mainstream gender sensitivity throughout the process of the evaluation.

Building on the key evaluation questions, tools were developed for each category of stakeholder to be interviewed (Annex 1). Furthermore, the evaluation followed a qualitative approach for data collection through:

- **Desk review** of the project documents provided by UNDP, UN Women and OHCHR, such as annual reports, Logical Framework, and some of the local partners reports, baseline and end-line reports.
- **Key informant interviews:** Over 25 key informant interviews were conducted with the project's stakeholders including local partners and UNDP, UN Women and OHCHR project managers, to collect information about activities and outputs, the number of beneficiaries, staff employed by the project, cooperation with key institutions, as well as any implementation challenges.
- **Focus group discussions:** Four focus group discussions were conducted with the project beneficiaries including students, women, teachers, and ex-fighters

The current evaluation aims at assessing the progress made towards achieving the outcomes of the project as well as the challenges and opportunities faced; assess the program's implementation approach; summarize the situation in working with the past in Lebanon, including current and previous initiatives by the government, international organizations, civil society, and citizens.

While the evaluation focus is to evaluate the effectiveness of project as whole, it was deemed important to assess the different approaches followed by each of the three UN agencies, and the extent to which each of these approaches were able to contribute to the achievement of the project results.

Sampling and selection process of the key informants: The selection of key stakeholders and sampling of evaluation participants was conducted in close collaboration with the 3 agencies during the inception phase of the evaluation. The team exerted all possible efforts to identify all stakeholders (individuals or institutions) that participated in the project. These included mainly the civil society organizations (implementing partners), and final beneficiaries (i.e., those who participated in training sessions, university students, women, teachers...etc.). In terms of final beneficiaries, the team strived to conduct four FGDs with participants in the different events and projects to assess the outcome of these activities and their role in achieving the expected outputs and outcomes.

Verification and triangulation of data was carried out through the correlation of information obtained from (a) different (groups of) stakeholders, as well as (b) different methods including the KIIs, FGDs and end-line surveys. The evaluation team ensured that a combination of sources and methods provided evidence for the findings.

During the data analysis and write-up phase, the evaluation team systematically compiled all data received. Meetings, key informant interviews and focus group discussions were documented through note taking. These notes have been analysed using excel sheets to draw out the various themes and relationships among the relevant stakeholders in each setting. While the analysis focused on the overall results, some focus on specific activities delivered by each UN agencies was highlighted under each evaluation criteria. All received information has been triangulated and only included as findings and lessons learnt in the report if it is corroborated by more than one source.

The evaluation drew on a mix of indicators to assess relevance, effectiveness, coherence, and sustainability. The first group of indicators was drawn upon to verify the achievements of the project indicators as originally anticipated in the project's logframe and M&E systems. It is important to stress that the indicators selected by the project focus on the output level. It is noted that they are mainly quantitative. In addition to reviewing achievements based on the project's selected indicators as presented in the logical framework, the evaluation team also selected a set of qualitative indicators to guide the team's assessment of project results and provide a tool to examine the process of implementing the different project activities and results achieved

Ethical considerations: The evaluation has been conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the UN system, and other key guidance documents. Ethical considerations include ensuring the consent of the participants for participating in meetings and key informant interviews and focus groups discussions. This was done by reading a consent form to the participants at the beginning of the meetings and obtaining their approval for participating. Confidentiality and anonymity of the data has been ensured. Participants were only asked to state their first name, nationality, and place of residence. No other personal information was collected during the evaluation. Raw data was only made available to and reviewed by the evaluation team.

The majority of interview with key informants were conducted online due to covid-19 situation, but the focus group discussions were conducted face to face. For this the team ensured that the selected setting for the interviews was safe, confidential, and considered to be a neutral setting to reduce bias in data collection. As much as possible, cultural sensitivity principles were applied (gender and nationality were taken in consideration in the set- up of the groups).

3. Findings

This section is organised by the OECD-DAC criteria. Under each sub-section, the evaluators present the findings related to each evaluation question. Additional findings related to each UN agency are presented to highlight the specific activities and approach that was followed by each agency, and the extent to which they contributed to the achievement of the project results.

3.1 Relevance

- To what extent the project was relevant to the UN agencies, the Lebanese government and implementing partners?
- Has the project adapted its approach in case basic assumptions changed, i.e., has the project stayed relevant throughout its implementation period?

- **Relevance of the project and alignment with UN strategies and the government policies and civil society in Lebanon:**

The evaluation found that the project is fully aligned with UN strategies and priorities⁴. At the international level, the project is aligned with UNSCR 1574 (2006) on transitional justice; 1325 (2000) on Women Peace and Security; 2250 (2015) on Youth Peace and Security; 2474 (2019) on missing persons in armed conflict, and with 2030 Agenda on Sustainable Development Goals.

At a national level, the project is aligned with the United Nations Strategic framework (UNSF) for 2017-2020⁵. This framework reflects the shared key objectives and priorities pointed out by the UN and the Government of Lebanon and articulate the UN support to the Lebanese government to achieve a set of priorities including achieving peace and security for all people in Lebanon.

In Addition, the project is relevant and aligned with the Lebanese government National Action Plan (NAP) for the implementation of 1325 on Women, Peace, and Security. The NAP 1325 includes a focus on transitional justice, and support to the implementation of Law 105 and the establishment of a national commission. Even though, the project faced many challenges in terms of engaging with government officials.

The DWP project is both timely and highly relevant for the Lebanese society and local context. The key informants who were interviewed confirmed that the project was timely and paved the paths towards more awareness of the importance of reconciliation and dealing with the past among the Lebanese society, mainly the youth, women and the communities that survived the civil war.

The interviewees reported that the Beirut port explosion on August 4, 2020, that was considered one of the largest non-nuclear explosions in the history of the world (I think!), as well as the economic crisis and the effect of Covid-19 pandemic, contributed to attract the attention of young people, who were before these crises not interested by the past, and what happened during the civil war and its consequences on the Lebanese society. A young female student at a university said:

“the economic crisis and the blast hit us strongly, and pushed us to start thinking of the root causes of the problems we are witnessing now, in our club at the university, we organized debates to discuss this issues, and more students are convinced that the lack of reconciliation after the civil war, and the past is still influencing our present, and will influence our future if we don’t deal with it properly”.

The implementation of many project activities was mainly through local civil society organizations, and universities that considered this project highly relevant to them and aligned with their priorities. All CSOs that were part of the project, stated that it was aligned with the work they have been doing for years, and it supported and helped them to make progress in the field of reconciliation and peacebuilding. The UN funding was very much needed and was timely, a member of the Forum for Memory and Future mentioned that

“we started working on the forum years ago, by organizing meetings and discussing and before we get any funding, but the support we got from UNDP was very effective and relevant, and helped us progress faster in the work we have been doing”.

⁴ PBF Project document

⁵ <https://lebanon.un.org/en/110428-united-nations-strategic-framework-unsf-lebanon-2017-2020>

Similarly, a CSO representative that was interviewed reported:

“The project with UNDP was a turning point for us, because we were just trying to include some activities about civil war in our program, but with UNDP we made sure that every workshop had a specific component on DWP, which allowed us to design very rich training materials, that we will be using beyond this project, aiming at building the teacher capacities and knowledge about DWP”.

The key informant interview with UN project managers reported that the project was designed in a way that is aligned with CSOs priorities and agendas, as they were working in this field for years, some of them were working with the families of the victims since the end of the civil war. Therefore, the aim of UNDP was to support them in terms of building their capacities and reaching out to more beneficiaries and improve the work they have been doing.

- **Adaptation of the project approach**

Given all the challenges that the project faced since its start, including, political challenges, Covid-19, financial crisis, and the Beirut blast, the project had to be flexible and adapt its delivery approach to achieve the expected results. The evaluation found that the project proved a high level of flexibility and adaptability, as almost all activities were delivered (with some slight delays). The implementing partners had to prioritise the activities that were adaptable and could be organised online and postponed the activities that needed physical presence.

For example, most activities delivered by civil society organisations such as the trainings and conferences had to be organised online rather than offline as it was planned at the start of the project. This presented a challenge for most of the organisations at the beginning, as they needed some time to adapt to the new teaching and meeting methods. However, other organisations such as LAH, considered this situation as an opportunity to utilize digital techniques in facilitation and history education, and reach more teachers from all over Lebanon which allowed a wider reach of target groups.

Furthermore, to face the challenge caused by the withdrawal of members of the national commission, after the development of the capacity building program, OHCHR organised alternative activities, to which the funds were reallocated:

- Document the human rights violations particularly those related to enforced disappearance in Al Khiam and Ansar detention camps at the time of the war in Lebanon.
- Evaluate the grants component with the universities to highlight the results achieved
- Support the development of the internal bylaws for the national commission including the administrative and financial bylaws in addition to the code of conduct.

UN Women diverted some of its resources to support the Beirut Blast response through provision of mental health support through one of its partners. The Beirut Blast was seen as a consequence of the Lebanon civil war which is still undealt with.

3.2 Effectiveness

- What progress has been made towards achieving project outcomes?
- Did the project choose the most effective implementation approach (operational procedure, structure, monitoring, control and evaluation procedures, financial and technical planning,

The achievement of the expected outputs indicate that the project has contributed to the achievement of outcomes as outlined in the Project/project plan. Some outputs were delayed or partly achieved while most of other outputs have been achieved. All activities related to the support of civil society organizations, women groups, and universities were implemented as planned, but the activities related to the government, mainly the national commission were delayed or cancelled for political reasons, which were replaced with other activities that were not linked to officials or government representatives. The table below provides a summary of progress against expected outputs as reported by project staff and project documents.

The effectiveness of the project and its implementation strategies were heightened by its flexibility and ability to address challenges that were encountered by the implementation team. The table below provides a summary of progress against expected outputs and outcomes as reported by project staff and project documents.

Outcomes	Outputs	Progress towards outputs	Status
Outcome 1 National and civil actors in Lebanon supported in their efforts to deal with the past through research, awareness-raising and legal support.	Output 1.1 The Forum for Memory and Future is supported in finalizing the Strategy for Dealing with the Past and its action plan	The support provided from UNDP to the forum was very effective, as it supported a large network of CSOs, experts and activists to come together and work towards a shared vision. For the moment the forum members are discussing the feasibility of institutionalising it and having a status e.g., of a non-profit organisation, as it will help them to have more legal rights and could have a more influence on the policy level	Achieved
	Output 1.2 A network of Inside Mediators from ex-fighters is built	21 ex-combatants from different regions in Lebanon were trained by FFP. And they established a youth-network of insider mediators that consists of 17 females and 16 males. FFP was able to reach out to 462 youth and 230 adults through several advocacy and awareness raising activities (dialogue sessions; youth camps; etc.	Exceeded
	Output 1.3 Document gender-based crimes and women's human rights violations perpetrated during the civil war period and in subsequent conflicts in addition to the medical, psychological, and social needs of the families of the disappeared	Final report on gender crimes is available, according to the project's final report, but the evaluation team did not receive it. The report will be shared with key actors, such as FMF, the commission, and political actors to raise awareness and validate findings. The first draft of the assessment report on the needs of the families of the disappeared is finalised and will be used in Phase II of the project to address the needs of the families of the disappeared and to support the work of the Commission through providing the needed evidence for supporting the families of the disappeared.	Achieved
	Output 1.4 Civil society actors supported in implementing conflict sensitive history	The support of UNDP to LAH was effective as the association was able to deliver training to 134 history teachers on conflict sensitive	Achieved

	teaching programs and in implementing oral history activities	<p>teaching. Which exceeded the initial number planned (100). Oral history activities.</p> <p>UNDP worked with AUB to develop an application, which is about a map used for collection of oral history from people who lived the war in Lebanon</p> <p>With UN Women support, Kafa delivered several activities targeting 60 women, including sessions on the memory of war, and theatre training sessions with LABAN for women from 3 generations.</p>	
	<p>Output 1.5 National and civic actors supported in moving forward with post-civil war reconciliation and in dealing with potential risks of violence.</p>	Even though the project final report doesn't reflect this, but this output could be considered partly achieved, through the support provided to the Forum to be able to start the discussion and the draft of DWP strategy.	Partly achieved
	<p>Output 1.6 Support women families of the disappeared, in resolving legal issues related to documentation of their status and to resolving personal status issues in addition to the provision of psycho-social care.</p>	<p>With the support of UN Women 305 women who are victims/survivors of GBV as well as the families of the disappeared benefited from legal advice that was provided by LAW. The services provided included:</p> <ul style="list-style-type: none"> - Legal information: 205 women - Legal assistance: 87 women - Legal representation: 13 women <p>Cases included counselling on residency, rehabilitation of judicial records, inheritance and/or property disputes, GBV, marriage registration, custody, and alimony.</p>	Achieved and exceeded as the target was 150 only.
	<p>Output 1.7 Support national and local actors in strengthening their understanding of the functions and responsibilities of the national commission, and their ability to further advocate in favour of the commission's work.</p>	Most of the work related to the national commission was either delayed or cancelled. More details about the national commission challenges are mentioned below. But the project worked with the Act for Disappeared through which it raised awareness on Law 105 and DWP in eight universities at national and local levels and more than 20 villages all over Lebanon. A media campaign with social media material to promote Law 105 and raise awareness at the national level on the missing file was also produced.	Partly achieved
	<p>Output 1.8 Create Human Rights Clubs in Lebanese universities and support them in advocating for Law 105 and creating the</p>	The initial plan was to work with 10 universities, but one of the universities selected was not able to continue the work. OHCHR continued the work with 9 universities who were able to implement their projects.	Partly achieved

	enabling environment within youth.		
Outcome 2 Build the capacity of Lebanese government institutions for the full establishment and functionality of the independent national commission to follow-up on the implementation of Law 105 for the Missing and Forcibly Disappeared	Output 2.1 Provide technical support to the judiciary system/Ministry of Justice, Ministry of Defence/LAF and Ministry of Interior/ISF on their engagement with the commission on enforced disappearance and implementation of law 105	OHCHR was able to organize 2 activities to advocate for the nomination of the members of the national commission and provided comment on the draft law on independence of judiciary. In addition, OHCHR organized one activity related to providing advisory support to the parliament on independence of judiciary. However, the evaluation team did not receive any documentation (report, or meeting notes) from OHCHR to be used as evidence for these activities and to what extent they were effective for the parliamentarians.	Partly achieved
	Output 2.2 Provide support to the parliamentarians on the engagement with the commission with regards to accountability and enabling laws that lead to fighting impunity	While the final report doesn't reflect any information about the worked done with parliamentarians, the KIIs showed that OHCHR was able to work with them on the use of artificial intelligence, the whole documenting issues related to gender and other activities. However, this activity was not clear on how it contributed to engage with the commission about accountability and enabling laws that lead to fighting impunity	Not achieved
	Output 2.3 Support technically the national commission members in developing the commission's internal bylaws and the strategic framework	This was not achieved partly because of the resignation of several commission members, but also, because the commission refused OHCHR support saying that are not ready now to establish a complaint mechanism	Not achieved
	Output 2.4 Implement a capacity building program for the national commission members to strengthen their skills in the implementation of Law 105, with special attention to gender mainstreaming.	Following the commission request, this activity was replaced by an alternative activity that aims at advocating for the allocation of an appropriate location and necessary resources for the national commission to start their work.	Not achieved

The project faced several challenges that affected the implementation of the activities, however, the UN agencies (UNDP, OHCHR and UN Women) and implementing partners showed a good level of flexibility and adaptability to enable the project to respond to the challenges in an effective manner. The economic crisis, as well as the Covid-19 pandemic contributed to the delay of many activities related to the civil society organisations and universities. The lockdown that resulted on the covid-19 in 2020, forced the universities to switch their activities the online, which presented a challenge for them to deliver their programmes as expected, where the meetings between students was crucial for the success of some activities. However, most of universities, tried to keep working online and prioritise the activities that were still feasible to be done online such as conferences and some course.

The evaluation found that the universities component of the project was effective in terms of reaching the young generations and raising their awareness about what happened during the civil war and the importance of dealing with the past and memory for the future. The universities activities, through the conferences organised, activities of the clubs and research studies conducted, provided a safe space to the students to learn, discuss and debate about issues that were considered “taboo” and never discussed openly since the end of the civil war. In addition, including transitional justice course in the curricula of some universities was considered very important as the students are the ones going to be in decision making positions in the future, therefore, they need to be equipped with a better knowledge that focuses on Lebanon issues. The end-line survey also showed that the 77 % of students interviewed reported that their knowledge about civil war and post war violence is good or very good, compared to only 40% who confirmed they knew about it before their participation in the project activities. When asked about their learning after being part of the project, a student who participated in the focus groups stated:

“I learned a lot about the war because of my participation in history clubs. I was able to understand more about the war and develop a neutral point of view concerning the events that took place”. Another student mentioned: “Our Dr. focused on the different steps towards the achievement of peace. He gave us the example of South Africa, which recognized the wars and the wrong doings of the war. This did not happen in Lebanon because of the amnesties. No political leader recognized the devastating harm that took place and which they imposed it on the people.”

One of the main challenges faced by the project was the lack of the government engagement and openness to work on the DWP issue with civil society organisation and other actors. It was challenging for the project to fully achieve the outcome 2 related to the capacity building of the Lebanese government for the establishment and functionality of the independent national commission to follow-up on the implementation of Law 105 for the Missing and Forcibly Disappeared, which in other words affected the support that should be dedicated to the missing files. The interviewees also mentioned that this component of the project was affected by the resignation of four national commission members, which at the beginning lead to a delay in the project activities, but by the end, everything was cancelled as the commission refused to collaborate and work on this project. “The national commission decided to withdraw at the last minute for reasons related to their capacities to grasp all the information in addition to the resignation of four members from the commission” OHCHR program manager.

Due to the commission withdrawal, OHCHR had to adapt its approach and came up with alternative activities to fill the gap, such as documenting the human rights violations of those related to enforced disappearance in Al Khiam and Ansar detention camps at the time of the war in Lebanon and support the development of internal bylaws for the national commission, including the administrative and financial bylaws in addition to the code of conduct.

UNDP’s support to the Forum for Memory and future was effective and partly contributed to the achievement of the project’s outcomes. The forum is a network of different organizations and individuals that offered a platform to civil society organizations and activists working in the field of peace building, transitional justice and dealing with the past, where strategies and collaborations were discussed. With UNDP’s support the forum was able to develop its international organizational structure, communication strategy, and organize different events and campaigns aiming at raising awareness about DWP. Most importantly, the forum, with the UNDP’s support drafted a strategy about how to deal with the past (during the period of this evaluation, the strategy was still not

complete yet). According to the forum members who were interviewed, this strategy will serve as a basis for a national DWP strategy in Lebanon. During the evaluation interviews the participants mentioned that the forum members are going to meet to finalize the draft of the strategy and discuss the advocacy plan and next steps that they will work on in the future.

The projects delivered by other civil society organisations under UNDP's support were also proven to be effective, as they managed to start discussions about the education system, and the books that have been used to teach history in Lebanon. Despite the challenges faced because of Covid-19 restrictions, LAH delivered a training program that aims at building teachers' capacities to introduce disciplinary approaches in their classrooms, to develop historical thinking and methodological skills, and to apply new pedagogies that foster higher order thinking skills, collaborative skills, and active learning. The program also aims at addressing Dealing with the Past, particularly the more sensitive contested histories. One of the teachers that participated in the focus group discussion reported:

"These workshops were helpful in our history teaching. We learned how to teach history better", another teacher reported: "Definitely, the training was helpful especially as a history teacher that relies on the past to learn from it. These workshops have taught us how to accept the past and others that have suffered from this war. This topic is not tackled much at schools, especially since some schools do not allow us to target religious and political topics".

LAH representative also mentioned that after the work with UNDP, CRDP were able to attend some of the trainings that were organised online, and finally they accepted to open their doors and allow them to work with teachers from public schools, which were not reached before. LAH representative considers the partnership and the MOU signed with CRDP as a very important step, that will allow them to influence the history curricula in schools and increase the knowledge of the teachers about DWP approaches and tools, that were not involved in their training before.

Through its partners, UN Women was able to ensure a holistic approach to addressing the issue of DWP, with a sole focus on gender. Through LAW, the project was able to achieve the project outcomes by providing legal aid for women affected by civil war and family members of the disappeared. An interviewee reported that "the legal advice was provided by a lawyer and was about different situations and aspects on how to deal with legal issues (heritage of the missing, how to get information of the missing people ...etc.), many people had no idea about this kind of information, this legal advisory was an eye opening for many participants". In addition, LAW was able to conduct research (which was not shared with the evaluation team because of its sensitivity) documenting crimes against women and assessing the needs of the families of the disappeared.

Furthermore, through Restart, the project was able to provide specialized mental health services and psychosocial support to women affected by the civil war. With the emerging need following the Beirut blast, Restart had to adapt to the new realities and provided the same services to children and women affected by the blast.

The partnership with KAFA, allowed the project to reach a large network of peacebuilding actors and supported them to deliver activities for women, aiming to respond to their needs and promote the importance of DWP. In addition, Kafa led oral history initiatives with 60 women from 3 generations and diverse backgrounds to document women's experiences during the civil war, build intergenerational bridges and reconcile with the past. The women who participated in the activities organised by Kafa and its partners were asked about their perceptions of the activities and workshops, all the focus group discussion participants reported that the workshops helped them to develop a better understanding of what happened, of the participants reported:

“Once you speak and express yourself, you realise that you are not alone on this, and when you meet different people, you realize that we are all victims of this war, you accept others”. Another woman mentioned: “...they used to frighten us from other regions, such as the Druze people, but I found out that from all religions there are good people, so I realized that they used to brainwash us, and I figured that they are all beautiful people. When you listen to others, you realize that we are all right. I used to not work because I believed that the proper place for a woman was simply her home, but after all the meetings with "c'est la vie," I realized that this was not the case, and I began working as a taxi driver”.

In addition, Kafa partnered with LAH to issue a study on the image of women in Lebanese history books and the role of women in writing history books. The study is planned to inform history teaching with LAH and will be used to raise awareness on the different roles women played during the Lebanon civil war in terms of leadership, politics, agents of peace, and professionals, even if there is no concrete plan for rolling-out the book as it would require Ministry of Education involvement and approval.

In looking at the project’s gender effectiveness the Gender Results Effectiveness Scale (GRES)⁶ was used. GRES provides five levels of effectiveness, both positive and negative, moving from gender negative to transformation.

1. Gender negative	Result had a negative outcome that aggravated or reinforced existing gender inequalities and norms.
2. Gender blind	Result had no attention to gender and failed to acknowledge the different needs of men, women, girls, and boys.
3. Gender targeted	Result focused on the number or equity (50/50) of women, men, girls, and boys, but did not say anything about the outcome of such efforts for equal participation or access to opportunities.
4. Gender responsive	Result addressed differential needs of men and women and addressed equitable distribution of benefits, resources, status, rights but did not address root causes of inequalities in their lives.
5. Gender transformative	Result contributed to changes in norms, cultural values, power structures and the roots of gender inequalities. The aim was to redefine systems and institutions where inequalities are created and maintained.

The evaluation found that the project was gender targeted, as all activities and projects supported by the three UN agencies tried to reach out to women, men, boys, and girls, and for some activities more women were involved than men. It was also gender-responsive in addressing different needs in some activities and outputs. The baseline and end-line surveys conducted with the project’s beneficiaries, didn’t show any remarkable differences between the males and females answers or perceptions towards the importance of DWP or the effect of the project on them in terms of increasing their knowledge and understanding of several concepts and topics related to DWP.

When it comes to the gender responsiveness, mostly the activities that were supported by UN women were gender transformative, as they specifically focused on gender issues through the study that was conducted on gender war crimes and addressed specific needs of the women victims of war or family members of the missing people. In addition, through the oral history activities women were able to raise their awareness about how men and women’s experiences can contribute to conflict in different ways and the gendered nature of the causes and impact of conflict. They have learnt to listen to the stories of others, to build empathy, awareness and understanding. The key informant interviews with some students also showed that there were conferences and events that were organised and

⁶ http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf

supported by one of UN Women partners in order to discuss the issues of the civil war and dealing with the past from a gender perspective, according to a student that was interviewed, the topic of dealing with the past from a gender perspective was very new to her and helped her to start analysing many issues from gender perspective.

However, the project did not conduct any gender analysis (at least it was not shared with the evaluation team) that could have informed the design of the programme as a whole and allow to develop a good understanding of the DWP issue from a gender perspective, and the role that could be played by women in advancing the cause of DWP, and therefore allow the project to be more gender transformative.

When looking at the project M&E system, the evaluation found that project had a strong theory of change and log frame with specific indicators that allowed to assess the progress of each output and outcome. In addition, the project managed to collect baseline and end-line data for project indicator “1f: % of targeted groups feeling more knowledgeable and aware of the need to deal with the past for a more peaceful society” which allowed the assessment of the extent to which some of the project activities contributed to increasing knowledge and awareness about DWP.

The three components of the project followed the same monitoring plan, where each UN agency reported towards its specific indicators, this allowed a good assessment of the project progress at global level. However, given the specific approach followed by the project and the differences between the type of activities that were implemented (e.g.: CSOs related activities, Universities, individuals...etc), the project faced a challenge during data collection of base line and end line studies. For instance, the universities (who received the grants from OHCHR) were limited by the university year calendar and needed to collect data from the beneficiaries (student) at a specific time (right after they finished the activities), to ensure that the data is collected from the right student, and before they leave the university.

In addition, the evaluation team found that some CSOs used their own internal M&E system which was tailored to their specific outputs and expected results. Hence, they planned for specific monitoring plan and evaluation of their projects, which was more effective in terms of showing the results of their projects. However, this was not the case for all other CSOs (implementers), which made difficult for them to measure the progress of all their outputs and different levels. For example, LAH are monitoring the level of knowledge and the skills improvement of the teachers they are working with, but their monitoring system is not allowing them to assess the extent to which their intervention is affecting the students.

Furthermore, during the interviews conducted with the universities (who received OHCHR grants), the informants reported that they didn't design any monitoring and evaluation system to allow them to assess the progress and effectiveness of their project, which was considered as a missing piece in their project design.

3.3 Efficiency

- Could the project have achieved the same with less funding?
- How did the project account for changing situations, such as currency exchange problems?
- To what extent the results were achieved within the intended timeframe?

The project achieved to a very large degree what it set out to do when it was designed and initiated, despite major disruptions that were only partly foreseen during project design. All documents

reviewed and all interviews conducted during the evaluation found that the work was carried out efficiently, with no interviewee revealing anything different.

The main disruptions the project faces, and which had an influence on its overall efficiency, were:

- The Covid-19 pandemic, that broke out in spring 2020 and affected Lebanon as badly as most of the countries globally and led to a situation where offices were closed, events were cancelled, and most human-to-human interaction was moved to online and remote calls and meetings. This clearly affected a project that planned to conduct many physical meetings, workshops, and trainings when it was designed. However, according to many interviewees, the project adapted very quickly and very well to shifting planned activities to online activities as much as possible. Workshops, meetings, and trainings were held online instead. Some funding was re-directed in a flexible manner, e.g., when the Blast occurred in Beirut port, some of the planned psychological support for victims of sexual and gender-based violence and for researchers working on the topic was re-directed to psychological supporters of the Blast.
- A growing political and economic crisis in Lebanon that influenced the project beyond what could have been reasonably expected. Since about 2019, Lebanon faced what was described by commentators often as “the worst economic crisis” since its independence. During 2020 and 2021 witnessed several additional crises, e.g., that the financial reserves of foreign currency dried up, as well as fuel shortages. Petrol stations have been rationing fuel and the government-owned electricity provider, *Electricité du Liban* (EDL) has imposed long power cuts across Lebanon to conserve dwindling reserves of fuel. Two of the Lebanon’s main power plants stopped working completely because of a lack of fuel.
- The Beirut Blast, an explosion of a large amount of ammonium nitrate stored at Beirut port on 4 August 2020, causing numerous deaths and a large amount of injured people, damage to buildings and leaving 100s of thousands homeless, leading to a two-week state of emergency in Lebanon.

The political situation was also hectic in 2020 and 2021. In July 2021 Prime Minister-designate Saad Hariri stepped down after failing to form a new government over the course of the past nine months. His resignation immediately prompted a resurgence of protests condemning government inaction amid worsening social and economic conditions. Protestors blocked roads across the country for several days until the situation finally calmed down.

The cooperation and partnership between three UN agencies in the context of this project added value. All three UN agencies made a specific contribution to the project based on their knowledge and expertise in Lebanon. The final composition of UN agencies was based on those agencies that expressed an interest when the project application was started. Each UN agency contributed the expertise and networks it has per its own mandate, and this created new working links between different UN agencies in Lebanon.

3.4 Coherence

- How and how well is the project coordinated with other UN interventions in Lebanon, with other donor projects, as well as with other government initiatives?
- Is the project achieving synergies or catalytic effects with other projects in Lebanon?

The project was implemented by three UN agencies, that had not cooperated in this composition on one single project like this before in Lebanon. Each UN agency designed their project component based on its area of expertise, but also designed project activities, outputs, outcomes, indicators, and the project's Theory of Change together. During implementation, the three UN agencies closely and regularly coordinated all work. They also encouraged their main implementing partners to coordinate and exchange and each of the implementers interviewed was aware of the other project components and activities.

For UNDP, it has been working since 2007 on related topics in Lebanon, such as peacebuilding, conflict prevention, dealing with the past. Therefore, the project was fully embedded in UNDP's other ongoing work and history of projects in Lebanon. Both UNDP staff and main project partners had a history of working on similar and related projects.

For UN Women, this project was the first time that UN Women engaged in this topic in Lebanon. The project was able to identify a clear overlap between UN Women's field of work (such as the UN Women Peace and Security (WPS) agenda, the Lebanon National Action Plan, and the work of UN Women on mediation at community level since 2019) and the aims of the project, e.g., through conducting research on the role of women in Lebanese history and especially during the war and on the crimes committed against women during the war. The project expanded UN Women's scope of work in Lebanon in a positive manner.

For OHCHR, the specific topic of the project was also new, although it had worked earlier on related topics, as they fall into the core mandate of OHCHR.

Overall, the project initiated a new cooperation and exchange between three UN agencies in a positive manner. This sets a model for how UN agencies could be able to cooperate on projects in the future.

3.5 Sustainability

- What will the project leave behind?
- What will happen when project funding ends?
- Will any government actor take charge of the project and continue its activities?
- Will the capacities built, and the approaches promoted continue to be used? How?

The project and its achievements have reached a degree of sustainability, but it could be further strengthened and there are a few "loose ends" that the project has not been able to finalise during the ending phase, such as the question of how the school books developed by LAH will be rolled-out in schools in Lebanon (which would require Ministry of Education involvement and approval) or how the important study about violence against women during the civil war will be used. But UN Women, for example, has already started a 2nd phase of the project since Q3 2021 and has secured funding to continue the work until 2025.

Various capacities of beneficiaries have been built and that will stay behind after project end and will be capitalised on during Phase II of the project which has just started. Various knowledge products have also been produced that can be used after project end. Products that were produced in the context of the project, such as a schoolbook produced about women during the civil war and in Lebanese history more broadly, are available.

The project also initiated the first-ever evidence piece that gender crimes were committed during the Lebanon civil war. Rape and gang rape were used as strategies for intimidating “the other” and to displace populations. UN Women expects that these findings will transform the discourse about the Lebanon civil war and will put women at the centre, even if it has not identified a way how to use the study in practice.

For the Teacher’s component, the project mid-line, end-line and final evaluation interviewees confirmed that the activities had a positive impact on individuals that participated, and those experiences will stay behind. When asked about the learning and impact of the activities they participated in, mainly Kafa workshops, trainings, and history club activities, respondents mentioned an increase of awareness and knowledge about the civil war and its details. One responded stated:

“Yes, I am now more aware of what happened during the civil war. Before the workshops, I had no idea about the disastrous events that took place in the civil war. The workshops helped me understand what had happened, accept what had happened, and move on from it towards building a better future for the upcoming generations.” (FGD participant)

Another one said: “These workshops were helpful in our history teaching. We learned how to teach history better”. (FGD participant)

When asked whether the activities helped to raise awareness, whether participants acquired new skills and were also able to use them, participants also confirmed. They emphasized that they had not been taught about the war during their university training and therefore thought the project activities contributed to their ability to teach the civil war to their own students. One participant stated that (s)he relies more on books than on workshops, but another one said that s(he) encourages students now to make comparisons between the political situation during the civil war and today to understand dynamics that can lead to conflict and civil war. Another teacher said:

“These workshops have taught us on giving different perspectives about the war and the students had to find out their point of view from this topic. I applied this in my teaching. I started drifting away from regular teachings and regular history questions towards more sophisticated and easier-to-grasp content.” (FGD participant)

For the component focusing specifically on women, impact was also found during the final evaluation. As impact is a lot about awareness raising, the evaluation found that the awareness of many beneficiaries has been increased and therefore will also be sustainable. For example, when asked about the impact of the project’s work, participants agreed about the positive impact that project activities had both on their personal awareness and on their skills to pass on that increased awareness, one of them stated: “[The] Kafa training was very positive. They heard every single word from us, and they supported us a lot!”. Another participant explained: The training “boosted my self-confidence, and it helped me to accept others and to love them unconditionally as they are.”. And another one said: “It was a very new experience to me, seeing new people from different backgrounds/areas and start hearing their thoughts/opinions had helped me to accept the others. Listening to the people who experienced the war was such an extraordinary case.”.

When asked what they know about the civil war, respondents gave answers ranging from mentioning specific events during the war (such as the Ein El Roumaneh bus explosion that started the war) to political and geopolitical opinions that Lebanon is regularly exposed to foreign interference and dominance, as well as the mentioning of sectarianism as one of the causes and ongoing problems.

When asked whether the war has influenced and left marks on FGD participants and their families, all of them confirmed. One respondent's brother was shot in front of her when she was 3 years old, which left a mark on her and the family. Others expressed profound, ongoing fear ever since the war. One respondent said: "We lived our whole lives scared, we have anxiety, and we don't know if we can move on. Not even our children." (FGD participant).

When asked about the workshops and trainings with Kafa, LAH and history clubs, and whether they have helped to raise awareness, participants confirmed that they had become more aware of the history and developed more empathy for the ones they considered as enemies before. One stated, for example, following a workshop:

"it was after we attended, we knew that we share the same pain, we listened to each other, and war was devastating, and everyone agrees that everyone lost. Everything got clearer after Kafa's training, because you listen and understand everyone around you, and you realize war is useless to erase memories and family." (FGD participant).

Another one also confirmed the increase in awareness and the overall impact: "once you speak and express yourself, and when you meet different people, you realize that we are all victims of this war, you accept others." (FGD participant). Another participant added: "Our existence together, you don't just get along with those with whom you share the same religion, but you also interact with other cultures. Everyone tells their own story, but because of this organization, we realize that we lived the same experience and what affected us is different." (FGD participant).

When asked whether they have acquired new skills that they use for better dealing with the past, respondents gave answers like the ones about raising awareness in the previous paragraph, but without concrete examples or evidence how the new skills could be used. Similarly, responses to the question whether they already have used new skills, answers were rather about awareness-increase than about actual implementation. No concrete examples were encountered whether and how new skills could and were used.

When asked whether it is important for Lebanese, especially the younger generation, to know about what happened to people during the war, all participants confirmed that they thought it was important. One respondent mentioned the need to find out about those that are missing since the war. For the younger generation, respondents hoped they would learn from previous mistakes to avoid future civil wars.

For the University students' component, the group of university students showed a substantial impact and increase of knowledge and awareness of the civil war and the usefulness and impact of the project between the baseline and the endline assessment. Again, this increased learning and awareness will be and remain sustainable to all direct beneficiaries and possibly to their immediate environment that they might be able to influence.

When asked about their knowledge of the civil war, the responses clearly showed a substantial increase in knowledge and quality between the project's end-line and mid-line assessment. Respondents were aware of large-scale displacements, of killings, of political alliances before and during the war and about detailed development of all these before the war and during the period 1975-1990. External factors and powers were mentioned, the destruction of infrastructure, and that every region and group and ethnicity in Lebanon was (negatively) affected by the war. Single events, like the killing of political figures were mentioned, but often in a larger context. Awareness for the after-effects of the Ta'if Agreement and today's political problems in Lebanon were mentioned by several respondents.

When asked about the workshops FGD participants attended and whether they helped to raise their awareness, all respondents confirmed. Several participants stated that the workshops have “enriched” (FGD participant) them and that they feel a need to learn from the civil war to avoid future civil wars in Lebanon.

When asked about the increase of their skills to deal with the past and whether they have already used these new skills, several students confirmed and gave examples. One respondent said:

“I believe that everyone has a side to take in their life. You either take the side of justice or you end up drifting away from justice and live your whole life as an inferior human to others. Justice can be seen in kids at a very young age. For instance, if a kid hits his sibling, the sibling will go and tell the parents and will be expecting a punishment to be inflicted on the other sibling. This is the meaning of justice. I work from the lessons that I learn. I was very happy when I knew about the lawyers working to bring peace to the parents of the missing people during war. The workshops that I took helped me perform better in my writings for children. I write with love since I want children to be as far away as possible from what happened during the war. I always ask myself how we can fix what happened. We can start by modifying the educational curriculum of students. We cannot change it completely, yet we can modify it and add to it. Moreover, we should spread awareness about how we can fix the clashes that happen between people from different backgrounds or religions. I believe that our differences create better living conditions among us. I believe everyone can use their skills to help their society push away from the negativities. I developed these skills before the workshop since I lost two brothers in the war that had nothing to do with the fighting.” (FGD participant).

Another student expressed clear learning and the wish to use the new skills:

“I was not able to use my skills to make an impact, yet I started to like to participate in focus groups such as this one. The workshop made me knowledgeable about what happened during the war, and I believe that I can talk openly about it, make other people understand what happened, and learn from others and their experiences. What this workshop did was make me more aware of what happened and made me more confident to talk about it since I used to avoid discussing this topic before the workshop because of my illiteracy about the topic. I want to change, and I want to move into a new world. We did not fight during the civil war, yet we are the perfect fighters for the change.” (FGD participant)

For the Fighters for Peace’ component, **mid-line and end-line comparison, as well as KIIs and FGDs for the final evaluation showed** how beneficiaries’ awareness has increased and what impact the encounter with former fighters of the civil war had on them.

When asked about how much they knew about the civil war, the responses showed a detailed and nuanced understanding, with all FGD participants giving details of how they and their families were affected by the war, how family members were lost and what negative psychological long-term impact the war had.

One described how “this war has stolen our youth and the best days of our lives. We had to hold guns and fight while we were supposed to enjoy our youth and live peacefully” (FGD participant). Detailed comments on the end of the war, the Ta’if agreement were also made, as well as on the political tensions and problems that resulted from it and trouble Lebanon until today.

The purpose of the FFP activities, mainly presentations in front of and discussions with different types of audiences, such as university students, was well-understood and shared by all FGD participants. One participant, for example, who actively participated in fighting during the civil war, stated

“Nowadays, we are fighting for peace and working towards enhancing it among the people in our society. We understand that war crimes and war do not build a better society. Our experience with this war has taught us the importance of working towards building peace with the UNDP for a better future. We need your help and the help of the UNDP to set the frameworks that will guide us into understanding how to deal with the past actions that took place during the war.” (FGD participant)

Another participant described in detail why she became an active member of FFP herself:

“This war has affected our lives for a long time. I lost my husband in this war. It took me a while to overcome this especially because I had a child that I had to take care of. It wasn’t easy on me because I knew about his death on Tv and because it took us a while to get his body and bury him. it had a very negative psychological impact. This was the main reason to join the NGO Fighters for Peace. With their support discussions and seminars, I was able to slowly get out of this psychological issue. It took me a while to be able to speak about my story without crying. I carried the pain with me for a long time. I worked a lot on myself to reach this point now. I started to stop myself from talking about my story because it was a deep pain. I hate talking about the past because of what had happened and the crimes that took place during that time. I am always afraid and scared that another war will erupt in this country.” (FGD participant).

When asked about whether these activities have raised general awareness about the war, participants confirmed. Especially the personal dimension of war and how it affects families, was emphasized. One participant said that the activities “definitely” raised awareness, “because before these workshops we only knew stories about the war and which parties were fighting and who won. But they did not share with us the impact of fighting in this war on the people and how they felt afterward.” (FGD participant).

FGD participants also mentioned that especially younger people today, born after the end of the civil war, have a special curiosity and interest to learn more about the war. Some participants also described how the FFP worked as helped them personally to overcome some of the trauma they had been carrying from the war and how participating in the work has helped them to “move on” (FGD participant).

When asked whether the workshops have also increased participants’ skills of dealing with the past, participants also confirmed. Participants, especially former fighters, said the workshops have helped them to forgive and to increase their skills to deal peacefully with other people. One stated: “These workshops have taught us how to speak about the war to share our learned lessons and how to accept others and live in peace” (FGD participant).

One participant mentioned how the work has influenced his/her thoughts on identity: “After the workshops, I figured out my identity and my affiliation: I am a Lebanese citizen. Moreover, I started accepting the affiliations of other people. This was not true when I was fighting in the civil war. I never used to understand nor accept the affiliations of people from outside my affiliation.” (FGD participant).

When asked whether they have been able to use and employ the new skills already, participants also confirmed and gave concrete examples. A former fighter, for example, gave this example: “On a personal level, the communication with others about the past is a kind of therapy and was very helpful. On a community level, we formed some groups that have common thoughts ideas, and perspectives. One of the new perspectives was my sense of belonging and accepting others” (FGD participant). FFP also established a youth network of insider mediators which will contribute to sustainability.

All of this clearly points towards sustainable project achievements as the increase in knowledge and awareness will stay behind. A good number of project activities and achievements will also be continued through new funding that the UN agencies have been able to raise for that purpose.

To continue with activities, UN Women has also been able to mobilize additional resources from the Governments of Norway, the UK and Switzerland to sustain the project and scale up activities and reach.

4. Conclusions

Based on the evaluation findings, the following conclusions may be drawn:

4.1 Relevance

This project is both timely and highly relevant at different levels and for different stakeholders, including the Lebanese government, the UN agencies, and their priorities in terms of supporting peace and security in Lebanon, as well as the civil society organization that were engaged in this field since the end of the war. With all the challenges that the Lebanese society is facing, in terms of political, economic, and financial problems, the project proved to be very relevant, and brought up an important topic that was delayed or neglected for years.

The project was able to effectively support civil society organizations, networks, and individuals, by supporting a set of activities based on their needs and priorities. Aiming at raising awareness about the DWP and amplifying the efforts that has been done by other CSOs in the past.

The project also succeeded in engaging the young generations and changing their perceptions about the civil war and what happened in the past and convincing them that the DWP is an important issue that needs to be discussed and dealt with, to ensure a proper transition of the Lebanese society. In addition, the project engagement with women was particularly remarkable, as it gave them a leadership role in peace building, and produced evidence that women were more negatively affected by the war than men.

The different approaches used by each of the three UN agencies partners, proved to be relevant to the target audiences. The grant scheme that was handled to the universities and managed by OHCHR was very relevant and allowed the universities to include DWP in their curricula, provide a safe space to the student to debate and ask questions about the past, in order to develop better understanding of what happened, through dialogues sessions, competitions and research studies around human rights issues in Lebanon, hate speech and enforced disappearance and its impact on the families of the missing persons.

The UNDP and UN Women component and approach was mostly demand driven by civil society organizations and networks they supported. They adopted a strategic approach by engaging with

relevant CSOs working in different sectors (education, human rights, rehabilitations, gender, women's rights), which allowed a wider reach of final beneficiaries at national level.

4.2 Effectiveness

The effectiveness of the project activities and initiatives is evident in all components of the project implemented by the three agencies. The effectiveness of the project was increased by the collaboration between the three agencies where each agency relied on its expertise, mandate, and comparative advantage, as well as their large network in Lebanon.

The involvement of different stakeholders in the design and implementation of the activities (civil society organizations, universities, women, activists...etc.), allowed the project to use different approaches to reach large number of audiences in a relatively short period. In addition, the project uses innovative approaches to raise awareness about DWP, such as art (theatre teaching) technology (AUB application) and provided a safe space for students through the university grants scheme to conduct research, debate and learn about what happened in the past.

The research component related to documenting gender war crimes, was particularly effective in terms of addressing the limited availability of data and information on gender-based crimes during the civile war. The research findings will be used during phase II of the project for advocacy and awareness raising purposes.

The three UN agencies acknowledged the challenges related to the work with the government on this topic. However, they maintained the dialogue with the national commission through the project and supported advocacy for the appointment of the remaining commissioners (for example the UNRC sent a letter to the PM requesting speeding up the finalization of the composition of the commission).

In addition, OHCHR showed a good adaptability to the change that happened with the national commission, by finding alternative activities, such as documenting the human rights violations of those related to enforced disappearance in Al Khiam and Ansar detention camps at the time of the war in Lebanon and support the development of internal bylaws for the national commission including the administrative and financial bylaws in addition to the code of conduct.

Through the work of LAH, a dialogue has started with the ministry of education, mainly CRDP, which present a good opportunity for UNDP and its implementing partners to work with public schools and develop the capacities of teachers in both public and private schools and influence the history curricula at national level.

The raising awareness and oral history activities were very effective in terms of reaching the target audiences and developing their understanding about what happened during the civil war, and its impact on individuals and families. It worth mentioning that UN Women already raised more funding to build on these activities and continue working with the women and scaling up the project.

4.3 Efficiency

The project achieved to a very large degree what it set out to do when it was designed and initiated, despite major disruptions that were only partly foreseen during project design. All documents reviewed and all interviews conducted during the evaluation found that the work was carried out efficiently, with no interviewee or document revealing anything different. The two major disruptions were 1) the Covid19 pandemic. For this the project was able to shift activities to online activities and helped project partners in a flexible manner to deal with the situation; As well as 2) a major political and economic crisis in Lebanon, in addition to a major Blast at Beirut port during project

implementation. These developments affected the project in a negative way and were largely beyond the project's sphere of influence.

4.4 Coherence

The project was designed, managed, and implemented in a coherent manner. It initiated the cooperation between the three implementing UN agencies, that had not cooperated in this composition on one single project like this before in Lebanon. This sets a model for how UN agencies could be able to cooperate on projects in the future. Each UN agency focused on its core area of expertise and all three agencies regularly exchanged and coordinated. Each UN agency also encouraged its implementing partners to coordinate and each of them was aware of the activities of the other components, implementers, and activities.

4.5 Sustainability

The project has been able to raise awareness about the importance of dealing with the past among direct project beneficiaries and most likely beyond also to indirect beneficiaries, such as the families and peers of those that participated in activities. The project has also increased knowledge about the war, its causes, and developments, as well as about issues such as the realities of experiencing war, sectarianism, and the need to deal with the problem of disappeared people. All of this will stay behind and therefore is sustainable. The project has also produced the first ever evidence piece that gender-based crimes were committed against women during the Lebanon civil war and that rape and gang rape was used as a strategy of war to terrorize, humiliate, and displace. The project has also developed a pilot on women led intergenerational community-based dialogue that is being replicated and scaled up.

In addition, the project has developed several knowledge products, such as books about the role of women during the war as well as the Supplementary Learning Materials on how to teach sensitive history (UNDP), which could be used in schools and universities for teaching. For the next project phase, plans are in place how to use the studies and teaching material, for example, through a module for training teachers on gender during the Lebanese civil war.

5. Recommendations

Based on the Findings and Conclusions, the following recommendations are made by the evaluation team for a potential future project on dealing with the past in Lebanon:

- **Monitoring and evaluation:** while the global M&E system designed at UN level was strong, it is recommended to support local implementers to design their own monitoring system, that will allow them to track the progress of their projects at local level. The implementers M&E system should be aligned with the global UN system, but more adapted to their needs, context, and approach they follow.
- **Sustain the policy level work:** It is recommended to invest more effort in finding ways to engage the government and support the work on DWP at policy level. Through building on what the project already started:
 - Build on the relationship that was developed through the project with ministry of education and LAH to expand the work that has been done at national level,
 - Continue the dialogue with the national commission, and advocate for its completion and proper resourcing

- Maintain the support provided to FMF to develop the DWP national strategy and engage with policy makers through policy dialogues and organise advocacy campaigns.
- **Gender:** It is also recommended to strengthen the gender focus beyond the representativeness of women and girls in activities and aim at designing gender transformative projects, by
 - Building on the findings of the research that has been conducted by UN Women on gender and war crimes and make use of the research results for advocacy and to design gender transformative projects.
 - Conduct a gender analysis that examines the extent to which gender perspectives have been taken aboard by the transitional justice processes, evaluate the ways in which transitional justice systems can be used to address social inequalities and transform gender relations, and examine the ways in which transitional justice systems could be used to provide access to justice for women victims of the civil war.
- **Scaling-up and sustaining project activities:**
 - To ensure sustainability, make sure that all the products that were produced during the project, such as books about the role of women, and the SLMs, that could be used in schools and universities, are rolled-out and used, for example, through including the distribution and use of these products in any follow-on project on dealing with the past.
 - Capitalize on the learning and good practices generated from this project to mobilize resources from other donors and to expand and extend the activities.
 - Document and disseminate new approaches and interventions used under this project such as the women led peacebuilding work which is the first of its kind and share the methodology with other interested actors.
 - Ensure that evidence generated through the project informs peace building plans and access to justice for victims/survivors.
 - Sustain the work that has been done with the universities, to keep raising the awareness of the young generations about civil war, and their role in the process of DWP.

6. Annex

Annex 1: Evaluation matrix

Evaluation criteria	Evaluation questions	Data sources	Method of collection
<p>Relevance: Capacity of the project to answer to the needs and expectations of participants, direct and indirect beneficiaries, stakeholders, and other target groups, according to initial objectives and issues to be addressed</p>	<ul style="list-style-type: none"> • To what extent did the project support national strategies related to dealing with the past in Lebanon? • Has the project adapted its approach in case basic assumptions changed, i.e., has the project stayed relevant throughout its implementation period? 	<ul style="list-style-type: none"> • Ministry representatives • UNDP staff • UN Women staff • OHCHR staff • Project local partners 	<ul style="list-style-type: none"> • KIIs • Project documents
<p>Coherence: Study of coherence and complementarity of the project with other actions, in particular: project from other national and international NGOs, institutions, national policies and objectives</p>	<ul style="list-style-type: none"> • How and how well is the project coordinated with other UN interventions in Lebanon, with other donor projects, as well as with other government initiatives? • Is the project achieving synergies or catalytic effects with other projects in Lebanon? 	<ul style="list-style-type: none"> • Project partners and implementers • UNDP staff • UN Women staff • OHCHR staff • Project local partners 	<ul style="list-style-type: none"> • KIIs • Project progress reports

<p>Effectiveness: Measure and analysis of achievements (and variations) of project in comparison with logical framework, considering potential unplanned positive and/or negative effects.</p>	<ul style="list-style-type: none"> • What progress has been made towards achieving project outcomes? • Did the project choose the most effective implementation approach (operational procedure, structure, monitoring, control and evaluation procedures, financial and technical planning, project modality/structure)? 	<ul style="list-style-type: none"> • The project participants • The project implementers • UNDP staff • UN Women staff • OHCHR staff 	<ul style="list-style-type: none"> • KIIs • FGDs • Project progress reports
<p>Efficiency Comparison of implementation means and their cost, with the related achievements, to assess the use of human and financial resources in the project.</p>	<ul style="list-style-type: none"> • Could the project have achieved the same with less funding? • How did the project account for changing situations, such as currency exchange problems? • To what extent were results achieved within the planned timeframe? 	<ul style="list-style-type: none"> • The project implementers • UNDP staff • UN Women staff • OHCHR staff 	<ul style="list-style-type: none"> • Project progress reports • Budget and financial reports • KIIs
<p>Sustainability: Identification of the leverages of sustainability created by the project; the level to which impact has been and/or can be sustained over time; the level to which the work can continue beyond the current funding</p>	<ul style="list-style-type: none"> • What will the project leave behind? • What will happen when project funding ends? • Will any government actor take charge of the project and continue its activities? • Will the capacities built, and the approaches promoted continue to be used? How? 	<ul style="list-style-type: none"> • The project implementers • UNDP staff • UN Women staff • OHCHR staff 	<ul style="list-style-type: none"> • KIIs • FGDs • Project reports

Annex 2: Approach and Methodology

Ethics and the treatment of data

As opposed to the baseline and endline studies, the evaluation followed a qualitative approach, through conducting a desk review of existing project documents, key informant interviews and focus groups discussions. Most of the data was collected by CMC's core evaluation team and followed a conflict-sensitive and do-no-harm approach.

Any ethical and legal concerns about confidentiality were addressed by collecting only anonymised data from participants. For the evaluation to protect an interviewee's privacy, safeguards were included to ensure against potential harm.

The team ensured that no personal details of respondents are collected or stored to avoid their linkage to opinion data. Before any intervention took place, respondents were made aware that their participation is subject to their own informed consent, which they may withdraw at any stage of the interviewing process. Furthermore, it was made clear during the interview introduction that participation is completely anonymous and that no identifying information about respondents would be gathered.

It was also made clear that any information gained during the interview focused on the content rather than identifying who said what. This was crucial to ensure the protection of interviewees and protect against any unfounded claims of misrepresentation in the final report.

In cases where part of the fieldwork had to be moved to an online format, online focus groups or interviews were conducted via Zoom, which enabled the use of encrypted sessions, creating unique links and passwords for each session, and enabling a 'waiting room' to avoid respondents being able to join before the host.

For data storage, it was made sure that transcripts including any identifiers were not kept in the same files as the attendance list, by either storing them on a separate cloud/server/PC, or by avoiding any identifying information in general at all. All respondents were further provided with extensive information on the nature of the project and how it processes data.

The thoroughness of a confidentiality-sensitive approach not only ensures that the evaluation respects the rights of the project participants, but it is also to gauge more detailed responses from interlocutors during the interviews as it encouraged them to participate in an open way and share their honest opinion about their participants in the projects and its effect on their lives.

How baseline and end-line data from were used for the evaluation

The final evaluation drew on the monitoring data that has been collected during the implementation phase of the project, progress reports as well as the qualitative and quantitative data collected during the baseline and endline studies to assess the change that the project was able to make.

The baseline and endline results along with the primary data that were collected during the evaluation phase, allowed the measurement of the project outputs and outcomes, and the extent to which the project was able to achieve its objectives at different levels.

Analytical framework and gender aspects

Gender was mainstreamed throughout all evaluation processes. During the design of the questionnaires and data collection tools, questions were made gender sensitive, in a way that allowed to conduct an analysis while taking into consideration perceptions of women and men on the project's effects on their lives.

The qualitative interviews and focus group discussions with project beneficiaries were conducted in a gender sensitive way, ensuring adequate representation of women. During data collection, the evaluation team considered the gender power dynamics and different challenges, and societal expectations women face and address those aspects accordingly.

Throughout the analysis, all data was gender-disaggregated to capture the level and quality of engagement and participation of women, and the extent to which the project has contributed to promoting a gender equality agenda.

Field work and data collection

The evaluation team expected that it would be possible to conduct all interviews in person, despite the current difficult political and economic situation in Lebanon. The team ensured a highly participatory, utilization-focused and gender responsive approaches.

Recruitment of Key informants and Focus Group Participants:

- a) **Key informant interviewees:** In close coordination with UNDP, appointments for the interviews were scheduled by phone beforehand with the stakeholders mentioned in the list above. To facilitate the scheduling process, UNDP/UN Women / OHCHR team informed stakeholders beforehand. CMC TL and Senior evaluation expert conducted at least 6 to 9 KIIs during their mission to Lebanon, while the InfoPro team conducted the remaining interviews.
- b) **FGD participants:** With the assistance of the UNDP team, CMC and InfoPro team contacted the beneficiaries and inform them of the purpose of the evaluation and the importance of their participation in focus group discussions. Confidentiality of information that they provided was assured. An informed consent needed to be signed. Focus groups took place in a designated place which was considered familiar and safe. The beneficiaries were selected from the list already shared with us during the baseline and endline studies.

To retain the integrity of the data, all transcripts and all information pertaining to the evaluation were stored on a secured, password-protected computer. Discussions were analysed, per session, in the participants' language, retaining their phrases and grammatical use. Information was compiled and summarized across DAC criteria.

To ensure good quality of qualitative data that were collected by Info Pro field researchers, a training was organised for the focus group moderator, assistant moderator, research analysts responsible for conducting the semi-structured interviews, and the full-time research assistants responsible for the transcribing process. The team members underwent a one-day training by the M&E and Qualitative Specialist, with the support of CMC's Team Leader and Senior M&E expert. The evaluation instruments were reviewed thoroughly with the FGD moderators, and extensive role plays were conducted. The research ethics and protocols that the data collection teams need to follow were also reviewed. The pilot tested the smooth transition between questions and whether the questions are clear and meet the time frame of the tool. Recommendations were then provided, and changes deemed as necessary

by the UNDP, UN Women, and OHCHR team were adapted COVID-19 mitigation measures were adhered to.

Reporting and analysis

The focus of the final report was on a detailed analysis of the results achieved across all components of the “Dealing with the Past” project, taking into consideration activities implemented in all regions of Lebanon during the implementation period between January 2021 and December 2021.

During the final evaluation **synthesis phase**, once data collection was completed, the evaluation team analysed the data to identify trends and patterns and form conclusions and recommendations in response to each evaluation question. Data from different sources was triangulated which involved the correlation of data (a) from different stakeholders and groups of stakeholders, as well as (b) data obtained from different methods (document review, interviews, focus group discussions). A clear distinction was also made between the interpretation of the data (subjective) versus the triangulated findings (objective and factual).

The evaluation team ensured frequent and transparent communication with UNDP, UN Women and OHCHR throughout the review. Finally, the team summarised the findings in this draft Final Evaluation Report and presented them to UNDP and other stakeholders, during a **one-day seminar** in March 2022. Afterwards, the team considered the comments gathered during the seminar, integrated them in the text and submit the **final Evaluation Report**.

The final evaluation report described the project, provided answers to evaluation questions, prepared an overall assessment sintering all answers in a readable format. Recommendations for the formulation of a new program and future project strategies were given. Lessons learned were drafted to support the formulation of a new programme.

Annex 3: Questionnaires for KIIs and FGDs

KIIs and FGDs were conducted with the following groups:

- 1) KII: UNDP, UN Women and OHCHR
- 2) KII: Ministries and Members of Parliament
- 3) KII: International and local non-governmental organizations and Other Entities
- 4) KII: Universities
- 5) FGD: Oral History
- 6) FGD: Human Rights

OECD DAC criteria	Question	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6
Relevance	<ul style="list-style-type: none"> • Is the project in support of national strategies for dealing with the past? How so? • Has the project adapted its approach in case basic assumptions changed, i.e., has the project stayed relevant throughout its implementation period? 	x	x	x	x	x	x
	<ul style="list-style-type: none"> • The project activities you have participated in, how relevant were these for your work? Do you have any example? 		x	x	x	x	x
Coherence	<ul style="list-style-type: none"> • How and how well is the project coordinated with other UN interventions in Lebanon, with other donor projects, as well as with other government initiatives? • Is the project achieving synergies or catalytic effects with other projects? 	x	x	x		x	x
	<ul style="list-style-type: none"> • What progress has been made towards achieving project outcomes? • Did the project choose the most effective implementation approach (operational 	x	x	x	x	x	x

	procedure, structure, monitoring, control and evaluation procedures, financial and technical planning, project modality/structure)?						
	<ul style="list-style-type: none"> The project activities you participated in; how did they support your work? Please give examples. 	x	x	x	x	x	x
Efficiency	<ul style="list-style-type: none"> Could the project have achieved the same with less funding? How did the project account for changing situations, such as currency exchange problems? 	x	x	x	x		
Sustainability	<ul style="list-style-type: none"> What will the project leave behind? What will happen when project funding ends? Will any government actor take charge of the project and continue its activities? Will the capacities built, and the approaches promoted continue to be used? How? 	x	x	x	x	x	x