### **Country: LEBANON**

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY**

### **Reporting period: 2010-2015**

### **I. EXECUTIVE SUMMARY**

The UNDP Country Programme for Lebanon for 2010-2014 (extended to 2016 because of the Syrian crisis) focused on four areas, namely: (a) institutional development and democratic governance; (b) social development and regional disparities; (c) environmental sustainability; and (d) conflict prevention and peacebuilding, with national reconciliation and peacebuilding constituting important elements in the governance and socio-economic programmes.

The main feature of the evolution of the situation in Lebanon since 2011 has been the increasingly negative impact on the security, governance, socio-economic and environmental situation in the country of a prolonged Syrian crisis, now in its sixth year. In the context of this crisis, UNDP was instrumental in bridging the humanitarian-development divide by steering the international response to the Syrian crisis towards resilience-based development programming and it was able to rapidly adapt and scale up its program to respond to the unfolding impacts of the crisis on the country.

With funding increasing from 4 to 15 million, its local development program expanded from 50 to 146 communities, engaging municipalities and communities in improving livelihoods and service provision in a conflict sensitive manner through 300 projects benefiting 800,000 vulnerable women, men, girls and boys. This helped reduce tensions between Lebanese and refugee communities, develop trust between community and municipality, helped municipalities envision their role beyond infrastructure and service delivery toward addressing social issues and strengthen the Ministry of Social Affairs’ (MoSA) ownership, leadership and capacity to respond. The establishment of 4 Local Economic Development Agencies (LEDAs) also provides a solid foundation for expansion of economic activity.

Building on work focussed on recovering from previous conflicts and maintaining peace, such as supporting demining operations, addressing needs of Palestinian gatherings outside of UNRWA’s mandate, and national and local dialogues on Palestinian Refugee issues, with active media involvement, UNDP was able to integrate the Palestinian issue in the Syria crisis response, undertake rapid conflict risk analyses, expand the network of local peace structures and dialogues that contributed to the reduction of tensions. It has also begun supporting a national network of security cells and sensitive community policing.

Long-standing support for reform and capacity development at the central level has allowed UNDP to: facilitate the elaboration and implementation of several national strategies, the adoption of 134 reforms and policies on administrative reform, anti-corruption, elections, economy and trade, and debt and fiscal management; support documentation and diffusion of knowledge through 215 publications; and strengthen the capacity of key government strands on DRR. In 2010, UNDP was awarded the UN Public Service Award for supporting the Ministry of Interior and Municipalities (MoIM) conduct parliamentary elections to international standards, and it is currently preparing for upcoming municipal and parliamentary elections.

UNDP’s Environment and Energy program has supported the passing of environmental mainstreaming legislation, assisted the Government in meeting international environmental convention requirements, including phasing-out Ozone Depleting Substances and reporting to the UN Framework Convention on Climate Change and the UN Convention to Combat Desertification. In the sustainable energy sector, the implementation of pilot renewable energy and energy efficiency projects, technical studies and capacity building activities contributed to the formulation in 2011of a National Electricity Sector Paper that included all these initiatives and policy recommendations, and commitment to a 12 percent renewable energy target by 2020.

A recently completed CO Gender Strategy acknowledged increased participation of women in all stages of design and implementation of both local development and peace building interventions, and the targeting of women’s groups for economic and cultural development activities, that have contributed to reducing gender inequality, breaking traditional gender roles, and providing opportunities for them to demonstrate leadership and role model for younger women. It also notes lobbying for women’s representation and participation in national governance, despite obstacles faced at that level.

During the past cycle, UNDP also refined its private sector strategy which calls for a systematization of work in this area through continued collaboration with the Ministry of Economy and Trade (MoET), entering into agreements with target enterprises and collective promotion of reform, research, coordination and corporate social responsibility. Experience and relationships developed through initiatives like Live Lebanon, support for the Investment Development Authority of Lebanon (IDAL) and private sector engagement in renewable energy provide foundations for continuing to strengthen partnerships with the private sector.

The above achievements highlight UNDP’s close, trusting and wide-ranging relationship with Government, private sector and civil society at the national and sub-national levels, as well as its capacity to rapidly adapt and scale up programs in light of changing circumstances. It is uniquely placed, among sister UN and other international institutions, to provide a coordinating and integrating role at both national and sub-national levels and to facilitate linkages between these two levels. UNDP is the lead agency with regards the Resilience/Stabilization element of the Lebanon Crisis Response Plan (LCRP), an element of the Regional Refugee and Resilience Plan (3RP) in response to the Syrian crisis. In addition, UNDP also leads both the Social Stability and Livelihoods working groups, convening, negotiating and advancing the agenda on LCRP issues and ensuring an integrated response.

### **II: Country Programme Performance Summary**

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| **Country information** |  | | | |
| **Country name: LEBANON** | | | | |
| **Current country programme period: 2009-2014 (extended to 2016) (Reporting figures as of 2015)** | | | | |
| **Outcomes** | **Total Expenditure** | | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **01 - Performance of public institutions enhanced; public administration modernized.** | $40,000,000 | | *1.1 Number of Reforms formulated and percentage of implementation* | * Development and implementation of national strategies including the National Sustainable Development Strategy, the investment strategy, as well as the Administrative reform and development strategy * Comprehensive National Human Rights Action Plan developed in partnership with OHCHR and the Human Rights Parliamentary Committee. * Draft decentralization law was published. * 134 public reforms and policies developed on administrative reform, anti-corruption, electoral reform, economic and trade reform, and Debt and fiscal management |
| UNDP Contribution:  CP Outputs:   * Capacities of key public institutions strengthened to formulate, coordinate and implement economic reforms and aid management. * Phased fiscal adjustment implemented   Progress and Achievements:   * Administrative reform was supported through capacity building of officials (more than 130 in various areas), but also through automation processes. The Ministry of Justice has been provided with a full framework of automation, to be implemented in 2016 and beyond. * Technical Support was provided to the special committee on decentralization * Engagement of Lebanese Expatriates in institutional development through more than 7 missions a year, benefiting at least 10 institutions annually. * Knowledge building and sharing through 155 publications covering all areas of Governance, and 60 ongoing. * Building the institutional capacity of the public administrations in strategic planning is launched and Implementation started for strengthening human resources management capacities and Simplification of Administrative Procedures in four ministries and the Civil Service Board. Phase I of the e-government portal is completed. Records Reparation and Micrographics of the National Civil Registry project launched. * Implementation of the ICT master plan for the courts system * Tax Reform initiatives and custom automated systems implemented * Educational Development Plan supported with ICT and institutional development initiatives. * Sectoral investment promotion studies completed * Sustainable Development Strategy developed | | | | |
| **02: Accountability of state institutions, and inclusive participation, strengthened** | | $10,000,000 | *2.1. Levels of accountability and participation improved* | * Successful completion of 2010 parliamentary election to international standards |
| UNDP Contribution:  CP Outputs:   * Transparency and accountability in public institutions, and efficiency in administration of justice and parliamentary affairs improved * Citizenship, participation, and leadership rights for women promoted   Progress and Achievements:   * UNDP awarded in 2010 the UN Public Service Award for the conduct of Parliamentary Elections according to international best practices through the support provided to the Ministry of Interior and Municipalities (MOIM). * In addressing the levels of accountability and participation, despite the paralysis the parliament has been facing, proactive and alternative measures were taken to keep momentum high. New partnerships were developed in view of allowing better management of elections (specifically results management) providing, for instance, extensive technical support to the Constitutional Council. * Specific emphasis has been placed on the role of women and participation in elections, maintaining a very high level national debate over special temporary measures such as a gender quota, informing decision makers and citizens on technical aspects, using partnerships with civil society as an outreach platform, and resulting in buy in from a number of leaders, including the Speaker of Parliament * Despite the postponement of parliamentary elections, the voter registration and candidates’ registration showed good progress especially with the increased number of women candidates and support provided for municipal elections in 2016.. | | | | |
| **03: Strengthened policy and institutional framework for implementing strategies focused on poverty reduction** | | $ 8,356,638.48 | *3.1. Number of enhanced pro-poor policies endorsed and relevant action plan implemented by the government* | * No comprehensive survey has been conducted to update the baseline of 2010. * First National Strategy for Social Development, which was launched by the Ministry of Social Affairs in 2011. |
| UNDP Contribution:  CP Outputs:   * Strengthened national and civil society capacities to formulate and implement social development and labor strategies   Progress and Achievements:   * UNDP conducted capacity assessments of selected governmental agencies involved in the planning and implementation of MDG1. A capacity development programme for the National Employment Office was implemented as a result of the above-mentioned assessments. * UNDP extended its technical and administrative support to the Inter-Ministerial committee for social issues for the formulation of the first National Strategy for Social Development, which was launched by the Ministry of Social Affairs in 2011. The strategy is currently being revised to reflect the impact of the Syrian crisis. | | | | |
| **04: Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery** | | $ 48,455478.61 | *4.1. % increase of local actors’ participation in local development planning (including women and youth)*  *4.2. Number of host communities highly affected by Syrian refugees supported to in basic and social services capacity*  *4.3. Number of beneficiaries in the most vulnerable host communities supported with livelihood and income generation**activities* | * 120 community development plans were developed recently in full consultation with local stakeholders including women and youth. * 50 most vulnerable communities were supported through basic and social services interventions * More than 9,500 people benefited from other diversified livelihoods opportunities through UNDP emergency projects. More than 2,400 emergency jobs for adults (15 or more years old) were created through UNDP projects. |
| UNDP Contribution:  CP Outputs:   * Capacities of institutions and community groups strengthened for effective formulation and implementation of regional and local development plans including women and youth * Youth mobilization activities strengthened and inclusive participation in community development enhanced   Progress and Achievements:   * UNDP, in partnership with the Ministry of Interior and Municipalities, conducted in 2010-2011 a capacity development programme targeting 300 municipalities to empower newly elected members of councils in areas related to local governance. * UNDP supported the establishment of 4 Local Economic Development Agencies (LEDAs) in the 4 deprived areas of Lebanon with representation for the first time from the public and private sectors. UNDP also conducted market and needs assessments for the LEDAs. * UNDP supported two pilot regions (Dinniyeh and Jezzine districts) in formulating regional development strategies and relevant action plans and supported the formulation of more than 50 community development plans. * UNDP mobilized and attracted a number of Decentralized Cooperation initiatives with partners from European communities and has extensively involved diaspora in funding local development initiatives. * More than 50 socio-economic initiatives are implemented annually since the beginning of the current CPD cycle using participatory approach. Those initiatives which include agricultural, health, education, social integration and support to vulnerable youth and women, and income generating projects, are implemented closely with the local/regional working groups, local authorities and relevant ministries in the 4 neediest regions in Lebanon. * Since the beginning of the Syrian Crisis, UNDP in partnership with the Ministry of Social Affairs (MoSA), launched a programme to support the Lebanese communities affected by the Syrian crisis particularly those hosting Syrian refugees, through improving livelihoods and service provision in a conflict sensitive manner using inclusive community based approach. 146 communities were assessed using the Maps of Risks and Resources methodology. In 2014 MoSA adopted the methodology and participated in its implementation. Since 2013, around 300 basic services and livelihood projects were implemented targeting the most vulnerable communities and benefiting more than 800,000 people. | | | | |
| **05: Environmental considerations mainstreamed** | | *$ 44,974,130* | *5.1. Ministerial plans/strategies include environmental considerations* | * Several environmental legislation and decrees were passed during the last CPD. Of particular important were those related to the Environmental Impact Assessment and the Strategic Environmental Assessment which ensure that policies and projects are environmentally screened and appropriate mitigation measures are included in their design. * National water sector strategy includes some climate change/environmental considerations * Strategic Environmental Assessment of the Ministry of Energy and Water's Renewable Energy Policy completed |
| UNDP Contribution:  CP Outputs:   * Environmental action plans/strategies developed for the relevant line ministries and decentralized structure   Progress and Achievements:   * More than 10 trainings and coordination meetings undertaken on pertinent environmental issues undertaken to support the mainstreaming of environment into agendas of other ministries. * Support was provided to the Ministry of Environment in reviewing and providing recommendations for more than 100 environmental impact assessments and strategic environmental assessments. * Assistance in drafting more than 5 legal policies and/or decrees and/or decisions in various thematic areas in environment was provided. * A master plan on solid waste management for the cazas of Baalback and Hermel was developed and capacity of the municipality built for its implementation. | | | | |
| **06: Government equipped for obligations set by international conventions** | | $*7,803,713* | *6.1. Technical units operational and with the needed capacity* | * All the requirements towards the international environmental conventions to which Lebanon is signatory were met including the mandatory phase-out of certain types of Ozone Depleting Substances, the reporting requirements to the UN Framework Convention on Climate Change and the UN Convention to Combat Desertification. |
| UNDP Contribution:  CP Outputs:   * Technical and operational capacity of Gov’t strengthened to meet its international environmental obligations   Progress and Achievements:  - A national greenhouse gas inventory was completed for all sectors completed for the years 2005-2011 and officially submitted to the UN Framework Convention on Climate Change   * A detailed vulnerability and adaptation assessment was undertaken for Lebanon and endorsed by the Ministry of Environment * The Ministry of Environment was assigned as a the national designated entity for the preparation and coordination with the national mitigation action plans * Six technical reports on climate change issues prepared and distributed * Timely submission of all reports to the Montreal Protocol for progress of implementation of the CP, the Article 7 ODS data, Performance verification report, NPMP and methyl bromide Project Completion Reports * Undertook technical surveys of consumption of ozone depleting substances of all industries, importers, customs and the Ministry of Economy and Trade * The third National Biodiversity Action Plan completed and submitted to the Convention on Biodiversity * An assessment of medical waste and technical capacity building on the improved management of hospital waste was undertaken in 3 hospitals | | | | |
| **07: Climate change considerations mainstreamed in national priorities** | | *$ 25,999,308* | *7.1. Climate change is considered as a higher priority at the national level* | * The National Electricity Sector Paper which was issued in 2011 included all policy recommendations * Lebanon prepared its Intended Nationally Determined Contribution (INDC) document in time for the COP21 in Paris which was also attended by a large delegation representing the country. The Government committed to a 12% renewable energy target by 2020 |
| UNDP Contribution:  CP Outputs:   * National sustainable energy strategy developed and its implementation promoted * Effects of climate change identified and measures to adapt implemented including capacity of line ministries   Progress and Achievements:   * In the sustainable energy sector, 120 pilot renewable energy and energy efficiency projects were implemented in the public sector, renewable energy technical studies were undertaken and national capacity building activities built up the momentum in the field. * Impact of climate change on the various economic and environmental sectors in Lebanon has been completed and 2 NAMAs identified and initiated with the various ministries involved. | | | | |
| **08: Government capacities to address critical recovery issues improved** | | $ 12,186,698.62 | *8.1. Levels of disaster preparedness and prevention of Lebanese national authorities are improved and coordinated* | * Six sectoral and regional disaster response plans have been developed, endorsed, and tested; * National Disaster Response Framework developed * Establishment of National Operation Room at the PMO (though not fully functional, it is expected to be so in the coming period). |
| UNDP Contribution:  CP Outputs:   * National capacities for mine action management strengthened * National capacities to address disaster preparedness strengthened   Progress and Achievements:   * Successful hosting of the Second Meeting of States Parties to the Convention on Cluster Munitions, in September 2011 * A national mine action strategy 2011-2020, developed by the LMAC and other Ministries to comply with the obligations of the Convention on Cluster Munitions * Capacity of the Regional Mine Action Centre (RMAC) to manage the current volume of operations to clear cluster munitions in the South strengthened * Reports by the Government of Lebanon towards the implementation of the priorities identified in the Hyogo Framework for Action submitted * A national response plan to strengthen the Government's preparedness to disaster situations developed * Around 200 municipalities and cities in Lebanon joined the global campaign on “Resilient Cities” * The Army and the National School of Administration agreed to integrate disaster risk reduction and preparedness into their training curriculum | | | | |
| **09: Living conditions and trust in Palestinian and Lebanese surrounding communities improved** | | $ 11,858,859.13 | *9.1 Extent to which national mechanism for mediation and consensus building conducts regular inclusive consultations*  *9.2 Joint mechanisms for enhanced dialogue and service delivery in place* | * National policy towards dealing with the Palestinian Refugee file in Lebanon is endorsed by the Government - Government deadlock remained during 2015 which prevented new policies to be approved * Functional and joint mechanisms in at least 7 Palestinian Gatherings and Lebanese municipalities joint mechanisms for implementation completed |
| UNDP Contribution:  CP Outputs:   * Livelihoods of 2.500 families in communities surrounding Nahr el-Bared improved and dialogue enhanced * Service provision in 12 mixed Lebanese-Palestinian areas improved   Progress and Achievements:   * Supported the national authorities to launch a national dialogue at a senior political level on Palestinian Refugees issues in Lebanon. * Post the 2007 clashes between the Lebanese Army and a group of Islamist militants who took the Nahr El Bared Palestinian refugee camp hostage which resulted in the total destruction of the camp and damaging the neighboring Lebanese communities, UNDP highly contributed to reviving the economic life of Lebanese communities in the camp’s vicinity through extending support to SME’s, farmers, and civil society. * Building on the work that UNDP did in the Naher El Bared camp vicinity, UNDP scaled up its work in Palestinian Gatherings that fall outside the mandate of UNRWA in terms of BUS and shelter provision; this directly contributed to improving the living conditions of Palestinians who live in the worst conditions in Lebanon and who have fallen within the cracks when it comes to development interventions. This has also contributed to building relations between Palestinians and their surrounding Lebanese communities. * In response to the implications of the Syrian crisis on Palestinian Gatherings that fall outside the mandate of UNRWA, UNDP implemented 56 WASH and infrastructure projects in 37 Gatherings, and rehabilitated 412 shelters and equipped them with WASH facilities in 20 Gatherings, carried out a WASH awareness campaign that reached over 10,000 dwellers noting that beneficiaries where selected based on a field assessment that covered the needs of both Palestinians coming from Syria as well as the original dwellers. Led the coordination of all actors engaged in responding to the needs of Palestinian Gatherings with over 50 local actors and CSO’s engaged in a community planning exercise. | | | | |
| **10: National capacities towards building sustainable peace strengthened** | | $ 9,879,975.48 | *10.1 Peace building initiatives undertaken at the national and local levels to promote dialogue and the culture of peace* | * National strategy for civil peace developed and dialogue mechanisms established at the local level national policies and draft laws developed specifically on decentralization * Platforms for ongoing knowledge sharing were developed and disseminated, engaging political parties, and national dialogue advisors/experts, resulting in new facilitation strategies and a more effective response to the arising national dialogue initiatives. The success of contributions in Lebanon (also building on past years) was replicated in the Arab region |
| UNDP Contribution:  Progress and Achievements:   * Support provided to the national dialogue table and more than 60 facilitation meetings were organized between the representatives of the key political parties to accompany the national dialogue process. * Contributions to support peace building processes, dialogue structures, political-making bodies, and successfully build consensus were made, despite the political deadlock * In terms of Peace Building, we have managed to be at the forefront in terms of creating spaces for dialogue at the local level but also in engaging schools and the media. On that note, over the last CPD, we managed in partnership with the Ministry of Information to launch the Journalist Pact for strengthening civil peace. * “Peace building toolbox” developed and piloted with the Ministry of Education and Higher Education, to integrate peace building in the high school curriculum with the “Violence Free Schools” initiative launched in over 30 public schools hosting Syrian refugee students * Over 50 municipalities and over 400 local leaders involved in developing mechanisms for social stability covering the 7 governorates of Lebanon reaching out over 4000 beneficiaries * The production of over 10 joint peacebuilding news supplements through the 4 major newspapers in Lebanon in three languages reaching over 350,000 readers. This process engaged over 90 journalists and 34 media outlets who had signed up to the Journalists pact for strengthening civil peace in Lebanon. | | | | |

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| **Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)**  Key Achievements:  Two outcome evaluations, one of policy advisory and support units and one of the Environment and Energy program, an many other project evaluations were conducted during the cycle. The salient achievements validated by these evaluations include, for example:   * The effectiveness of the governance programme in developing capacity and supporting the adoption of policies and reforms, in helping the government conduct parliamentary elections to international standards (for which it obtained the UN Public Service Award in 2010) and the positive impact the highly successful “*Transfer of Knowledge Through Expatriate Nationals*” (TOTKEN) project had on Lebanese governmental and social institutions; * Facilitating Lebanon signing up to the Convention on Cluster Munitions and hosting the 2nd member state party conference, which has led to the speeding up of cluster munitions clearance in Lebanon and enabled UNDP to enhance the capacity of Lebanon Mine Action Center as the national authority coordinating and supervising all clearance operations, Mine risk education and Mine Victim assistance programmes; * Supporting the formulation of the first National Strategy for Social Development, which was launched by the Ministry of Social Affairs (MoSA) in 2011, followed by a governance capacity development programme for newly elected council members in 300 municipalities, the establishment and support of 4 Local Economic Development Agencies (LEDAs) in the 4 most deprived areas of Lebanon, with, for the first time, representation from both public and private sectors; * The implementation of highly relevant, effective, replicable and sustainable models of local development which have led to the formulation of development strategies and relevant actions plans in two districts and 50 communities. These models have served as a foundation for a rapid expansion of the program to about 150 of the most vulnerable communities in response to the Syrian crisis, the formulation of the Maps of Risks and Resources (MRR) methodology to identify priority intervention and its adoption by the Ministry of Social Affairs (MoSA). * The passing of several environmental laws and decrees, particularly those related to Environmental Impact Assessment and Strategic Environmental Assessment, and meeting requirements towards the international environmental conventions to which Lebanon is signatory, including the mandatory phase-out of certain types of Ozone Depleting Substances, the reporting requirements to the UN Framework Convention on Climate Change and the UN Convention to Combat Desertification. The adoption of National Electricity Sector Paper which in 2011 based on recommendations arising from pilot renewable energy and energy efficiency projects and technical studies and the Government’s commitment to a 12 percent renewable energy target by 2020.   Major Lessons Learnt:  Key lessons learned arising from these evaluations include: the need for more intense area based coordination and strengthening the capacity of emerging structures such as the LEDA to support local development ; the need to connect more clearly upstream and downstream efforts; the importance, in sensitive contexts, of the participation of all stakeholders in program design and of appropriate risk analysis and alternative implementation strategies ; the need to pursue gradual absorption of UNDP staff into regular government contracted staff ; and the need to refine the environment programme’s results framework, the documentation of its many useful approaches and impacts, and the sustainability of renewable energy investments . These have been acted upon or taken into account in programming for the current cycle. |

### **III. Country Programme Resources (2012 – 2015)**

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| Focus Area | Programme Expenditure ($) | | | % of Total |
|  | Regular (TRAC) | Other | Total |  |
| Poverty and MDGs | 838,918 | 37,276,790 | 38,115,708 | 26% |
| Democratic Governance | 281,170 | 37,135,430 | 37,416,600 | 25% |
| Crisis Prevention and Recovery | 474,028 | 23,588,876 | 24,062,904 | 16% |
| Environment and Sustainable Development | 399,002 | 49,488,693 | 49,887,696 | 33% |
| Total | 1,993,119 | 147,489,789 | 149,482,908 | 100% |

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| Data sources: (please indicate the main sources from which data were obtained for this report.) |
| UNDP Outcome and Project Evaluations  ROAR Reports |