

STANDARD ADMINISTRATIVE ARRANGEMENT FOR
MUSTAQBALI KHAYARI: Protecting vulnerable women and girls in
Lebanon from all forms of violence including child marriage
USING PASS-THROUGH FUND MANAGEMENT¹

¹ This Standard Administrative Arrangement has been agreed upon by the members of the United Nations Sustainable Development Group (UNSDG). Any substantial ('substantial' would imply changes that are linked to the legal relationships described in the Standard Administrative Arrangement, the governance mechanisms, reporting arrangements or equivalent) modification to the Standard Administrative Arrangement requires the prior written agreement of the Participating UN Organizations and Administrative Agent of the Joint Programme, and needs be cleared by the Fiduciary Management and Oversight Group through the UN Development Coordination Office (DCO).

**Standard Administrative Arrangement
between
Swedish Development Cooperation Agency (Sida),
and
United Nations Population Fund (UNFPA)**

WHEREAS, Participating United Nations Organizations that have signed a Memorandum of Understanding (hereinafter referred to collectively as the "Participating UN Organizations") have developed the Joint Programme "MUSTAQBALI KHAYARI: Protecting vulnerable women and girls in Lebanon from all forms of violence including child marriage" (hereinafter referred to as the "Programme") starting on 1st, November 2025 and ending on 31st, December 2027² (hereinafter "End Date"), as may be amended from time to time, as part of their respective development cooperation with the Government of **Lebanon** (hereinafter referred to as the "Host Government"), as more fully described in the Joint Programme Document dated 10/10/2025, (hereinafter referred to as the "Joint Programme Document"), a copy of which is attached hereto as ANNEX A; and have agreed to establish a coordination mechanism (hereinafter referred to as the "Steering Committee")³ to facilitate the effective and efficient collaboration between the Participating UN Organizations and the Host Government for the implementation of the Programme;

WHEREAS, the Participating UN Organizations have agreed that they should adopt a coordinated approach to collaboration with donors who wish to support the implementation of the Programme and have developed a Joint Programme Document to use as the basis for mobilising resources for the Programme, and have further agreed that they should offer donors the opportunity to contribute to the Programme and receive reports on the Programme through a single channel;

WHEREAS, the Participating UN Organizations have appointed the **United Nations Population Fund (UNFPA)** (hereinafter referred to as the "Administrative Agent") (which is also a Participating UN Organization in connection with the Programme)⁴ in a Memorandum of Understanding (hereinafter referred to as the "MoU") concluded between, the Administrative Agent and Participating UN Organizations on [15/10/2025], attached hereto for informational purposes as Annex C to serve as their administrative interface between donors and the Participating UN Organizations for these purposes. To that end the Administrative Agent has established a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from donors

² This is the date that the Programme is expected to come to operational closure as stipulated in the Joint Programme Document and all programmatic activities are expected to be completed.

³ The composition and role of the Steering Committee will be determined in line with the applicable UN rules and policies, and guidance for the Programme, namely the UNDG Guidance Note on Joint Programmes,

⁴ In most cases, the Administrative Agent will also be a Participating UN Organization. However, where the Administrative Agent is not a Participating UN Organization, this provision can be deleted.

who wish to provide financial support to the Programme through the Administrative Agent (hereinafter referred to as the "Programme Account");

WHEREAS, the Participating UN Organizations have appointed UNFPA, which is also a Participating UN Organization in connection with this Joint Programme, in the MoU concluded between the Convening Agent, Administrative Agent and the Participating UN Organizations on [15/10/2025] to coordinate the programmatic aspects among the Participating UN Organizations;

WHEREAS, Sweden, represented by the Swedish International Development Cooperation Agency (Sida) (hereinafter referred to as the "Donor") wishes to provide financial support to the Programme on the basis of the Joint Programme Document as part of its development cooperation with the Host Government (if applicable) and wishes to do so through the Administrative Agent as proposed by the Participating UN Organizations; and

WHEREAS, this Standard Administrative Arrangement between the Donor and the Administrative Agent stipulates the terms and conditions of the financial support to the Programme;

NOW, THEREFORE, the Donor and the Administrative Agent (hereinafter referred to collectively as the "Participants") hereby decide as follows:

Section I
Disbursement of Funds to the Administrative Agent
and the Programme Account

1. Subject to annual parliamentary appropriation⁵, the Donor makes a contribution of up to⁶ **forty-five million Swedish Kronor (45,000,000 SEK)** and such further amounts (hereinafter referred to as the "Contribution") to support the Programme. The Contribution will enable the Participating UN Organizations to support the Programme in accordance with the Joint Programme Document, as may be amended from time to time. The Donor authorizes the Administrative Agent to use the Contribution for the purposes of the Programme and in accordance with this Standard Administrative Arrangement (hereinafter referred to as "Arrangement"). The Donor acknowledges that the Contribution will be commingled with other contributions to the Programme Account and that it will not be separately identified or administered.

2. The Donor will deposit the Contribution by wire transfer, in accordance with the schedule of payments set out in ANNEX B to this Arrangement, in convertible currencies of unrestricted use, to the following account:

Account Number: 48491300054SEK

⁵ DRAFTING NOTE: Some donor governments require this language in the Arrangement. Therefore bracketed language should be deleted if not applicable.

⁶ DRAFTING NOTE: The bracketed language can be deleted if not applicable for the donor.

Bank Name: Nordea Bank Sweden A.B.
Account Name: UNFPA Contributions SEK Account
SWIFT Address: NDEASESS
Address: HAMNGATAN 21 S-105 71 Stockholm, Sweden
IBAN #: SE2330000000048491300054

3. When making a transfer to the Administrative Agent, the Donor will notify the Administrative Agent's Treasury Operations of the following: (a) the amount transferred, (b) the value date of the transfer; and (c) that the transfer is from Sweden in respect of the Programme in **Lebanon** (if applicable) pursuant to this Arrangement. The Administrative Agent will promptly acknowledge receipt of funds in writing indicating the amount received in United States dollars and the date of receipt of the Contribution.
4. All financial accounts and statements related to the Contribution will be expressed in United States dollars.
5. The United States dollar value of a Contribution payment, if made in a currency other than United States dollars, will be determined by applying the United Nations operational rate of exchange in effect on the date of receipt of the Contribution. The Administrative Agent will not absorb gains or losses on currency exchanges. Such amounts will increase or decrease the funds available for disbursements to Participating UN Organizations.
6. The Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, policies and procedures applicable to it, including those relating to interest.
7. The Administrative Agent will be entitled to allocate an administrative fee of one percent (1%) of the Contribution by the Donor, to cover the Administrative Agent's costs of performing the Administrative Agent's functions.
8. The Steering Committee may request any of the Participating UN Organizations, to perform additional tasks in support of the Programme not related to the Administrative Agent functions detailed in Section I, paragraph 2 of the MoU and subject to the availability of funds. In this case, costs for such tasks will be decided in advance and with the approval of the Steering Committee be charged to the Programme as direct costs.
9. The Administrative Agent will be entitled to charge to the Programme Account a direct cost charge in an amount(s) consistent with then-current UNDG guidance to cover the cost of continuing to render Administrative Agent functions if and when the Steering Committee agrees to extend the Programme beyond the End Date with no further contribution(s) to the Programme.

Section II
Disbursement of Funds to the Participating UN Organizations
and a Separate Ledger Account

1. The Administrative Agent will make disbursements from the Programme Account in accordance with decisions from the Steering Committee, in line with the Joint Programme Document. The disbursements to the Participating UN Organizations will consist of direct and indirect costs as set out in the Programme budget.

2. Each Participating UN Organization will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it from the Programme Account. Each Participating UN Organization assumes full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. That separate ledger account will be administered by each Participating UN Organization in accordance with its own regulations, rules, policies and procedures, including those relating to interest.⁷

3. Where the balance in the Programme Account on the date of a scheduled disbursement is insufficient to make that disbursement, the Administrative Agent will consult with the Steering Committee and make a disbursement, if any, in accordance with the Steering Committee's decisions.

4. The Donor reserves the right to discontinue future deposits of its Contribution further to Annex B if there is: (i) failure to fulfil any obligations under this Arrangement, including those related to Section IX; (ii) if there are substantial revisions of the Joint Programme Document; or (iii) if there are credible allegations of improper use of the funds in accordance with Section VIII of this Arrangement; provided however that before doing so, the Administrative Agent, [the Convening Agent], the Steering Committee and the Donor will consult with a view to promptly resolving the matter.

Section III **Activities of the Participating UN Organization**

Implementation of the Programme

1. The implementation of the programmatic activities which the Donor assists in financing under this Arrangement will be the responsibility of the Participating UN Organizations and will be carried out by each Participating UN Organization in accordance with its own applicable regulations, rules, policies and procedures including those relating to procurement as well as the selection and assessment of implementing partners. Accordingly, personnel will be engaged and administered, equipment, supplies and services purchased, and contracts entered into in accordance with the provisions of such regulations, rules, policies and procedures. The Donor will not be responsible or liable for the activities of the Participating UN Organizations or the Administrative Agent as a result of this Arrangement.

⁷ Where the Administrative Agent is also a Participating UN Organization, it will need to open its own separate ledger account and transfer funds from the Programme Account to its separate ledger account.

2. The Participating UN Organizations will carry out the activities for which they are responsible in line with the budget contained in the Joint Programme Document. Any modifications to the scope of the Joint Programme Document, including as to its nature, content, sequencing or the duration thereof by the concerned Participating UN Organization(s), will be subject to the approval of the Steering Committee. The Participating UN Organization will promptly notify the Administrative Agent through the Steering Committee of any change in the budget as set out in the Joint Programme Document.
3. Indirect costs of the Participating UN Organizations recovered through programme support costs will be seven percent (7%). All other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the Programme will be recovered as direct costs.
4. The Participating UN Organizations will commence and continue to conduct operations for the Programme activities only upon receipt of disbursements as instructed by the Steering Committee.
5. The Participating UN Organizations will not make any commitments above the budgeted amounts in the Joint Programme Document.
6. If unforeseen expenditures arise, the Steering Committee will submit, through the Administrative Agent, a supplementary budget to the Donor showing the further financing that will be necessary. If no such further financing is available, the activities to be carried out under the Joint Programme Document may be reduced or, if necessary, terminated by the Participating UN Organizations.
7. As an exceptional measure, particularly during the start-up phase of the Programme, subject to conformity with their financial regulations, rules and policies, Participating UN Organizations may elect to start implementation of Programme activities in advance of receipt of initial or subsequent transfers from the Programme Account by using their own resources. Such advance activities will be undertaken in agreement with the Steering Committee on the basis of funds it has allocated or approved for implementation by the particular Participating UN Organization following receipt by the Administrative Agent of signed Administrative Arrangements from donors contributing to the Programme. Participating UN Organizations will be solely responsible for decisions to initiate such advance activities or other activities outside the parameters set forth above.
8. Each Participating UN Organization will establish appropriate programmatic safeguard measures in the design and implementation of its Programme activities, thereby promoting the shared values, norms and standards of the United Nations system. These measures may include, as applicable, the respect of international conventions on the environment, on children's rights, and internationally agreed core labour standards.

Special Provisions regarding Financing of Terrorism

9. Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, the Participants and the Participating UN Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Participating UN Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with the MoU are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this Arrangement, a Participating UN Organization determines there are credible allegations that funds transferred to it in accordance with this Arrangement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime, it will as soon as it becomes aware of it inform the Steering Committee, the Administrative Agent and the Donor and, in consultation with the donors as appropriate, determine an appropriate response.

Section IV **Equipment and Supplies**

Ownership of equipment and supplies procured, and intellectual property rights associated with works produced, using funds transferred to the Participating UN Organization under the MoU, will be determined in accordance with the regulations, rules, policies and procedures applicable to such Participating UN Organization, including any agreement with the relevant Host Government, if applicable.

Section V **Reporting**

1. The Administrative Agent will provide the Donor and the Steering Committee with the following statements and reports, based on submissions provided to the Administrative Agent by each Participating UN Organization and the Convening Agent prepared in accordance with the accounting and reporting procedures applicable to it, as set forth in the Joint Programme Document:

- (a) Annual consolidated narrative progress reports, to be provided no later than five months (31 May) after the end of the calendar year;
- (b) Annual consolidated financial reports, as of 31 December with respect to the funds disbursed from the Programme Account, to be provided no later than five months (31 May) after the end of the calendar year;
- (c) Final consolidated narrative report, after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than six months (30 June) after the end of the calendar year in which the operational closure of the Programme occurs;

- (d) Final consolidated financial report, based on certified final financial statements and final financial reports received from Participating UN Organizations after the completion of the activities in the approved programmatic document/Joint Programme Document, including the final year of the activities in the approved programmatic document/Joint Programme Document, to be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Programme occurs.
2. Annual and final reporting will be results-oriented and evidence based. Annual and final narrative reports will compare actual results with expected results at the output and outcome level, and explain the reasons for over or underachievement. The final narrative report will also contain an analysis of how the outputs and outcomes have contributed to the overall impact of the Programme. The financial reports will provide information on the use of financial resources against the outputs and outcomes in the agreed upon results framework.
3. The Administrative Agent will provide the Donor, Steering Committee and Participating UN Organizations with the following reports on its activities as Administrative Agent:
- (a) Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and
 - (b) Certified final financial statement ("Source and Use of Funds") to be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Programme occurs.
4. Consolidated reports and related documents will be posted on the websites of the UN in Lebanon, www.lebanon.un.org, and the Administrative Agent, <https://aa.unfpa.org>.

Section VI

Monitoring and Evaluation

Monitoring

1. Monitoring of the Programme will be undertaken in accordance with the Joint Programme Document. The Donor, the Administrative Agent and the Participating UN Organizations will hold consultations at least annually, as appropriate, to review the status of the Programme. In addition, the Donor, the Administrative Agent and the Participating UN Organizations will discuss any substantive revisions to the Programme, and promptly inform each other about any significant circumstances and major risks, including those related to Section IX, which interfere or threaten to interfere with the

successful achievement of the outcomes outlined in the Joint Programme Document, financed in full or in part through the Contribution.

Evaluation

2. Evaluation of the Programme including, as necessary and appropriate, joint evaluation by the Participating UN Organizations, the Administrative Agent, the Donor, the Host Government (if applicable) and other partners will be undertaken in accordance with the Joint Programme Document.
3. The Steering Committee and/or Participating UN Organizations will recommend a joint evaluation if there is a need for a broad assessment of results at the level of the Programme or at the level of an outcome within the Programme. The joint evaluation report will be posted on the website of the UN in Lebanon, www.lebanon.un.org, and the Administrative Agent, <https://aa.unfpa.org/>.
4. In addition, the Donor may, separately or jointly with other partners, take the initiative to evaluate or review its cooperation with the Administrative Agent and the Participating UN Organizations under this Arrangement, with a view to determining whether results are being or have been achieved and whether contributions have been used for their intended purposes. The Administrative Agent and the Participating UN Organizations will be informed about such initiatives, will be consulted on the scope and conduct of such evaluations or reviews and will be invited to join. Participating UN Organizations will upon request assist in providing relevant information within the limits of their regulations, rules, policies and procedures. All costs will be borne by the respective Donor, unless otherwise agreed. It is understood by the Participants that such evaluation or review will not constitute a financial, compliance or other audit of the Programme including any programmes, projects or activities funded under this Arrangement.

Section VII Audit

External and Internal Audit

1. The activities of the Administrative Agent and each Participating UN Organization in relation to the Programme will be exclusively audited by their respective internal and external auditors in accordance with their own financial regulations and rules. The corresponding external and internal audit reports will be disclosed publicly unless the relevant policies and procedures of the Administrative Agent or each Participating UN Organization provide otherwise.

Joint Internal Audits

2. The Internal Audit Services of the UN organizations involved in the Programme may consider conducting joint internal audits thereof in accordance with the Framework for Joint Internal Audits of UN Joint Activities, including its risk-based approach and provisions for disclosure of internal audit reports related to the Programme. In doing so,

the Internal Audit Services of the Administrative Agent and the Participating UN Organizations will consult with the Steering Committee.

Cost of Internal Audits

3. The total costs of internal audit activities in relation to the Programme will be borne by the Programme.

Audits of Implementing Partners

4. The part of the Contribution transferred by a Participating UN Organization to its implementing partners for activities towards the implementation of the Programme will be audited as provided under that Participating UN Organization's financial regulations and rules, as well as its policies and procedures. The disclosure of the corresponding audit reports will be made according to the policies and procedures of that Participating UN Organization.

Section VIII **Fraud, Corruption and Unethical Behaviour**

1. The Participants are firmly committed to take all necessary precautions to avoid and address corrupt, fraudulent, collusive, coercive, unethical, or obstructive practices. The Administrative Agent and the Participating UN Organizations recognize that it is important that all United Nations staff, individual contractors, implementing partners, vendors and any third parties which are involved either in joint activities or in those of the Administrative Agent or Participating UN Organization (such individuals and entities being hereinafter referred to, together as the "Individuals/Entities", and individually as the "Individual/Entity") must adhere to the highest standard of integrity as defined by each relevant UN organization. To this end, the Administrative Agent and each Participating UN Organization will maintain standards of conduct that govern the performance of the Individuals/Entities, to prohibit practices which are contrary to this highest standard in any activity related to the Programme. If an Individual/Entity is a UN organization, the Participating UN Organization engaging that Individual/Entity will rely upon that Individual's/Entity's standard of integrity. The Individuals/Entities must not engage in corrupt, fraudulent, collusive, coercive, unethical, or obstructive practices, as defined below.

2. In this Arrangement,

(a) "Corrupt practice" means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another individual or entity;

(b) "Fraudulent practice" means any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, an individual or an entity to obtain a financial or other benefit, or to avoid an obligation;

(c) “Collusive practice” means an arrangement between two or more individuals and/or entities designed to achieve an improper purpose, including influencing improperly the actions of another individual or entity;

(d) “Coercive practice” means impairing or harming, or threatening to impair or harm, directly or indirectly, any individual or entity or the property of the individual or entity to influence improperly the actions of an individual or entity;

(e) “Unethical practice” means the conduct of behavior that is contrary to staff or supplier codes of conduct such as those relating to conflict of interest, gifts and hospitality, and post-employment provisions; and

(f) “Obstructive practice” means acts or omissions intended to materially impede the exercise of contractual rights of audit, investigation and access to information, including destruction, falsification, alteration or concealment of evidence material to an investigation into allegations of fraud and corruption.

Investigations

3. (a) Investigations of allegations of wrongdoing by Individuals/Entities involved in the Programme which are contracted by the Administrative Agent or a Participating UN Organization will be carried out by the Investigation Service of the UN organization with which the potential subject of investigation is contracted (Administrative Agent or Participating UN Organization), in accordance with that UN organization’s internal policies and procedures.

(b)

(i) In the event that the Investigation Service of the Administrative Agent determines that an allegation in relation to the implementation of the activities for which the Administrative Agent is accountable is credible enough to warrant an investigation, the Administrative Agent will promptly notify the Steering Committee to the extent that such notification does not jeopardize the conduct of the investigation, including but not limited to the prospects of recovery of funds or the safety or security of persons or assets.

(ii) In the event that the Investigation Service of a Participating UN Organization determines that an allegation in relation to the implementation of the activities for which that Participating UN Organization is accountable is credible enough to warrant an investigation, it will promptly notify the Steering Committee and the Administrative Agent of the Programme, to the extent that such notification does not jeopardize the conduct of the investigation, including but not limited to the prospects of recovery of funds or the safety or security of persons or assets.

(iii) In the case of such notification, it is the responsibility of the Steering Committee and the Administrative Agent to communicate promptly with the relevant anti-fraud offices (or equivalent) of the Donor.



(iv) In case of a credible allegation, the relevant UN organization(s) will take timely and appropriate action in accordance with its regulations, rules, policies and procedures, which may include withholding further disbursements to the Individual(s)/Entity(ies) allegedly involved in the corrupt, fraudulent, collusive, coercive, unethical or obstructive practices as defined above.

(c)

(i) The UN organization's Investigation Service reviewing the credibility of an allegation or conducting the investigation will share information as appropriate with counterpart Investigation Services of the other UN organizations involved in the Programme (Administrative Agent or Participating UN Organization) to determine the best path towards resolution of the investigation and whether the alleged wrongdoing is limited to such UN organization or whether one or more other UN organizations involved in the Programme (Administrative Agent or one or more Participating UN Organizations) may also be affected. If the relevant Investigation Services determine that more than one UN organization could be affected by the alleged wrongdoing, they will follow the procedure described below in clause (ii).

(ii) Where a potential subject of an investigation is contracted by more than one UN organization involved in the Programme, the Investigation Services of the UN organizations concerned (Administrative Agent or Participating UN Organization) may consider conducting joint or coordinated investigations, determining which investigation framework to use.

(d) Upon completion of the internal reporting on their investigation by the Participating UN Organization(s) concerned as established in their respective internal policies and procedures, the Participating UN Organization(s) will provide information on the results of their investigation(s) to the Administrative Agent and the Steering Committee. In the case of the Administrative Agent, upon completion of its internal reporting, it will provide the information on the results of its investigation to the Steering Committee. Following such receipt of information on the results of the investigation(s), it is the responsibility of the Steering Committee and the Administrative Agent to communicate promptly with the relevant anti-fraud offices (or equivalent) of the Donor.

(e) Each UN organization(s) concerned (Administrative Agent or Participating UN Organization) will determine what disciplinary and/or administrative measures, including referral to national authorities, may be taken as a result of the investigation, according to its internal policies and procedures on disciplinary and/or administrative measures, including vendor sanction mechanism, as appropriate. The Participating UN Organization(s) concerned will share information on measures taken as a result of the investigation(s) with the Administrative Agent and the Steering Committee of the Programme. The Administrative Agent will share information on measures taken as a result of its own investigation with the Steering Committee. Following such receipt of

information on measures taken as a result of the investigation(s), it is the responsibility of the Steering Committee and the Administrative Agent to communicate promptly with the relevant anti-fraud offices (or equivalent) of the Donor.

Recovery of Funds

4. If there is evidence of improper use of funds as determined after an investigation, the UN organization(s) concerned (Administrative Agent or Participating UN Organization) will use their best efforts, consistent with their respective regulations, rules, policies and procedures to recover any funds misused. With respect to any funds recovered, the Participating UN Organization will consult with the Steering Committee, the Administrative Agent and the Donor. The Donor may request that such funds be returned to it in proportion to its Contribution to the Programme, in which case the Participating UN Organization would credit that portion of the funds so recovered to the Programme Account and the Administrative Agent would return that portion of such funds to the Donor in accordance with Section XI, paragraph 6. For any such funds the Donor does not request to be returned to it, such funds will either be credited to the Programme Account or used by the Participating UN Organization for a purpose mutually agreed upon.

5. The Administrative Agent and the Participating UN Organizations will apply the provisions of Section VIII, paragraphs 1 to 4 above in accordance with their respective accountability and oversight framework as well as relevant regulations, rules, policies and procedures.

Section IX Sexual Exploitation and/or Sexual Abuse, and/or Sexual Harassment

1. The Participants have zero tolerance for and are firmly committed to take all necessary measures to prevent and address instances of sexual exploitation and sexual abuse in programming activities, and sexual harassment. The Administrative Agent and the Participating UN Organizations recognize that it is important that all United Nations staff, individual contractors, implementing partners, vendors and any third parties which are involved either in joint activities or in those of the Administrative Agent or Participating UN Organization (such individuals and entities being hereinafter referred to, together as the "Individuals/Entities", and individually as the "Individual/Entity") will adhere to the highest standards of integrity and conduct as defined by each relevant UN organization. The Individuals/Entities will not engage in Sexual Exploitation, Sexual Abuse and Sexual Harassment, as defined below.

2. Definitions:

(a) "Sexual Exploitation" means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another;

(b) “Sexual Abuse” means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions; and

(c) “Sexual Harassment” means any unwelcome conduct of a sexual nature, that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. Sexual harassment may occur in the workplace or in connection with work. While typically involving a pattern of conduct, sexual harassment may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

3. Investigation and reporting:

(a) Investigation:

(i) Investigations of allegations of Sexual Exploitation and/or Sexual Abuse arising in programmatic activities funded by the Fund, will, where appropriate, be carried out by the Investigation Service of the relevant Participating UN Organization in accordance with its rules, regulations, policies and procedures. Where the implementing partner of that funded activity and its responsible parties, sub-recipients and other entities engaged to provide services in relation to programmatic activities are UN Organizations, investigations of such allegations will be carried out by the Investigation Service of the relevant UN Organization in accordance with their rules, regulations, policies and procedures. In cases where the relevant Participating UN Organization is not conducting the investigation itself, the relevant Participating UN Organization will require that the implementing partner of that funded activity and its responsible parties, sub-recipients and other entities engaged to provide services in relation to programmatic activities, investigate allegations of Sexual Exploitation and Sexual Abuse credible enough to warrant an investigation.

(ii) Where a potential subject of an investigation is contracted by more than one UN Organization involved in the Fund, the Investigation Services of the UN Organizations concerned (Administrative Agent or Participating UN Organization) may consider conducting joint or coordinated investigations, determining which investigation framework to use.

(iii) Investigations of allegations of Sexual Harassment by UN staff and personnel involved in the Fund and contracted by the Administrative Agent and/or each Participating UN Organisation will be carried out by the Investigation Service of the relevant UN Organization in accordance with its rules, regulations, policies and procedures.

(b) Reporting on allegations investigated by PUNOs and their implementing partners

(i) The Steering Committee, the Administrative Agent of the Fund and the Donors will be promptly notified of allegations of Sexual Exploitation and/or

Sexual Abuse received/under investigation by the Participating UN Organization, as well as of any allegations credible enough to warrant an investigation received from the Participating UN Organization's implementing partners, through the Secretary-General's reporting mechanism on Sexual Exploitation and Sexual Abuse (the "Report")⁸, without prejudice to the status of the Participating UN Organisation.

(ii) The Participating UN Organizations that do not participate in the Report will promptly notify the Steering Committee, the Administrative Agent of the Fund and the Donors of allegations of Sexual Exploitation and/or Sexual Abuse received/under investigation by any such Participating UN Organization through their normal method of reporting of such matters to their relevant governing bodies.

(c) Reporting on credible allegations and measures taken following an investigation:

(i) The Steering Committee, the Administrative Agent of the Fund and the Donors will be promptly notified of credible allegations of Sexual Exploitation and/or Sexual Abuse investigated by the Participating UN Organization, as well as of any credible allegations that have been investigated by and received from the Participating UN Organization's implementing partners, through the Report.

(ii) In those cases where the respective Participating UN Organization determined that a case would have significant impact on a Participating UN Organisation's partnership with the Fund and/or with the Donor(s), the Participating UN Organization(s) will promptly provide information containing the level of detail as found in the Report, on the results of their investigation(s) or the investigations conducted by its implementing partners that they are aware of, with respect to the cases in the Report relating to the activities funded by the Fund, which resulted in a finding of Sexual Exploitation and/or Sexual Abuse, to the Administrative Agent and the Steering Committee Chair. Following such receipt of information on the results of the investigation(s), it is the responsibility of the Administrative Agent to communicate promptly with the relevant integrity / investigation offices (or equivalent) of the Donor.

(iii) Following a determination of a credible allegation of Sexual Exploitation and/or Sexual Abuse, each Participating UN Organization will determine what contractual, disciplinary and/or administrative measures, including referral to national authorities, may be taken as a result of an investigation, according to its internal regulations, rules, policies and procedures on disciplinary and/or administrative measures, as appropriate. The Participating UN Organization(s) concerned will share information on measures taken as a result of the credible allegation of Sexual Exploitation and/or Sexual Abuse in its programmatic

⁸ The level of detail of information included in the Report at different stages of the investigation process can be seen at <https://www.un.org/preventing-sexual-exploitation-and-abuse/content/data-allegations-un-system-wide>. Information is published both in real time and through monthly reports.

activities financed by the Fund with the Administrative Agent and the Steering Committee through the Report.

(iv) With respect to credible allegations of Sexual Harassment (regarding Participating UN Organization's internal activities) the relevant Participating UN Organization will share information on measures taken with the Administrative Agent, the Steering Committee and the Donors of the Fund through their regular reporting to their relevant governing bodies. The Administrative Agent will share information on measures taken as a result of its own investigation which resulted in a finding of credible allegation of Sexual Harassment regarding its internal activities, with the Steering Committee and the Donors of the Fund through its regular reporting to its relevant governing body.

4. Any information provided by Participating UN Organizations in accordance with the foregoing paragraphs, will be shared in accordance with their respective regulations, rules, policies and procedures and without prejudice to the safety, security, privacy and due process rights of concerned individuals.

Section X

Communication and Transparency

1. Subject to the regulations, rules, policies and procedures of the Participating UN Organization, information given to the press, to the beneficiaries of the Programme, all related publicity material, official notices, reports and publications, will highlight the results achieved and acknowledge the role of the Host Government, the Donor, the Participating UN Organizations, the Administrative Agent and any other relevant entities.

2. The Administrative Agent in consultation with the Participating UN Organizations will ensure that decisions regarding the review and approval of the Programme as well as periodic reports on the progress of implementation of the Programme are posted, where appropriate, for public information on the websites of the UN in Lebanon, www.lebanon.un.org, and the Administrative Agent, <https://aa.unfpa.org/>. Such reports and documents may include Steering Committee approved programmes and programmes awaiting approval, fund level annual financial and progress reports and external evaluations, as appropriate.

3. The Donor, the Administrative Agent and the Participating UN Organizations are committed to principles of transparency with regard to the implementation of the Programme, consistent with their respective regulations, rules, policies and procedures. The Donor, the Administrative Agent, Participating UN Organizations and the Host Government, if applicable, will endeavor to consult prior to publication or release of any information regarded as sensitive.

Section XI

Expiration, Modification, Termination and Unspent Balances

1. The Administrative Agent will notify the Donor when it has received notice from all Participating UN Organizations that the activities for which they are responsible under the Joint Programme Document have been completed and the Programme is operationally closed.
2. This Arrangement may be modified only by written agreement between the Participants.
3. This Arrangement may be terminated by either Participant on thirty (30) days written notice to the other Participant, subject to the continuance in force of paragraph 4 below for the purpose therein stated.
4. Notwithstanding the termination of this Arrangement, the amount of the Contribution transferred to the Administrative Agent up to and including the date of termination of this Arrangement will continue to be used to support the Programme until completion of the Programme, at which point, any remaining balances will be dealt with according to paragraph 5 below.
5. Any balance remaining in the Programme Account upon completion of the Programme will be used for a purpose mutually agreed upon or returned to the Donor in proportion to its contribution to the Programme as decided upon by the Donor and the Steering Committee.
6. When returning funds to the Donor in accordance with paragraph 5 above or Section VIII, paragraph 4, the Administrative Agent will notify the Donor of the following: (a) the amount transferred, (b) the value date of the transfer, and (c) that the transfer is from UNFPA in respect of the Programme in Lebanon (if applicable) pursuant to this Arrangement. The Donor will promptly acknowledge receipt of funds in writing.
7. This Arrangement will expire upon the delivery to the Donor of the certified final financial statement pursuant to Section V, paragraph 3(b).

Section XII Notices

1. Any action required or permitted to be taken under this Arrangement may be taken on behalf of the Donor, or his or her designated representative, and on behalf of the Administrative Agent, or his or her designated representative.
2. Any notice or request required or permitted to be given or made in this Arrangement will be in writing. Such notice or request will be deemed to be duly given or made when it will have been delivered by hand, mail, or any other agreed means of communication to the Participant to which it is required to be given or made, at such Participant's address specified below or at such other address as the Participant will have specified in writing to the Participant giving such notice or making such request.

For the Donor [all issues except those related to fraud and investigation]:

Name (optional): Sarah Thomsen
Title: First Secretary
Address: Embassy of Sweden in Beirut and Damascus
Telephone: +961 76 303 176
Facsimile: N/A
Electronic mail: sarah.thomsen@gov.se

For the Donor [all issues related to fraud and investigation]⁹:

Title: Sida's Corruption Investigation Group
Address: Sida, BOX 2025, SE-174 02 Sundbyberg
Telephone: +46 (0) 8 698 50 00
Electronic mail: investigation@sida.se

For the Donor [all issues related to SEA and SH]¹⁰:

Title: Sida's Corruption Investigation Group
Address: Sida, BOX 2025, SE-174 02 Sundbyberg
Telephone: +46 (0) 8 698 50 00
Electronic mail: investigation@sida.se

For the Administrative Agent:

Name: Klaus Simoni Pederson
Title: Chief, Resource Mobilization Branch, PFFB, UNFPA
Address: 605 Third Avenue, New York, NY 10158
Telephone: +1 212 297 5038
Electronic mail: simonipedersen@unfpa.org

Section XIII **Entry into Effect**

This Arrangement will come into effect upon signature thereof by the Participants and will continue in effect until it expires or is terminated.

Section XIV **Settlement of Disputes**

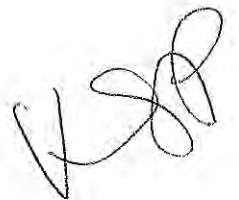
Any dispute arising out of the Donor's Contribution to the Programme will be resolved amicably through dialogue among the Donor, the Administrative Agent and the concerned Participating UN Organization.

⁹ DRAFTING NOTE: Retain second Donor notification only if applicable.

¹⁰ DRAFTING NOTE: Retain third Donor notification only if applicable.

Section XV
Privileges and Immunities

Nothing in this Standard Administrative Arrangement will be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, the Administrative Agent, or each Participating UN Organization.

A handwritten signature in black ink, consisting of a stylized 'V' followed by a series of loops and a final flourish.

IN WITNESS WHEREOF, the undersigned, being duly authorized by the respective Participants, have signed the present Arrangement in English in two copies.

For Sweden, represented by the Swedish International Development Cooperation Agency, Sida:

Signature: 

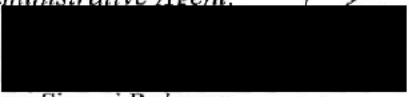
Name: Jessica Svärdström

Title: Head of Mission, Embassy of Sweden in Beirut and Damascus

Place: Beirut, Lebanon

Date: 30/10-2025

For the Administrative Agent:

Signature: 

Name: Klaus Simoni Pederson

Title: Chief, Resource Mobilization Branch, PFFB

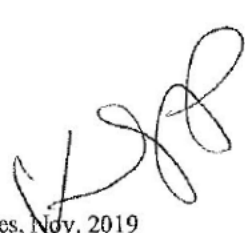
Place: New York, USA

Date: 23/10/2025

ANNEX A: Joint Programme Document

ANNEX B: Schedule of Payments

ANNEX C: Standard MOU between Participating UN Organisations, Administrative Agent and Convening Agent



ANNEX B
SCHEDULE OF PAYMENTS

Schedule of Payments¹¹:

Upon agreement signature
15th June, 2026
15th February, 2027

Amount:

15,000,000 SEK
16,000,000 SEK
14,000,000 SEK

¹¹ Optional footnote: subject to Parliamentary appropriations

A handwritten signature in black ink, consisting of stylized, overlapping loops and a long horizontal stroke at the bottom.

Joint Programme Proposal

[1 November 2025 – 31 December 2027]

MUSTAQBALI KHAYARI: Protecting vulnerable women and girls in Lebanon from all forms of violence including child marriage

SUBMITTED TO:

Swedish International Development Cooperation Agency (Sida)

30th September 2025

Anandita Phillpose

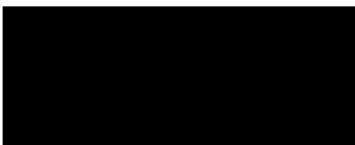
Representative, UNFPA Lebanon

10-Oct-2025

Marcoluigi Corsi

Representative, UNICEF Lebanon

10-10-2025



1

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Cover Page

Programme Title:	MUSTAQBALI KHAYARI: Protecting vulnerable women and girls in Lebanon from all forms of violence including child marriage
Geographical Coverage:	Tripoli, Akkar, Baalbek and Bekka • PHC Al Bashaer- Tripoli • PHC in Deir Dalloum- Akkar • PHC in Wadi Khaled- Akkar • SDC Al Ain- Baalbek • PHC/SDC Marj- Bekka
Thematic Areas:	Child, Early and Forced Marriage; Violence against Women and Girls; Sexual and Reproductive Health and Rights; Gender-Based Violence; Empowerment of Women and Girls
Administrative Agency: Contact Person:	<u>Administrative Agent</u>¹ United Nations Populations Fund (UNFPA): Klaus Simoni Pederson, Chief, Resource Mobilization Branch, PFFB, UNFPA - simonipedersen@unfpa.org <u>Convening Agent</u>² United Nations Populations Fund (UNFPA): Anandita Philipose, Representative UNFPA Lebanon - philipose@unfpa.org
Participating UN Organizations:	United Nations Children's Fund (UNICEF) Lebanon: Marcoluigi Corsi, Representative UNICEF Lebanon - mcorsi@unicef.org
Expected Start Date:	Start: 1 November 2025 - End: 31 December 2027
Duration:	26 months
Resources requested from Swedish International Development Cooperation Agency (Sida):	SEK 45,000,000 Estimated at USD \$4,820,567.76³
Fund management modality:	Pass-through
Relevant Markers:	Human Rights Marker: 2 Gender Equality Marker: 3 Sustaining Peace Marker: 2

¹ The AA is accountable for effective and impartial fiduciary management (receiving funds, disbursing to PUNOs, financial reporting). The AA receives a 1% fee for these functions.

² The CA is accountable for consolidated narrative reporting and provides coordination and programmatic leadership of the JP team.

³ NB: The funds for this programme and their associated activities would complement ongoing programmatic efforts by UNFPA and UNICEF. Notably, UNFPA is currently leading GBV/SRH prevention and response activities in the region of Bekka and North with the support of several donors, including ECHO and CERF, Government of France and Korea. In parallel, this programme is relying on UNICEF's expertise, lessons learnt and best practices from its ongoing QUDWA programme financed by a number of donors, including the Governments of Japan, France and the Netherlands.

Acronyms and Abbreviations

CEFM	Child, early and forced marriage
DK	Dignity Kits
GBV	Gender-based Violence
ITS	Informal Tented Settlement
MoSA	Minister of Social Affairs
MMU	Mobile Medical Unit
MoPH	Minister of Public Health
PHC	Primary health care center
PUNO	Participating United Nations Organization
SBC	Social Behavior Change
SDG	United Nations Sustainable Development Goals
SDC	Social Development Center
SRH	Sexual and Reproductive Health
QUDWA	UNICEF's SBC programme to prevent violence against children in Lebanon
UNSDCF	United Nations Sustainable Development Cooperation Framework
WGSS	Women and Girls Safe Spaces

Executive Summary

The objective of this initiative is to reduce vulnerability of women and girls with a specific focus on Syrian refugees at risk of child marriage and other forms of violence. The programme will address harmful societal and gender norms and increasing access to integrated SRH/GBV services. UNFPA and UNICEF will leverage their respective strengths to collaboratively serve identified communities, aiming to improve the lives of young women and girls. This joint effort will focus in the targeted regions (Tripoli, Akkar, Baalbek and Bekka) with a significant presence of vulnerable Syrian refugees and will include the development of institutional capacity to prevent and respond to protection risks for adolescent girls.

1. Context Analysis

UN Organizations participating in the Joint Programme (PUNOs) have a common understanding of the importance of analysis of the current **severe polycrisis** context affecting Lebanon and how this relates to the Joint Programme's aim. The converging crises in Lebanon have intensified pressure on refugees and host communities and local authorities, with a population of 5.7 million, among whom 4.1 million are in need of humanitarian assistance and 3.6 million are targeted⁴. This includes 1.7 million Lebanese citizens and over 1.5 million displaced and Syrian refugees.

While families continue to struggle to meet their basic needs, a sharp increase in protection concerns is recorded, particularly among marginalized groups such as women and children. Political instability has further weakened social services, heightening the risks of gender-based violence (GBV) and child protection issues. Furthermore, the situation is pushing families deeper into poverty, making them more likely to resort to harmful coping mechanisms such as child labor, child marriage, and violence - already normalized in some communities - based on harmful social norms⁵. In order to ensure sustainable development, urgent action is required to trigger prevention behaviors, strengthen protection mechanisms, rebuild damaged safe spaces, and keep them open not only to provide GBV case management services, including mental health and psychosocial support, but also to deliver integrated services that support women's and girls' health and skills development, thereby addressing both immediate protection needs and longer-term resilience and development priorities

1.1 Current Health and SRH Situation

In 2025, Lebanon's health sector remains under immense strain, reeling from the compounded impacts of military escalation, severe funding cuts, and a protracted economic crisis. Access to healthcare is critically compromised across the board, with facilities damaged or closed, as well as shortage of essential medical supplies and skilled personnel, namely in remote areas. The economic collapse since 2019 has led to widespread poverty, making healthcare unaffordable for a large portion of the population. This dire situation is exacerbated by a significant reduction in humanitarian aid, with major donors like the US cutting funding (with full defunding announced for UNFPA specifically), severely limiting the capacity of organizations to provide life-saving services. According to the health sector, 12% of Primary Health Centers were affected by the US funding cut as of February 2025 which directly impacted access to SRH services to at least 10,000 women, as reported by the Reproductive Health Sub-Working group⁶. UNHCR's planned withdrawal from the health sector and cessation of support for hospitalization will affect access to maternal and newborn care for an estimated 28,000 women and 3,000 neonate/newborn babies per year.

⁴ Lebanon Response Plan 2025, available [here](#)

⁵ According to ESCWA, UNICEF Multidimensional Child Deprivation in Lebanon: A Qualitative Overview, UNICEF vulnerability assessment (2023), & DRC Optimizing the Lebanon Humanitarian response (2024)

⁶ Please see [here](#) and [here](#).

In 2024, 38% of reported live births were Syrian nationality out of which 83% received support for health care including deliveries from UNHCR (27,949 deliveries). This is all happening against the background of an already fragile situation where uptake of basic and essential services such as ANC among Syrian women is still low. According to the VASYR 2024, only 54% of the surveyed Syrian women had more than 4 antenatal care (ANC) visits during their pregnancy compared to 56% in 2023 and 2% of the Syrian women delivered at home which reflects decreased access to life saving maternal care.

Raising awareness about the importance of timely antenatal care and ensuring access, particularly among vulnerable populations, can be a transformative step in reducing delays in seeking care and ultimately improving maternal and newborn health outcomes. Surveys conducted among both Lebanese and Syrian women showed that only 10% perceive the need for contraceptives (MSNA2023 and VASYR 2024) with usage of traditional methods reported among 38% of Syrian women refugees in Lebanon (HAUS 2024). Also, a study conducted among Syrian refugees and vulnerable Lebanese women in Bekaa and Tripoli showed a rate of 66.7% of unwanted pregnancies (Balinska et al, 2019). Negative perception and low optimal SRH knowledge (contraception, STI, menstruation, etc.) among unmarried women in Lebanon (10%) further highlight the need to increase awareness raising efforts on SRH (Hamdanieh et al, 2021), including by dispelling harmful myths and taboos about menstrual health. Beyond information, access to medicine and contraceptives in PHCs is essential to respond to economic barriers. Availing RH drugs and contraceptives in the PHCs makes the service more efficient, comprehensive, and appealing, encouraging women to seek their healthcare needs from the same provider and place. Moreover PHCs are in a prime position to identify and address unmet need for family planning, which in turn reduces the number of unintended pregnancies and unsafe abortions.

The situation in Lebanon presents a deeply concerning context for the health and well-being of women and girls especially in the context of reduced external support to the health sector, maternal health for Syrian refugees is at stake. UNFPA and UNICEF have extensive expertise in maternal and neonatal health, playing pivotal roles in improving care systems, promoting safe childbirth practices, and ensuring the health and well-being of mothers and newborns in critical settings - however, they are also facing funding gaps at this critical juncture. Moreover, decrease of funding is greatly impacting outreach awareness activities which poses risk for decreased access to reliable information on SRH needed to empower women and adolescents to make decisions on bodily autonomy, use of contraceptives, to prevent and respond to sexual violence, and protect themselves from sexually transmitted infections.

As Lebanon shifts towards reconstruction, humanitarian and recovery needs continue to rise, emphasizing the urgent need for sustained resources and advocacy to prioritize the needs of women and girls. The national priorities set in the Ministerial statement⁷, insist on a State focused on "*capabilities of the health sector in Lebanon, including the restoration of government hospitals and healthcare centers*" and "*the availability of essential medicines, particularly for chronic and incurable diseases*", while focusing on youth by "*actively responding to the needs and legitimate expectations of young men and women, encouraging their talents, and developing their skills.*"

1.2 Current GBV and Child Marriage situation

Displaced Syrians continue to constitute the majority of the population of recorded Gender-based violence (GBV) incidents in the GBVIMS, accounting for 63% of all incidents recorded in 2024⁸. GBV in Lebanon is embedded in harmful traditional practices, including child marriage, the highest percentage of GBV forms reported by children (78%, mainly females), with a significant increase of 20% compared to 2024⁹.

⁷ Ministerial statement of Prime Minister Nawaf Salam's Government, available [here](#)

⁸ Lebanon: Gender-Based Violence Information Management System (GBVIMS) - Annual Report 2024, Published April 2025, available [here](#)

⁹ Ibid. GBVIMS 2024

Recently, a National Study on Child Marriage in Lebanon (2024) revealed that the average age of first marriage varies geographically, with a notable prevalence in rural areas such as Akkar and Bekaa, where it can be as low as 15 years old¹⁰. Other recent reports also indicate that approximately 6% of Lebanese girls are married before the age of 18, and 1% are married before the age of 15. Research undertaken by UNICEF and Nudge Lebanon in 2024 looking at "Behavioral Insights to Prevent Child Marriage in North Lebanon" revealed that child marriage represents an urgent social issue and is mostly affecting Syrian refugee girls - among this group in fact the prevalence is markedly higher, with around 29% married before the age of 18.44. These statistics, reflecting the situation as of 2023, underscore the ongoing concerns and efforts to address child marriage in Lebanon. Further data show that girls are predominantly affected, constituting approximately 76% of child marriages compared with boys¹¹.

Moreover, based on the Vulnerability Assessment of Syrian Refugees (VASyR) 2023, approximately 23% of adolescents aged 15 to 19 were married at some point in time (including divorced or separated) at the time of the survey (with 22% still married). Breaking this down by gender shows 24% of early marriage for girls, compared to 3% in boys. The GBVIMS report 2024 recommended strengthening programmes that are focused on shifting underlying traditional gender meta norms that support child marriage through community-based approaches, gender sensitive discussions and community dialogues, and quality age-appropriate response services that are designed with and for adolescent girls.

Child marriage traditions are rooted in gender inequality, historical practices, views on family honor, and the established roles for women and girls. Child marriage is also often used as a safety measure to ensure the safety of girls, and transferring care from parents to the spouse - due to economic hardships, families resort to child marriage as a coping mechanism to reduce economic burden on the family. In some communities, early marriage is seen as a way to protect girls' chastity and uphold family honour, while in others families may see marrying off their daughters at a young age as a way to secure alliances. Child marriage can also emerge as a parent's response to child labour prevention for their son or daughter - in fact, 6% of children are exposed to hazardous working conditions, putting their protection, physical and mental health further at risk¹². Moreover, Lebanon has a complex legal system influenced by religious laws. Specifically, there is no minimum age or a unified law for marriage in Lebanon, and all religious sects allow marriage before the age of 18. The legal age for marriage varies depending on the religious community to which individuals belong, and as such, traditional and cultural norms play a significant role in perpetuating child marriage in Lebanon¹³. There have been ongoing efforts to pass laws that set the minimum age for marriage at 18 and penalize those involved in child marriages. Draft laws have been prepared by organizations such as the Lebanese Women's Democratic Gathering (RDFL) and introduced in parliament.

The data on CEFM in Lebanon is particularly concerning because child marriage is associated with risks such as a higher prevalence of interpartner violence, marital rape, unwanted pregnancies, drop-out of school (and loss of other educational opportunities), as well as health and psychological risks. These phenomena have a considerable negative impact on the well-being and development of girls and boys, as echoed in the adolescent birthrate which stands at 17 per 1,000 girls aged 15-19 year-old in Lebanon in 2024¹⁴. Married girls often face isolation from their families and friends, impacting their mental health, they have worse economic and health outcomes than their unmarried peers, which are eventually passed down to their own children, straining a country's capacity to provide quality health and education services¹⁵.

¹⁰ Lebanese Women Democratic Gathering (RDFL), National Study on Child Marriage in Lebanon, RDFL, 2024.

¹¹ Ibid.

¹² Ibid. GBVIMS 2024

¹³ United Nations Children's Fund, UNICEF Regional Study on Child Marriage in the Middle East and North Africa: Lebanon Country Brief, UNICEF, New York, 2018.

¹⁴ See [Country data overview, Lebanon, UNFPA website, 2024](#)

¹⁵ See UNICEF Website: <https://www.unicef.org/protection/child-marriage>

2. Justification for the Joint Programme

2.1 Joint Programme's rationale

The UNFPA-UNICEF programme is titled "**MUSTAQBALI KHAYARI**", which translates into "My Future, My Decision" to highlight the transformative power of girls to make choices about their lives. At the heart of the theory of change is an adolescent girl-centred approach that aims to empower individual adolescent girls to make decisions about if, when and whom to marry, within a web of support that involves her family, the community (including boys and men), service providers, society and public structures, institutions, systems and services, laws and policies. In order for this goal to be reached, the current social, economical and legal environment needs to shift as it is enabling child marriage. In the scope of this programme, success will be defined through decreased risks of child marriage in targeted communities.

UNFPA and UNICEF have identified the following Outcomes:

Outcome 1: Safe family and community environment fostered by through enhanced knowledge, skills and attitudes to prevent GBV and promote positive gender norms

Outcome 2: Enhanced access to integrated SRH and GBV services for vulnerable women and girls, in particular those at risk of child marriage

Outcome 3: Capacity of the national system enhanced to respond to child marriage and promote girls' SRHR

More specifically, a successful *Outcome 1* would be improved knowledge, skills, and positive attitudes within families and communities, leading to the prevention of GBV and the promotion of equitable gender norms. This means seeing a measurable shift in how people understand and address issues like child marriage, and an adoption of practices that support the safety and well-being of women and girls. A successful *Outcome 2* involves the effective provision of integrated SRH and GBV services including information to vulnerable women and girls, with a specific focus on those at risk of child marriage. This would manifest as increased access to and utilization of these services, ensuring that at-risk individuals receive the comprehensive support they need for their health and protection, in addition to providing key information on SRH and GBV, which empowers women and girls to adopt preventive behaviors needed as cornerstone of upholding sexual and reproductive health rights. Finally, *Outcome 3* can be considered successful when the national system demonstrates an enhanced capacity to effectively respond to child marriage and provide robust support to girls at risk within a wider conducive community environment, and in conjunction with continued support to key policy stakeholders to ensure a sustainable and effective response to child marriage across Lebanon.

Outcome 1 will focus on prevention initiatives that address the environmental barriers hindering women and girls' access to rights and opportunities, with a focus on risk mitigation and family and community engagement. Through girls' empowerment, parenting programmes including gender transformative parenting and evidence-based social and behavioral change strategies, proposed interventions tackle the root causes of violence and harmful practices, such as child marriage, aiming to shift social norms and promote adolescent girls' leadership and agency in their communities. QUDWA (described below) includes several initiatives and activities that support community dialogue and create a conducive and protective environment that encourages healthy and safe behaviour. It uses different approaches such as edutainment, community engagement, community mobilization, and capacity building, thus contributing to the creation of a safe, inclusive environment for exploring sensitive issues such as child labor, child marriage, gender-based violence, and bullying while fostering dialogue, debates, and communication.

Outcome 2 builds on the UNFPA's long-standing expertise in delivering integrated SRH and GBV services and focuses on providing women and girls with GBV-SRH integrated response (including response to child marriage, as well as mental health and psychosocial services). Health facilities are often the first and sometimes only point of contact a survivor has with any support system. Seeking medical care for injuries, health conditions or symptoms is easier for a woman and adolescent girl than seeking protection and support at a safe space or at a police station hence health care facilities are considered entry points for women subject or at risk of GBV. Moreover a relationship of trust with the health care providers can create an environment for disclosure. Within the same primary healthcare facility and WGSS, healthcare workers, psychologists, are made readily available for women and girls. GBV survivors will be safely referred to a range of specialized services based on their needs, including sexual and reproductive health (SRH) services, emergency and long-term shelter, livelihood support, and legal aid. The main GBV services will include case management, psychosocial support, legal assistance, cash assistance and psychological aid. In addition, UNFPA will scale up the implementation of adolescent girl-focused programming, particularly the *Adolescent Mothers Against All Odds* (AMAL) initiative, to strengthen their agency at a critical time in their lives.

In order to ensure that SRH-GBV services are delivered in an integrated and survivor-centered manner to respond to women and girls' complementary needs within a supportive community conducive for prevention of child marriage, under **Outcome 3** both SRH and GBV actors' capacities will be strengthened. This includes advanced training for GBV caseworkers, psychologists, and frontline staff on GBV case management, trauma-informed care, ethical service provision for survivors of child marriage, and safe referrals to multisectoral services. In parallel, SRH service providers will be trained on the safe identification of GBV cases, survivor-centered communication, and referral protocols, to ensure the effective integration of GBV response within SRH service delivery in addition to training on SRH topics such as family planning counseling, danger signs in pregnancy, maternal mental health etc. Meanwhile, frontline workers and community influencers (teachers, religious leaders, etc.) will be trained on SBC to promote child protection, GBV and behavioural change within their communities. The capacity-building component will target both partners and Social Development Centers (SDCs). This initiative will leverage the long-standing experience of social workers in the selected SDCs, ensuring sustained capacity. Furthermore, this effort is integrated with policy work alongside the Ministry of Social Affairs (MoSA), which includes developing GBV Standard Operating Procedures (SOPs) and a Minimum Essential Service Package.

2.2 Lessons from past programme experience

The programme builds on both UNFPA's and UNICEF's areas of expertise and long-standing work with and for women and girls in Lebanon as well as the established partnership between the two agencies for the UNFPA-UNICEF Global Programme to End Child Marriage. In addition, UNFPA and UNICEF also co-lead - with three other agencies - the "*Learning to Earning*" programme which includes a girls leadership package that provides leadership and agency to young girls in the workplace, the community and in their family context. For UNICEF, this programme also builds on their successful SBC/QUDWA program, a Social and Behavior Change communication implemented in Lebanon aimed at preventing violence against children and women, child marriage, and child labor.

- UNFPA's Programmatic and Coordination experience

UNFPA Lebanon has played a leading role in coordinating national efforts on gender-based violence (GBV) and sexual and reproductive health (SRH) since the onset of the Syrian refugee crisis. As co-chair of the GBV National Task Force and chair of both the Reproductive Health Sub-Working Group and the Clinical Management of Rape Task Force, UNFPA has ensured effective coordination across stakeholders and led the roll-out of the GBV Information Management System (GBVIMS). In addition, UNFPA has funded the PSEA Coordinator post for the entire UN system for the past two years. UNFPA also works closely with the Ministry of Social Affairs, the Ministry of Public Health, the National Commission for Lebanese Women, and

other key actors, including UN agencies, NGOs, academia, and local authorities, to advance gender equality and access to lifesaving services. UNFPA also actively contributes to the UN Gender Working Group and Human Rights Working Group. UNFPA and UNICEF reactivated and co-chaired the Youth Task Force in 2025, bringing together key UN agencies focused on youth in Lebanon.

With the generous support of Sida since 2020, UNFPA has successfully implemented integrated GBV and SRH programmes in Lebanon, reaching vulnerable Lebanese, Syrian refugees, adolescents, persons with disabilities, and LGBTQIA individuals. These services included SRH provision through static and mobile facilities, specialized GBV case management, mental health and psychosocial support, legal aid, and timely referrals. UNFPA's integrated model has effectively strengthened the linkages between GBV and SRH services, ensuring continuity of care and a survivor-centered response. In Lebanon, this has translated into sustained delivery of lifesaving GBV and SRH services for women, girls, and other vulnerable groups, despite the country's compounding social, economic, political, and health crises. Sida's support has been instrumental in enabling UNFPA to adapt programming and continue meeting critical protection and health needs in a volatile context.

UNFPA addresses child marriage through awareness-raising interventions and specialized GBV services implemented by our partners. It is worth also mentioning the AMAL initiative that is a tailored approach for married and unmarried adolescent girls already mentioned more in detail in the document. Recently, we contributed to the study "Delivering interventions to address child marriage in humanitarian settings in Iraq, Jordan, Lebanon, Syria, Yemen – Barriers and facilitators to programming", conducted by UNICEF Innocenti in consultation with the regional offices UNICEF MENARO and UNFPA ASRO. The study highlights limited data on child marriage prevalence, lack of formal documentation or impact assessments, and weak monitoring mechanisms, as child marriage programming is often embedded within broader GBV, SRH, or education initiatives. It also provides recommendations to strengthen prevention and response, which UNFPA and UNICEF will jointly take forward in the future and serve as a base for this Joint Programme.

- UNICEF's Programmatic experience

UNICEF has been actively working to combat child marriage in Lebanon through supporting the Ministry of Social Affairs in launching the QUDWA Strategy. QUDWA¹⁶ is Lebanon's first national Social and Behavioural Change and Communication (SBCC) plan, developed as part of the Strategic Plan (2020-2027) for the Protection of Women and Children. While its foundation lies in social behavioral change communication, QUDWA recognizes that violence is intersectional: many girls are pushed into marriage not only by entrenched social norms, but also as an "escape" from child labor, poverty, or unsafe environments. Behavioral insights from North Lebanon and Akkar highlight how families often see early marriage as a coping mechanism, either to reduce household burdens, protect girls from violence, or shield family honor. This shows why QUDWA cannot focus solely on one practice: preventing child marriage means addressing the web of vulnerabilities (poverty, labor, displacement, gender bias, unsafe schooling) that drive it. QUDWA seeks not only to transmit messages but to reshape environments, enabling communities to take ownership and lead change from within. The strategy builds on three pillars to ensure social change for girls:

1. **Edutainment:** Which allows to alter the narrative which normalizes child marriage in a community by creating a counter narrative that puts the practice in the spotlight as one that is harmful.
2. **Community Engagement:** Tools are designed to instigate dialogues among caregivers on the challenges on parenting while highlighting Child Marriage as a negative coping mechanism and one that is rooted in social norms that are not necessarily beneficial to their girls.
1. **Community Mobilization:** Individuals in targeted localities, including religious leaders, barbers and beauticians, mayors, taxi drivers, pharmacists, supermarket owners and others, are

¹⁶ For more information about all initiatives please visit [QUDWA | UNICEF Lebanon](#)

engaged and empowered through skills building workshops to advocate and promote gender equality and equal opportunities for boys and girls.

The National Action Plan on Prevention and Response to Child Marriage (2023-2030) was launched in 2023, with support by UNICEF, by key line Ministries (MoPH, MEHE, MoSA) under the leadership of MoSA. The development of the National Action plan involved government ministries, including the Ministries of Education, Justice, Health, Interior, and the National Commission for Lebanese Women. NGOs, international organizations and civil society groups also contributed. This plan calls for the establishment of a minimum age of marriage and addresses the intersection between safety/protection, material/economic, social/religious drivers of child marriage and. The plan also presents avenues for the protection of girls from child marriage within the existing legal framework.

Integrating gender-equitable parenting practices is key to challenging harmful norms, promoting positive caregiving, and empowering both mothers and fathers to play an active role in their children's well-being. In addition, to achieve greater reach and scale, it is important to collaborate with other programmes such as Youth and Education to embed parenting support within the broader community. By leveraging existing structures and platforms, UNICEF expands access to parenting resources, reaching the most vulnerable families across Lebanon.

Based on the integrated pilot done in 2023 with young girls survivors or at risk of GBV (45 % Syrians), and in order to enhance protection outcomes for GBV young girls and lead to a more sustained and effective impact, it was essential to take a collective and coherent action from multiple clusters to address the multiple risks underlying the young girls' vulnerabilities. This was achieved through integrated programming which provides a holistic multi sectoral response to their needs and priorities. As such, vulnerable girls at risk or survivors of GBV were provided with technical vocational training at GBV safe spaces and community centers and then supported with job placement initiatives or business start up. Knowing the current Lebanese context, they have great needs for such training and they all stressed on the importance of finding jobs within the poor economic situation in Lebanon. These girls want to support their families and their husbands in holding up the financial responsibilities, and such training would support them in improving their skills, strengthen them through WBL and render them more employable. Following the pilot (which targeted 126 girls at risk of GBV), 19 girls launched successful businesses. Moreover, one of the recommendations from the pilot is to ensure the availability of continuous mentorship support in the workplace for the girls at risk of GBV.

According to the QUDWA monitoring tool survey, while knowledge about early marriage risks is relatively high, significant neutral or disagreeing responses highlight the need for deeper engagement. Investing in capacitating individuals, empowering them through peer networks, and creating inclusive spaces for dialogue are crucial for shifting social norms and increasing self-efficacy. SBC strategies are most effective when they engage communities as active partners in decision-making, rather than passive recipients of information. QUDWA's/SBC approach demonstrates that fostering genuine behavior change requires not just the transmission of messages but creating meaningful opportunities for individuals and communities to reflect, discuss, and internalize new norms and values. This transformative engagement is the heart of sustainable change and is key to overcoming entrenched harmful practices like early marriage and GBV.

2.3 Relevance of the Joint Programme

Building on UNFPA and UNICEF's respective experience and expertise in GBV and SRH integrated services, as well as SBC activities, the proposed joint programme will enable both PUNOs to leverage their complementary strengths to achieve the initiative's goals. The Joint Programme in Lebanon builds on the Global Programme Against Child Marriage the two Agencies have been running since 2016 (2016-2030, Phase III ongoing).

The JP outcomes respond to the United Nations Sustainable Development Goal, in particular **SDG 5 on Gender Equality**. More specifically, they address:

- SDG Target 5.2: "Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation."
- SDG Target 5.3: "Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation."

In particular, the programme would contribute to the realization of SDG target 5.3 in Lebanon by supporting the Government and civil society partners (including women- and youth-led CSOs) to accelerate action to end child marriage and GBV in Lebanon, leading to improved well-being (including SRH), rights, and opportunities for vulnerable women and girls. Both girls and boys affected by child marriage, as well as community members at large would benefit from the programme.

They also respond to **SDG 3 on Good Health and Well-being**. More specifically, they address:

- SDG target 3.1. Maternal mortality - By 2030, reduce the global maternal mortality ratio to less than 70 per 100 000 live births.
- SDG target 3.2. Neonatal and child mortality - By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1000 live births and under-5 mortality to at least as low as 25 per 1000 live births.
- SDG target 3.7 : Sexual and reproductive health - By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.

Additionally, considering the strong partnerships needed for the implementation of this programme (UN, Ministries, civil society), it directly responds to **SDG 17 "Partnerships for the Goals"**. Involving community members and ministries will in fact be crucial to address both the legal limitations as well as environmental barriers causing vulnerabilities of girls at risk of child marriage.

The programme also aligns with the **UNSDCF** objectives in terms of gender equality, protection from violence, access to essential services, and strengthening national capacities for sustainable development, all while adhering to the principle of "Leaving No One Behind". To elaborate:

People's Pillar : Promoting positive gender norms and preventing gender-based violence (GBV) aligns with strengthening protection systems and advancing gender equality, which are identified in the UNSDCF as key opportunities for sustainable development. Moreover, the CCA states that the compounding crises have "heavily affected the health system in Lebanon, decreasing availability, affordability, accessibility, and quality of health care in general". Therefore, providing integrated sexual and reproductive health (SRH) and GBV services directly responds to these deteriorating health conditions and the heightened risks faced by vulnerable women and girls. In addition, poverty exacerbates vulnerability of girls to child marriage and child labour, as negative coping mechanisms, so providing support and services can help mitigate these impacts, and promote the right to education.

Peace, Justice & Governance pillar: Addressing GBV through enhanced knowledge and skills can contribute to creating safer and more stable communities, which is crucial for achieving peaceful and inclusive societies. Enhancing the capacity of the national system to respond to child marriage contributes to more effective and accountable institutions.

3. Theory of Change

The Theory of Change (ToC) for the MUSTAQBALI KHAYARI Joint Programme is as follows:

Impact

Accelerate action to end child marriage and GBV in Lebanon, leading to improved health, well-being and opportunities for vulnerable women and girls.

SDG Target

SDG Target 5.3 is to eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation (FGM).

SDG Target 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

SDG Target 3.7: By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.

Outcome

Outcome 1 : Safe family and community environment fostered through enhanced knowledge, skills and attitudes to prevent GBV and promote positive gender norms

Outcome 2 : Enhanced access to integrated SRH and GBV services for vulnerable women and girls, in particular those at risk of child marriage

Outcome 3 : Capacity of the national system enhanced to respond to child marriage and promote girls' SRHR

Outputs

Families, traditional and religious leaders, community members (girls, women, boys and men), community groups, and other influencers (e.g., youth, women, and feminist advocates) are engaged in gender-transformative dialogues, advocacy and consensus-building on alternatives to child marriage (including education), the rights of adolescent girls, and

Underserved/ Marginalized adolescent girls (aged 10–19) who are at risk of child marriage, married, separated, divorced, or widowed adolescent girls and adolescent girls who are pregnant or already have children, are engaged in gender-transformative life skills and reproductive health education programmes that build their knowledge, skills, and awareness of their rights,

The most vulnerable women and girls in target areas have access to quality SRH services and information

Improved availability and access to specialized, survivor-centered GBV response services for vulnerable women and girls—particularly those at risk of child marriage—in target areas (case management, mental health and psychosocial support, to promote recovery and resilience)

National systems are strengthened through improved capacity of the health and social workforce and increased knowledge on child marriage

	gender equality and connect them to services.	
	Community and Social Acceptance: Community members, leaders, and families are receptive to new information and willing to challenge existing norms. The chosen "edutainment" methods are culturally appropriate and effective in conveying the desired message. If girls identified as being at risk of early marriage are equipped with life skills—including communication, negotiation, reproductive health knowledge, and rights awareness—and receive vocational training through complementary UNICEF programs, then they will be more empowered to make informed decisions and are more likely to be protected from early marriage. Political and Security Context: The overall security situation is stable enough to allow for programme implementation, community engagement, and access to services without prolonged suspension.	Political and Security Context: There is continued government support and cooperation for programme activities, particularly for integrating services within existing health facilities and SDCs. Sustainability and Systemic Change: The capacities built within the national system are retained and utilized effectively beyond the programme's direct intervention period. Findings from the programme evaluation are acted upon by relevant stakeholders to improve policies and programs.
Assumptions	Accessibility and Utilization of Services: Vulnerable women and girls are aware of available services, feel safe accessing them (free from stigma, discrimination, or security risks), and can reach facilities. Health facilities and safe spaces have adequate human resources, and staff are committed and motivated. Safe spaces and Social Development Centers (SDCs) are truly safe, confidential, and accessible. Legal aid provided can realistically lead to justice or protection.	
Causes and Drivers	- Lebanon does not have a unified civil law for marriage. Instead, marriage is governed by 18 different personal status laws, one for each recognized religious sect. Many of these laws permit marriage below the age of 18, with some allowing it as young as 9, creating legal loopholes that enable the practice. - Deeply ingrained patriarchal norms, such as those that tie a girl's honor to early marriage and devalue her education, are central to the problem. - Lebanon's severe economic collapse and resulting poverty are major causes of child marriage, as families, particularly refugees, use it as a negative coping mechanism to ease financial burdens.	
Problem	Child marriage persists in Lebanon, driven by a complex mix of socioeconomic factors, harmful social norms, and a fragmented legal system, leaving vulnerable women and girls at heightened risk of gender-based violence (GBV) and with limited access to essential services.	

4. Proposed Interventions

The objective of this initiative is to **accelerate action to end child marriage and GBV in Lebanon, leading to improved health, well-being and opportunities for vulnerable women and girls.**

The outcomes and outputs contribute to the impact of the programme in the following way:

Outcome 1: Safe family and community environment fostered through enhanced knowledge, skills and attitudes to prevent GBV and promote positive gender norms

This outcome directly addresses the social and cultural drivers of child marriage and GBV. By shifting community norms, increasing knowledge, and fostering positive attitudes, the programme aims to create an environment where child marriage is de-normalized, and gender equality is embraced - this change in attitudes and behaviors at the community level is crucial for long-term impact.

- **Output 1.1:** Focuses on engaging key community stakeholders in dialogues and advocacy to build consensus against child marriage and promote gender equality. This directly feeds into the broader community environment desired in Outcome 1.
- **Output 1.2:** Targets adolescent girls with gender-transformative life skills programmes that build their knowledge, skills, and connect them to services.

UNICEF will engage families, community leaders, and influencers in gender-transformative dialogues and advocacy to challenge child marriage, promote girls' rights, and advance gender equality through community edutainment and caregiver empowerment programs. Additionally, UNICEF will provide marginalized adolescent girls—those at risk of or affected by child marriage, pregnancy, or early motherhood—with life skills programs that build their knowledge, skills, and agency to access better opportunities and essential services.

Outcome 2 : Enhanced access to integrated SRH and GBV services for vulnerable women and girls, in particular those at risk of child marriage

This outcome addresses the critical need for enhancing access to quality SRH services for women and girls including those affected by or at risk of child marriage and GBV. Without these services, prevention efforts alone will not be sufficient to support survivors and those at risk.

- **Output 2.1:** Focuses on increasing access to Sexual and Reproductive Health (SRH) services and information. This is vital for women and adolescent girls' overall well-being and their ability to avoid early pregnancies, which can be a driver of child marriage. This is also crucial for men to manage their own health, prevent the spread of diseases, and actively share responsibility for family planning.
- **Output 2.2:** Concentrates on improving the availability and access to specialized GBV response services. This directly provides the necessary support for survivors, including case management, CVA, psychosocial support, and legal aid, which are essential for their recovery and resilience.

UNFPA will ensure vulnerable women and girls in target areas have access to quality SRH services and information by providing SRH services in three health facilities, conducting community outreach, and procuring and transporting contraceptives for MOPH primary care centers. Under GBV response, UNFPA will provide comprehensive survivor-centered services through safe spaces and Social Development Centers, including case management, psychosocial support, psychiatric care, legal aid, and referrals to specialized services, while also procuring and distributing dignity kits to women and girls of reproductive age.

Outcome 3 : Capacity of the national system enhanced to respond to child marriage and promote girls' SRHR

This outcome ensures the sustainability and systemic nature of the efforts. Even with community engagement and service provision, if the national system lacks the capacity to respond, the impact will be limited and temporary.

- **Output 3.1:** Aims to strengthen the capabilities of social and healthcare providers and frontline workers. This ensures that services are delivered effectively and that knowledge on GBV, SRH and child marriage and related issues is integrated into the national system, leading to a more robust and sustained response within a supportive community environment.

UNFPA and UNICEF will jointly work on strengthening national systems by building the capacity of the health and social workforce and improving knowledge on child marriage. UNFPA will focus on training care providers and service providers to deliver integrated SRH and GBV survivor-centered care, including advanced training for GBV caseworkers, psychologists, and frontline staff. UNICEF will lead on strengthening the capacities of frontline workers and community influencers on social and behavior change (SBC) and will conduct a comprehensive evaluation of the QUDWA Initiative to assess its impact on VAC, VAW, child marriage, child labor, and behavioral change in Lebanon.

4.1 Mapping activities' pathways to results

Pathway from Activities to Output 1.1 (Community Engagement):

- **Activity 1.1.1 (Edutainment):** This activity directly aims to alter narratives and de-normalize child marriage by engaging communities in a culturally sensitive and effective way. QUDWA's edutainment provides a culturally sensitive approach to discussing taboo subjects like child marriage without judgment. By integrating learning into engaging formats such as theater, role-plays, and storytelling, it encourages safe, indirect participation, sparking crucial conversations. This method transforms passive awareness into active engagement, as participants discuss, reflect, and propose alternatives. The collective nature of edutainment creates shared understanding, reducing stigma and normalizing new narratives. Local "QUDWAs" or positive deviants are highlighted as relatable examples of alternative behaviors. Through these dynamics, edutainment actively de-normalizes child marriage and harmful practices by facilitating dialogue across diverse groups, evoking empathy through relatable characters and reinforcing community responsibility for preventing violence. The outcome is deep community engagement, where individuals take ownership, share experiences, and adopt new behaviors, transforming performances into a broader movement of dialogue, reflection, and collective action.
- **Activity 1.1.2 (Empowering Caregivers):** This activity supports a change in parenting practices, which is crucial for influencing family-level decisions about child marriage and promoting gender equality within households. This activity empowers parents and caregivers with positive parenting practices, shifting family behaviors from control and early marriage toward dialogue, protection, and equality. Caregivers learn non-violent discipline, gender-equitable caregiving, and respectful communication through interactive curricula, peer groups, and community sessions, exchanging experiences and building support networks. Such engagement creates ripple effects by shifting family decision-making to value girls as contributors, breaking intergenerational cycles of inequitable behaviors, and strengthening community cohesion as empowered caregivers advocate for new norms like girls' education and non-violent discipline, making the home a frontline of social change.

Pathway from Activities to Output 1.2 (Adolescent Girls' Empowerment):

- **Activity 1.2.1 (Adolescent girls gain agency & access skills):** This activity addresses a core driver of child marriage in Lebanon, limited agency and lack of alternatives for adolescent girls. It is assumed as per the theory of change, if girls identified as being at risk of early marriage are equipped with life skills—including communication, negotiation, reproductive health knowledge, and rights awareness—and receive vocational training through complementary UNICEF programs, then they will be more empowered to make informed decisions and are more likely to be protected from early marriage. Evidence from UNICEF's KAP surveys and

vulnerability assessments shows that families often view early marriage as a coping mechanism in contexts of poverty, insecurity, or when girls appear idle or “burdensome”. Research also confirms that girls not in education, employment, or training (NEET) are at much higher risk of early marriage in Akkar, North Lebanon, and similar areas. Through this activity, adolescent girls will access vocational training (ICT, agriculture, hospitality) alongside life skills modules (decision-making, negotiation, financial literacy). This combination equips them with tangible economic alternatives and strengthens their confidence, self-efficacy, and aspirations. Grounded in the SBC-QUDWA framework, the program also challenges harmful gender norms through community engagement campaigns, ensuring that gains at the individual level are reinforced by shifts in parental and community attitudes. In the Lebanese context, giving girls skills without working in parallel with parents and communities can unintentionally increase risks such as restrictions at home, stigma, or even accelerated marriage if families fear new behaviors. To mitigate this, the activity integrates caregiver dialogues, parental engagement curricula, and community theatre to align mindsets and reduce resistance. This ensures that girls’ empowerment is not isolated but supported by enabling family and community environments.

Pathway from Activities to Output 2.1 (SRH Services Access):

- **Activity 2.1.1 (SRH services and outreach):** This directly provides the services and information needed on a range of SRH topics, including pregnancies and teen pregnancies, family planning, while outreach increases awareness and encourages utilization. This approach of services coupled with awareness raising is a cornerstone for prevention-oriented projects as it entails a multi-layered approach that aims to empower individuals and transform communities to reduce and prevent negative health outcomes.
- **Activity 2.1.2 and 2.1.3 (SRH commodities procurement and distribution):** This ensures the necessary supplies are available for the provision of SRH services including family planning. UNFPA is the key provider for contraceptives to all primary health care facilities through the Ministry of Public health. While contraception is perceived as a medical intervention yet its a tool for empowerment that allows individuals, particularly women and girls, to make informed decisions about their own bodies, health, and future. First of all, it helps reduce risks for sexually transmitted diseases which is key for adolescent and young boys and girls. Secondly, by preventing unintended pregnancies, contraception significantly reduces maternal mortality and morbidity, enabling women to survive childbirth and lead healthier lives.

Pathway from Activities to Output 2.2 (GBV Response Services):

- **Activity 2.2.1 (Comprehensive GBV response services):** This directly provides the core services (case management, CVA, MHPSS, legal aid) for survivors and group support activities including PSS for survivors and at risk groups. Additionally, adolescent-girls specific programming will be implemented through the AMAL initiative.
- **Activity 2.2.2 (Dignity Kits procurement & distribution):** This provides essential immediate hygiene support items, which are essential to promote adolescent girls and women’s health, dignity, and comfort.

Pathway from Activities to Output 3.1 (National System Strengthening):

- **Activity 3.1.1 and 3.1.2 (Capacity building for SRH and GBV providers):** This directly enhances the skills of frontline workers, leading to better quality, integrated and inclusive care.
- **Activity 3.1.3 (Capacity building for SBC):** To ensure the good understanding of the scope of the project, strengthen the ability of workers and influencers to conduct effective social behavior change communication, UNICEF will tailor and implement training sessions, and provide on job coaching for partners, the training focuses on interpersonal skills, understanding of social

norms and behavioral models, SBC methodologies and approaches and M&E, reinforcing Outcome 1.

- **Activity 3.1.4 (QUDWA Evaluation):** To ensure accountability and evidence-based decision-making, a comprehensive evaluation of the QUDWA program will be conducted across all implementation sites—including Tripoli, Akkar, Baalbek, and Bekaa. This national-scale assessment is critical for evaluating program effectiveness within Lebanon's complex socio-political context, analyzing multi-component intervention integration, and generating actionable evidence for future programming and national policy. The evaluation's breadth enables robust analysis of social and behavior change (SBC) strategies targeting harmful practices like child marriage, while providing essential data for long-term system strengthening. Embedded within the logical framework, the evaluation employs a mixed-methods approach to measure Outcome 1 indicators. Longitudinal Knowledge, Attitudes, and Practices (KAP) surveys at baseline and endline will quantify shifts in community norms, knowledge, and attitudes. Theory-based analysis will trace causal pathways from SBC activities to behavioral outcomes using the program's theory of change, supplemented by the Qualitative Impact Protocol (QUIP) to capture narrative evidence with explicit attention to gender equity and unintended consequences. This rigorous methodology will deliver actionable insights by quantifying reductions in harmful practice indicators, identifying differential impacts across vulnerable subgroups, and establishing evidence for sustainable norm transformation. Findings will directly inform scalable SBC interventions and national policy frameworks focused on protecting women and girls. The evaluation planning will be consultative, including sharing Terms of Reference and consultant selection with Sida prior to implementation, ensuring alignment with requirements and evaluation best practices.

5. Implementation Strategies

Key implementation strategies to achieve the results described above are:

Promote a supportive and gender-equal family and community environment: Guided by the Socio-Ecological Model (SEM) and the Behavioral Drivers Model (BDM), the JP interventions address why harmful practices persist due to drivers, splitting them into three categories: psychological, environmental and social such as social norms, economic pressures, and peer influence. Other challenges are also considered such as lack of safe education, stigma, absence of role models. By addressing these root causes, families no longer view child marriage as a coping mechanism (e.g., to reduce economic burden or protect girls from labor) but are supported with protective and viable alternatives. This vision is rooted in the conviction validated by human insights that “caregivers know best what their families need.” Empowerment therefore means equipping them to make those choices for themselves and their children. At the family level, parents and caregivers will gain positive parenting skills, including non-violent discipline, gender-equitable caregiving, and open communication. Through edutainment, dialogue, and peer learning, families will be empowered to adopt protective behaviors and reject harmful norms.

This intervention uses Social and Behavior Change (SBC) approaches to shift harmful norms toward protective, gender-equal environments for children and women. Community initiatives will be inclusive and participatory, using community theatre, storytelling, and digital media to spark dialogue. Local influencers and volunteers will be engaged as QUDWAs (role models), creating safe spaces and promoting positive alternatives. Men and boys will be key allies in this change. Community-Based Networks (CBNs) will link prevention efforts with referrals to CP/GBV services, ensuring influential voices drive change. Children and adolescents will build knowledge, agency, and resilience. Girls and boys will learn life skills and rights awareness, while boys will be supported to embrace non-violent masculinity. Trusted community influencers will deliver messages that resonate more deeply than external actors.

At the structural level, advocacy will connect community voices to policy frameworks, counter harmful narratives, and reinforce laws that discourage violence. The strategy mobilizes all societal actors—from media to religious leaders—to foster protective environments. By combining family support, community mobilization, individual empowerment, and structural advocacy, this strategy builds a multi-layered, sustainable, and community-driven prevention system where protection and gender equality are the norm.

Create and expand opportunities for the empowerment of adolescent girls: In many communities, child marriage is driven by a complex interplay of poverty, gender inequality, limited educational opportunities, and social norms. Girls are often seen as economic burdens, and early marriage is perceived as a way to secure their future or reduce household expenses. However, skills building and empowerment can offer a transformative pathway that challenges these norms and empowers girls to envision and pursue alternative futures. Skills building and empowerment can delay marriage by creating new aspirations. When girls gain access to skills-based education, they begin to see themselves as capable contributors to society beyond traditional roles. This shift in self-perception fosters a desire to complete training, seek employment, and build a career, naturally postponing the age of marriage. In Lebanon, although specific programmatic evaluations are limited, national data confirm that girls with higher education are significantly less likely to endorse child marriage: 62.3% of girls enrolled in school opposed it compared to just 19% with no education¹⁷.

To effectively tackle the issues young girls at risk of early marriage face and address the impact of Lebanon's crises on their lives, it is vital to implement multidimensional strategies. Over the past three years, UNICEF's experience has clearly shown that directly linking skills training and empowerment training to income-generating activities serves as a compelling incentive for young people to engage in learning opportunities. This approach not only enables them to acquire vocational and life skills relevant to the market but also enhances their employability and has had a positive impact on their employability, well-being, and livelihoods, while also helping to mitigate the adoption of negative coping mechanisms such as early marriage.

To meet market needs in various communities, UNICEF partnered with ILO in 2022 to develop three studies that informed the selection of sectors for project implementation:

1. The "community-based market assessment for skills development and economic empowerment", which identified skill gaps and opportunities in different Lebanese regions.
2. The "national study on the labour market" (also in collaboration with the Ministry of Education and Higher Education), which focuses on healthcare, crafts, public infrastructure, and printing and packaging sectors to align training with market demands.
3. The "synthesis of the crisis impact on the Lebanese labor market" report highlights sectors affected by Lebanon's crises and suggests business and training opportunities.

Jointly with ILO, UNICEF developed a code of conduct, that focuses also on protection of girls from GBV and PSEA in the workplace, as well as a tripartite agreement to guarantee protection and rights fulfilment for both youth and employers at the work-place during the work-based learning period. The Skills Development Working Group (SDWG), established by UNICEF, ILO, and the World Bank in 2021, plays a critical role in addressing challenges in the skills development agenda, coordinating strategic investments, and providing guidance to the Government of Lebanon and civil society. The SDWG meets monthly and includes various actors and donors, facilitating knowledge management and strategic coordination.

¹⁷ <https://www.unicef.org/mena/media/1806/file/MENA-CMReport-LebanonBrief.pdf%20.pdf>, Full article: Child Marriage among Syrian Refugees in Lebanon: At the Gendered Intersection of Poverty, Immigration, and Safety, Mitigating Early Marriage in Lebanon: The Sama Project - Anera

Using funds from another donor, UNICEF will provide young girls under this programme with market and competency based skills training, paired with the girls empowerment package, functional competencies (such as English, IT, and financial literacy), work-based learning programs, job placements, assistance for starting micro-businesses or self-employment ventures. While the skill package is funded by another source, the girls' empowerment package that will be rolled out in this programme will be funded by this proposal. This package will include a tailored and gender transformative girls' leadership programme. The girls' package includes several modules addressing the basic life skills that girls in difficult conditions could need (trust and support, assertive communication in healthy relationships, self-esteem, and confidence, coping with stress and dealing with emotions, problem solving and decision making, safety in GBV contexts). The programme will include a multisectoral, gender transformative girl-driven programming to promote their leadership, decision making and access to learning, skills and GBV prevention among other negative coping mechanisms. The modules include: positive leadership skills, positive employability skills - focusing on job search and application skills, sessions on social cohesion and team building.

Monitoring and evaluation tools track changes in attitudes, behaviors, and intentions related to child marriage. Expected outcomes include increased vocational training completion rates, enhanced self-efficacy, reduced pressure to marry early, and strengthened community support for girls' education and employment. By embedding life skills and vocational training within a gender-transformative SBC approach, the initiative offers a replicable model for preventing child marriage and promoting girls' empowerment across Lebanon and the region.

Male engagement: In Lebanon, engaging fathers and male caregivers in child protection is a transformative strategy that aligns with the QUDWA SBC Plan's vision of fostering positive social norms and inclusive family dynamics. Evidence shows that children who grow up nurturing male role models are more resilient, socially aware, and protected from violence and exploitation. This strategy seeks to actively involve men in parenting and child protection efforts, not only as caregivers but as agents of change who can challenge harmful gender norms and promote safer, more equitable communities. By identifying their vested interest and align the messages to switch the narrative and by carefully selecting the messenger who is trusted and accepted by men, we aim to prevent domestic violence, strengthen positive parenting practices, and promote gender equality that will lead to prevention of child marriage. The approach is rooted in community-based outreach, leveraging tools such as focus group discussions, community meetings, forum theatre and specialized initiatives such as taxi drivers, barbers and beauticians, and religious leaders engagement. It emphasizes flexibility, cultural sensitivity, and the creation of safe spaces for dialogue. Special attention is given to tailoring outreach based on nationality, age, and availability, recognizing the unique contexts of Syrian refugees and Lebanese host communities. Men will be engaged also at the service delivery level through SRH care, including on family planning awareness and counselling. SRH services would address men's specific health needs, including provision of comprehensive information regarding all available contraceptive methods (with counselling and provision of male condoms), the male's role and effective communication strategies with a partner concerning family planning; conduct of screening, diagnostic testing, counselling and therapeutic intervention for various STIs (e.g., chlamydia, gonorrhea, syphilis, hepatitis B, herpes); diagnosis, treatment, and referral for disorders affecting the male reproductive system (e.g., varicoceles, urological diseases). Men's involvement in family planning entails being a client, supportive partner and agent of change; it is about promoting joint decision making and shared responsibility for family planning and reproductive health. Considering harmful gender norms and power dynamics that hinder family planning decisions it is fundamental to target men in awareness raising efforts on the subject matter. Finally, should service providers encounter a male survivor of rape, they can access clinical management of rape services. For GBV counselling, they will be referred to other case managers in accordance with the established referral pathway.

Support to provision of SRH and GBV services for women and adolescent girls: Access to SRH information and services equips women and girls with the knowledge and agency to make informed choices about their bodies, fertility, and futures, while GBV services help identify, respond to, and reduce harmful practices and violence, including child marriage. More broadly, enhancing access to sexual and reproductive health information and services empowers girls and women to control their reproductive health, enabling them to stay in school and pursue economic opportunities. SRH and GBV services can also create safe entry points for dialogue on harmful norms, enabling communities to challenge beliefs that perpetuate child marriage. Early marriage is also often linked to early pregnancy, which carries severe health risks for adolescent girls. Access to SRH services can delay pregnancy and protect girls' health, while the implementation of the Adolescent Mothers Against All Odds (AMAL), developed by the UNFPA Regional Humanitarian Hub for Syria and the Arab States, is designed to address the needs of pregnant adolescents and first-time mothers in crisis-affected areas by enhancing their knowledge of SRH and life skills. The initiative aims to empower young married girls living in humanitarian settings to express their voices and raise awareness on key issues that affect their daily lives. The AMAL Initiative is a vital component to be integrated into this proposed project, as it offers tailored support to both married and unmarried adolescent girls. Given that this project targets vulnerable Lebanese and refugee populations with a focus on preventing child marriage, the AMAL Initiative is highly relevant and beneficial. It emphasizes access to sexual and reproductive health services, and comprehensive prevention and response to gender-based violence. While the primary focus of the initiative is on married adolescent girls who are pregnant or first-time mothers, often recognized among the most marginalized, the program adopts a holistic and inclusive approach. It acknowledges that not all at-risk girls are married or mothers and ensures that all adolescent girls and young women, regardless of their marital or maternal status, are reached and empowered. Additionally, the initiative's programming is broad in scope. It actively engages a wider range of adolescents, along with their families and communities, to foster a more supportive and equitable environment for all girls, particularly those facing heightened vulnerabilities. From previous UNFPA Lebanon experiences, especially through the Sida-funded program, the AMAL Initiative showed a positive impact on adolescent girls who were engaged or married by providing a curriculum that addressed critical and sensitive topics relevant to their lives. Through interactive and engaging sessions, the girls developed greater awareness and felt empowered to participate actively in discussions. The clear illustrations in the guide simplified complex concepts, making the content more accessible and relatable. Recognizing the sensitivity of the subjects, trained facilitators created a safe and trusting environment.

GBV case management can also be key in ensuring that girls at risk of or affected by child marriage receive individualized, confidential, and compassionate support, and trained case workers can identify girls at risk of child marriage early through community engagement and referral systems. Moreover, a multi-sectoral approach addresses the complex drivers and consequences of child marriage. For example, women and girls enrolled in case management services will also be eligible to receive targeted cash-based assistance, in line with protection sector guidance. Cash and Voucher Assistance (CVA) empowers recipients by shifting decision-making power to them, allowing women and girls to prioritize their own health and well-being. This cash support is not a standalone intervention but is integrated within the survivor's case management action plan to address specific protection needs, the approach is in line with the Protection sector guidance. UNFPA will provide two types of tailored cash assistance: Emergency Cash Assistance (ECA), a one-time payment of up to \$150 to meet urgent needs, and Cash for Transportation (CFT), offering up to \$5 per visit, with an average of eight visits, to support access to essential services. These interventions follow defined eligibility criteria outlined in dedicated Standard Operating Procedures (SOPs) and aim to reduce or mitigate GBV-related risks and barriers, ensuring alignment with individual case management plans.

National System Strengthening: Training GBV and SRH service providers enhances the quality and consistency of care, ensures effective referrals, and institutionalizes best practices within national

structures. Advanced capacity building for caseworkers, psychologists, and frontline staff develops a sustainable cadre of skilled professionals able to deliver high-quality, ethical, and trauma-informed services. Social workforce strengthening is foundational to building resilient child protection systems. Capacity development will be provided to both MoPH and MoSA staff, as well as NGO personnel, under this project. Less than 15% of the Primary Healthcare Centers (PHCs) are government-owned, and the majority of the MoPH PHC network is owned and operated by NGOs that maintain agreements with the MoPH regarding service provision, staff capacity development, monitoring, and reporting. Consequently, all capacity development initiatives for PHC staff are directed towards NGO personnel, a practice that has been established for years and forms the basis for enhancing the quality of care services within the MoPH PHC network. UNICEF and UNFPA have been investing in strengthening the social workforce as critical to building the social service system as well as building the foundations for community-based protection systems. In particular for SBC and QUDWA, by empowering frontline actors and community influencers (such as religious and municipal leaders) through structured training, ongoing mentorship, and community engagement, these actors become critical agents of change who drive sustained behavioural and social transformation at the community level.

6. Programme Scope

6.1 Geographical Scope

Five priority locations have been identified for the implementation of the Joint Programme:

- PHC Al Bashaer – Tripoli
- PHC in Deir Dalloum – Akkar
- PHC Wadi Khaled- Akkar
- SDC Al Ain– Baalbek
- SDC/PHC Marj - Bekka

These locations were selected based on service mapping from sectors (Health and GBV), field observations, vulnerability assessments, and consultations with local actors and authorities. Other proposed locations within the same geographical areas could be considered based on further assessment of needs and gaps over the timeframe of the JP's implementation.

The selected locations present the following elements:

High vulnerability and unmet needs: Tripoli, Akkar and Baalbek, Bekka are among Lebanon's areas with high poverty rates, limited public infrastructure, and a dense presence of both vulnerable Lebanese and Syrian refugee populations, including newcomers from Syria. Field visits confirmed serious access gaps in SRH and GBV services in these areas as well as high risks of harmful coping mechanisms among families including child marriage.

Limited access to integrated GBV/SRH services: In all confirmed locations, communities face persistent barriers in accessing quality and integrated care. In Al Ain (Baalbek), the SDC also functions as a PHC, providing an ideal platform for delivering joint SRH/GBV services in an area with limited specialized support and a high demand for such services, particularly among adolescent girls and refugee women.

Areas with high demand: Tripoli's Al Bashaer PHC serves some of the most densely populated and economically strained urban neighborhoods. UNFPA has been supporting this PHC during the recent escalation and the demand is high. Deir Dalloum and Wadi Khaled in Akkar covers large rural catchment areas with sparse service availability with new arrivals from Syria and surrounded by informal tent settlements. Al Ain SDC/PHC in Baalbek is a key access point for surrounding rural

communities with historically limited investment in integrated protection and health services; this area also caters for new arrivals from Syria. Finally, Marj in West Bekka is on the way to the Masna border crossing this area with a high number of Syrian refugees, including ones living in ITS, and it is strategically located on the return route.

6.2 Rights holders who will benefit from the Joint Programme

The programme will focus on Syrian refugee girls, who are among the most at risk of child marriage in the targeted communities, while also supporting the broader empowerment of women and girls. Beyond improving access to SRH/GBV services and information, the programme will build their skills, strengthen their agency, and expand opportunities for participation and leadership, contributing to their long-term wellbeing and development. The programme will also have an indirect positive impact on the various community members engaged in the programme, namely, frontline workers and community influencers (teachers, religious leaders, etc.); GBV caseworkers, psychologists, and frontline staff; and SRH service providers. Vulnerable Lebanese communities residing in designated areas grapple with a multitude of protection risks, primarily stemming from pervasive poverty and the severe overstretching of essential public services. These systemic challenges create an environment where women and girls are more susceptible to various forms of exploitation and harm.

For Syrian adolescent girls, these pre-existing vulnerabilities are compounded by additional layers of risk unique to their displacement and legal status. Their often precarious legal standing in Lebanon limits their access to formal employment and educational opportunities, thereby severely restricting their livelihood prospects. This economic vulnerability is further exacerbated by deeply entrenched traditional social norms that, while intended to protect girls, can inadvertently contribute to increased risks of child marriage. In contexts of displacement and economic hardship, child marriage may be perceived by families as a means of reducing financial burden or providing perceived protection, despite its detrimental long-term effects on a girl's health, education, and overall well-being. The lack of robust protective mechanisms and limited access to information and support services further escalate these risks, trapping many girls in a cycle of vulnerability.

The Joint Programme will also ensure the inclusion of persons with disabilities in its interventions. Across the Child protection, SRH and GBV sectors, a 3–5% participation target for persons living with disabilities (PLWDs) has been adopted, as reflected in the M&E framework. This benchmark is grounded in national estimates that approximately 4–5% of Lebanon's population has a disability, with even higher vulnerability among displaced and crisis-affected communities. It operationalises the programme's commitment to the principles of the UNCRPD, the 2030 Agenda's Leave No One Behind pledge, and the IASC Guidelines on the Inclusion of PLWDs in Humanitarian Action. Setting a measurable target ensures that barriers to accessing GBV services are systematically addressed, and that the specific needs of PLWDs are considered in GBV response interventions. In MHPSS and Parenting Programmes, disability inclusion is operationalized by applying the PSS Committee's guidelines, which offer up-to-date definitions and best practices to ensure children and caregivers with disabilities are included throughout outreach, assessments, and program implementation. These guidelines provide a unified, practical framework grounded in national and international policies, enabling partners to adopt a Human Rights-Based Approach to inclusion within MHPSS programmes. In the GBV/SRH integrated service provision UNFPA uses a multipronged strategy to enhance the inclusion of persons with disability which includes their identification through outreach activities, collaboration with local organizations with expertise on this to strengthen referrals and training of service providers on disability inclusion on GBV and SRH, including on the use of the Washington classification tool. UNFPA Lebanon has produced a situation analysis¹⁸ on GBV against

¹⁸ Situation Analysis on Gender-Based Violence Against Women and Girls with Disabilities in Lebanon, 2022, UNFPA - https://lebanon.unfpa.org/sites/default/files/pub-pdf/gbv_disability_report_-_december_2_2022.pdf

women and girls in Lebanon and adapted the programme based on its recommendations. Moreover at the policy level UNFPA championed the first inter-ministerial strategy on Persons with Disability that will be launched by the end of the year from the Prime Minister office.

7. Partnerships and collaboration

The United Nations lead agency will be UNFPA and it will work in close collaboration with the other PUNO, UNICEF. Additionally, partners include the Ministry of Social Affairs and the Ministry of Public Health, as well as CSOs and the private sector.

Institutional

UNFPA and UNICEF have a strong partnership with the Ministry of Social Affairs (MoSA) with whom collaboration has been ongoing for the past decade to provide SRH and GBV services to the hard to reach people affected by the economic crisis and the armed conflict escalation of 2024. The joint efforts focus on strengthening national systems, enhancing service delivery, and supporting policy frameworks in alignment with national priorities and international commitments. Key pillars of this collaboration include:

- **Programmatic Support:** Technical and financial assistance to strengthen MoSA's GBV prevention and response mechanisms. This includes support for social development centers (SDCs) to deliver integrated GBV services, continued operationalization of 8 women and girls spaces across the different governorates, and capacity-building for MoSA staff,
- **Policy and Legal Frameworks:** Collaboration on the development and implementation of the VAW Shelters SOPs in close partnership with NCLW, and of the national GBV SOPs.
- **SRH Integration:** Support is provided to improve access for vulnerable communities through Mobile Health Unites, the training of health workers, and integrating SRH into social protection.
- **System strengthening:** ongoing collaboration includes supporting MoSA's national strategies (e.g., National Disability Strategy, National Strategy for Older Persons), as well as strengthening data collection and analysis.

Likewise both UNFPA and UNICEF maintain a longstanding and robust partnership with Lebanon's Ministry of Public Health (MoPH), focusing on emergency response and comprehensive child health and Sexual and Reproductive Health (SRH) programming. This collaboration aims to enhance the MoPH's capabilities and improve the delivery of quality SRH services nationwide. Key strategic pillars of this partnership include:

- **Policy and guidance development:** UNFPA and the MoPH jointly develop comprehensive policies and guiding documents for SRH, establishing a standardized and effective national framework. In addition, MoPH has launched in 2018, its national guidelines on child protection and gender based violence in partnership with UNICEF.
- **System strengthening:** The partnership implements initiatives to bolster the capacities of the MoPH and other public health institutions, optimizing their operational effectiveness.
- **Healthcare provider capacity development:** Significant investment is made in the continuous professional development of healthcare providers to elevate the quality of health services, including maternal and child health, SRH care services across the country.
- **Evidence-based programming:** Critical data and evidence are generated to inform strategic planning and decision-making within the health sector, ensuring programs are responsive and effective.

- **Procurement of essential SRH commodities:** UNFPA ensures the availability of much-needed sexual and reproductive health drugs and commodities, supporting continuous service delivery and access to vital supplies.

Civil society

Several CSOs include protection programmes (GBV), different awareness campaigns, educational programmes and community engagement with a focus on providing girls with the information and support needed to resist child marriage and promoting gender equality and child protection¹⁹. The JP will engage with different CSOs depending on the nature of activities with a focus on women led organizations. For the planned work with youth, the JP will work with Anera (Baalback, North) and Youth Networks. For SBC activities, including activities on parenting and QUDWA, the JP will work with Akkar Network of Development and AKKAROUNA (Akkar), LECORVAW (North), SAWA or Himaya (Baalback). GBV/SRH services will be conducted in SDCs and PHCs with mentoring and monitoring support by LECORVAW (Tripoli, and Akkar), AKKAROUNA and Makassed (Tripoli and Akkar), and ABAAD (Baalbek and Bekka). These partners are organizations with which UNICEF and UNFPA have previously worked and with which the UN agencies have exchanged on their willingness to be involved in this programme. Their capacity to deliver is thus well-known by the agencies. However, the list of partners is still tentative as both UNICEF and UNFPA will launch a competitive open call for expression of interest for partners, so as to follow procedures, thus ensuring transparency in the partnership set up. Partners will be evaluated based on their sector expertise and experience, contribution of resources (including demonstrated programme effectiveness), sustainability of interventions (localization agenda, clear exit strategy, integration with other sectors).

The programme leverages on the established field presence and technical expertise of LECORVAW (Tripoli and Akkar), AKKAROUNA (Tripoli and Akkar), ABAAD (Baalbek and Bekka) AND (Akkar), and Makassed in Wadi Khaled all of whom have strong community ties and proven experience delivering GBV/SRH services and parenting programmes, including to marginalized groups such as adolescents, persons with disabilities. As for the QUDWA strategy, local NGOs and community and religious leaders will be among the partners to ensure long-term sustainability of interventions and increased capacity of communities to protect women and girls. The programme will also partner closely with youth and women networks but for accountability and sustainability. UNICEF has a wide network of local stakeholders that support in identifying potential influencers that are ready to support these interventions. In addition, as mentioned in another comment, through the Edutainment activities, QUDWA's are identified for further engagement.

ANERA - The American Near East Refugee Aid (ANERA) is a non-governmental organization that has provided crucial humanitarian aid and long-term development assistance to vulnerable communities in Lebanon since the 1970s, establishing a permanent office in Beirut in 2006. The organization addresses both immediate emergency needs, such as distributing food, water, and medical supplies during crises like the Beirut port explosion or recent border conflicts, and implements sustainable, community-based projects. Anera's programs focus on multiple areas, including economic development through vocational training, cash-for-work initiatives, and small business support; improving healthcare access by supplying vital medicines and medical equipment to hospitals and clinics; enhancing education through non-formal and vocational courses; promoting food security via urban agriculture and food distributions; and rehabilitating essential water and sanitation infrastructure. Anera works directly with local partners and employs local staff to ensure its aid is effective and rooted in community needs. Their SAMA programme targets CEFM particularly among vulnerable populations such as Syrian refugees, Palestinians and

¹⁹ Currently also the Girls Not Brides global partnership of organizations, including members in Lebanon, focuses on ending child marriage and enabling girls to fulfil their potential.

impoverished Lebanese communities through remedial classes and conditioned financial assistance to encourage school retention among girls at risk of child marriage.²⁰

LECORVAW – Lebanese Council to Resist Violence Against Women is a grassroots feminist organization founded in Tripoli, with deep community ties in North Lebanon. LECORVAW has been a longstanding partner of UNFPA since 2020 and, with the support of the Swedish International Development Cooperation Agency (Sida), UNFPA partnered with the LECORVAW to implement a comprehensive, inclusive, and community-based package of GBV prevention, risk mitigation, and response interventions in North Lebanon., has played a critical role in expanding access to quality GBV services for vulnerable Lebanese and refugee populations. Services were delivered through a combination of static Women and Girls Safe Spaces and an expanding network of mobile safe spaces across Tripoli, Akkar, and surrounding areas. The partnership provided GBV case management, psychosocial support, various forms of cash assistance, referrals to specialized services, and empowerment activities including awareness sessions, life skills training, and income-generating support. Adolescent girls were engaged through tailored initiatives such as the AMAL programme, while partnerships with local disability organizations ensured inclusive programming for persons with disabilities. In response to worsening humanitarian conditions triggered by escalating conflict and mass displacement in 2024, the partnership adapted to include Psychological First Aid, Protection from Sexual Exploitation and Abuse (PSEA) sessions, and dignity kit distribution for displaced women and girls residing in collective shelters. UNFPA's experience with LECORVAW has consistently shown them to be a reliable, principled, and responsive partner, particularly during periods of crisis such as the 2024 conflict.

AKKAROUNA - A women-led, non-governmental organization operating in the North and Akkar governorates of Lebanon. The organization is dedicated to promoting socio-economic development by empowering women, children, and youth through capacity building, strengthening community networks, and implementing development programmes that integrate gender mainstreaming and raise awareness on key issues. Since 2021, UNFPA has partnered with Akkarouna to implement a comprehensive and inclusive SRH and GBV programme. Akkarouna played an important role in expanding access to quality SRH services and information in Akkar and Tripoli, particularly by supporting the delivery of SRH services within MoPH PHCs. This includes the provision of SRH medical consultations, follow-up tests, and maternal health packages. In addition, Akkarouna has adopted a strong community-based approach, with a focus on peer-to-peer initiatives to enhance awareness and outreach at the grassroots level including on adolescent girls asset framework roll out.

ABAAD – Resource Center for Gender Equality is a leading civil society organization with proven expertise in GBV prevention, response, and advocacy at the national and regional levels. ABAAD operates safe shelters, Women and Girls Safe Spaces, and mobile units across Lebanon, providing quality GBV case management, psychosocial support, legal aid, and emergency shelter services. The organization is also highly regarded for its innovative, evidence-based prevention programming targeting men and boys, including the well-established “Men Engage” approach, and for its national-level advocacy on legal and policy reforms, including the domestic violence law. UNFPA has partnered with ABAAD for over a decade, particularly under the Sida-funded programme and humanitarian response efforts, including during the COVID-19 pandemic, the Beirut port explosions, and the Syria crisis response, and most recently to develop a roadmap for engaging men and boys to address GBV. ABAAD has consistently demonstrated technical competency, strong outreach capacity, and good financial and administrative systems aligned with UNFPA standards.

Akkar Network for Development (AND) - is a local NGO based in Akkar region in the North that has developed into one of the leading GBV organizations in Akkar. AND delivers survivor-centered services

²⁰ UNICEF-UNFPA Report, “Delivering interventions to address child marriage in humanitarian settings in Iraq, Jordan, Lebanon, Syria, Yemen”, April 2025

including case management, psychosocial support, legal referrals, and community outreach, with a strong focus on marginalized groups such as Syrian refugees and Palestinian gatherings. Through its partnership with UNICEF since the start of the Syria refugee crisis, AND has expanded safe spaces for women and girls and contributed to integrated programming within child protection and other basic services in the region. As a key partner in the rollout of the Qudwa strategy, AND supports positive parenting interventions and community engagement to address VAC, VAW, Child Marriage and Child Labor.

Makassed - The Makassed Philanthropic Islamic Association of Beirut, established in 1878, is a leading humanitarian and non-profit organization. It is dedicated to providing exceptional services in education, healthcare, and social and cultural development. Makassed was founded on principles of tolerance, justice, humility, and patriotism. This ethos encourages citizens to embrace their value and identity proudly, while also remaining open to the world and its cultural diversity. Makassed is a central pillar of humanitarian efforts in Lebanon, dedicated to serving society through the delivery of healthcare, education, empowerment, and support since its establishment in 1878. The Makassed Health Care Bureau (MHCB) operates a network of six health centers and three mobile units, delivering essential healthcare services to urban and rural communities across Lebanon, including Beirut, Beqaa Valley, Akkar, and Mount Lebanon. These centers offer preventive care, diagnosis of non-communicable diseases, and chronic disease management. MHCB also ensures access to affordable medications, contraceptives, and free vaccines according to the Ministry of Public Health's vaccination schedule, aiming to improve health and quality of life for everyone in the community. Over more than a decade, UNFPA had a successful partnership with Makassed in provision of SRH services to vulnerable women and men. Most recently UNFPA partnered with Makassed to provide SRH/GBV integrated services in response to recent crisis

Private sector

UNICEF will be prioritizing implementation of skills building and employment services through private and public vocational schools as part of its localization strategy and continue the engagement with local private sectors entities and municipalities which will also be engaged in an employer consultation to identify the main labor needs and adapt the training for the vulnerable girls. UNICEF implements Competency-Based Training (CBT), a form of occupational training that is directly informed by localized labor market assessments conducted across all areas of intervention. These assessments identify in-demand occupations, allowing UNICEF to tailor training programs that equip youth with the skills most relevant to current market needs. The CBT programs vary in duration—short or medium term—and are delivered alongside a functional skills package that includes modules in English, financial literacy, and digital literacy, selected based on the occupational requirements. Additionally, all participants receive 50 hours of integrated life skills training focused on positive leadership and economic engagement, as well as 20 hours of career guidance. Upon completion, youth are referred to one of three pathways: advanced training (CBT Level 2), work-based learning opportunities—mainly through Cash for Work offering 40 days of paid work at 15 USD/day—or business establishment support, which includes seed funding for entrepreneurial initiatives.

8. Management arrangements

This joint programme will leverage the respective and complementary strengths and expertise of UNFPA and UNICEF. UNFPA proposes to be the Convening Agent (CA) and Administrative Agent (AA) in the pass-through Joint Programme given its sectoral expertise and extensive and successful experience in managing joint programs. As *Convening Agent*, UNFPA will provide overall coordination and programmatic leadership, leading the strategic oversight of the JP, ensuring consolidation of narrative reports (annual and final) and managing the programme in a timely manner. In its capacity of *Administrative Agent*, UNFPA will also be responsible for fund management, including allocating donor

contributions and distributing funds to participating agencies, consolidating and submitting financial reports, and it will establish a separate ledger account under its financial regulations and rules for the receipt and administration of funds to be received from the donor/s to the joint programme (hereinafter referred to as the "Programme Account").

The disbursement of funds from the Programme Account to the Participating UN organizations will be made by the Administrative Agent, following the receipt of donor funds and in accordance with the Steering Committee decisions, in line with the joint programme document. The Steering Committee delegates the Convening Agent, as represented by Head of UNFPA office in Lebanon, the authority to instruct the Administrative Agent to disburse the funds to the Participating UN organizations, in the amounts specified in the budget, as attached to the joint programme document. In case of discrepancies between this budget and donor contributions stemming solely from foreign currency exchange rate differences, the Administrative Agent will adjust the amounts due for disbursement based on the contribution collection exchange rate, maintaining the proportional split of resources between the participating UN organizations indicated in the budget. In all other cases, the Administrative Agent will make the disbursements in the amounts decided on by the Steering Committee, as documented either in the minutes of the Steering Committee meeting or agreed by the Steering Committee members, in writing, including through e-mail circulation.

A Joint Programme Team and Steering Committee will be established as a platform for oversight and strategic vision for the initiative. The Joint Programme Team will be composed of the Programme Managers of the participating UN Agencies and it will be in charge of the day-to-day management of the programme, including the planning of activities, supervision of implementation, budget planning and oversight, and the oversight of operations in the field. This Unit will meet at least quarterly and will review the progress of the programme plan ahead and/or resolve problems and bottlenecks. The JP Team will also track achievement of planned results for each activity against the work plan and report progress to the Programme Steering Committee as well as give feedback to the implementing partners. UNFPA, as administrative agent and participating UN agency, will be responsible for the coordination of the programme, chairing of the JP Team, however, both Agencies will be responsible for contributing to the attainment of all outputs in relation to their designated activities. The Steering Committee will include representatives from UNFPA, UNICEF, MoPH, MoSA and Sida, as well as any other stakeholder agreed by the PUNOs and the donor, and it will meet at a minimum twice a year as well as when deemed necessary. It will provide strategic oversight and guidance for the JP team from launch to closure, which includes guiding the project team in accomplishing milestones according to the project plan, as well as monitoring project quality, advising on challenges and adjusting accordingly. Terms of Reference (ToR) for both the Steering Committee and the Joint Programme Team will be developed to further define roles and responsibilities.

9. Guiding principles

The following guiding principles underpin the design and implementation of this project, ensuring that all activities remain aligned with the overall vision, values, and intended impact. They serve as the foundation for decision-making, partnerships, and accountability throughout the project lifecycle.

- **Sustainability** : Integration for sustainability, notably using existing health services and SDCs as an entry point making it more robust and likely to endure. Investment in long-term societal change through SBC, empowers girls and engages families and communities and ensures that the programme's positive effects will resonate long after implementation.
- **Capacity building** of local actors ensures a skilled workforce remains in the system even after the end of the programme. UNFPA has been building capacities and coaching the staff of PHCs, SDC and local partners to ensure sustainability beyond partnership and lifespan of

implemented programmes. SDC partners will also be working in close collaboration with the MoSA to ensure sustainability.

- **Contribute to social cohesion and promote peace:** engaging both refugee and host communities, to build around common family values, centered on children care during interactive activities.
- **Leaving No One Behind (LNOB):** engaging with diverse communities in Lebanon and training frontline workers and community influencers to reach individuals at the grassroots level, to identify, support, and empower the further left behind, including those out of school or living with disabilities.
- **Human Rights Based Approach (HRBA):** collaborating with Lebanese ministries, to strengthen accountability of authorities to uphold legal obligations, strengthening local systems to sustainably protect and promote girls' rights.
- **Local ownership and localization:** the JP will be implemented through UNFPA's and UNICEF's local partner organizations, including women-led organizations, youth-led organisations and line Ministries.
- **Gender equality and the empowerment of women (GEWE) :** the programme directly responds to GEWE by not only addressing the immediate needs of women and girls through comprehensive services but also by investing in long-term prevention strategies and capacity building that aim to transform harmful social norms and empower women and girls to realize their full potential.
- **Addressing root causes of violence and harmful practices:** by implementing evidence-based SBC strategies and gender-transformative parenting programs (family and community engagement) the proposal aims to shift social norms that perpetuate child marriage.
- **Girls' empowerment and agency:** in addition to the empowerment programmes provided through women and girls safe space model in Lebanon which includes MHPSS interventions, life skills interventions, providing opportunities for girls to build social networks, through training, young vulnerable girls are reintegrated into the communities and regular life; securing jobs and income that will support their independence and agility.
- **Survivor-centered approach of comprehensive GBV-SRH integrated response:** integrated GBV/SRH service (including child marriage and mental health and psychosocial support), delivered by trained SRH/GBV professionals, is essential for addressing the holistic needs of women and girls. This integration recognizes the interconnectedness of their well being and rights.
- **Accountability:** focusing on ethics and transparency, notably by training GBV and SRH caseworkers, so that services are delivered with the highest standards of care, with a survivors centered approach and well-being. QUDWA/SBC interventions, ensure inclusive, participatory, and responsive programming that places affected populations at the center of decision-making for culturally appropriate strategies that address the environmental barriers hindering women and girls' access to rights and opportunities. Finally, as with every UNFPA and UNICEF programme, the programme will ensure that Protection Against Sexual Exploitation and Abuse (PSEA) risks are monitored and that community-based complaint mechanisms are in place.
- **Resilience:** empowering individuals, families, and communities to better anticipate, withstand, and recover from shocks and stressors. In particular Outcome 1 will tackle the protective factors around women and girls, making them less vulnerable to future harm and better equipped to navigate challenges, and Outcome 2 offers support that helps survivors cope with trauma, restore their well-being, and rebuild their lives.

9.1 Environment and climate aspect

UNFPA is a climate neutral organization and understands that the relationship between population, sustainable development, and climate change is crucial to the design of policies and programs that

uphold people's rights, particularly their reproductive choices, while preserving the planet. Thus, the agency seeks to strengthen resilience of communities to address risks of climate change impacts and disasters.

For UNFPA, limiting the impact of climate change on the achievement of our transformative results and increasing the resilience of people and systems to cope with climate change are foremost concerns within the Decade of Action. UNFPA connects ICPD25 and the achievement of climate change adaptation and resilience. Notably, by strengthening individual and community resilience building through investments in SRHR, it prepares them better to face the consequences of climate change, including displacement.

To do so, this UNFPA-UNICEF programme will rely on UNFPA's Social and Environmental Standards for Programming Guidelines²¹ notably: 1) Assess in the programme initial evaluation, whether programming activities may increase exposure or exacerbate vulnerability to climate change impacts or disasters (e.g. maladaptation) and avoid activities that may exacerbate such risks; 2) Integrate, where relevant, climate change adaptation and disaster risk reduction considerations in planning ; 3) minimize programming-related greenhouse gas (GHG) emissions and intensity and maintain carbon sinks as needed.

From an Operational standpoint, UNFPA and UNICEF will adhere to the Environmental Implementation Guidance²², which covers a wide range of aspects including travel, energy and waste.

10. Monitoring, Evaluation, and Visibility

The programme monitoring will be conducted as per UNFPA and UNICEF's policy and procedures. Funds disbursed to implementing partners will be managed in accordance with Harmonized Approach to Cash Transfers (HACT) through programmatic visits and financial spot checks.

Moreover, regular reporting from implementing partners and field monitoring attended by UNFPA and UNICEF staff members will ensure that activities are implemented as planned with standard quality. Those findings will be shared and examined among all the stakeholders periodically as well as on an ad-hoc basis as needed. Monitoring implementation of activities entails direct supervision by UNFPA and UNICEF staff through field visits, monitoring and review of data collected, and updates submitted by the implementing partners on a monthly and quarterly basis. Field officers for UNICEF overseeing the programme areas as well as the head office in Beirut will play a critical role in ensuring oversight of programme implementation and regular field monitoring of interventions. UNFPA will organize regular field visits as an agency and joint with UNICEF for monitoring purposes.

A joint mid-term and an annual review will be scheduled with the implementing partners to assess implementation status, identify challenges, and adjust strategies as needed.

As per the Standard Agreement Arrangement that will be signed by the Administrative Agent and the Donor, reporting and communications about JP results will be submitted to the donor through one consolidated, results-based annual report that includes programmatic and financial elements. It provides evidence about progress toward JP results, based upon monitoring reports and field missions, along with updated data for indicators.

Measuring Output Indicators

²¹ UNFPA, UNFPA's Social and Environmental Standards for Programming, Policy and Strategy Division, 2022
<https://drive.google.com/file/d/1FZ1ZhWOxJyeFMQ42grtYNFxCcCVN6s9j6/view>

²² UNFPA, UNFPA's Environmental Implementation Guidance
https://drive.google.com/file/d/1zCkfs6zswg8MSnMGeSaeYH5_SYPr02/view

A number of M&E tools and frameworks have been developed to support in measuring the activities and outputs under the proposed action. Monitoring tools will be both quantitative and qualitative. The main quantitative tool will be linked to Activity Info (open online platform used by humanitarian actors to record numbers of beneficiaries accessing a variety of sectoral services), whilst additional dedicated tools will record programme outputs qualitatively. Few Examples are included below:

- UNFPA has implemented a monthly monitoring tracking tool to record the advancement of activities pertaining to Gender-Based Violence (GBV) and Sexual and Reproductive Health (SRH) services and information provision. This tool offers a precise and quantifiable status update on each indicator, enabling straightforward evaluation of progress, stratified by age, sex, and nationality. Partners have received training on the utilization of the GBV/SRH monthly monitoring tracker sheet prior to programme commencement, ensuring accurate and standardized monitoring and reporting. Standard monitoring forms will be used during field visits to record observations about services, feedback of end users and to capture care providers skills against a set of standards for quality care services.
- All training sessions will be accompanied by attendance records and pre-post assessments to facilitate the collection of pertinent data by UNFPA for reporting on capacity development indicators.
- Regarding stockouts, UNFPA will employ data triangulation from diverse sources to report on relevant indicators. Information will be aggregated from the Ministry of Health, regular reports from implementing partners, reporting from RH actors in the RHSWG and UNFPA field visits.
- UNICEF has developed an M&E framework to monitor the short term impact of QUDWA SBC-plan which will be used during the implementation of this programme. The tools aim at assessing change in the Knowledge, Attitudes, Readiness/ intention, Social responsibility, Self-efficacy of individuals targeted by SBC/QUDWA interventions.
- In 2025, and through the proposed action, UNICEF will launch an evaluation of the SBC/QUDWA initiative (relevance, effectiveness, efficiency, coherence, impact, and sustainability), with a central focus on understanding its plausible contribution to preventing violence against children and women, child marriage, and child labour.
- The findings will serve as an evidence base for accountability to stakeholders, inform strategic decision-making for scaling and replicating effective approaches
- A knowledge attitude and practice (KAP) survey²³ will be conducted in the first year as a baseline and in the second year of the programme to collect data on outcomes related to knowledge, skills and attitudes.
- Moreover UNFPA co chairs the GBVIMS taskforce - the civil society organization implementing the programme as required is a member of the GBVIMS TF. We will ensure trends are analyzed and implemented to guide programme implementation.

Evaluation

A Joint Evaluation will be conducted to measure the effectiveness, impact and achievement of the joint programme, terms of reference of the evaluation will be discussed with the donor and will be drawn from Joint Programmes' global practices. Beyond being measured against the joint programme result indicators, as part of the monitoring and evaluation framework, it will also assess the programme against UNSDCF objectives.

The evaluation findings and recommendations will be used by UNFPA and UNICEF, as well as the implementing partners involved to improve in-country programming. It will also serve as a basis for

²³ This KAP survey will be covered with the research and evaluation already allocated to UNICEF in the budget. It will also be a source of data to report on outcomes in the LogFrame.

South-South best-practices sharing with similar programmes in other countries. The findings will be able to inform Sida for future financing, notably in the format of a publication to be determined with Sida (such as a knowledge brief). Finally, the data collected during the programme, will serve as evidence for advocacy and policy-making on child marriage prevention and response with the Lebanese Government and beyond.

Communication and Visibility

UNICEF and UNFPA are committed to strengthening the visibility and acknowledge the partnership with Sweden. Recognizing the importance of efficiency and coherence, the agencies are working together to develop a joint communications and visibility plan that builds on the proposal's strategic framework. The plan is designed to increase awareness and understanding among target audiences while preventing duplication of efforts and ensuring harmonized messaging and consistent co-branding.

The communications and visibility plan will include the following initiatives:

- Coordinated social media posts to announce the new funding and acknowledge Sweden's contribution through both UNFPA and UNICEF social media channels.
- Jointly develop human interest stories showing the positive impact of the programme. Stories will include acknowledgement and will be published on UNICEF and UNFPA websites and social media channels.
- Photo Essays portraying the positive impact of the programme including writing acknowledgement and onsite visibility to be included in the pictures. Photo essays will be reflected within progress and final reports.
- Produce and disseminate co-branded visibility material showing the impact of the partnership.
- Publish financial information on the Administrative Agent portal.

The Embassy of Sweden in Beirut and Damascus will be approached before stories/videos are published to assure alignment with Sweden's communication guidelines.

11. Risks and Assumptions

The following assumptions are expected for the Joint Programme to succeed as planned.

Global assumptions²⁴

- Child marriage is influenced by factors beyond the control and mandates of the United Nations system, including the polycrisis and megatrends.
- Ending child marriage requires a multisectoral approach and geographical convergence.
- Momentum for socioeconomic change is needed to achieve significant progress.
- Ending child marriage requires addressing the root causes of gender inequalities and transforming harmful gender roles, norms and power relations; changing harmful social norms, particularly discriminatory gender norms, at the structural, community, household, and individual levels is an important component of sustainable change.
- Achieving gender-transformative change requires long-term and sustained investments over time to redistribute power and resources for women and girls.
- Affecting sustainable change requires situating the work on ending child marriage within the Humanitarian Programme Cycle and applying humanitarian-development nexus approaches.

²⁴ Assumptions drawn from from PHASE III Programme Document (2024 - 2030) UNFPA-UNICEF Global Programme to End Child Marriage

- Child marriage programmes will advance changes in gender relationships and structures with the specific goal of reducing, and ultimately eliminating, child marriage. Child marriage programme recognizes that promoting gender equality is a prerequisite to ending child marriage, and that vice versa, ending child marriage is a prerequisite to ensuring gender equality.

North of Lebanon specific assumptions:

- **Political and Security Context:**
 - The overall security situation in selected areas remains stable enough to allow for programme implementation, community engagement, and access to services without prolonged suspension
 - There is continued government support and cooperation for the programme activities, particularly for integrating services within existing health facilities and SDCs, and for the uptake of strengthened national capacities.
- **Community and Social Acceptance:**
 - Community members, leaders, and families are receptive to new information and willing to challenge existing norms, since if there is strong resistance or deeply entrenched beliefs that are not amenable to change through edutainment and caregiver empowerment, the effectiveness of these activities might be limited.
- **Accessibility and Utilization of Services:**
 - Vulnerable women and girls are aware of available services, feel safe accessing them (free from stigma, discrimination, or security risks), and are able to reach facilities.
 - Health facilities and safe spaces have adequate human resources (trained staff, counselors, legal aid providers) beyond just commodities, and these staff are committed and motivated.
- **There is sufficient trained personnel for case management, MHPSS, and legal aid.**
 - Willingness of healthcare providers to operate in remote areas.
- **Safe spaces and SDCs are truly safe, confidential, and accessible, and that women and girls feel comfortable and secure enough to seek services there.**
 - Legal aid provided can realistically lead to justice or protection for survivors.
- **Sustainability and Systemic Change:**
 - The capacities built within the national system (SRH providers, GBV service providers, frontline workers) are retained and utilized effectively beyond the programme's direct intervention period.
 - Findings from the QUDWA evaluation (Activity 3.1.3) are acted upon by relevant stakeholders to improve policies and programs related to child marriage and GBV.

Inputs to ensure that the pathways function

- **Community receptiveness to change (Outcome 1):** Thanks to a series of previous assessments²⁵ on community attitudes and beliefs, the programme is grounded in actual needs and realistic goals. Receptiveness of the programme will be evaluated regularly through feedback mechanisms (see M&E section).
- **Accessibility and safety of services for girls (Outcome 2):** Audits of partners are regularly conducted to ensure the quality of safe spaces, level of service providers and quality of services. (see M&E on HACT). Communities will continue to be engaged to determine and address any further perceived barriers to access. In line with UNICEF's rights-based approach

²⁵ UNICEF-UNFPA Report, "Delivering interventions to address child marriage in humanitarian settings in Iraq, Jordan, Lebanon, Syria, Yemen", April 2025 ; Quda ; PHASE III Programme Document (2024 - 2030) UNFPA-UNICEF Global Programme to End Child Marriage; Underneath the Surface: Understanding the root causes of violence against children and women in Lebanon
[https://www.unicef.org/lebanon/media/5251/file/UNICEF Lebanon Social Norms research1 EN.pdf%20.pdf](https://www.unicef.org/lebanon/media/5251/file/UNICEF%20Lebanon%20Social%20Norms%20research1%20EN.pdf)

and to respond and address the demands or issues of people served by UNICEF, an AAP strategy has been developed by UNICEF centered on feedback mechanisms—hotlines and digital/offline channels—designed to collect and act on beneficiary inputs.

- **Government commitment to sustainability (Outcome 3):** UNFPA and UNICEF already have strong relationships with the Lebanese Government, and notably with MoPH and MoSA.

Maintaining those relationships through collaboration throughout the programme and aligning with the National Action Plan to End Child Marriage will ensure sustainability. Evaluation findings will be shared with policymakers to encourage evidence-based decision-making through the Steering Committee.

11.1 Sustainability Plan

The Joint Programme is designed with sustainability as a core principle, aiming to embed positive changes within national systems and community structures that will endure beyond the funding period. The strategies outlined below ensure that the gains made in preventing child marriage, addressing GBV, and enhancing SRHR will continue to benefit vulnerable women and girls in Lebanon.

Institutional Capacity Building and Ownership

A key pillar of the sustainability plan is the strengthening of national and local institutional capacities.

This includes:

- **Empowering Local Partners:** The JP will continue to invest in the capacity development of Primary Health Care (PHC) centers, Social Development Centers (SDCs), and local civil society organizations (CSOs) identified as implementing partners. This involves not only technical training on SRH, GBV case management, and SBC but also organizational development, financial management, and reporting to enhance their self-sufficiency and ability to secure future funding.
- **Integrating into National Systems:** By working closely with the Ministry of Social Affairs (MoSA) and the Ministry of Public Health (MoPH), the programme contributes to the new strategic approach on SDCs and the rationalization of the number. It ensures that the developed Standard Operating Procedures (SOPs) for GBV and the Minimum Essential Service Package are institutionalized. This integration into national frameworks ensures long-term applicability and government ownership of protection and SRH services.
- **Strengthening the Social Workforce:** Continued investment in training and mentorship for social workers, healthcare providers, and frontline staff through both UNICEF and UNFPA channels will create a robust cadre of professionals capable of delivering high-quality, integrated services. This permanent increase in human capital within the national system is crucial for sustained impact.
- **Policy Advocacy and Legal Reform:** The JP will continue its advocacy efforts with key policy stakeholders, including parliamentary committees and religious leaders, to promote the enactment of a unified civil law establishing a minimum age of marriage at 18. This systemic legal change is the most powerful long-term intervention against child marriage.

Community-Led Change and Social Norm Transformation

The programme's emphasis on Social and Behavior Change (SBC) through the QUDWA framework is inherently sustainable, fostering changes that are rooted in the community and driven from within:

- **Empowering Community Influencers:** By training and empowering local "QUDWAs" (role models), including religious leaders, municipal leaders, teachers, barbers, and beauticians, the programme creates a lasting network of advocates for gender equality and child

protection. These individuals, trusted within their communities, will continue to champion positive social norms long after the programme concludes.

- **Sustainable Edutainment and Dialogue Platforms:** The use of community theatre, storytelling, and digital media to spark dialogue around child marriage and GBV will be sustained by equipping local groups with the skills and resources to continue these initiatives independently. These platforms foster ongoing critical reflection and consensus-building on harmful practices.
- **Parenting Programs and Male Engagement:** The gender-transformative parenting programs and male engagement initiatives aim to fundamentally shift family dynamics and gender norms. As fathers and male caregivers become active agents of change, these positive practices will be passed down through generations, creating a more equitable environment for children.
- **Girls' Empowerment and Economic Alternatives:** By equipping adolescent girls with life skills, vocational training, and entrepreneurship support, the programme empowers them to make informed decisions and pursue economic opportunities. This reduces their vulnerability to child marriage as a coping mechanism and creates a cycle of self-sufficiency. The focus on market-relevant skills, informed by ILO and UNICEF studies, ensures the long-term viability of these economic pathways.

Partnerships and Resource Mobilization

Sustained impact requires ongoing partnerships and diversified funding streams:

- **Multi-stakeholder Collaboration:** The established partnerships with UN agencies (UNICEF, UNFPA, ILO, World Bank), government ministries, local CSOs, and community-based networks will be maintained and strengthened. These collaborations ensure a coordinated and holistic approach to addressing the complex drivers of child marriage and GBV.
- **Advocacy for Continued Funding:** UNFPA and UNICEF will leverage their existing relationships with donors in Lebanon and advocate for continued funding to support the national system and partners in their ongoing efforts. This includes highlighting the long-term benefits and cost-effectiveness of prevention and early intervention.
- **Integration with Broader Development Agendas:** By aligning with the UNSDCF, SDGs, and national priorities, the JP ensures its relevance to broader development goals, making it an attractive investment for future support from diverse sources, including development funds and private sector partnerships.

Monitoring, Evaluation, and Learning for Adaptive Management

- **Evidence-Based Programming:** The comprehensive QUDWA evaluation and ongoing monitoring mechanisms will provide critical evidence of effective interventions. This data will be used to refine strategies, share best practices, and inform future programming by national and international actors.
- **Documentation and Dissemination:** The programme will systematically document lessons learned, success stories, and challenges encountered. This knowledge will be disseminated to inform national policies, foster replication in other vulnerable areas, and contribute to the global evidence base on ending child marriage and GBV.

Through these integrated and mutually reinforcing strategies, the "MUSTAQBALI KHAYARI" Joint Programme aims to create a lasting legacy of empowered women and girls, resilient communities, and robust national systems that protect against violence and uphold sexual and reproductive health and rights in Lebanon.

11.2 Risks Matrix

Risk	Possibility/Impact	Mitigation Measure
UNICEF and UNFPA, facing the current funding landscape, could undergo staff realignment and restructuring, potentially impacting programme delivery.	Low/Medium	To mitigate this, both agencies will prioritize transparent internal communication, develop contingency plans for staffing, and explore flexible resourcing models to ensure continuity of critical services. Additionally, continuous advocacy for sustained funding and diversification of donor support will be pursued.
Mismanagement of funds by partners	Medium	Regular monitoring will be undertaken as part of the programme. Moreover, Implementing Partners will be thoroughly evaluated before receiving any funding and spot-check will be regularly conducted (and audited if necessary). Rigorous financial reporting, monitoring and auditing processes will be applied across the project, with an HACT assessment required for all implementing partners. Regular programmatic visits will be conducted, and capacity building of implementing partners regarding UNICEF and UNFPA policies offered as needed.
Inadequate coordination between UNFPA and UNICEF working on ending child marriage results in inefficiency or duplication of efforts	Low	At the global level, UNFPA and UNICEF are collaborating within a formalized child marriage prevention and response programme. This structure facilitates and mandates various coordination systems. Additionally, the management measures in place for this JP will further enhance alignment and coordination, in particular the Steering Committee and the JP Team.
Changes in the political context in Lebanon, such as changes in leadership and shifts in national priorities (away from ending child marriage)	Low/Medium	UNFPA and UNICEF have held meetings with the new 2025 Government of Lebanon and are in partnership with Lebanese authorities through the CPD till 2027. Technical and operational cooperation are effective with the Ministry of Youth, Ministry of Health and Ministry of Social Affairs.
Changes in the security / humanitarian context in Lebanon and/or Syria that impacts Lebanon in the programme areas	Medium/High	UNFPA and UNICEF work closely with the wider UN system and Government counterparts to understand and analyze security threats and take proactive collaborative action to mitigate those impacts upon our programmes, partners and the people we serve. Conflict sensitivity

		analysis highlights varying risks across Lebanon, particularly in areas like North Lebanon and the Bekaa, where tensions between host and refugee communities, limited resources, government narrative around refugees can increase vulnerabilities especially among women and adolescent girls. In these regions, GBV programming may face resistance or disruptions due to community mistrust, security incidents, etc. Risks differ by location and require tailored responses that consider local dynamics, power structures, and community norms. To address these risks, UNICEF and UNFPA ensure that their programmes are inclusive and conflict-sensitive. UNICEF and UNFPA work with both refugees and host communities based on vulnerability criteria rather than nationality, ensuring equitable access to services. As part of the GBV programming approach and Accountability to Affected Populations (AAP), both agencies engage in continuous consultations with communities to identify and mitigate emerging risks. This helps maintain trust, promote social cohesion, and ensure programming remains fit for purpose and responsive to evolving needs of the people we serve.
Risk of cultural sensitivity of the topic, or of conservative backlash from within the communities	Medium/Medium	UNICEF has been implementing its flagship Programme QUDWA in Lebanon since 2020. Through community driven initiatives, that aim at establishing debate, to reinforce positive behaviours rather than stigmatizing negative behaviours. QUDWA plan was developed based on key human insights and it recognizes and respects the beliefs of community members, and avoids preaching and blaming. The type of initiatives allows the participants to express their feelings, and concerns, and fosters trust and ownership. Community buy-in is sought from the outset by engaging local leaders and influencers in the co-creation and implementation of activities, ensuring relevance and sustainability. Moreover, in 2024 UNICEF worked with Nudge (a non-profit initiative working to apply behavioral insights to policy challenges) to use behavioral insights to refine its SBC strategy on Child Marriage in

		the North of the country. A series of workshops were organized which led to the creation of roadmaps and tools to engage with Caregivers, girls, boys, and Communities. Through the proposed action, UNICEF will be able to resume this critical initiative and kickstart the work on the campaign targeting communities. In addition, based on lessons learnt from the Tripoli experience, UNICEF will be able to replicate the same approach in the Bekaa. UNFPA has been promoting family planning and access to sexual and reproductive health services for adolescent girls and young women in conservative communities. To navigate cultural sensitivities, it works with local champions, including doctors and midwives, who both uphold community values and encourage positive shifts in norms.
Risk of Sexual Exploitation and Abuse	Low/High	Both UNFPA and UNICEF hold strict PSEA standards including: regular and mandatory internal staff and partner staff training. Reporting mechanisms are accessible to beneficiaries (coordinated by the GBV WG).

Annexes

Annex 1 - Results Framework

Annex 2 - Budget

Annex 3 - Workplan

Annex 4 – TOR Templates - Steering Committee and JP Team

Anandita Philipose

Representative, UNFPA Lebanon

10-Oct-2025

Marcoluigi Corsi

Representative , UNICEF Lebanon

10-10-2025



A handwritten signature in black ink, appearing to be 'JS' followed by a large loop.

CON: Adolescent entry to early child marriage and GBV in Lebanon, leading to improved health, well-being and opportunities for vulnerable women and girls.

Category	Leading agency (UNFPA, UNICEF)	Indicator (disaggregated by women, girls, boys and men)	M&E Source	Disaggregation						Comments
				2023 Targets	2025 Targets	2027 Targets	2023	2025	2027	
Outcome 1: Safe female and appropriate environment fostered through empowerment, life skills and reproductive health education and other interventions (e.g., psychosocial support, legal aid, etc.) are engaged in decision-making and are able to prevent GBV and promote positive gender norms	UNICEF	Percent of respondents who feel confident in their ability to choose not to marry their daughter before 18 despite social or religious pressure	KAP Survey with beneficiaries of Quilva Programme/Quilva Evaluation	80%	70%	70%				Disaggregation will be included at reporting
		Percent of respondents who believe they have increased self-efficacy to prevent one of the following: (a) adolescent (child) marriage, child labor and violence against women and children) due to suicide initiatives	KAP Survey with beneficiaries of Quilva Programme/Quilva Evaluation	60%	70%	70%				Disaggregation will be included at reporting
		Percent of participants 15-17 who remain unmarried compared to baseline/annual	KAP Survey	25%	25%	25%	0	25%	25%	It will be estimated using the household sampling questionnaire during KAP the age at which a female respondent got married recently. It is assumed that the same will be repeated at the period. It is assumed that the Pre and Post KAP will not necessarily target the same households, however they will target the same communities.
		Number of women, men, girls and boys reached by social norm change interventions (SCNVA)	Activity info, Partners Reports	0	17500	15000	16800	16150	14000	Quilva survey targets adult members of the community. Some beneficiaries have been assigned to target adolescents and children.
Output 1.1: Families, traditional and religious leaders, community members (girls, women, boys and men), community council members, etc. are engaged in decision-making and are able to prevent GBV and promote positive gender norms	UNICEF	Number of caregivers engaged in activities to promote well-being and protection of children (PARENTING SKILLS)	Activity info, Partners Reports	705	4231	9167	7934	484	3000	For the Adolescents target, it is to be kindly noted that UNICEF targets adolescent girls who are at risk of marriage, already engaged or married with parenting programme, the 5% is only indicative for planning purpose
		% of adolescents and youth reached with integrated skills training package (1- life skills, 2- vocational skills training and 3) Quilva and violence prevention)	Activity info, Partners Reporting	0	320	320	400	32	340	160
		Percent of beneficiaries who report receiving timely, appropriate, and client-centered care	Yearly service assessment & joint evaluation	90%	90%	90%				A survey will be administered to a representative sample of the beneficiaries from the target population and used a 5% margin of error, which ensures the results are statistically significant and reliable. A series of questions will be asked to the beneficiaries related to their access to services, the type of services received, and the quality of services. A survey will be administered to a representative sample of the beneficiaries from the target population. The sample size will be determined using a 5% confidence level and a 5% margin of error, which ensures the results are statistically significant and reliable. A series of questions will be asked to the beneficiaries related to their access to services, the type of services received, and the quality of services.
		Percent of beneficiaries who report improved access to SRH and/or GBV services	Yearly service assessment & joint evaluation	90%	90%	90%				A survey will be administered to a representative sample of the beneficiaries from the target population. The sample size will be determined using a 5% confidence level and a 5% margin of error, which ensures the results are statistically significant and reliable. A series of questions will be asked to the beneficiaries related to their access to services, the type of services received, and the quality of services.
Outcome 2: Enhanced access to integrated SRH and GBV services for vulnerable women and girls, in particular girls at risk of child marriage	UNFPA	Number of beneficiaries who received SRH services in five health facilities in target areas	Partners monthly M&E reports	2700	10800	24300	13605	2215	14350	9720
		Number of beneficiaries in the catchment areas of five health facilities in target areas who received information on SRH	Partners monthly M&E reports	2400	14400	33200	27000	3000	18000	12000
		Percent of PHCs in targeted areas reporting no stock out of SRH drugs and commodities	MOPH/PHC sub-report group / reporting	100%	100%	100%				No for gender segregation
		Number of beneficiaries receiving SRH commodities from PHCs including PHCs of target areas	MOPH	0	11000	33000	25000	2500	15000	15000

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Outcome 3.2: Improved availability and access to specialized, survivor-centered GBV response services for vulnerable women and girls—particularly those at risk of child marriage in high-risk areas (case management, mental health, legal aid, and psychosocial support to promote recovery and resilience)	UNFPA	Number of women and girls who realized at least one survivor-centered response service (e.g., case management, psychosocial support, legal aid, or mental health care) through SOCs	Partners monthly M&E reports	500	21,000	33,000	9,000	\$100	0	2,000	350	2,600	2,600	
		Number of adolescent girls that are reached through adolescent girls' centered programming (AGCP) in Tripoli and Akko	Partners monthly M&E reports	0	110	100	200	300	0	200	10	130	80	
		Number beneficiaries receiving Cash Assistance	UNFPA CVA report	60	260	280	800	600	0	260	21	300	300	
		Percent of trained providers who demonstrate a proficient level of skills in SRH and GBV care	Partners monthly M&E reports	500	2300	3,350	\$1200	\$1200	0	3000	250	2500	2400	
Outcome 3: Capacity of the national system enhanced to respond to child marriage and prevent a girl's death	UNFPA & UNICEF	Percent of trained providers who demonstrate a proficient level of skills in SRH and GBV care	Field monitoring reports				80%							NA for disaggregation
		Evaluation on SAC/Queda initiative completed	Evaluation report	No	Yes									
		Number of health care providers and community outreach workers that received training and integrated SRH services and survivor-centered care, with identification of GBV cases, and referral protocols	Training attendance sheets	50	80		130	100	30	15	0	15	115	Total number of trainees is 210 such as 100 are health care providers and 50 are outreach workers
		Number of GBV service providers trained as survivor-centered care, trauma-informed approaches, ethical service providers and safe referrals to multi-sectoral services	Training attendance sheets	0	50	30	100	85	15	0	0	0	100	
Output 3.1: National systems are strengthened through improved capacity of the health and social workforce and increased knowledge on child marriage	UNFPA & UNICEF (last indicator only)	Percent of trained providers demonstrating in post-training assessments improved knowledge about SRH topics and basic GBV core concepts	Pre and post assessment		80%	80%	80%							
		Number of community members, influencers including traditional religious leaders, who participate actively in community-level dialogues for integration of dialogue for abandonment of harmful practices and role in perpetuating gender inequality	Partners reports	0	100	100	200	140	60		4	80	120	

Budget category/heading	UNPPA				UNICEF				TOTAL Y1	TOTAL Y2	TOTAL Y3	TOTAL
	Year 1	Year 2	Year 3	Total	Year 1	Year 2	Year 3	Total				
1. Staff and Other Personnel Costs	\$47,125.00	\$189,500.00	\$235,500.00	\$471,125.00	\$0.00	\$108,341.00	\$125,771.00	\$234,112.00	\$65,000.00	\$205,000.00	\$5,000.00	\$275,000.00
2. Supplies and Commodities	\$65,000.00	\$205,000.00	\$5,000.00	\$275,000.00				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3. Equipment, Vehicles and Furniture				\$0.00				\$0.00	\$16,593.00	\$206,877.00	\$51,371.00	\$275,441.00
4. Contractual Services		\$53,125.00	\$13,125.00	\$66,250.00	\$16,593.00	\$153,752.00	\$38,846.00	\$209,191.00	\$0.00	\$0.00	\$0.00	\$0.00
5. Travel				\$0.00				\$0.00	\$221,055.00	\$1,305,345.00	\$1,291,345.00	\$2,815,747.00
6. Transport and Other Direct Costs	\$179,247.53	\$753,001.90	\$753,000.00	\$1,685,249.43	\$47,308.00	\$581,245.00	\$541,345.00	\$1,569,900.00	\$38,835.77	\$157,133.59	\$189,756.27	\$385,725.64
7. General Operating + Other Direct Costs	\$32,835.77	\$127,188.59	\$159,758.27	\$319,782.64	\$5,000.00	\$30,000.00	\$30,000.00	\$65,000.00	\$388,508.77	\$2,172,197.58	\$1,899,344.27	\$4,460,150.64
Total Programmable cost	\$228,707.77	\$1,338,758.59	\$1,165,351.27	\$2,825,847.64	\$54,901.00	\$633,439.00	\$735,983.00	\$1,534,303.00	\$26,782.52	\$162,284.28	\$133,164.54	\$312,211.44
Cost recovery (7%)	\$22,659.54	\$93,713.10	\$81,436.59	\$197,809.33	\$4,123.08	\$58,551.18	\$51,727.65	\$114,402.11	\$4,135.27	\$23,408.72	\$20,560.69	\$48,205.68
Total in USD	\$45,367.31	\$1,432,471.69	\$1,246,787.86	\$3,135,626.86	\$59,024.08	\$691,990.18	\$787,710.65	\$1,748,705.11	\$30,917.79	\$185,692.99	\$153,725.23	\$360,417.12
Total amount spent received from the donor	\$2,271,941.63 kr	\$13,631,585.45 kr	\$11,512,189.74 kr	\$25,675,617.81 kr	\$644,339.75 kr	\$8,325,728.32 kr	\$7,353,054.11 kr	\$16,524,162.19 kr	\$3,916,281.35 kr	\$21,918,314.77 kr	\$19,185,403.85 kr	\$45,000,000.00 kr

✓

			EX Rate		9.335	
			USD			
	Agency	Description	Total Budget (in USD)	YEAR1 Oct-Dec 25	YEAR2 Jan-Dec 26	YEAR 3 Jan-Dec 27
Number						
Direct operational costs						
Outcome 1 Safe family and community environment fostered through enhanced knowledge, skills and attitudes to prevent GBV and promote positive gender norms						
Output 1.1 Families: traditional and religious leaders, community members (girls, women, boys and men), youth, women, and feminist advocates (e.g. consensus-building on alternatives to child marriage (including education), the rights of adolescent girls, and gender equality	UNICEF	17,500 individuals reached with SBC/Qudwa interventions per year (total reach 35,000 individuals reached over the course of the project) at est. 10\$ unit cost per person	\$1,100,000.00	\$42,307.69	\$528,846.15	\$528,846.15
Activity 1.1.1: Provision of community engagement through edutainment to alter the narrative and de-normalize child marriage	UNICEF	705 caregivers reached in year 1; 4,231 caregivers reached/year for years 2 and 3 (total reach 9,167 caregivers over the duration of the project) at a unit cost of 60\$/caregiver	\$350,000.00	\$0.00	\$175,000.00	\$175,000.00
Activity 1.1.2: Empowering Caregivers: Transforming Parenting to Prevent Child Marriage and Promote Gender Equality	UNICEF		\$550,000.00	\$42,307.69	\$253,846.15	\$253,846.15
Output 1.2 Underserved/Marginalized adolescent girls (aged 10-19) who are at risk of child marriage, married, separated, divorced, or widowed adolescent girls and adolescent girls who are pregnant or already have children, are engaged in gender-transformative life skills programmes that build their knowledge, skills, and connect them to services.	UNICEF	200 adolescent girls reached/year during year 2 and 3 of the project (total reach for two years 400 adolescent girls) at a unit cost of 500\$ per adolescent girl. The budget covers the cost of life skills building and vocational training including SBC/Qudwa training; covering the cost of instructors/trainers, stationary, consumables and transportation cost for the girls.	\$200,000.00	\$0.00	\$100,000.00	\$100,000.00
Activity 1.2.1 Adolescent girls gain the agency and skills required to access better opportunities	UNICEF		\$200,000.00	\$0.00	\$100,000.00	\$100,000.00
Outcome 2: Enhanced access to integrated SRH and GBV services for vulnerable women and girls, in particular those at risk of child marriage			\$1,958,747.00	\$233,747.00	\$970,000.00	\$755,000.00
Output 2.1 The most vulnerable women and girls in target areas have access to quality SRH services and information			\$1,190,000.00	\$115,000.00	\$645,000.00	\$430,000.00

		EX Rate		USD		9.335	
				YEAR1		YEAR2	
				Oct-Dec 25		Jan-Dec 26	
				Total Budget (in USD)		YEAR 3	
						Jan-Dec 27	
Number	Agency	Description					
Direct operational costs							
Activity 2.1.1 Provision of SRH services and information in three health facilities in target areas. This will be coupled with community outreach activities to increase awareness on SRH and on available services and to support referral to care.	UNFPA	The budget cover cost for SRH services including maternal package, medical consultation, midwifery care, laboratory and sonography tests (30\$/individual), and insertion/ removal of IUD, pap smear test. In addition to outreach activities to increase awareness about SRH, available services and support referral to care as needed (10% of overall cost). Procurement of contraceptives will be prioritized under this project namely for pills, condoms and MPAs. Pregnancy relates drugs and items to be also considered i.e. pregnancy test.	\$990,000.00	\$115,000.00	\$445,000.00	\$430,000.00	
Activity 2.1.2 Procurement of SRH commodities namely contraceptives for MOPH primary care centers	UNFPA	Transportation costs for the procurement of contraceptives	\$170,000.00		\$170,000.00		
Activity 2.1.3 Logistics and Transportation of SRH Commodities	UNFPA		\$30,000.00		\$30,000.00		
Output 2.2 Improved availability and access to specialized, survivor-centered GBV response services for vulnerable women and girls—particularly those at risk of child marriage—in target areas (case management, psychosocial support, and access to vocational training opportunities that promote recovery and resilience)		The cost of GBV interventions is equivalent to USD 388,100 from the total GBV budget allocated i.e. USD 488,000. The remaining amount to be allocated for Monitoring and support cost (20.89% of the total budget) → 101,900 USD In brief, Monitoring and support costs account for approximately 20.89% of the total GBV budget. Show less The budget for activity 1 is as follows: - Case Management +legal: 600 cases * 400 USD → 240,000 USD - Psychosocial Support Sessions : 5000 beneficiaries * 50 USD → 250,000 USD - Adolescent-specific Programming: 200 girls * 50 USD → 10,000 USD - Emergency cash assistance: 510 beneficiaries * 150 USD → 76,500 USD - Cash for transportation: 600 beneficiaries * 40 USD → 24,000 USD - AWP MINTRG + Support Cost → 123,220.7 USD 5200 DK for Y2 and Y3 will be procured and distributed. The cost per DK will be around USD 12.5 Transportation fees WH Storage and other logistics fees	\$768,747.00	\$118,747.00	\$325,000.00	\$325,000.00	
Activity 2.2.1 Provision of comprehensive GBV response services through safe spaces and Social Development Centers (SDCs), including individualized case management, psychosocial support, psychiatric and psychological care, and legal aid. Survivors will be safely referred to a range of specialized services based on their needs, including sexual and reproductive health (SRH) services, emergency and long-term shelter, livelihood support, and legal representation.	UNFPA		\$693,747.00	\$53,747.00	\$320,000.00	\$320,000.00	
Activity 2.2.2 Procurement and distribution of DKs to women and girls of reproductive age benefitting from GBV specialized services	UNFPA		\$65,000.00	\$65,000.00	\$3,500.00	\$3,500.00	
Outcome 3: Capacity of the national system enhanced to respond to child marriage and promote girls' SRHR			\$7,000.00		\$1,500.00	\$1,500.00	
			\$3,000.00	\$24,285.71	\$190,531.09	\$35,625.00	
			\$250,441.80				

			EX Rate		9.335	
			USD			
Number	Agency	Description	Total Budget (in USD)	YEAR1 Oct-Dec 25	YEAR2 Jan-Dec 26	YEAR 3 Jan-Dec 27
Direct operational costs						
Output 3.1 National systems are strengthened through improved capacity of the health and social workforce and increased knowledge on child marriage	UNFPA/UNICEF	A total of 130 health care providers and outreach workers will receive training on SRH topics in addition to GBV safe identification and referrals Training for the outreach volunteers would cost 7020\$ 2 groups of 15 participants, each receiving 3 days training: 6 consultancy days - Consultant fees 300\$/day so total cost = 300*6= 1800\$ - Transportation fees for participants 25\$/day so total cost = 25*3*30= 2250\$ - Venue+ refreshment: 33*3*30= 2970\$ (including trainee, trainer and coordinators) Training for health care providers would cost 42540\$ 5 Groups of 20 participants, each group will receive 6 days training each (maternal care, family planning, menstrual hygiene management, sensitization on CMR, STIs, adolescent SRH) - Trainer fees: 30days * 300 USD/ day Total cost 9,000\$ - Transportation for participants: 100 * 25 USD *5 days Total cost 15,000\$ - Venue + refreshments: 103 * 30\$/ person*6 days = 18,540\$ (including trainer, trainee and coordinators) Stationary for the training is around 440\$	\$250,441.80	\$24,285.71	\$190,531.09	\$35,625.00
Activity 3.1.1 Strengthening the capacities of SRH care providers to deliver integrated SRH services and survivor-centered care. SRH service providers will be trained on the safe identification of GBV cases, and referral protocols, to ensure the effective integration of GBV response within SRH services.	UNFPA		\$50,000.00	\$10,000.00	\$40,000.00	

EX Rate 9.335

		USD		YEAR 1		YEAR 2		YEAR 3	
		Total Budget (in USD)		Oct-Dec 25		Jan-Dec 26		Jan-Dec 27	
Number	Agency	Description							
Direct operational costs									
Activity 3.1.2 Strengthening the capacities of GBV and SRH service providers to deliver integrated, survivor-centered care. This includes advanced training for GBV caseworkers, psychologists, and frontline staff on GBV case management, trauma-informed care, ethical service provision for survivors of child marriage, and safe referrals to multisectoral services.	UNFPA	5 groups of 20 participants, each group will receive 5 days training: 35 consultancy days, including planning and preparing for the training, conducting the training, developing assessments, evaluating and reporting							
		- Consultant fees: 35 days * 300 USD à 10,500 USD							
		- Transportation fees for the consultant: 25 days * 30 USD à 750 USD							
		- Transportation for participants: 100 * 25 USD à 2,500 USD							
	UNFPA	- Venue + refreshments: 100 * 75 USD à 7,500 USD	\$26,250.00			\$13,125.00			\$13,125.00
Activity 3.1.3 Strengthening the capacities of frontline workers and community influencers on SBC	UNICEF	200 frontline workers and community influencers capacitated and mobilized around Child Marriage, the budget cover the cost of the training on safe identification and referrals, core concept of child protection, interpersonal communication skills, and sbc/Quidwa. the cost covers the partner's staff salary, refreshment, and stationary, the amount will be transferred to the implementing partner	\$45,000.00	\$0.00		\$22,500.00			\$22,500.00
		Consultancy Firm recruited through EO1 to undertake the evaluation	\$129,191.80	\$14,285.71		\$114,906.09			
			\$157,052.65	\$10,402.03		\$57,013.97			\$89,636.65
		Other Costs (includes Visibility/communication and M&E)							
Research & Evaluation UNICEF	UNICEF	Includes cost of workshops for mid- and annual review; travel costs for project evaluation	\$30,000.00	\$0.00		\$15,000.00			\$15,000.00
		The budget covers the cost of JP evaluation 45,000, the rest for workshops for the mid- and annual reviews, (spot check/IP audit), and field monitoring visit, including the related travel fees.	\$60,471.65	\$3,094.33		\$12,377.32			\$45,000.00
		Cost of production of C&V materials	\$30,000.00	\$2,307.70		\$13,846.15			\$13,846.15
		Cost of production of visibility materials in line with joint comm plan	\$36,581.00	\$5,000.00		\$15,790.50			\$15,790.50
Monitoring, Research & Evaluation UNFPA	UNFPA	UNICEF - Technical Staff	\$179,052.50	\$0.00		\$80,811.25			\$98,241.25
		D.5.1. 8% Chief of Child Protection	\$57,042.50			\$28,521.25			\$28,521.25
		D.5.1. 25% Child Protection Specialist	\$104,580.00			\$52,290.00			\$52,290.00
		D.5.1. 4% SBC Specialist	\$17,430.00			\$8,715.00			\$8,715.00

		EX Rate		9.335		USD			

		EX Rate	9.335	
		USD		
		YEAR1	YEAR2	
		Oct-Dec 25	Jan-Dec 26	
		YEAR 3		
		Jan-Dec 27		
Number	Agency	Description	Total Budget (in USD)	
			\$4,820,567.76	\$2,350,971.58
			45,000,000.00 kr	21,946,319.71 kr
				\$2,058,069.41
				19,193,407.95 kr
Direct operational costs				
Overall total in USD				
Overall total in SEK				

Currency Code	Operational Rate	Effective Date
SEK	9.335	15 Sep 2025
SEK	9.478	01 Sep 2025
SEK	9.543	15 Aug 2025
SEK	9.727	01 Aug 2025
SEK	9.537	15 July 2025
SEK	9.459	30 June 2025
SEK	9.573	13 Jun 2025
SEK	9.566	01 Jun 2025

Terms of Reference

Joint Programme Team

Purpose

The JP team **manages for results** for the duration of the programme. This is done in accordance with the JP results framework, work plan and budget. The team comprises responsible programme staff from all PUNOs and non-UN partners, as applicable. Coordination and programmatic leadership is provided by UNFPA, as Convening Agent.³⁷ They sequence planned activities, monitor implementation and the achievement of results, learn lessons and make adjustments for greater effectiveness together with government, IPs and non-UN partners. The JP team practices a set of teamwork skills: participation, effective listening, collaboration, flexibility and the ability to revise and refine. The JP team is accountable to, and has a dual reporting role to, the JP Steering Committee (SC) and to their respective PUNOs.

Coordination and Programmatic leadership

UNFPA³⁸ provides coordination and programmatic leadership during implementation.

- » **Coordination:** (1) Organize and support meetings of the JP SC; (2) Coordinate advocacy with donors and external stakeholders, and (3) Facilitate audit and evaluation (as required).
- » **Programmatic leadership:** This supports the JP team to manage for results. The lead PUNO ensures programmatic coherence and quality in accordance with the JP results framework, work plan and budget and in adherence to quality standards: (1) Organize and chair JP team meetings; (2) Update the JP results framework, work plan and budget; (3) Lead joint monitoring and learning efforts, including joint field missions, (4) Facilitate programmatic learning and adjustments, (5) Consolidate the annual results-based report, based upon inputs from other PUNOs; and (6) Report to JP SC meetings.

Members

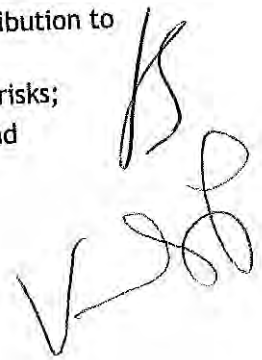
The team comprises responsible programme staff from all PUNOs and representatives of other non-UN partners as necessary⁴¹.

Frequency of meetings

JP teams are expected to meet at least quarterly as well as on an ad hoc basis as deemed necessary.

Tasks

1. *Sequence and monitor implementation* of planned development activities for maximum synergy and coherence;
2. *Track the JP budget* and expenditures to ensure delivery of planned activities;
3. *Monitor the achievement of JP results* and track indicators to ensure a contribution to CF outcome(s), country priorities, and related SDG targets;
4. *Scan the programme environment* for changes and monitor assumptions and risks;
5. *Adjust JP activities, budgets, results and strategies* to maintain relevance and effectiveness;⁴²

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6. *Update* the JP results framework, work plan and budget to reflect changes and ensure relevant information is updated in UN-Info;
7. *Identify lessons* and undertake policy dialogue and advocacy with partners to identify opportunities to scale-up JP results and strategies;
8. *Review*: Prepare and support the annual progress review
9. *Report*: Prepare the annual results-based report;
10. *Support* the work of the JP SC and respond to information requests in a timely manner;
11. *Support* resource mobilization efforts of the JP Team and PUNOs;
12. *Liaise* with the Operations Management Team to utilize available common business services;
13. *Liaise* with the UN Communication Group to develop joint communications products about the JP; and
14. *Share information* about the JP amongst the team and with all partners in a timely manner.

³⁵ UNEG, Resource Pack on Joint Evaluations, 2014. This toolkit contains guidance and examples of terms of reference (ToR), governance and financing arrangements, management response, and follow-up strategies used in previous evaluations. Other relevant guidance includes: Integrating Human Rights and Gender Equality in Evaluations (UNEG 2014), Handbook for Conducting Evaluations of Normative Work in the UN System (UNEG 2014).

³⁶ Refer to informal dispute resolution mechanism in MAE, Annex 2.

³⁷ PUNOs are normally self-selecting. Selection of the lead PUNO is informed by the relevant CF JWP and planned JP results, the UNCT configuration exercise, and the capacity and positioning of the organization to provide coordination and programmatic leadership.

³⁸ Under consolidated FMM, the Lead PUNO is the Managing Agent (MA). Under pass-through FMM the Lead PUNO is the Convening Agent (CA).

³⁹ This adheres to: A. Mohammed (DSG), Resident Coordinators seeking additional capacities to UNRC offices beyond Special Purpose Trust Fund- funded positions, UN Interoffice Memorandum, 07 July 2020. RCOs may perform 'secretariat/coordination functions only', Para 11.

⁴⁰ In this situation a spirit of teamwork is essential: (1) The UNRCO will support the leadership role of the programmatic lead PUNO and ensure it is fully consulted on all advocacy efforts; (2) The programmatic lead PUNO will keep the UNRCO regularly informed.

⁴¹ Implementing partners (IPs) of PUNOs are not normally members of the JP team.

⁴² Adjustments are discussed and agreed by the JP team and carried out by each PUNO according to its programming policies and

procedures and financial regulations and rules.

Terms of Reference

Joint Programme Steering Committee

Purpose

The JP Steering Committee (SC) is accountable for effective management of the JP and the achievement of JP results. It provides strategic oversight and guidance for the JP team from launch to closure, including adjustments to JP results and strategy, progress reports and learning, and evaluation.

Co-chairs

The SC is co-chaired by representatives of the Ministry of Social Affairs and of the two PUNOs, UNFPA and UNICEF.

Secretariat functions are provided by the Convening Agent, UNFPA.

Members

Members include all PUNOs, partners/CSOs involved in the project, the donor, relevant government entities including MOPH and business sector partners.³³

Frequency of meetings

The JP SC will meet at least twice a year as well as on an ad hoc basis as deemed necessary.

Tasks

1. Approve fund allocations to PUNOs.
2. Review, as needed, JP resource mobilisation needs and recommend and support opportunities to address funding gaps.
3. Review and endorse the annual results-based report to identify achievements, constraints and opportunities, and to recommend measures to adapt and strengthen JP strategy and results for greater relevance and effectiveness.
4. During the annual progress review³⁴: (1) Review progress information, lessons and good practices, including any adjustments made by JP team, (2) Compare actual progress against expected JP results, (3) Consider the contribution of JP results to CF outcome(s), country priorities, and related

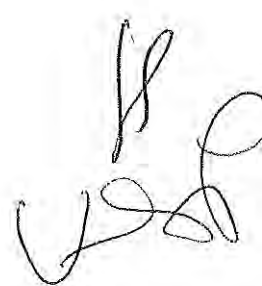
³⁰ Where a JP contributes to 2 or more CF outcomes, the most relevant CF results group will provide the co-chair.

³¹ As per the UNSDG MAF, section 3.5: Where there is an explicit role for the UNRC, the UNRC co-signs Joint Programmes with UNCT members and chairs or co-chairs the local steering committee for joint programmes.

³² It is important to distinguish between the country level pooled fund mechanism and the JPs that are funded by it. The steering committee for the fund mechanism is chaired by the UNRC or co-chaired with government. UNSDG, UN Country level Pooled Funds, 6.

³³ Implementing partners (IPs) of PUNOs are not normally member of the SC.

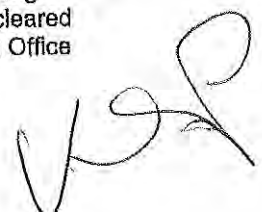
³⁴ This may be timed to coincide with CF annual review



- SDG targets; and (4) Review the sustainability plan and exit strategy and make adjustments (as needed).
5. Review and approve any *substantive changes* that affect expected JP results and the theory of change, involve a no-cost extension, or that exceed 25 percent of the annual budget.
 6. Review and endorse the rolling JP workplan and budget for the next year. Under a pass-through FMM the SC approves fund allocations to PUNOs.
 7. Share updates and reports with relevant stakeholders.
 8. Scan the programme environment for changes and monitor assumptions and risks.
 9. Facilitate the resolution of any external challenges that the JP team may face during the JP cycle
 10. Approve the Terms of Reference for the joint evaluation, commissioning and receiving the inception, progress and final reports of the joint evaluation; review and endorse the proposed management response to the findings and recommendations from the joint evaluation.
 11. Inform the AA of the resource allocation decisions and authorize fund disbursement by AA to PUNOs.

STANDARD MEMORANDUM OF UNDERSTANDING FOR
MUSTAQBALI KHAYARI: Protecting vulnerable women and girls
in Lebanon from all forms of violence including child marriage
USING PASS-THROUGH FUND MANAGEMENT¹

¹ This Standard Memorandum of Understanding has been agreed upon by the members of the United Nations Sustainable Development Group (UNSDG). Any substantial ('substantial' would imply changes that are linked to the legal relationships described in the Memorandum of Understanding, the governance mechanisms, reporting arrangements or equivalent) modification to the Memorandum of Understanding requires the prior written agreement of the Participating UN Organizations and the Administrative Agent of the Joint Programme, and needs to be cleared by the Fiduciary Management Oversight Group through the UN Development Coordination Office (DCO).



**Memorandum of Understanding
between
Participating UN Organizations²,
and
United Nations Populations Fund (UNFPA)
regarding the Operational Aspects of
MUSTAQBALI KHAYARI: Protecting vulnerable women and girls in
Lebanon from all forms of violence including child marriage
in Lebanon**

WHEREAS, the Participating United Nations Organizations signing this Memorandum of Understanding (hereinafter referred to collectively as the "Participating UN Organizations") have developed the Joint Programme "MUSTAQBALI KHAYARI: Protecting vulnerable women and girls in Lebanon from all forms of violence including child marriage" (hereinafter referred to as the "Programme") starting on 1st, November 2025 and ending on 31st, December 2027³ (hereinafter "End Date"), as may be amended from time to time, as part of their respective development cooperation with the Government of **Lebanon** (hereinafter referred to as the "Host Government"), as more fully described in the Joint Programme Document dated 10.10.2025, (hereinafter referred to as the "Joint Programme Document"), a copy of which is attached hereto as ANNEX A, and have agreed to establish a coordination mechanism (hereinafter referred to as the "Steering Committee")⁴ to facilitate the effective and efficient collaboration between the Participating UN Organizations and the Host Government (if applicable) for the implementation of the Programme;

WHEREAS, the Participating UN Organizations have agreed that they should adopt a coordinated approach to collaboration with donors who wish to support the implementation of the Programme and have developed a Joint Programme Document to use as the basis for mobilising resources for the Programme, and have further agreed that they should offer donors the opportunity to contribute to the Programme and receive reports on the Programme through a single channel;

WHEREAS, the Participating UN Organizations have further agreed to ask UNFPA (which is also a Participating UN Organization in connection with this Programme)⁵ to serve as the administrative interface between the donors and the Participating UN Organizations and for these purposes UNFPA has agreed to do so in accordance with this Memorandum of Understanding; and

² As indicated in the signature blocks.

³ This is the date that the Programme is expected to come to operational closure as stipulated in the Joint Programme Document and all programmatic activities are expected to be completed.

⁴ The composition and role of the Steering Committee will be determined in line with the applicable UN rules and policies, and guidance for the Programme, namely the undg Guidance Note on Joint Programmes.

⁵ In most cases the Administrative Agent will also be a Participating UN Organization. However, where the Administrative Agent is not a Participating UN Organization, this provision can be deleted.

WHEREAS, the Participating UN Organizations have further agreed to ask UNFPA⁶, which is also a Participating UN Organization in connection with this Programme, to coordinate the programmatic aspects among the Participating UN Organizations, and UNFPA has agreed to do so in accordance with this Memorandum of Understanding;

NOW, THEREFORE, the Participating UN Organizations and the UNFPA (hereinafter referred to collectively as the "Participants") hereby agree as follows:

Section I

Appointment of Administrative [and Convening] Agent[s]; Status, Duties and Fee

1. The Participating UN Organizations hereby appoint UNFPA (hereinafter referred to as the "Administrative Agent") and UNFPA (hereinafter referred to as the "Convening Agent") to serve as their Administrative Agent and Convening Agent in connection with the Programme, in accordance with the terms and conditions set out in this Memorandum of Understanding. The Administrative Agent [and Convening Agent] accept[s] this appointment on the understanding that the Participating UN Organizations assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. This appointment will continue until it expires, or is terminated, in accordance with Section X below.

2. The Administrative Agent will be accountable for effective and impartial fiduciary management and financial reporting, and on behalf of the Participating UN Organizations, the Administrative Agent will:

- (a) Receive contributions from donors that wish to provide financial support to the Programme;
- (b) Administer such funds received, in accordance with this Memorandum of Understanding and the Administrative Arrangement (as defined below in paragraph 5 of this Section) including the provisions relating to winding up the Programme Account and related matters;
- (c) Subject to availability of funds, disburse such funds to each of the Participating UN Organizations in accordance with decisions from the Steering Committee, taking into account the budget set out in the Joint Programme Document.
- (d) Consolidate financial statements and reports, based on submissions provided to the Administrative Agent by each Participating UN

⁶ The Administrative Agent can also be the Convening Agent provided that a clear delineation is established between the roles.

Organization, as set forth in the Joint Programme Document; and submit the consolidated financial statements and reports and the consolidated narrative progress reports provided by the Convening Agent to each donor that has contributed to the Programme Account, and to the Steering Committee;

- (e) Provide final reporting, including notification that the Programme has been operationally completed, in accordance with Section IV below;
- (f) Disburse funds to any Participating UN Organization for any additional costs of the tasks that the Steering Committee may decide to allocate (as referred to in Section I, paragraph 4 below) in accordance with the Joint Programme Document.

3. The Convening Agent will be responsible for consolidating the annual and final narrative progress reports based on submissions provided by each Participating UN Organization, and provide these to the Administrative Agent for further submission to each donor that has contributed to the Programme.

4. The Steering Committee may request any of the Participating UN Organizations, to perform additional tasks in support of the Programme not related to the Administrative Agent functions detailed in Section I, paragraph 2 above and subject to the availability of funds. Costs for such tasks will be agreed in advance and with the approval of the Steering Committee be charged to the Programme as direct costs.

5. The Administrative Agent will enter into a Standard Administrative Arrangement, in the form attached hereto as ANNEX B (hereinafter referred to as an "Administrative Arrangement"), with each donor that wishes to provide financial support to the Programme. The Administrative Agent will ensure the posting of a copy of the template Administrative Arrangement, as well as information on donor contributions, on the website of the Administrative Agent (<https://aa.unfpa.org/>), as well as the website of the UN in Lebanon (www.lebanon.un.org), as appropriate.

6. None of the Participating UN Organizations will be responsible for the acts or omissions of the Administrative Agent or its personnel, or of persons performing services on its behalf, except in regard to its respective contributory acts or omissions. With respect to contributory acts or omissions of the Participating UN Organizations, the resulting responsibility will be apportioned among them or any one of them to the extent of such contributory acts or omissions, or as may otherwise be agreed. In addition, donors will not be responsible or liable for the activities of the Participants as a result of this Memorandum of Understanding.

7. The Administrative Agent will be entitled to allocate an administrative fee of one percent (1%) of the amount contributed by each donor signing an Administrative Arrangement, to meet the Administrative Agent's costs of

performing the Administrative Agent's functions described in this Memorandum of Understanding.

8. Where the Administrative Agent is also a Participating UN Organization, a clear delineation, including distinct reporting lines and an accountability framework, will be established and maintained within the organization designated as the Administrative Agent between its functions as an Administrative Agent and its functions as a Participating UN Organization and Convening Agent.

9. The Administrative Agent will be entitled to charge to the Programme a direct cost charge in an amount(s) consistent with then-current undg guidance to cover the cost of continuing to render Administrative Agent functions if and when the Steering Committee agrees to extend the Programme beyond the End Date with no further contribution(s) to the Programme.

10. The Convening Agent will be entitled to recover its direct costs related to its function as Convening Agent, which costs will be included in the Joint Programme budgetary framework.

Section II **Financial Matters**

The Administrative Agent

1. The Administrative Agent will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received pursuant to the Administrative Arrangement (hereinafter referred to as the "Programme Account"). The Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, policies and procedures applicable to it, including those relating to interest.

2. The Administrative Agent will not absorb gains or losses on currency exchanges which will increase or decrease the funds available for disbursements to Participating UN Organizations.

3. Subject to the availability of funds, the Administrative Agent will make disbursements from the Programme Account in accordance with decisions from the Steering Committee, in line with the budget set forth in the Joint Programme Document. The disbursements will consist of direct and indirect costs as set out in the budget.

4. The Administrative Agent will normally make each disbursement within five (5) business days after receipt of the relevant Joint Programme Document, in accordance with the decisions received from the Steering Committee in line with the Joint Programme Document, along with a copy of the relevant Joint Programme Document, signed by all the parties concerned. The Administrative Agent will transfer funds to each Participating UN Organization through wire

transfer. Each Participating UN Organization will advise the Administrative Agent in writing of the bank account for transfers pursuant to this Memorandum of Understanding. When making a transfer to a Participating UN Organization, the Administrative Agent will notify that Participating UN Organization's Treasury Operations of the following: (a) the amount transferred, (b) the value date of the transfer; and (c) that the transfer is from UNFPA in respect of the Programme in Lebanon (if applicable) pursuant to this Memorandum of Understanding.

5. Where the balance in the Programme Account on the date of a scheduled disbursement is insufficient to make that disbursement, the Administrative Agent will consult with the Steering Committee and make a disbursement, if any, in accordance with the Steering Committee's decisions.

The Participating UN Organizations

6. Each Participating UN Organization will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it by the Administrative Agent from the Programme Account. That separate ledger account will be administered by each Participating UN Organization in accordance with its own regulations, rules, policies and procedures, including those relating to interest.

7. Each Participating UN Organization will use the funds disbursed to it by the Administrative Agent from the Programme Account to carry out the activities for which it is responsible as set out in the Joint Programme Document, as well as for its indirect costs. The Participating UN Organizations will commence and continue to conduct operations for the Programme activities only upon receipt of disbursements made by the Administrative Agent in accordance with Section II, paragraph 3 above. The Participating UN Organizations will not make any commitments above the amount disbursed against the Joint Programme Document. If there is a need to exceed the amount disbursed, the Participating UN Organization concerned will submit a supplementary budget request to the Steering Committee showing the further financing that will be necessary. If no such further financing is available, the activities to be carried out under the Joint Programme Document may be reduced or, if necessary, terminated by the Participating UN Organization.

8. The Participating UN Organizations recognize that each of the donors signing an Administrative Arrangement has reserved the right to discontinue future deposits of its contribution if there is: (i) failure to fulfil any obligations under the Administrative Arrangement, including those related to Section VIII; (ii) if there are substantial revisions of the Joint Programme Document; or (iii) if there are credible allegations of improper use of the funds in accordance with Section VII of this Memorandum of Understanding (Section VIII of the Administrative Arrangement); provided however that before doing so, the Administrative Agent, [the Convening Agent], the Steering Committee and the donor will consult with a view to promptly resolving the matter.

9. Indirect costs of the Participating UN Organizations recovered through programme support costs will be seven percent (7%). All other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the Programme will be recovered as direct costs.

Section III

Activities of the Participating UN Organizations

Implementation of the Programme

1. The Implementation of the programmatic activities will be the responsibility of the Participating UN Organizations and will be carried out by each Participating UN Organization in accordance with its own applicable regulations, rules, policies and procedures including those relating to procurement as well as the selection and assessment of implementing partners. Accordingly, personnel will be engaged and administered, equipment, supplies and services purchased, and contracts entered into in accordance with the provisions of such regulations, rules, policies and procedures.
2. Ownership of equipment and supplies procured, and intellectual property rights associated with works produced, using funds transferred to the Participating UN Organisations under this Memorandum of Understanding will be determined in accordance with the regulations, rules, policies and procedures applicable to such Participating UN Organizations, including any agreement with the relevant Host Government, if applicable.
3. Each Participating UN Organization will establish appropriate programmatic safeguard measures in the design and implementation of its Programme activities, thereby promoting the shared values, norms and standards of the United Nations system. These measures may include, as applicable, the respect of international conventions on the environment, on children's rights, and internationally agreed core labour standards.
4. As an exceptional measure, particularly during the start-up phase of the Programme, subject to conformity with their financial regulations, rules and policies, Participating UN Organizations may elect to start implementation of Programme activities in advance of receipt of initial or subsequent transfers from the Programme Account by using their own resources. Such advance activities will be undertaken in agreement with the Steering Committee on the basis of funds it has allocated or approved for implementation by the particular Participating UN Organization following receipt by the Administrative Agent of signed Administrative Arrangements from donors contributing to the Programme. Participating UN Organizations will be solely responsible for decisions to initiate such advance activities or other activities outside the parameters set forth above.
5. Any modifications to the scope of the Joint Programme Document, including as to its nature, content, sequencing or the duration thereof by the

Participating UN Organization(s), will be subject to the approval of the Steering Committee. The Participating UN Organization will promptly notify the Administrative Agent through the Steering Committee of any change in the budget as set out in the Joint Programme Document.

6. Where a Participating UN Organization wishes to carry out its Programme activities through or in collaboration with a third party, it will be responsible for discharging all commitments and obligations with such third parties, and no other Participating UN Organization, nor the Administrative Agent or the Convening Agent, will be responsible for doing so.

7. In carrying out their programmatic activities, none of the Participating UN Organizations will be considered as an agent of any of the others and, thus, the personnel of one will not be considered as staff members, personnel or agents of any of the others. Without restricting the generality of the preceding sentence, none of the Participating UN Organizations will be liable for the acts or omissions of the other Participating UN Organizations or their personnel, or of persons performing services on their behalf.

8. Each Participating UN Organization will ensure the Administrative Agent is advised in writing when all activities for which it is responsible under the Joint Programme Document have been operationally completed. Financial closure must be completed within eighteen (18) months after operational closure or according to the time period specified in the financial regulations and rules of the Participating UN Organization, whichever one comes first.

Special Provisions regarding Financing of Terrorism

9. Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1269 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Participants recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Participating UN Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this Memorandum of Understanding are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this Memorandum of Understanding, a Participating UN Organization determines that there are credible allegations that funds transferred to it in accordance with this Memorandum of Understanding have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the Steering Committee, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Section IV Reporting

Financial Reports

1. Each Participating UN Organization will provide the Administrative Agent with the following financial statements and reports prepared in accordance with the accounting and reporting procedures applicable to the Participating UN Organization concerned, as set forth in the Joint Programme Document. The Participating UN Organizations will endeavour to harmonize their reporting formats to the extent possible.

- (a) Annual financial report as of 31 December with respect to the funds disbursed to it from the Programme Account, to be provided no later than four (4) months (30 April) after the end of the calendar year; and
- (b) Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the Joint Programme Document occurs, or according to the time period specified in the financial regulations and rules of the Participating UN Organization, whichever is earlier.

Narrative Reports

2. Each Participating UN Organization will provide the Convening Agent with the following narrative reports prepared in accordance with the reporting procedures applicable to the Participating UN Organization concerned, as set forth in the Joint Programme Document. The Participating UN Organizations will endeavour to harmonize their reporting formats to the extent possible.

- (a) Annual narrative progress reports, to be provided no later than three (3) months (31 March) after the end of the calendar year; and
- (b) Final narrative reports, after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than four months (30 April) after the end of the calendar year in which the operational closure of the activities in the Joint Programme Document occurs.

3. The Administrative Agent will ensure the preparation of consolidated narrative progress and financial reports, based on the reports provided in Section IV paragraphs 1 and 2 above, and will provide these consolidated reports to each donor that has contributed to the Programme, as well as the Steering Committee, in accordance with the timetable established in the Administrative Arrangement.

4. The annual and final reports will be results-oriented and evidence based. Annual and final narrative reports will compare actual results with expected results at the output and outcome level, and explain the reasons for over or underachievement. The final narrative report will also contain an analysis of how the outputs and outcomes have contributed to the overall impact of the Programme. The financial reports will provide information on the use of financial resources against the outputs and outcomes in the agreed results framework.

5. The Administrative Agent will also provide the donors, Steering Committee and Participating UN Organizations with the following reports on its activities as Administrative Agent:

- a) Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and
- b) Certified final financial statement ("Source and Use of Funds") to be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Programme occurs.

6. Consolidated reports and related documents will be posted on the websites of the UN in Lebanon [www.lebanon.un.org] and the Administrative Agent [<https://aa.unfpa.org>].

Section V **Monitoring and Evaluation**

Monitoring

1. Monitoring of the Programme will be undertaken in accordance with the Joint Programme Document. The Participants and the donor(s) will hold consultations at least annually, as appropriate, to review the status of the Programme. In addition, the Participants and the donor(s) will discuss any substantive revisions to the Programme, and promptly inform each other about any significant circumstances and major risks, including those related to Section VIII, which interfere or threaten to interfere with the successful achievement of the outcomes outlined in the Joint Programme Document, financed in full or in part through contributions from the donor(s).

Evaluation

2. Evaluation of the Programme including, as necessary and appropriate, joint evaluation by the Participants, the donor(s), the Host Government (if applicable) and other partners will be undertaken in accordance with the Joint Programme Document.

3. The Steering Committee and/or Participating UN Organizations will recommend a joint evaluation if there is a need for a broad assessment of results at the level of the Programme or at the level of an outcome within the Programme. The joint evaluation report will be posted on the website of the UN in Lebanon [www.lebanon.un.org] and the Administrative Agent [<https://aa.unfpa.org/>].

4. In addition, the Participants recognize that the donor(s) may, separately or jointly with other partners, take the initiative to evaluate or review their cooperation with the Administrative Agent and the Participating UN Organizations under this Memorandum of Understanding, with a view to determining whether results are being or have been achieved and whether contributions have been used for their intended purposes. The Administrative Agent and the Participating UN Organizations will be informed about such initiatives, will be consulted on the scope and conduct of such evaluations or reviews and will be invited to join. The Participants will upon request assist in providing relevant information within the limits of their regulations, rules, policies and procedures. All costs will be borne by the respective donor, unless otherwise agreed. It is understood by the Participants that such evaluation or review will not constitute a financial, compliance or other audit of the Programme including any programmes, projects or activities funded under this Memorandum of Understanding.

Section VI

Audit

External and Internal Audit

1. The activities of the Administrative Agent and each Participating UN Organization in relation to the Programme will be exclusively audited by their respective internal and external auditors in accordance with their own financial regulations and rules. The corresponding external and internal audit reports will be disclosed publicly unless the relevant policies and procedures of each of the relevant Participants provide otherwise.

Joint Internal Audits

2. The Internal Audit Services of the Participants involved in the Programme may consider conducting joint internal audits thereof in accordance with the Framework for Joint Internal Audits of UN Joint Activities, including its risk-based approach and provisions for disclosure of internal audit reports related to the Programme. In doing so, the Internal Audit Services of the Participants will consult with the Steering Committee.

Cost of Internal Audits

3. The total costs of internal audit activities in relation to the Programme will be borne by the Programme.

Audits of Implementing Partners

4. The part of the contribution transferred by a Participating UN Organization to its implementing partners for activities towards the implementation of the Programme will be audited as provided under that Participating UN Organization's financial regulations and rules, as well as its policies and procedures. The disclosure of the corresponding audit reports will be made according to the policies and procedures of that Participating UN Organization.

Section VII **Fraud, Corruption and Unethical Behaviour**

1. The Participants are firmly committed to take all necessary precautions to avoid and address corrupt, fraudulent, collusive, coercive, unethical, or obstructive practices. The Participants recognize that it is important that all United Nations staff, individual contractors, implementing partners, vendors and any third parties which are involved either in joint activities or in those of the Administrative Agent or Participating UN Organization (such individuals and entities being hereinafter referred to, together, as the "Individuals/Entities", and individually as the "Individual/Entity") must adhere to the highest standard of integrity as defined by each Participant. To this end, each Participant will maintain standards of conduct that govern the performance of the Individuals/Entities, to prohibit practices which are contrary to this highest standard in any activity related to the Programme. If an Individual/Entity is a UN organization, the Participating UN Organization engaging that Individual/Entity will rely upon that Individual's/Entity's standard of integrity. The Individuals/Entities must not engage in corrupt, fraudulent, collusive, coercive, unethical, or obstructive practices, as defined below.

2. In this Memorandum of Understanding,

- (a) "Corrupt practice" means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another individual or entity;
- (b) "Fraudulent practice" means any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, an individual or an entity to obtain a financial or other benefit, or to avoid an obligation;
- (c) "Collusive practice" means an arrangement between two or more individuals and/or entities designed to achieve an improper purpose, including influencing improperly the actions of another individual or entity;
- (d) "Coercive practice" means impairing or harming, or threatening to impair or harm, directly or indirectly, any individual or entity or the

property of the individual or entity to influence improperly the actions of an individual or entity;

- (e) "Unethical practice" means the conduct of behavior that is contrary to staff or supplier codes of conduct such as those relating to conflict of interest, gifts and hospitality, and post-employment provisions; and
- (f) "Obstructive practice" means acts or omissions intended to materially impede the exercise of contractual rights of audit, investigation and access to information, including destruction, falsification, alteration or concealment of evidence material to an investigation into allegations of fraud and corruption.

Investigations

- 3. (a) Investigations of allegations of wrongdoing by Individuals/Entities involved in the Programme which are contracted by a Participant will be carried out by the Investigation Service of the Participant with which the potential subject of investigation is contracted, in accordance with that Participant's internal policies and procedures.

(b)

(i) In the event that the Investigation Service of a Participant determines that an allegation in relation to the implementation of activities for which that Participant is accountable is credible enough to warrant an investigation, it will promptly notify the Steering Committee (and the Administrative Agent, if such Participant is not the Administrative Agent) of the Programme, to the extent that such notification does not jeopardize the conduct of the investigation, including but not limited to the prospects of recovery of funds or the safety or security of persons or assets.

(ii) In the case of such notification, it is the responsibility of the Steering Committee and the Administrative Agent to communicate promptly with the relevant anti-fraud offices (or equivalent) of the donor(s).

(iii) In case of a credible allegation, the relevant Participant(s) will take timely and appropriate action in accordance with its regulations, rules, policies and procedures, which may include withholding further disbursements to the Individual(s)/Entity(ies) allegedly involved in the corrupt, fraudulent, collusive, coercive, unethical or obstructive practices as defined above.

(c)

(i) The Participant's Investigation Service reviewing the credibility of an allegation or conducting the investigation will share information as appropriate with counterpart Investigation Services of the other Participants involved in the Programme to determine the best path towards resolution of the investigation and whether the alleged

wrongdoing is limited to such Participant or whether one or more other Participants involved in the Programme may also be affected. If the relevant Investigation Services determine that more than one Participant could be affected by the alleged wrongdoing, they will follow the procedure described below in clause (ii).

(ii) Where a potential subject of an investigation is contracted by more than one Participant, the Investigation Services of the Participants concerned may consider conducting joint or coordinated investigations, determining which investigation framework to use.

(d) Upon completion of the internal reporting on their investigation by the Participant(s) concerned as established in their respective internal policies and procedures, the Participant(s) will provide information on the results of their investigation(s) to the Administrative Agent and the Steering Committee. Following such receipt of information on the results of the investigation(s), it is the responsibility of the Steering Committee and the Administrative Agent to communicate promptly with the relevant anti-fraud offices (or equivalent) of the donor(s).

(e) Each Participant concerned will determine what disciplinary and/or administrative measures, including referral to national authorities, may be taken as a result of the investigation, according to its internal policies and procedures on disciplinary and/or administrative measures, including vendor sanction mechanism, as appropriate. The Participant(s) concerned will share information on measures taken as a result of the investigation(s) with the Administrative Agent and the Steering Committee of the Programme. Following such receipt of information on measures taken as a result of the investigation(s), it is the responsibility of the Steering Committee and the Administrative Agent to communicate promptly with the relevant anti-fraud offices (or equivalent) of the donor(s).

Recovery of Funds

4. If there is evidence of improper use of funds as determined after an investigation, each Participant concerned will use its best efforts, consistent with its regulations, rules, policies and procedures to recover any funds misused. With respect to any funds recovered, the relevant Participant will consult with the Steering Committee, the Administrative Agent and the donor(s). The donor(s) may request that such funds be returned to them in proportion to their contribution to the Programme, in which case the Participant would credit that portion of the funds so recovered to the Programme Account and the Administrative Agent would return that portion of such funds to the donor(s). For any such funds the donor(s) do not request to be returned to them, such funds will either be credited to the Programme Account or used by the Participant for a purpose mutually agreed upon.

5. The Participants will apply the provisions of Section VII, paragraphs 1 to 4 above in accordance with their respective accountability and oversight framework as well as relevant regulations, rules, policies and procedures.

Section VIII
Sexual Exploitation and/or Sexual Abuse, and/or Sexual Harassment

1. The Participants have zero tolerance for and are firmly committed to take all necessary measures to prevent and address instances of sexual exploitation and sexual abuse in programming activities, and sexual harassment. The Administrative Agent and the Participating UN Organizations recognize that it is important that all United Nations staff, individual contractors, implementing partners, vendors and any third parties which are involved either in joint activities or in those of the Administrative Agent or Participating UN Organization (such individuals and entities being hereinafter referred to, together as the "Individuals/Entities", and individually as the "Individual/Entity") will adhere to the highest standards of integrity and conduct as defined by each relevant UN organization. The Individuals/Entities will not engage in Sexual Exploitation, Sexual Abuse and Sexual Harassment, as defined below.

2. Definitions:

(a) "Sexual Exploitation" means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another;

(b) "Sexual Abuse" means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions; and

(c) "Sexual Harassment" means any unwelcome conduct of a sexual nature, that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. Sexual harassment may occur in the workplace or in connection with work. While typically involving a pattern of conduct, sexual harassment may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

3. Investigation and reporting:

(a) Investigation:

(i) Investigations of allegations of Sexual Exploitation and/or Sexual Abuse arising in programmatic activities funded by the Fund, will, where appropriate, be carried out by the Investigation Service of the relevant

Participating UN Organization in accordance with its rules, regulations, policies and procedures. Where the implementing partner of that funded activity and its responsible parties, sub-recipients and other entities engaged to provide services in relation to programmatic activities are UN Organizations, investigations of such allegations will be carried out by the Investigation Service of the relevant UN Organization in accordance with their rules, regulations, policies and procedures. In cases where the relevant Participating UN Organization is not conducting the investigation itself, the relevant Participating UN Organization will require that the implementing partner of that funded activity and its responsible parties, sub-recipients and other entities engaged to provide services in relation to programmatic activities, investigate allegations of Sexual Exploitation and Sexual Abuse credible enough to warrant an investigation.

(ii) Where a potential subject of an investigation is contracted by more than one UN Organization involved in the Fund, the Investigation Services of the UN Organizations concerned (Administrative Agent or Participating UN Organization) may consider conducting joint or coordinated investigations, determining which investigation framework to use.

(iii) Investigations of allegations of Sexual Harassment by UN staff and personnel involved in the Fund and contracted by the Administrative Agent and/or each Participating UN Organisation will be carried out by the Investigation Service of the relevant UN Organization in accordance with its rules, regulations, policies and procedures.

(b) Reporting on allegations investigated by PUNOs and their implementing partners

(i) The Steering Committee, the Administrative Agent of the Fund and the Donors will be promptly notified of allegations of Sexual Exploitation and/or Sexual Abuse received/under investigation by the Participating UN Organization, as well as of any allegations credible enough to warrant an investigation received from the Participating UN Organization's implementing partners, through the Secretary-General's reporting mechanism on Sexual Exploitation and Sexual Abuse (the "Report")⁷, without prejudice to the status of the Participating UN Organisation.

(ii) The Participating UN Organizations that do not participate in the Report will promptly notify the Steering Committee, the Administrative Agent of the Fund and the Donors of allegations of Sexual Exploitation and/or Sexual Abuse received/under investigation by any such Participating UN Organization through their normal method of reporting of such matters to their relevant governing bodies.

⁷ The level of detail of information included in the Report at different stages of the investigation process can be seen at <https://www.un.org/preventing-sexual-exploitation-and-abuse/content/data-allegations-un-system-wide>. Information is published both in real time and through monthly reports.

(c) Reporting on credible allegations and measures taken following an investigation:

(i) The Steering Committee, the Administrative Agent of the Fund and the Donors will be promptly notified of credible allegations of Sexual Exploitation and/or Sexual Abuse investigated by the Participating UN Organization, as well as of any credible allegations that have been investigated by and received from the Participating UN Organization's implementing partners, through the Report.

(ii) In those cases where the respective Participating UN Organization determined that a case would have significant impact on a Participating UN Organisation's partnership with the Fund and/or with the Donor(s), the Participating UN Organization(s) will promptly provide information containing the level of detail as found in the Report, on the results of their investigation(s) or the investigations conducted by its implementing partners that they are aware of, with respect to the cases in the Report relating to the activities funded by the Fund, which resulted in a finding of Sexual Exploitation and/or Sexual Abuse, to the Administrative Agent and the Steering Committee Chair. Following such receipt of information on the results of the investigation(s), it is the responsibility of the Administrative Agent to communicate promptly with the relevant integrity / investigation offices (or equivalent) of the Donor.

(iii) Following a determination of a credible allegation of Sexual Exploitation and/or Sexual Abuse, each Participating UN Organization will determine what contractual, disciplinary and/or administrative measures, including referral to national authorities, may be taken as a result of an investigation, according to its internal regulations, rules, policies and procedures on disciplinary and/or administrative measures, as appropriate. The Participating UN Organization(s) concerned will share information on measures taken as a result of the credible allegation of Sexual Exploitation and/or Sexual Abuse in its programmatic activities financed by the Fund with the Administrative Agent and the Steering Committee through the Report.

(iv) With respect to credible allegations of Sexual Harassment (regarding Participating UN Organization's internal activities) the relevant Participating UN Organization will share information on measures taken with the Administrative Agent, the Steering Committee and the Donors of the Fund through their regular reporting to their relevant governing bodies. The Administrative Agent will share information on measures taken as a result of its own investigation which resulted in a finding of credible allegation of Sexual Harassment regarding its internal activities, with the Steering Committee and the Donors of the Fund through its regular reporting to its relevant governing body.

4. Any information provided by Participating UN Organizations in accordance with the foregoing paragraphs, will be shared in accordance with their respective

regulations, rules, policies and procedures and without prejudice to the safety, security, privacy and due process rights of concerned individuals.

Section IX

Communication and Transparency

1. Subject to the regulations, rules, policies and procedures of the Participating UN Organization, each Participating UN Organization will take appropriate measures to publicize the Programme and to give due credit to the other Participating UN Organizations. Information given to the press, to the beneficiaries of the Programme, all related publicity material, official notices, reports and publications, will highlight the results achieved and acknowledge the role of the Host Government, the donors, the Participating UN Organizations, the Administrative Agent, the Convening Agent and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating UN Organization and national partner in all external communications relating to the Programme.
2. The Administrative Agent in consultation with the Participating UN Organizations will ensure that decisions regarding the review and approval of the Programme as well as periodic reports on the progress of implementation of the Programme are posted, where appropriate, for public information on the websites of the UN in Lebanon [www.lebanon.un.org] and the Administrative Agent [<https://aa.unfpa.org/>]. Such reports and documents may include Steering Committee approved programmes and programmes awaiting approval, fund level annual financial and progress reports and external evaluations, as appropriate.
3. The Participants are committed to principles of transparency with regard to the implementation of the Programme, consistent with their respective regulations, rules, policies and procedures. The donors, the Administrative Agent, Participating UN Organization and the Host Government, if applicable, will endeavor to consult prior to publication or release of information regarded as sensitive.

Section X

Expiration, Modification, Termination and Unspent Balances

1. This Memorandum of Understanding will expire upon the delivery to the donor(s) of the certified final financial statement pursuant to Section IV, paragraph 5(b).
2. This Memorandum of Understanding may be modified only by written agreement between the Participants.
3. Any of the Participating UN Organizations may withdraw from this Memorandum of Understanding upon giving thirty (30) days' written notice to all

other Participants to this Memorandum of Understanding subject to the continuance in force of paragraph 5 below for the purpose therein stated.

4. The Administrative Agent or the Convening Agent's appointment may be terminated by the Administrative Agent or the Convening Agent (on the one hand) or by the mutual agreement of all Participating UN Organizations (on the other hand) on thirty (30) days' written notice to the other Participants, subject to the continuance in force of paragraph 5 below for the purpose therein stated. In the event of such termination, the Participants will agree on measures to bring all activities to an orderly and prompt conclusion so as to minimize costs and expense.

5. Commitments assumed by the withdrawing or terminating Participants under this Memorandum of Understanding will survive the termination of this Memorandum of Understanding or the termination of the Administrative Agent or the Convening Agent or withdrawal of a Participating UN Organization to the extent necessary to permit the orderly conclusion of the activities and the completion of final reports, the withdrawal of personnel, funds and property, the settlement of accounts between the Participants hereto and the settlement of contractual liabilities that are required in respect of any subcontractors, consultants or suppliers.

6. Any balance remaining in the individual Participating UN Organizations' separate ledger accounts after operational completion of the activities for which they are responsible under the Joint Programme Document will be returned to the Programme Account as soon as administratively feasible and before financial closure of those activities in line with Section III, paragraph 8. Any balance remaining in the Programme Account upon completion of the Programme will be used for a purpose mutually agreed upon or returned to the donor(s) in proportion to their contribution to the Programme as decided upon by the donor(s) and the Steering Committee.

Section XI **Notices**

1. Any action required or permitted to be taken under this Memorandum of Understanding may be taken on behalf of the Administrative Agent by Klaus Simoni Pederson, Chief Resource Mobilization Branch, PFFB, UNFPA, or his or her designated representative, on behalf of the Convening Agent by Anandita Philipose, Representative UNFPA Lebanon, or his or her designated representative, and on behalf of a Participating UN Organization by the head of office in Lebanon, or his or her designated representative.

2. Any notice or request required or permitted to be given or made in this Memorandum of Understanding will be in writing. Such notice or request will be deemed to be duly given or made when it will have been delivered by hand, mail or any other agreed means of communication to the Participant to which it is required to be given or made, at such Participant's address specified in ANNEX

C to this Memorandum of Understanding or at such other address as the Participant will have specified in writing to the Participant giving such notice or making such request.

Section XII
Entry into Effect

This Memorandum of Understanding will come into effect upon signature thereof by the Participants and will continue in effect until it expires or is terminated.

Section XIII
Settlement of Disputes

The Participants will use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Memorandum of Understanding or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either Participant has notified the other Participant of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, will be resolved through consultation between the Executive Heads of each of the Participants.

IN WITNESS WHEREOF, the undersigned, duly authorized representatives of the respective Participants, have signed this Memorandum of Understanding in English in 2^a copies.

For the Administrative Agent UNFPA

Signature: 

Name: Klaus Simoni Pederson

Title: Chief, Resource Mobilization Branch, PFFB
Lebanon

Place: New York, USA

Date: 15 October 2025

For Convening Agent UNFPA

Signature: 

Name: Anandita Phillpote

Title: Representative, UNFPA

Place: Beirut, Lebanon

Date: 16 October 2025

For Participating UN Organization
UNICEF

Signature: 

Name: Andrew Reese

15th October 2025

^a Additional signatories can be included through addendum

Title: Senior Advisor, Public Partnerships Division

Place: New York, USA

Date: _____

ANNEX A:

Joint Programme Document

ANNEX B:

Standard Administrative Arrangement between the Donor and the Administrative Agent

ANNEX C

Notices

For the Administrative Agent:

Name: Klaus Simoni Pederson
Title: Chief, Resource Mobilization Branch, PFFB, UNFPA
Address: 605 Third Avenue, New York, NY 10158
Telephone: +1 212 297 5038
Electronic mail: simonipedersen@unfpa.org

For Convening Agent UNFPA

Name: Anandita Philipose
Title: Representative, UNFPA Lebanon
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Sin El Fil, Cardinal Sayegh Street - Beirut, Lebanon
Telephone: 00961 81578981
Electronic mail: philipose@unfpa.org

For Participating UN Organization UNICEF

Name: Marcoluigi Corsi
Title: Representative, UNICEF Lebanon
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Telephone: 00961 1607401
Electronic mail: mcorsi@unicef.org