

THE UNITED NATIONS  
DEVELOPMENT PROGRAMME  
IN LEBANON



*Empowered lives.  
Resilient nations.*

# ANNUAL REPORT 2014

## CHALLENGES AND ACHIEVEMENTS



# Foreword

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2015 is a historic moment for development, as the 15 year journey to achieve the Millennium Development Goals (MDGs) comes to an end, and a new era of global development commitments begins, in the form of the Sustainable Development Goals (SDGs). The United Nations Development Programme (UNDP) has been at the forefront of global efforts for sustainable development, helping countries to pursue and achieve the MDGs, and to prepare for and integrate the SDGs into national planning.

In Lebanon the development needs and challenges have been compounded by the impact of the Syrian conflict since 2011. At the time of writing this report, the conflict has caused more than 1.1 million people to flee into Lebanon – an unprecedentedly high level, relative to Lebanon's population, higher than for any other country in the world.

The situation has created enormous pressures on the country's economic, physical and social infrastructure. It has deepened the challenges of reducing poverty, inequality and unemployment, especially among women and youth. And it has strained the capacities of host communities already suffering from poverty and inadequate services.

In response, Lebanon and its people have done much, at great cost, to accommodate and host the refugee population. Building on its history of partnership for development, UNDP has striven to support the country and affected communities in their efforts to cope with the impact of the Syrian crisis.

At the same time, as UNDP, we have intensified our work in other areas, notably in governance, crisis prevention, and environment. We have been assisting key institutions to develop and implement reforms as well as practical measures to strengthen good governance and build peace. We have been pursuing initiatives for social and local development, aimed at building stable and resilient communities. And we have been at the forefront of efforts in the country to address environmental needs, working through a number of programmes and projects focused on sustainable energy, climate change, and natural resource management.

This report highlights some of the achievements of UNDP in Lebanon during 2013-14, and its plans for 2015-16 and beyond. As the report shows, in parallel with its work with government institutions, UNDP works with a wide cross-section of Lebanese society to address a wide range of local and national challenges.

UNDP has been operational in Lebanon for nearly five decades, and its presence in the country has been continuous and steadfast, in times of war, in times of peace, and in times of transition, responding to shifting challenges and priorities. In the same way, UNDP is committed to supporting Lebanon through the challenges of development today and over the coming years.

  
Philippe Lazzarini  
UNDP Resident Representative

  
Luca Renda  
UNDP Country Director

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# I - CHALLENGES AND NEEDS: LEBANON AND UNDP

Lebanon faces an array of challenges and needs, as it tries to chart a path to lasting stability, peace and prosperity. Economically and politically, the country has come far since the civil war that ended in 1990, and its progress has been reflected in improvements in incomes, infrastructure and services, and in progress relative to the Millennium Development Goals.

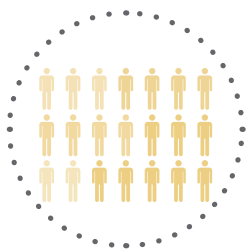
Nonetheless, the country has faced major challenges. Political instability, insecurity, and economic, humanitarian and social pressures have threatened to jeopardize the peace and progress built over the past two decades and more. The conflict in Syria since 2011 and the wave of refugees which it has sent into Lebanon have greatly increased the pressures and threatened to destabilize the country.



Real GDP growth

## Lebanon at a glance

**4.4 million**  
(estimate) Population 2012



US **\$9,609** (est.)



**148%**



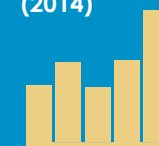
**1.2 million,**  
settled in more than

**1,600** locations

Refugee population  
(as of mid-2015)



**Human Development Index ranking (2014)**



**Lebanon:** 65th out of 187 countries









**Palestine:** 107th

**Syria:** 118th

**Turkey:** 69th

Sources: Government of Lebanon, IMF, UNDP and UN agencies

# Lebanon and the Millennium Development Goals (MDGs)

MDG	PROGRESS
 <p><b>ERADICATE EXTREME POVERTY AND HUNGER</b></p>	<p>Problems of urban poverty and unemployment, compounded by refugee influx</p>
 <p><b>ACHIEVE UNIVERSAL PRIMARY EDUCATION</b></p>	<p>Primary school enrolment rate above 98%, but completion rate below 80% and new gaps with refugee children out of education</p>
 <p><b>PROMOTE GENDER EQUALITY AND EMPOWER WOMEN</b></p>	<p>Gender parity in education, but many gaps in gender equality because of entrenched socio-cultural, legal, political and structural factors</p>
 <p><b>REDUCE CHILD MORTALITY</b></p>	<p>Targets achieved but more can be done to ensure fairness in access and to raise quality of services</p>
 <p><b>IMPROVE MATERNAL HEALTH</b></p>	<p>Targets achieved but new pressure for maternity and reproductive healthcare for refugees</p>
 <p><b>COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES</b></p>	<p>Lebanon in a health transitory stage, with non-communicable and degenerative diseases becoming more common, but infectious and communicable diseases still present</p>
 <p><b>ENSURE ENVIRONMENTAL SUSTAINABILITY</b></p>	<p>Targets not yet achieved, and new pressures on the environment and natural resources being created by the refugee influx</p>
 <p><b>A GLOBAL PARTNERSHIP FOR DEVELOPMENT</b></p>	<p>Progress on economic measures, but continuing high national debt problem and pressure for greatly increase aid for refugees and host communities.</p>

Source: Lebanon Council for Development and Reconstruction and UNDP, "Lebanon Millennium Development Goals Report 2013", December 2013.

# UNDP



The United Nations Development Programme (UNDP) is the UN's global development network. It advocates for positive change and connects countries to knowledge and resources to help ordinary people build a better life. UNDP has been working in Lebanon since 1960, supporting the government and the people in their efforts to recover from the civil war, build a lasting peace and generate sustainable and equitable growth, and mobilizing funds from donors to help Lebanon in these efforts. Today UNDP has a total of some 370 staff in Lebanon, more than 90% of whom are Lebanese and many of whom are based outside Beirut, involved in projects across the country. The following pages present some of the highlights of UNDP's work in Lebanon during 2013 and 2014.

## **The Syrian conflict: a growing impact**

The impact on Lebanon of the conflict in Syria has been vast. The number of people living in Lebanon has increased by around 30 per cent compared to 2011. The increase includes 1.2 million Syrians registered in Lebanon as refugees by UNHCR and 42,000 Palestine refugees from Syria. These numbers do not include the 270,000 Palestine refugees already present in Lebanon, at least 20,000 Lebanese returnees from Syria, and many Syrians present in the country but unregistered.

The number of people in Lebanon assessed as poor has risen by nearly two thirds since 2011, to 2.1 million, largely accounted for by the arrival of poor de facto refugees from Syria. Lebanese unemployment has doubled. And nearly half of those in Lebanon most affected by the crisis – 1.2 million – are children and adolescents.

For many Syrians in Lebanon, and for the most disadvantaged local communities, daily life is dominated by poverty and debt, fewer cooked meals, rising waste and pollution, over-stretched services, the struggle for legal documentation, and increased competition for work – in a country where the private sector traditionally delivers many public services. Security concerns have also grown. Extremist armed groups crossing into Lebanon from Syria clashed with the Lebanese Armed Forces in 2014, displacing civilians. Thousands of Syrians living in difficult conditions in Lebanon have found themselves facing disputes over land and housing.

With the conflict in Syria entering its fifth year in 2015, and without an agreement to end the conflict yet in sight (let alone being implemented), those who have fled Syria to Lebanon are likely to stay for the near term, and numbers and pressures may increase further.

## II - PROGRESS AND ACHIEVEMENTS, 2013-2014

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UNDP's work in Lebanon aims to help the country move towards a number of interlinked goals. These include good governance, peacebuilding and crisis prevention; social and local development; and sustainable management of energy and the environment.

The following pages summarize some of the highlights of UNDP's work in each of these areas during 2013 and 2014.



# STRENGTHENING GOOD GOVERNANCE, BUILDING PEACE

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For lasting stability, peace and prosperity in Lebanon, it is vital that good governance becomes standard across all institutions and levels of government, and across policies and their implementation. Improvements are needed in economic governance, administrative reform, electoral practice, and approaches to dialogue. Improvements in these areas reinforce efforts to increase accountability, participation and respect for human rights.

Improving governance is also connected with building peace and preventing crises. Strengthening peace and capacity to prevent crises, and to recover from a crisis when one happens, mean increasing the country's resilience. Together, these are vital factors in building a better future for the country.





## Economic governance

UNDP has been working to support improvements in governance in Lebanon since the early 1990s, much of it in the area of economic governance. In February 2014, for example, UNDP launched a new three-year US\$7.8m project of technical assistance to the Ministry of Finance in fiscal management and reform. Funded by the Government, the project aims to improve the development and coordination of policy at the Ministry of Finance, and to improve the capacity for managing public finances. The project covers macroeconomic, fiscal, tax, spending and debt policy; information dissemination; and dialogue with international financial institutions.

During 2013 and 2014 UNDP maintained an ongoing initiative providing advisory support to the Office of the Prime Minister on the formulation of socio-economic action plans and the national sustainable development strategy. With UNDP support, in 2014 the Ministry of Economy and Trade launched a strategy for small and medium-sized enterprises in Lebanon. A UNDP initiative also supported finalization of the legal framework for petroleum exploration and production and a strategic environmental assessment, in preparation for the first offshore petroleum licensing round.

UNDP conducts much of its work on economic governance through four units reporting through a project manager to the Economic Advisor to the President of the Council of Ministers. These units are the Infrastructure Policy Implementation Unit, the Coordination and Programme Implementation Unit, the Economic and Social Policy Advice Unit, and the National ICT Strategy Implementation Unit.



US\$7.8m of technical assistance to the Ministry of Finance in fiscal management and reform.

# Administrative reform and institutional development

During 2013 and 2014 UNDP worked with the Office of the Minister of State for Administrative Reform (OMSAR) on a project to support civil service reform and capacity development in public administration. The US\$6.5m project (ongoing in 2015) is funded by the Government of Lebanon. Elements of the project in 2013 and 2014 included:

- Supporting efforts to implement the 2012 national strategy for administrative reform;
- Training of nearly 2,000 civil servants in ICT and change management;
- Development of websites for government entities that previously did not have them, as part of the first phase of a national e-government portal ([www.dawlati.gov.lb](http://www.dawlati.gov.lb)).

Another contribution in the area of administrative reform and development was the organization of technical assistance missions to Lebanon by skilled members of the diaspora, using the “transfer of knowledge through expatriate networks” (TOKTEN) mechanism. This has brought expertise in areas such as cancer treatment protocols, food safety and prison management.

A number of UNDP's projects to support economic governance and administrative reform are implemented through Policy Advisory and Support Units (PASUs), the role and effectiveness of which were evaluated in 2005 and 2011. UNDP will continue to monitor options for how its support for governance, and the development of capacity in government institutions, can be best provided over the coming years.

**US\$6.5m** to support civil service reform and capacity development in public administration.





Of the food processing plants I have visited, some appear to be doing well in food safety, but others need to increase the level of hygiene."

Dr. Fadi Aramouni, professor of food science



### Lebanese knowledge to improve food safety and standards

Since 2005, UNDP's "transfer of knowledge through expatriate networks" (TOKTEN) project has been bringing expatriate Lebanese to help the government's efforts to improve technical capacities and standards in key sectors and institutions. For relatively little cost, TOKTEN provides way to help the country tap into the skills of its diaspora, and to enable Lebanese in the diaspora contribute to the country.

As part of its efforts to improve standards in the Lebanese food processing sector, the Ministry of Industry and Ministry of Economy and Trade teamed up with the TOKTEN project to gain expert support on food safety and to provide training and advice on inspection, investigation and compliance. This led to two visits during 2012 by Dr. Fadi Michel Aramouni, a professor of food science at Kansas State University with 25 years of experience and an advisor to the food processing sector in Kansas.

During his visits Dr. Aramouni trained 180 inspectors from the ministries of economy and trade, industry, health, agriculture and tourism, as well as the Lebanese Agricultural Research Institute. He also visited animal abattoir and processing plants, and baked goods and sweets factories, where he carried out inspections and collected samples for analysis. Data from these inspections and analysis was then used to help draft inspection guidelines, which were shared with other government agencies and food processing associations prior to coming into force.

"One of the things that needs to be done first," said Dr. Aramouni, "is to clarify and fully assess the situation, so that we can know exactly what needs to be done. This requires gathering data, such as about how many people have suffered from food poisoning, how many have died, and what are the most common viruses. Of the food processing plants I have visited, some appear to be doing well in food safety, but others need to increase the level of hygiene."

Dr. Aramouni's visit and training were welcomed. "We learned about new standards and guidelines, and from a different perspective," said Pascale Bou Gharios, an inspector at the Ministry of Economy and Trade. "We can now apply in our work what we learned about biological, physical and chemical hazards, and about inspections, investigation and compliance guidelines."

# Electoral reform

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The postponement of elections from 2013 to 2014, and then from 2014 to 2017, made it necessary for UNDP to revise the Lebanon Elections Assistance Project (LEAP), which was due to terminate at the end of 2014. The revision enabled the project to still provide valuable assistance during 2013 and 2014, for example by developing analyses and explanatory materials about electoral system options, and by working with the Ministry of Interior and Municipalities to understand the implications for election management structures and operations. The project has improved the systems for candidate registration and gathering data from polling stations, and developed new software for aggregating election results. The project also assessed what improvements are needed in the technical capacities of the district electoral results system.

The overall goal of the project has been to strengthen the capacity of key stakeholders to ensure that elections in Lebanon are conducted in a transparent and inclusive way. Particular intended focuses of the project have been building capacity to manage elections and supervise election campaigns; voter education and public participation; resolution of electoral disputes; and the participation of women.

One notable contribution of the project during 2013 and 2014 was its organization of two workshops to build understanding about the role of temporary special measures to promote women's participation in elections. The first workshop was held in 2013 for 120 activists,

including 32 women registered as candidates. The second workshop, a five-day event organized in 2014 jointly with UN Women and the local coalition Women in Parliament, was for 24 leaders of women's groups and women representatives of political parties. The project is funded by the EU, the United Kingdom, UNDP and USAID.



# National dialogue

During 2013 and 2014 UNDP continued to implement the Common Space Initiative, which aims to support consensus building, civil peace and constitutional strengthening. The initiative arose from a project started in 2009, to provide technical support and advice to Lebanon's National Dialogue and its steering committee. The current phase of the Common Space Initiative was launched in 2013 and is due to run until the end of 2017.

The initiative has been important during the recent domestic political difficulties over parliamentary and presidential elections. In April and May 2014 the President of the Republic chaired the last two sessions of the National Dialogue Committee, after a year-and-a-half's lull in talks. On 25th May 2014 the president's term expired, after which there was an impasse over holding presidential elections. However, during the rest of 2014, the Common Space Initiative continued to provide technical and research support to the presidential advisors and the National Dialogue Steering Committee. The Common Space Initiative also organized bilateral meetings with members of the Political Dialogue Forum for the nine main political parties, to build understanding about the deadlock and identify ways forward, at a time in 2014 when the Forum was not meeting.

The Common Space Initiative provided technical and research support to the Special Experts Committee on Decentralization, which had been tasked with drafting a new decentralization law. The initiative also hosts and supports the Lebanese–Palestinian Dialogue Forum, which is the only permanent dialogue mechanism that addresses economic, political and social aspects

of the Palestinian presence in Lebanon. The Forum produced a "Common Vision for Lebanese–Palestinian relations", which was launched in April 2014. Since then, the initiative has sought to engage relevant partners in discussion about how to implement the Common Vision.

The initiative has also shared experience with other countries. In March 2014 the initiative jointly organized a three-day "Conference on national dialogue and mediation", in Helsinki, Finland, with UNDP's Bureau for Crisis Prevention and Recovery, the Finnish Ministry of Foreign Affairs and the Finnish Evangelic Lutheran Church. This provided an opportunity to share experience and learn about national dialogue in countries such as Myanmar, South Africa and Yemen.



# Peacebuilding

To consolidate and build on the peace established by the 1990 Ta'if Accord, Lebanon has needed to navigate through numerous political and security crises. These have included the repercussions of the assassination of Prime Minister Rafik Hariri in 2005, the July 2006 Israeli war in Lebanon, and the May 2007 clashes between the army and Fatah el Islam militants in the Nahr el-Bared Palestinian refugee camp. Since 2011, the challenge has been compounded by the impact of the conflict in Syria – an impact most visible in the influx of more than a million refugees and the spillover of fighting into border areas such as Arsal, and outbreaks of fighting in places such as Tripoli. These pressures and incidents have increased the risk that Lebanon's own peace and peacebuilding efforts might break down.

In response to these challenges, during 2013 and 2014 UNDP extended its support for peacebuilding. This work built on a programme UNDP launched in 2007 of activities to strengthen the role of key actors such as municipalities, youth, civil society organizations, and the media and education sectors in conflict prevention and peacebuilding.

One notable area of work has been in engaging the media. With funding from Germany and Japan, a series of joint news supplements on peacebuilding were produced and distributed with national newspapers, with articles written by journalists from across the political spectrum. Each supplement had a print-run of 38,000 and was followed by a forum for organized discussion among journalists.



Separately, through a UNDP initiative supported by the EU, 34 national media outlets developed and signed a “Journalists’ Pact for Strengthening Civil Peace in Lebanon” in May 2013. This provides a shared set of principles for conflict-sensitive reporting and journalism.

Another area of productive work has been on peacebuilding and education. For example, UNDP organized training in peacebuilding and conflict resolution skills for some 70 teachers from public schools in Bekaa, Mount Lebanon and North Lebanon which are hosting Syrian pupils. This built on UNDP’s earlier development of a “peacebuilding toolbox” guide for schoolteachers, prepared with the Ministry of Education and Higher Education.

To extend UNDP’s engagement with public schools on peacebuilding, an initiative for “Violence-Free Schools” was launched with the Ministry of Education and Higher Education. Fifteen schools in Bekaa hosting Syrian refugees and 11 schools in Beirut Southern Suburbs took part in the initiative. Students, teachers, school management, principals and parents participated in developing a Code of Conduct for Non-Violence inside their schools and came up with plans and activities to spread the values of non-violence.

With support from Germany and the UK, UNDP engaged more than 45 communities from the South, North, Bekaa and Beirut Southern Suburbs on practical ways to prevent conflict and manage crises. This initiative, known as Mechanisms for Social Stability, involves different stakeholders including mayors, municipal council members, mukhtars and Syrian refugees.

Other UNDP activities in support of the overall peacebuilding goal included the dissemination of publications and video reports about peacebuilding, and convening focus groups across the country to look at how the media can reduce tensions.



**85 Journalists** engaged in the supplements  
**700,000 readers** reached by the joint news supplements distributed through  
**34 media outlets**



This supplement offers a new perspective on dealing with the Syrian crisis. It is a “civilized” media work.

Mr. Fadi Abi Allam, President and Executive Director of the Permanent Peace Movement

### Offering a new media perspective on dealing with the Syrian crisis

“This supplement offers a new perspective on dealing with the Syrian crisis. It is a ‘civilized’ media work. It is a reference rather than a newspaper that we often throw away the next day. I believe that most of the NGOs working in the peace building field, have kept copies of the previous issues”, said Mr. Fadi Abi Allam, President and Executive Director of the Permanent Peace Movement.

For journalist Loyal Haddad, “This supplement is far better than anything published in all national newspapers in relation to the Syrian crisis. Newspapers have their own agenda, and political affiliations. It is free of these chains. You feel that it is floating. It has its own freedom to talk about refugees, their dreams, their aspirations and fears too”.

With the increasing impact of the Syrian crisis on Lebanon, and amid the endless waves of internal and external crises, there is an urgent need to objectively address and manage the impact of the Syrian crisis on Lebanon. In this context, the UNDP “Peace Building in Lebanon” project works since 2012 on providing positive media spaces and promoting rational speech to address controversial issues, by publishing joint news supplements with Annahar, As-Safir and the Daily Star newspapers. In these supplements, Lebanese and Syrian journalists discuss and share their views about the impact of the Syrian crisis on Lebanon, on Lebanese-Syrian relations, and on social stability far from discrimination and hatred.

Talking about her experience in writing in the supplement, journalist Diana Mokalled from Future TV explains that: “First, I found it very hard to voice positive perspectives with all what’s happening in the country, but then I pushed myself to write about my personal experience, believing that there’s a huge need to discuss such topics.”

Journalists who participate in the supplement find in it a positive space to talk about the repercussions of the Syrian crisis on Lebanon. For most of the writers, it is not always easy to talk about this topic without being redundant.

Following the publication of every supplement, the project organizes discussion sessions which serve as an opportunity and space to discuss the content of the supplement and receive comments and recommendations to build upon in the upcoming issues.

Participants’ variety of views enriches the discussion session. Some salute the supplement’s content, and others stress the importance of using the supplement as a tool to raise awareness about civil peace, tolerance and anti-racism.





# Disaster risk management

UNDP has been working with the Office of the President and the Council of Ministers since 2009 to improve Lebanon's preparedness for disasters and its ability to respond and recover swiftly. As a result, the priorities of disaster risk reduction have increasingly been adopted into major public projects, supported by a national framework for responding to disasters, which UNDP helped to develop in 2013. The framework clarifies the standard operating procedures and sectoral response options for different ministries. It has also encouraged some governors to develop disaster response frameworks for individual governorates.

A notable event organized with UNDP assistance in early 2014 was a desk- and field-based simulation of response to a tsunami disaster, carried out in Byblos (Jbeil) with the participation of the Lebanese Armed Forces. Following this, in March 2015, a two-day simulation for an earthquake response was carried out for Saïda, with the first day spent on desk-based preparations and the second day on field-based practical simulation. A national operations room for disaster response, set up with UNDP support, was opened in May 2015. For more information, see [www.drm.pcm.gov.lb](http://www.drm.pcm.gov.lb).



Raising Disaster Risk Management Capacities:  
**4 Schools with 250 beneficiaries**  
**7 Universities with 350 beneficiaries**

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As one of the oldest inhabited cities in the world, we consider that **it is our duty to preserve it and protect the city's residents.**

Toni Sfeir, a member of the Byblos municipality

### Lebanon's storm preparedness

A decade of efforts to better prepare and respond to disasters were highlighted when seasonal storm 'Zina' struck Lebanon in January 2015.

"This was not the first heavy storm to hit Lebanon, and I must admit I noticed this time that the whole preparedness and response system had really improved. Not only were the concerned agencies helpful, but also very well organized," says Alexi Karim.

Karim's restaurant, in the town of Byblos sur Mer, was hit by flooding when Zina (as it is locally known) brought heavy snow and rain, as well as high winds and severe cold. While the restaurant itself was damaged, Karim is thankful that nobody was hurt and that damage was relatively minimal.

In the days after the storm, the Byblos municipality mobilized a team to assess the damages to Byblos sur Mer, as well as evaluate preparedness in the event that another storm struck. The assessment was carried out in part to determine reconstruction and recovery needs, as well as to reiterate the importance of stronger preparedness going forward.

"As one of the oldest inhabited cities in the world, we consider that it is our duty to preserve it and protect the city's residents," says Toni Sfeir, a member of the Byblos municipality.

Exposed to natural hazards, such as landslides, storms and earthquakes, Byblos has worked with the Lebanese Government to enhance disaster risk reduction in the area. Sfeir says that, following Zina, the municipality deployed a crisis disaster unit for the first time to support the local population. The unit is part of the Lebanese National Response Plan for disasters, which is a result of the partnership between the municipality and UNDP.

The response to Zina exemplifies Lebanon's commitment to disaster risk reduction and its efforts to meet the priorities and goals of the Hyogo Framework for Action (HFA). Over the HFA's ten-year period (2005-2015), Lebanon has increased disaster risk awareness by carrying out emergency drills in cities and municipalities across the country. It has also developed a website and mobile phone application that provide emergency information before, during, and after disasters, and has conducted workshops that have built up disaster response capacity in all sectors, private and public. Throughout this process UNDP has partnered with the Government and has helped integrate disaster risk reduction into national, sectoral and local development and planning processes. Switzerland has contributed around CHF 5 million to disaster risk reduction projects in Lebanon, and Germany donated US\$ 830,000 via the Lebanon Recovery Fund.





# DEVELOPING STABLE AND RESILIENT COMMUNITIES

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To achieve equitable human development and build a stable, lasting peace in Lebanon requires investing in social and local development. This is especially true given the large influx of refugees and the pressures this can entail for host communities.



# Development goals and policy

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A core part of UNDP's work in Lebanon is to support national and local institutions and policies that serve development and poverty reduction. During 2013 and 2014, UNDP implemented a range of projects and initiatives contributing to this. At the central level, in 2014 UNDP launched the latest Lebanon Millennium Development Goals (MDGs) report, which like its predecessors, reviews the country's progress on social and economic development. The report brought together the best available data and sources to create a picture of Lebanon's MDG progress, and to provide pointers on how to deal with emerging issues and the post-2015 agenda. UNDP also pursued an initiative to promote the engagement of the media in the debate about development strategy, providing opportunities for Lebanese journalists to build their understanding about the issues. This led to an increase in constructive media coverage of development.



To help connect the national and local levels of development strategy and policy, UNDP worked with the Ministry of Social Affairs on a longer-term initiative to broaden the ministry's scope from social affairs to social development, including the role of improving livelihoods opportunities for local communities and vulnerable groups. Separately from this, UNDP implemented an initiative to revitalize the role of local staff in the National Employment Office, to help it fulfil its role more effectively.

Working with local stakeholders, including women and youth, during 2013 and 2014 UNDP supported the formulation of 50 community development plans and four regional plans. UNDP also supported the establishment of four Local Economic Development Agencies (LEDAs) in deprived areas in the south, north, Bekaa and Beirut Suburbs, bringing together for the first time local representatives of the public and private sectors. These agencies provide a stable mechanism for analyzing the specific local economic needs of the communities they serve, and for developing appropriate responses. UNDP also fostered co-operation and experience-sharing about decentralization between Lebanese and European communities.

# Support for host communities

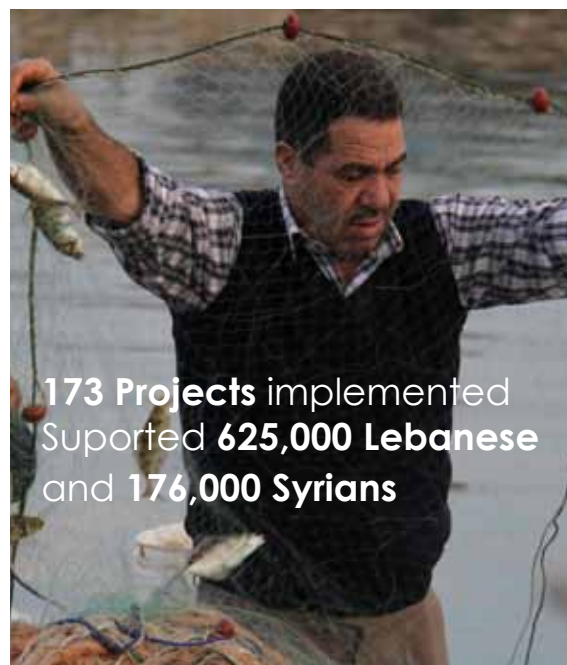
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The impact of the influx of Syrians has varied across the country, depending on factors such as the local ratio of refugees to host populations, and the pre-existing level of basic service provision and condition of infrastructure. In general the crisis has magnified and exacerbated pre-existing challenges of municipal governance, most of all where host communities and municipalities are small and lack capacity, resources and staff. In areas such as Akkar and North Bekaa, where provision of basic services such as electricity, water and waste management was already weak prior to the crisis, service provision has come under significant strain.

In 2013 UNDP launched with the Ministry of Social Affairs a project called the Lebanon Host Communities Support Project. The project aims to:

- Increase livelihoods and economic opportunities in targeted areas;
- Strengthen the capacity of local and national actors to deliver basic services in a participatory and conflict-sensitive manner; and
- Improve local security and ability to resolve disputes.

In order to develop an integrated response plan, during 2014 the project used a “mapping of risks and resources” methodology to assess needs across localities. This method involves local authorities, civil society organizations and representatives of the public sector, who work together to propose possible solutions to identified needs. The mapping of risks and resources was carried out in the second and fourth quarters of 2014, covering a total of 130 municipalities. It is designed to lead to the formation of municipal action plans, with clear priorities which



**173 Projects** implemented  
Supported **625,000 Lebanese**  
and **176,000 Syrians**

can be translated into projects covering, for example, the environment, health, livelihoods, water, and solid waste and wastewater management.

In 2014 the project led to the implementation of around 170 community-based projects, serving 62 of the most vulnerable communities. These and a further 70 communities will be helped by the project in 2015. Thanks to its positive results and approach, the project has attracted growing levels of funding. The second phase of the project will run from 2015 to 2017.



**This is a dream come true**, the fish market has been in a very bad condition for so long, but now the new market will last forever. We will make sure to take care of our new home.

Ahmad El-Saghir, fisherman



### **A fruitful new year for the fishermen of South Lebanon**

With a smile on his wrinkled but happy face, fisherman Ahmad El-Saghir said: "This is a dream come true, the fish market has been in a very bad condition for so long, but now the new market will last forever. We will make sure to take care of our new home." He pointed at the market and added, "this season we will definitely sell more fish, which means our families will have a decent year ahead."

Before October 2014, the fish market was in a very bad condition. "It was built improperly fifteen years ago and with time it needed maintenance, but we didn't have the money to do that, said Mr. Mhamad Sleim, head of the Fishermen's Cooperative.

Today, with the generous contribution of the UK Department for International Development (UKDFID) the fish market is new, clean and freshly awaiting new business plans. "This project was implemented in a short period of time by UNDP in partnership with the Ministry of Social Affairs (MoSA) and Sahel El Zaharani Union of Municipalities." Mr. Ali Matar, head of the Zaharni Union of Municipalities stated, "The new market will not only directly improve economic opportunities for 1,000 fishermen of the South, but also for workers in the market and in the fish transportation business who come from different villages of the south, a big part of whom are displaced Syrians." He then asserted, "This project will surely reduce the tension between the Lebanese and the displaced Syrians, which is what we hope for."

The fish market that is managed by the Fishermen Cooperative of Sahel El Zahrani is located near the fishermen's port in Sarafand with more than 1,000 fishermen from different villages in the region selling their catch during auctions held in the early mornings, while 350 boats operate at the port. The market is considered one of the most important income-generating opportunities for the Lebanese communities living in the coastal area.

# Living conditions in the Palestinian Gatherings

During 2013 and 2014 UNDP implemented a project to improve living conditions in Palestinian Gatherings, which are home to 110,000 long-term residents and 30,000 recent refugees from Syria. Thanks to support from donors (amounting to US\$7.7m to date), and in coordination with the UN Relief and Works Agency (UNRWA), the project has improved conditions in 42 Palestinian Gatherings by increasing access to shelter, water, sanitation and hygiene. Activities carried out under the project include:

- Upgrading basic infrastructure and services, including water, sewerage, solid waste management, roads and electricity in Gatherings across the country.
- Carrying out hygiene promotion campaigns about good health and environmental practices, and promoting the engagement of municipalities.
- Consolidating and disseminating data about the living conditions in Palestinian Gatherings, including an analysis report produced jointly with UN-Habitat in May 2014.

Through improvements to basic infrastructure, the project has so far directly helped at least 105,000 people in the Gatherings, comprising original inhabitants and refugees from Syria. The project has also supported a working group on the Gatherings, which has led to more effective and integrated planning among stakeholders in the Gatherings and has informed the Lebanon Crisis Response Plan for 2015-16.

**600 shelters in 42 gatherings** rehabilitated and equipped with facilities from WASH awareness campaign







My dad placed a note in his shop announcing **the upcoming opening of my beauty salon.**

Maha, 17 years old



### **Hairdressing trainings: an innovative approach to combat head lice in the Gatherings**

“My dad placed a note in his shop announcing the upcoming opening of my beauty salon,” Maha said with great pride. After participating in a hairdressing workshop organized by UNDP for women in Palestinian Gatherings, Maha, 17, decided to turn the upper floor of her father’s shop in Sabra, Beirut into a hairdressing salon. For her, this new project has re-shifted her life path, after she had left school few years ago.

Not far from Maha’s salon, Marwa, 32, will join efforts with her sister and sister-in-law to open a hairdressing parlour at her home. After they attended the training, the three Palestinian young women residing in Daouk Gathering in Beirut will divide working shifts among themselves which, according to them, will allow their business to grow, without really affecting their family commitments.

UNDP designed this training as an innovative approach to transfer positive and healthy practices relating to head lice treatment to communities, as part of the WASH awareness campaign that the UNDP national project “Improving Living Conditions in Palestinian Gatherings” has started in 2013, and which has targeted so far more than 9000 dwellers through different activities.

Implemented in collaboration with UNDP local partner PARD in Beirut, Saida and Tyre, this business start-up workshop will not only increase the self-reliance of the 30 participating women, but will also reflect on communities’ health by providing them with affordable services that will help them preserve their dignity and hygiene.

After completing eight training sessions tackling hair cutting, styling and lice treatment, every woman participant received a hairdressing kit allowing her to start a small hairdressing business at her home. The kit includes a hair dryer, a sterilizer, head lice shampoo and combs, and a variety of scissors, clips and brushes.

During the closing ceremony of one of these trainings in Tyre, Mayor of Burghlieh Ghaleb Daoud underlined the impact of similar vocational trainings on individuals and communities alike. “We hosted this training in our municipality because we have faith that we will be soon hearing about success stories of women participants and witnessing the economic and social impact of their work in communities.”

# “Live Lebanon!”

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Since 2010 UNDP has been managing the Lebanese Expatriate Project, Live Lebanon, the overall aim of which has been to mobilize the Lebanese diaspora to support local development in the most deprived parts of Lebanon.

Under the headings of “Young Lebanon”, “Healthy Lebanon”, “Green Lebanon” and “Prosperous Lebanon”, Live Lebanon channels funds to small, local projects which provide benefits in education, environment, health, income generation and for youth. During 2013 and 2014, Live Lebanon supported 29 small-scale projects which were proposed by municipalities and local NGOs across the country. Examples of projects funded by Live Lebanon include restoration of a major water network which serves many villages in the upper lands of Hermel; and the installation of a water filtration system and new taps at Irzay School in Zahrani, to help counter a high rate of waterborne illnesses among children.

During 2013 and 2014, a new website for Live Lebanon was created, and a mobile application to facilitate payments through the website was launched. Live Lebanon also teamed up with Zoomaal, a leading crowdfunding platform in the Middle East, to increase the ability to raise funds for its projects. Live Lebanon has attracted support from the General Directorate of Emigrants, Bank of Beirut and the Arab Countries (BBAC), and Al Jadeed TV. The project has been extended and is now due to run to the end of 2016.



Live Lebanon supported **44** projects during 2014.



The course aimed to **strengthen the computer skills of the 27 women who participated** and to reduce the risk of “digital exclusion”.



### Computer literacy and skills training for women

Working with the Lebanon Family Planning Association and funded by Senteurs d'Orient, as part of a programme to empower women in rural areas, between June and September 2013 Live Lebanon organized several training courses for women on using computers. These courses were held in El Marj (West Bekaa) and Bourj Rahal (South Lebanon).

With technology now widely recognized as an important tool for socio-economic development, the course aimed to strengthen the computer skills of the 27 women who participated and to reduce the risk of “digital exclusion”. Digital inclusion is an important element in achieving the Millennium Development Goal on gender equality.

The trainees learned how to use computers and software such as Word, Excel, and Powerpoint. During the course each participant developed and typed her resume (CV) to use when applying for jobs.

# Mine action and livelihood and economic opportunities

Lebanon continues to be affected by landmines, cluster munitions, and other explosive remnants of war. The level of contamination is high, relative to the small size of the country and the high population density. Moreover, with the influx of refugees from Syria and people settling in previously unpopulated areas, mine-related accidents have become more frequent.

With support from the EU, during 2013 and 2014 UNDP implemented a project to develop the Lebanon Mine Action Center (LMAC) into a fully sustainable national institution, capable of overseeing all aspects of mine action. The scope of the project has included advocacy, information management, mine risk education, assistance for mine victims, community liaison, and use of the International Standards for Mine Action. One important component has been humanitarian mine clearance, meaning clearance that prioritizes increasing access to economically productive land, in order to help communities which have suffered from reduced land access.

Other activities have included:

- Strengthening the institutional capacity of LMAC, so that it can better develop policies, strategies and plans, and implement Lebanon's national mine action strategy.
- Helping Lebanon to fulfil its obligations under international conventions related to mines.
- Aiding preparation of a national assessment of victims' needs and initiating an update of the National Mine Action Standards.

The project and UNDP's role have been catalytic, helping the Lebanon Mine Action Center to become a regional center of excellence in mine action and helping communities affected by mines. Nonetheless, Lebanon still faces major challenges in mine action. These include inadequate national legislation, difficult access to mountainous areas contaminated by mines, and the discovery of previously unknown contaminated areas (as a result of populations moving into previously uninhabited areas).





# PROTECTING THE ENVIRONMENT AND CONSERVING ENERGY

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The need to ensure environmental sustainability is easily overlooked amidst other economic and political priorities, such as coping with the impact of the Syrian conflict, securing and extending the benefits of economic growth, and consolidating peace. However, Lebanon is small and densely populated, and can ill afford to squander its natural resources or damage its environment. Moreover, investing in environmental sustainability – in managing and conserving the environment, and addressing climate change risks – can yield important economic, political and social benefits today and in the near term, as well as for the longer term and future.

UNDP is at the forefront of efforts in Lebanon to address environmental needs, working through a number of programmes and projects focused on sustainable energy, climate change, and natural resource management.



# Sustainable energy

During 2013 and 2014, UNDP implemented the third phase of the Country Energy Efficiency and Renewable Energy Demonstration Project for the Recovery of Lebanon (CEDRO), which was first launched in 2007. The project aims to complement the national strategy for reforming the power sector, addressing issues of how to manage demand for energy, conserve end-use energy, and reduce consumption. Lebanon imports around 97% of its energy needs in the form of fossil fuel. With a growing population and economy, energy consumption and spending have been growing. However, energy infrastructure – which has sometimes been damaged during conflicts – has lagged behind demand and new technologies.

There were many notable activities and results from the CEDRO project during 2013 and 2014. For example, a national geothermal resource assessment was completed in March 2014, detailing how much energy can be generated from underground sources, and a study on renewable energy and associated job creation was produced and launched. Solar-powered street lighting projects were completed in Bechtoudar and Menjez and a new low-energy lighting system was installed in a technical school in the south of the country. Renewable energy recording equipment (wind and photovoltaic) was installed at three sites. The project also produced and distributed widely a number of publications to raise awareness about energy issues.

In November 2014 UNDP launched the fourth phase of the CEDRO project, funded by the EU. Work under this phase will continue through 2015 and 2016

and will focus on helping the Ministry of Finance to reduce public and private energy expenditure burdens, thereby increasing security of supply. The project will support the Ministry of Energy and Water to raise renewable energy to 12% of the national energy mix by 2020 and to increase energy efficiency by 5%. It will promote small-scale renewable energy sources, through pilot projects, capacity building, awareness raising and analysis of renewable energy resources and options. The project will also support the drive towards a “green economy” and engagement of the private sector in this and the creation of “green jobs”.

**600** Energy efficient stoves delivered  
**800** Lebanese beneficiaries



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With the money we used to buy diesel fuel, **now we can buy bread and food** instead. **Our joy is inexpressible.**

Shouelly Ahmad el Hajji, a Lebanese woman from Al Hisheh



### Warmth and heating for host communities in need

As a result of severe winter weather, many Lebanese host communities are struggling to heat their homes and keep warm, a situation further compounded by power cuts that last for up to 12 hours a day. For years, Lebanese families have relied on diesel-fuel stoves; however fuel is a dangerous, highly flammable substance, and it is often too expensive to afford, leaving many families vulnerable to the cold.

UNDP's Country Energy Efficiency and Renewable Energy Demonstration Project for the Recovery of Lebanon (CEDRO) has worked with the Ministry of Social Affairs (MOSA) and the Ministry of Energy (MOE) to find a solution. Funded by the German Government under the Lebanon Crisis Response Plan, the project delivers stoves and two winters' supply of environmentally friendly briquettes to the most vulnerable people in the North and Bekaa regions. Those two regions are the most affected by the Syrian crisis; hundreds of thousands of displaced Syrians are living alongside the local population and the strain on resources has increased the price of many basic goods. Around 400 stoves were delivered and installed in the Bekaa and 300 in the North.

The stoves burn sustainably-produced briquettes which are manufactured from carpentry or agricultural waste, or from sustainably-managed forests. Each stove can emit enough heat to warm a room of up to 100m<sup>2</sup>.

But there are also benefits that go beyond providing heating to households. In distributing stoves and briquettes, UNDP has also reduced reliance on highly polluting diesel fuel and on wood collected unsustainably, and often illegally, from forests. Money saved on fuel can be used for other priority needs. Stoves and briquettes are just one way UNDP is investing in renewable energy while providing assistance to those Lebanese most in need.



# Climate change

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UNDP worked with the Climate Change Coordination Unit at the Ministry of Environment to address a number of needs. As a result of one initiative, a report on the optimal renewable energy mix for the power sector in Lebanon by 2020 was produced in September 2014, examining the investment cost implications. Separately, UNDP supported Lebanon's preparations for its Third National Communication to the UN Framework Convention on Climate Change and for its first biennial report. A further UNDP initiative provided support for preparation of a national action programme to mainstream climate change into Lebanon's development agenda.



# Sustainable production and natural resource management

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During 2013 and 2014, UNDP pursued a number of initiatives with the common goal of encouraging sustainable production and management of natural resources. As part of a project providing institutional support to the Ministry of Environment, in partnership with an EU-funded project, in September 2014 UNDP produced an environmental assessment of the impact of the Syrian conflict in Lebanon and the priority interventions that should be taken in response. UNDP supported the Ministry of Environment in its continued implementation of the Montreal Protocol in Lebanon, which focuses on the phasing out of ozone-depleting substances from manufacturing industries. During 2014, UNDP and the Ministry of Environment completed a piloting of new reforestation techniques, which resulted in a significant reduction in planting costs. UNDP also supported the Ministry of Environment to prepare Lebanon's application to the UN General Assembly for compensation for Israel's destruction of oil reservoirs in Lebanon in 2006, which led to oil pollution in the sea.

To support better national and local planning and management concerning water, a UNDP project funded by the Government of Italy worked with the Ministry of Energy and Water to conduct a national groundwater assessment of all of Lebanon's aquifers. This quantified the country's water reserves and resources for the first time since the early 1970s. Through 2013 and 2014 UNDP also continued with the implementation of a US\$25m project for the rehabilitation of the Saida dumpsite in South Beirut. Funded by the Ministry of Environment and

implemented in close coordination with the Saida municipality, the project provides a major example of how environmental mismanagement can be turned around and land rehabilitated for the public good.

UNDP also initiated new work to support sustainable future development of oil and gas in Lebanon. Working with the Lebanese Petroleum Authority and the Ministry of Energy and Water, and building on the strategic environmental assessment carried out in 2013, UNDP launched a project to analyze the environmental, health and safety priorities for petroleum exploration and development, and prepare policy recommendations.



### III LOOKING FORWARD: 2015-16, AND BEYOND

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Looking ahead, through 2015 and 2016, and beyond, Lebanon faces great challenges and opportunities. Most prominent is the continuing challenge of coping with the impact of the conflict in Syria. But the challenges of building Lebanon's own peace, improving governance, and addressing environmental and energy needs, are no less important. Progress in one area assists and reinforces progress in another.

UNDP will therefore continue working with the Government and people of Lebanon to address the challenges they face, and to take advantage of the opportunities that arise. Building on its achievements so far in supporting Lebanon as it copes with the impact of the conflict in Syria, and drawing on its development expertise, UNDP is now taking an increased role in the international aid response. With the UN Refugee Agency (UNHCR), UNDP is jointly leading the Lebanon Crisis Response Plan for 2015-16, which is the joint strategy of the Government of Lebanon and aid partners.

Looking beyond this plan, UNDP's longer-term support for crisis prevention, local development, governance, environment and other goals in Lebanon will continue to be guided by consultations with the Government and civil society, and by the evolving needs of the country. UNDP will support Lebanon as it pursues the global Sustainable Development Goals which are due to replace the MDGs after 2015. And throughout its work in Lebanon, UNDP will continue to encourage national ownership of development progress and results, and fulfilment of the principles and goals of gender equality, human rights, accountability and transparency.



## The Lebanon Crisis Response Plan 2015-2016

The Lebanon Crisis Response Plan (LCRP) is an integrated strategy for humanitarian aid and stabilization in Lebanon during 2015 and 2016. The plan sets out how the Government of Lebanon and its partners will work together to reinforce stability during the protracted crisis caused by the conflict in Syria and at the same time protect Lebanon's most vulnerable inhabitants, including de facto refugees. The plan is a commitment by international partners and the Government of Lebanon to extend their efforts and funding to mitigate the impact of the crisis on Lebanon's stability.

By "stabilization" the plan means strengthening national capacities to respond effectively to the crisis, and increasing support for vulnerable Lebanese communities, while humanitarian assistance needs are met. The priorities of the LCRP are therefore to:

- Ensure humanitarian assistance and protection for the most vulnerable Syrian refugees in Lebanon and host communities;
- Strengthen the capacity of national and local systems for delivering basic services;
- Reinforce Lebanon's economic, environmental, institutional and social stability.

The total funding required under the LCRP for 2015 is US\$2.14bn. The plan is structured around 11 sectors, which all contribute to both the humanitarian and stabilization needs of the country. As well as co-leading the overall response plan, UNDP is the lead agency for the livelihoods and social stability sector.

US\$2.14bn

The total funding required under the LCRP for 2015



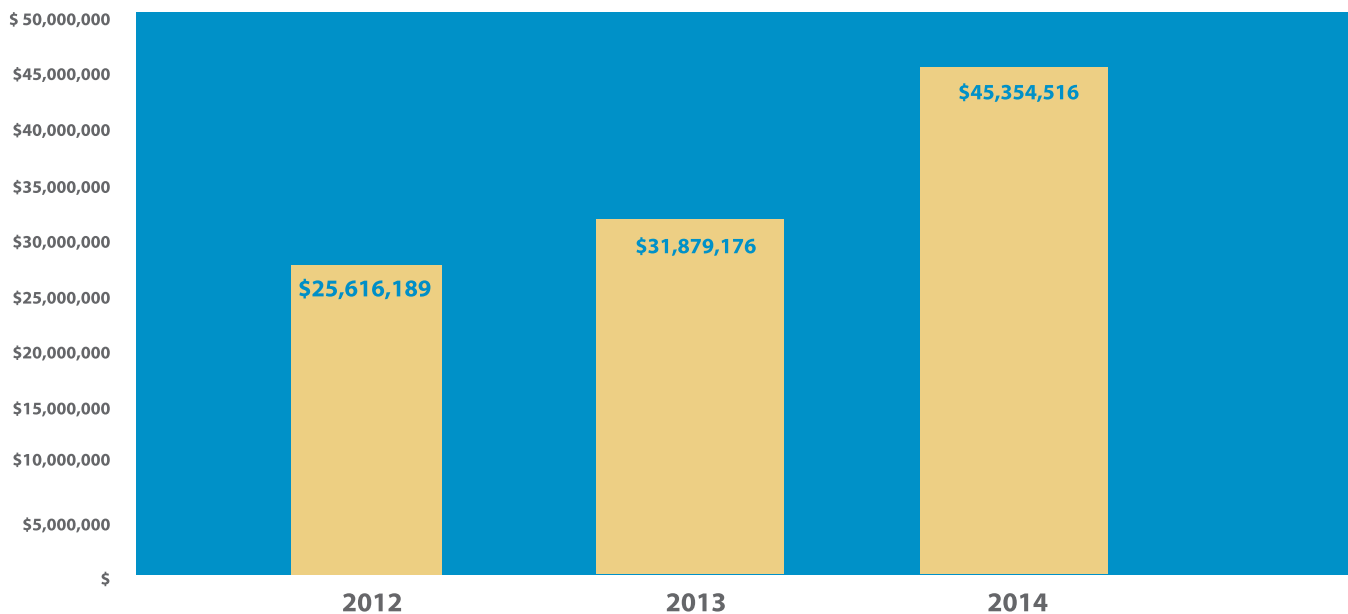
11 sectors

The plan aims to help a total of 3.3 million people. Of these, the plan projects that 2.2 million will benefit from protection and other forms of direct assistance, and 2.9 million will benefit from assistance for services.

The LCRP is aligned with the wider regional strategy for aid in response to the Syrian conflict, the Regional Refugee and Resilience Plan 2015-16 (3RP), which covers Iraq, Jordan, Lebanon, Turkey and Egypt.

Sector	Funding requirement (US\$ m)	Funding requested by UNDP (US\$ m)
Food security	447	
Basic assistance	288.6	
Education	263.6	
Health	249.2	6.0
WASH	231.4	12.0
Livelihoods	175.9	98.2
Social stability	157.3	103.6
Shelter	147.2	0.2
Protection	111.8	
Child protection	43.4	
SGBV	27.7	

### 2012-2014 Programme Expenditures\*



\*The above Chart represents total expenditures from UN, Donors and Government contributions.

# Our Donors



# References

- The following are some of UNDP's publications in 2013-14:
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- Lebanon Support and UNDP, "Between Local Patronage Relationships and Securitization: The Conflict Context in the Bekaa Region", conflict analysis report, January 2015
- UNDP and UN-Habitat, "Profiling Deprivation: An Analysis of the Rapid Needs Assessment in Palestinian Gatherings Host Communities in Lebanon", May 2014
- More publications and reports about specific projects are available on UNDP's website at [www.lb.undp.org/content/lebanon/en/home/library.html](http://www.lb.undp.org/content/lebanon/en/home/library.html).

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