UNITED NATIONS

DEVELOPMENT ASSISTANCE FRAMEWORK

LEBANON

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UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK LEBANON (2010-14)

List of Acronyms

CAT	Convention Against Torture
CCA	Common Country Assessment
CDR	Council for Development and Reconstruction
CEDAW	Convention to Eliminate All Forms of Discrimination Against Women
CESCR	Committee on Economic, Social and Cultural Rights
COM	Council of Ministers
CP	Country Programme
CPR	Conflict Prevention and Recovery
CRC	Convention on the Rights of the Child
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization
GBV	Gender-Based Violence
GoL	Government of Lebanon
HACT	Harmonized Approach to Cash Transfers (to Implementing Partners)
HQ	Headquarters
HR	Human Rights
IDAL	Investment Development Authority of Lebanon
IFAD	International Fund for Agricultural development
ILO	International Labour Organization
IMC	Inter-Ministerial Committee
IOM	International Organization for Migration
LPDC	Lebanese-Palestinian Dialogue Committee
LRF	Lebanon Recovery Fund
M&E	Monitoring and Evaluation
MD	Millennium Declaration
MDG	Millennium Development Goals
MoL	Ministry of Labour
MoPH	Ministry of Public Health
MPHS	Multiple Purpose Household Survey
NCLW	National Commission for Lebanese Women
NGO	Non-Governmental Organization
NPAHR	National Plan of Action for Human Rights
OHCHR	Office of the High Commissioner for Human Rights
OMSAR	Office of the Minister of State for Administrative Reform
PCM	Presidency of the Council of Ministers
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNHCHR	United Nations High Commissioner for Human Rights
UNHCR	United High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNRC	United Nations Resident Coordinator
UNRWA	United Nations Relief and Works Agency
UNSC	United Nations Security Council
UNSCOL	United Nations Special Coordinator for Lebanon
UNTSO	United Nations Truce and Supervision Organization
WHO	World Health Organization

The UNDAF process, which started in December 2007, took place against a difficult background marked by an acute political and security crisis that only improved with the signing of the Doha Agreement in May 2008. The UNDAF process was nevertheless conducted in a transparent and inclusive participatory manner, in particular closely involving the main government partners and civil society groups in Lebanon.

The UNDAF builds on the main findings of the 2007 Common Country Assessment (CCA), seeking to transform the challenges identified in the CCA into opportunities for progress and development. In this regard, the UNDAF is also aligned with the national planning process as its design takes into account the key national policy and planning documents, including the Taef Accord (1990), the Constitution, Doha agreement (2008) and Government declaration of August 2008.

The main national planning document is the Government Reform Programme, presented at the International Conference in Support of Lebanon - Paris III, January 2007[1], and the basis on which the UNDAF was formulated. Of particular relevance and importance is the Social Action Plan[2] component, which focuses on increasing the return on social investment, the improvement of the social indicators and the strengthening of social safety nets. The main objectives of the government reform programme are to stimulate growth (to at least 4-5 percent annually throughout the five years), to create employment, to reduce poverty and regional inequalities, and to maintain political and social stability.

Based on the above mentioned national policy and planning documents, and the identified UNCT comparative advantages, the UNCT selected five UNDAF outcomes: i) democratic governance and institutional development; ii) socio-economic development and regional disparities reduction; iii) environmental sustainability; iv) human rights; and v) gender.

Due to the nature of the UNDAF, some critical UN programmes are not part of the UNDAF results matrix, notably UNRWA activities, conflict prevention and recovery, including Nahr el Bared camp reconstruction and reducing tensions in surrounding municipalities. A generic description of these interventions can be found in the UNDAF special initiatives chapter.

UNDAF implementation will take place within established national frameworks and systems, in particular of the socio-economic reform programme (notably the Inter-Ministerial Committees in relation to sector strategy, integration of projects in sector plans and major operational issues). Efficient implementation would gain considerably by having in the government a single interlocutor for the UN system for overall coordination and for matters of policy and strategy development. The UNCT and the Deputy Special Coordinator/UN Resident Coordinator will be responsible for the effectiveness of UN development activities, especially in cases where resources are combined.

Monitoring and Evaluation (M&E) of the UNDAF will be aligned with national systems and processes, particularly in the context of the government reform programme.

Finally, an essential condition for undertaking the UNDAF is the prevalence of a peaceful and secure operating environment and of political stability.

[1] Lebanese Republic, Recovery, Reconstruction, and Reform, International Conference for Support to Lebanon, Paris, 25 January 2007, January 2007, 29 p.

[2] Republic of Lebanon, Social Action Plan, Towards Strengthening Social Safety Nets and Access to Basic Social Services, January 2007, 17 p.

Roberto Laurenti
UNICEF Representative

Stéphane Jaquemet
UNHCR Regional Representative

Nada Al-Nashif
ILO Regional Director

Houssain Abouzaid
WHO Representative

Fateh Azzam
UNOHCHR Regional Representative

Ali Moumen
FAO Representative

Abdel Moneim Osman
Director, UNESCO
Regional Office for Education in Arab States

Salvatore Lombardo
Director for UNRWA Affairs/Lebanon

Khaled El-Mekwad
UNIDO Representative

Badr Al Dafa
ESCWA Executive Secretary

Selfeldin Abbaro
UNDP Country Director

Othman Belbeise
Head of IOM Office in Lebanon

Alioune Badiane
Director, United Nations Human Settlements (UN-Habitat) Programme Regional Office for Africa and the Arab States

Renée Sabbagh
UNODC Lebanon Programme Officer, OIC

Marta Ruedas
Deputy Special Coordinator for Lebanon
UN Resident coordinator
UNDP Resident Representative
UNFPA Representative

Nabil El Jisr
President
Council for Development and Reconstruction

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INTRODUCTION

The presence and role of the UN in Lebanon has become ever more important and complex in the past decades, spanning areas from observer and peace keeping missions to political representation, humanitarian assistance and development.[3]

UN development assistance made many salient achievements, notably in the period before the civil war, which impacted economic and social development performance - to mention a few examples: civil aviation development, Litani river development, agricultural research and development, provision of basic social services, environmental promotion, and others. Yet, Lebanon's standing as a medium-income country and medium-human development country must be gauged against the deep and entrenched problems facing the country and the un-finished national agenda for development, as revealed by the 2003 Millennium Development Goals (MDG) Report for Lebanon and the Common Country Assessment (CCA) of 2007.

CCA Main Findings[4]: The CCA highlighted the extreme political polarization and its disastrous consequences, which are a constant reminder of the need for open dialogue and national reconciliation, at the political and popular levels, to ease the political situation.The major finding that emerged from the analysis of the CCA "*… is the manifest failure of governance at all levels and across the range of sectors. To confront Lebanon's many and deep-seated problems, there is a need to transform governance into good governance that is inclusive and respectful of human rights, and accountable."* [5] A fundamental challenge for Lebanon lies in establishing a strong state to govern in an inclusive and accountable manner and to be instrumental in driving reform and progress.

Other main findings include non-respect for human rights principles and related discriminatory practices, in particular against vulnerable groups including non-citizens. Even though human rights in Lebanon are protected by law, many laws are ineffectively implemented and enforced. Incremental measures towards ensuring equality among citizens and respect for human rights of all people within Lebanon's jurisdiction are instrumental in strengthening the foundations of the state.

The CCA also concluded that, since 1990, Lebanon's growth performance was modest (periods of strong growth alternating with low growth) due structural imbalances. Output and employment structure hardly changed over more than three decades and resulted in stagnant productivity, rising unemployment and continued emigration of young graduates. Persistent fiscal problems seriously affect economic growth and development. Also, striking for a small country such as Lebanon are the wide regional and socio-economic disparities. Growth-enhancing structural reforms combined with a push to address market failures in education in terms of cost and relevance, and the establishment of a modern transport and communications network would help restore competitiveness.

[3] The United Nations (UN) has been present in and involved with Lebanon - a founding member of the Organization - uninterrupted almost since the country's independence. From the early - and continuing - issue of Palestine (through the United Nations Truce and Supervisory Organization (UNTSO) and the United Nations Relief and Works Agency (UNRWA)), the UN became active as a provider of development assistance and cooperation in the early fifties. Peace-keeping followed upon the Israeli invasion of 1978 with the establishment of the United Nations Interim Force in Lebanon. The UN Secretary-General has maintained a political representative in Lebanon since the year 2000 with the appointment of the Personal Representative of the Secretary-General for Southern Lebanon after Israel's withdrawal from that area. The mandate of that envoy was expanded in 2005 to cover all of Lebanon and later developed in 2007 into the United Nations Special Coordinator for Lebanon. At different and extended periods of time, the UN has provided emergency relief and humanitarian and recovery assistance to the Lebanese population in need and as well to non-Palestinian refugees. Over the years, the Lebanese Government carved out a role as hub for UN regional entities, most notably the Economic and Social Commission for Western Asia (ESCWA) and regional offices.

[4] For details, see United Nations, Common Country Assessment Lebanon, Final Draft, December 2007

[5] United Nations, Common Country Assessment Lebanon, op.cit. p.63.

INTRODUCTION

In recent years, improvement in living conditions in many regions was modest and disparities in practically all considerations remain strong between the center and the regions. Education attainment improved, notably for gender equality, but education relevance, quality and standards did not sufficiently improve, with negative impact on skills and productivity. Basic health concerns in terms of primary health care and preventive health care have not been adequately addressed and have suffered from neglect of the public sector. Health and education suffer from high cost. There is serious misallocation and underutilization of resources in both the education and health sectors. Poverty remains a serious problem, affecting in its extreme form 8 percent of the population - a reflection of prolonged weakness in economic growth and employment opportunities. Pro-poor growth and regional balance policies along with targeted sector strategies that are inclusive will lead to achieving social development objectives, including relevant MDGs, which are within reach.

Serious environmental degradation in almost all sectors reflects weak enforcement of existing laws and poor environmental control and management systems. Green cover is largely due to urban pressure and other human activities, partially related to high rural poverty. Degraded air quality is the result of poor public transport infrastructure and the inefficient use of energy. Access to a regular, safe supply of drinking water at the household level is not accessible by a quarter of the population. The key challenge is to establish integrated water management, including drastic improvements in irrigation efficiency, promotion of water conservation and environmental protection in general. Environmental sustainability would benefit from improved sector governance in terms of better environmental management, including its relation with poverty reduction.

The above perspective, centered on good governance, would allow the UNCT to transform challenges into opportunities and to position itself beyond the MDGs, which by and large are within reach, to embrace the wider objectives of the Millennium Declaration. Under the lead and in harmony with the Government, the United Nations Country Team (UNCT) is committed to support the achievement of the country's full development potential.

UNDAF Process and Priorities: Following on the CCA, the UNCT convened the UNDAF Prioritization Retreat in December 2007 where the UNCT, in consultation with the Government and with the support of the CCA Working Groups, determined the programmatic priorities, specifying the strategic entry points for UN agencies. Guided by the major findings of the CCA, national goals and priorities were used as the overarching framework for UN development cooperation in the next programme cycle. National priorities were filtered against UNCT added value, comparative advantage and capacity (both financial and human resources), which resulted in three programmatic areas of priority, namely:

- Democratic governance and institutional development
- Socio-economic development and regional disparities
- Environmental sustainability

To which were added:

- Human rights, and
- Gender

Even though the governance and environment themes are not part of the government reform programme, their critical importance is recognized in national policy documents. The UNCT decision to consider human rights and gender as stand-alone UNDAF outcomes and at the same time mainstreaming them was based on two assumptions:

- Mainstreaming is the most effective approach to strengthen development efforts at all levels;
- Even though governance and human rights inherently intertwined and cannot be separated (just as

human rights and gender are), UNDAF outcomes allow the UNCT to highlight the issue and to provide greater focus and allocate more resources to specific areas considered most critical.

The UNCT subsequently formulated UNDAF outcomes for the above five programmatic areas.

The UNDAF process was conducted in a transparent and inclusive participatory manner, in particular closely involving the main government partners and civil society groups. The UNDAF is aligned with the national planning process as its design takes into account the key national policy and planning documents, including the Taef Accord (1990), the Constitution, Doha agreement (2008) and Government declaration of August 2008. The main planning document is the government reform programme, presented at the International Conference in Support of Lebanon - Paris III, January 2007[6], and the basis on which the UNDAF was formulated. Of particular relevance and importance is the Social Action Plan[7] component, which focuses on increasing the return on social investment, the improvement of the social indicators and the strengthening of social safety nets. The main objectives of the government reform programme are to stimulate growth (to at least 4-5 percent annually throughout the five years), to create employment, to reduce poverty and regional inequalities, and to maintain political and social stability.

The previous United Nations Development Framework (UNDAF) covered the 2002-2006 period. However, the environment of strife and internal dissent prevented to complete the programme cycle as planned. Instead, the programme cycle was extended repeatedly on an annual basis (most recently in May 2008), and now will be completed at the end of 2009. Therefore, the present UNDAF covers the 2010-2014 period.

UN Comparative Advantages: A prominent comparative advantage is the universal principles and values the UN embodies as translated in the internationally agreed treaty obligations and the Millennium Development Goals, including human rights obligations. The UN is the custodian of these instruments, advocates their implementation and monitors their adherence.

UNDAF outcomes have also been shaped by the confidence the authorities and government have in the UNCT to respond quickly, flexibly and effectively and to operate in harmony with others, including other donors and international NGOs, and in an impartial manner. This advantage is reinforced by the presence and engagement of the UN development system at all times and in all circumstances.

In recent years, the UNCT has undertaken important normative work, the value of which has been recognized by the Government. To cite, by way of example, the work on the establishment of the poverty line, poverty profile and poverty assessment; the national household survey; monitoring of human rights instruments, notably the Convention for Elimination of Discrimination against Women (CEDAW) and the Convention on the Rights of the Child (CRC); financial monitoring and reporting in accordance with international standards

The UNCT also has recognized expertise, both international and national, combining high-level competence with national and local knowledge. The UNCT has offered impartial policy advice, based on technical expertise, international experience and good practice.

The UNCT has demonstrated strong convening power to mobilize and facilitate interaction with a range of national

[6] Lebanese Republic, Recovery, Reconstruction, and Reform, International Conference for Support to Lebanon, Paris, 25 January 2007, January 2007, 29 p.
[7] Republic of Lebanon, Social Action Plan, Towards Strengthening Social Safety Nets and Access to Basic Social Services, January 2007, 17 p.

and international actors. The UNCT also has provided an important platform for dialogue and exchange of knowledge, and has served as a bridge in the transfer and acquisition of global knowledge by national partners.

More specifically, the Lebanon UNCT has the capacity to address the identified problems and to develop national capacity as demonstrated by strong and varied country presence, healthy mix of international managers and highly capable national professionals with local knowledge, backed by regional and international expertise, linkage approach (international expertise - public administration) within government to accompany reform initiatives and policy development, proximity approach at local and community level.

Moreover, the UNCT is strategically aligned with key national actors in government and civil society to influence national priorities and support UN action: UNCT is positioned in key public institutions at the decision-making level; UNCT promotes and advocates sensitive subjects, new ideas and controversial topics, supported by government and different national stakeholders; UNCT allies with civil society, in its variety, sharing common views and operating in harmony; government is a key donor to UN programmes.

Assumptions and Risks[8]**:** The situation in Lebanon is fraught with risks. The country is politically divided, with long-term unresolved problems related to the lack of agreement on a power sharing formula, the role of the state, the illegal presence of armed groups...[9]. The intensive and long-standing political crisis led to deterioration and paralysis of the political institutions, as borne out by the clashes in May 2008. The Doha agreement succeeded in ending the deadlock and achieving positive results that led to the presidential elections, a government of national unity and the reactivation of Parliament, which had not met for more than two years. With the stage set for fresh efforts towards reconciliation, the Presidency of the Republic will steer an extensive process of national dialogue. To heed the above, it is obvious that the prevalence of a peaceful and secure operating environment and of political stability are essential conditions for undertaking the UNDAF.

Paris III laid the basis for medium-term efforts at reform to redress Lebanon's weak state and to create the conditions for the private sector to fully develop its vast potential. After initial success, the effort cannot be allowed to wither, but instead needs to be redoubled. The UNDAF has been formulated on the basis of a firm commitment to, and implementation of, reform in a clear and comprehensive manner, as evidenced by the re-commitment of the present Government in its policy statement. In this connection, the crucial importance of implementing a comprehensive administrative reform is evident. Whereas there is a risk that, in the short-to-medium term, a complete transformation of the public administration will remain elusive, it is assumed that during the UNDAF period there will be gradual steps to introduce aspects of private sector management to ensure increased effectiveness and efficiency and to proceed with privatization.

To deliver the planned UNDAF results, it is assumed that resources will be available timely and adequately. The risk is that the required important efforts for resource mobilization by the UN does not materialize or does not yield the expected results, which would lead to cancelling, scaling down or decaying implementation of concerned outputs or outcomes.

The regional context matters a great deal to Lebanon, and recent history has borne out that the risks are significant. Renewed conflict with Israel cannot be ruled out, and will continue to require the best of diplomatic efforts to move

[8] The assumptions and risks reviewed in this section generally apply to all UNDAF outcomes, and thus are not repeated in the M&E matrix tables.

[9] Although attempts to establish a stable political system have not yet succeeded, the system's failures have mainly been associated with regional instability that has exacerbated the situation and has deflected on Lebanon's weak state.

forward on the road to a just regional peace. Even though there have been positive developments recently, Lebanon's relationship with Syria remains a complicated one, including long-standing issues, such as the absence of border delineation and demarcation and the absence of normal diplomatic relations (now being resolved). Finally, due to Lebanon's many links with the broader Middle East, any significant development in Israel/Palestine, Iran, Iraq and beyond would likely also have repercussions in Lebanon.

Last but not least, it is important that the UNDAF remains a live planning framework and be able to withstand unfolding predicaments. Thus, there is an inherent need for flexibility in UNDAF implementation to be able to respond to changed/changing conditions in the external environment and to make adjustments, as required. Monitoring of UNDAF implementation and the UNDAF annual review process then represent useful and necessary instruments towards this end.

UNDAF RESULTS

Democratic Governance and Institutional Development

UNDAF Outcome 1: By 2014, good governance reforms and practices, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at different levels

This UNDAF outcome seeks to contribute to reinforcing national capacity to enable and implement wide-ranging reforms in the medium term grounded in peace building, inclusive participation and reinforced accountability. Sustained results will be gauged against the wider goal of reforming the political system of confessional representation, the main obstacle to reform and development progress. The national reconciliation (or Taef) agreement recognized the necessity and urgency of reform of the system - prerequisite to ensuring the sustainability of institutional reforms and development, and increasing accountability and democratic governance. Implementation of reforms, hitherto haphazard, must be laid out as a holistic, comprehensive process of governance reform underpinned by genuine dialogue of stakeholders and conducted over time.

The UNDAF outcome draws upon and responds to the Millennium Declaration (2000, notably Chapter V, which seeks to promote democracy and strengthen the rule of law, and to promote the respect for all internationally human rights and fundamental freedoms, including the right to development). Tangible progress on the component parts of this UNDAF outcome is a prerequisite to the full achievement of the Millennium Development Goals by Lebanon and beyond. Even though some of the underlying issues are deep-seated, sensitive and complex, the UNDAF outcome is a deliberate choice of the UNCT, substantiated above and building on the on-going programme. The UNCT can deploy strong convening power, offers a platform for interaction, and brings value added by drawing on international norms and good practice and lessons from comparable experiences elsewhere.

Through this UNDAF outcome specifically, the UNCT seeks to support of national efforts addressing two key challenges of governance. The first challenge relates to the continued search for national reconciliation and peace building, including democratic participation, which are the bedrock for political stability and progress. The second challenge concerns weak government effectiveness and poor transparency and accountability of state institutions and the public administration. In the latter respect, the UNCT will continue to be responsive to government needs for policy development, reform and aid management, and specialized technical support, in a flexible manner.

The UNCT will support the Lebanese government, in particular national decision-making institutions and key line ministries, and cooperate with other stakeholders, including civil society, to improve the enabling environment and develop the capacity of state institutions for the implementation of governance reforms. The following Country Programme (CP) or agencies' outcomes and outputs aim to contribute to achieving the UNDAF outcome.

Outcome 1.1: National reconciliation and peace building promoted through increased inclusive participation

An improved enabling environment for governance reforms will result from focus on increased and inclusive participation in reconciliation and peace building support initiatives.

Inclusive and democratic participation will continue to be pursued through support for electoral law reform, fostering a culture conducive to free and fair parliamentary elections, improved voter education and information on electoral processes, and technical capacity to coordinate and supervise free, fair, and transparent elections. UNDP will work with the Parliament, government notably the Ministry of Interior, and civil society organizations to promote electoral reform and its application on the ground in the parliamentary elections scheduled for 2013 and the municipal elections of 2010.

National dialogue will be promoted and supported through a cluster of activities involving actors from the decision-making level to across the community level.[10] Assistance to the national dialogue process focuses on framework, scope and methodology of dialogue, policy development briefing papers, effective communication strategy, and related capacity development at the Presidency of the Republic.

At the community level, the UNCT in concert with civil society groups - youth, NGOs, academia and media - will promote the values and a culture of peace building to foster reconciliation and mitigate inter-communal tensions. This capacity building initiative will focus on national identity, citizenship, and reconciliation.

The national youth policy development and its implementation will be a salient initiative that would leverage the considerable potential of youth representing an important part of the population.

The National Human Development Reports[11] provide a useful tool for advocacy and policy initiatives in relation to the national dialogue process. Political, socio-economic and cultural aspects will be analyzed and widely debated, and policy recommendations on enhancing citizenship will be pursued with national partners.

The efforts of the Lebanese Government to improve Lebanese-Palestinian relations and to improve the living conditions of Palestinian refugees in Lebanon will continue to be supported through advisory, coordination and technical support, including communication and outreach strategy and its implementation, to the Lebanese-Palestinian Dialogue Committee (LPDC), in partnership with both the Palestinian committees inside the camps and the surrounding Lebanese communities.

Support for demining and disaster management will also contribute in a significant manner to peace and confidence building and to improving the living conditions of many stricken Lebanese, in particular in the rural areas of South Lebanon. A proposal for a national policy for full demining and for institutionalizing national mine action management will be developed, including development of related technical skills of the Lebanese Mine Action Center and the Lebanese Army.

Regarding risk and disaster management, efforts will be focused on supporting the Presidency of the Council of Ministers (PCM) to develop and implement a national disaster management system, including institutionalizing the coordination and central management function and undertaking related capacity development to benefit the High Relief Committee including the role of the Army, CDR and other institutions. In addition, the Ministry of Interior, Civil Defence Directorate, will benefit through restoring and developing its capacity in terms of equipment, supplies and training programmes of the Civil Defence staff to provide first aid and rescue services.

Outcome 1.2: Effective and accountable governance of state institutions and public administrations is improved

This outcome aims at increased government effectiveness and accountability in an important number of institutions across government. The outcome will be evidenced in the increased number of initiatives, policies and activities facilitated.

Increased accountability will be achieved through a Parliament better equipped to implement its legislative and

[10] National dialogue at the decision-making level was reactivated by the President of the Republic in September 2008, after the initial attempt between March and June 2006, which over many sessions led to agreement in principle on many issues, but produced no tangible results as basic issues have remained unresolved.
[11] The fourth National Human Development Report, prepared by CDR and UNDP (to be published in early 2009) deals with the Role of the State and Citizenship in Lebanon.

oversight functions, thereby building on continuing support; and, through the Ministry of Justice enabled and capacitated to enhance access to and transparent and efficient administration of justice, and to increase transparency and accountability in the criminal justice system, including prison reform. Also, prevention services will be provided to counter human trafficking and a regional network of law enforcement agencies for drug control will be built with the Ministry of Interior and Municipalities. Finally, there is expected to be increased awareness about the importance of combating corruption and a national anti-corruption action plan and proposal for a national commission will be developed in coordination with OMSAR.

PCM and key line ministries and public institutions will continue to benefit from policy advice and support and capacity development for formulation, coordination and implementation of reform initiatives. At PCM, capacity development will focus on policy review and coordination and coordination of the government reform programme. The Ministry of Finance will benefit from policy briefs and initiatives, macro-fiscal analysis to inform decision-making and legal advice, in addition to capacity development for donor coordination and for the preparation, coordination and management of public finance reforms. The Ministry of Economy and Trade will benefit from increased capacity to formulating trade and economic policies, small and medium-sized enterprises' (SMEs) policies and quality assurance policies and procedures. The capacity of the directorates of the Investment Development Authority of Lebanon (IDAL) to promote investment will be developed and accountability of services provision will be increased.

At the public administration-wide level, the increased priority to shift from administrative rehabilitation and modernization of the past years to administrative reform and development has become a matter of urgency in order to be aligned with the new requirements resulting from on-going financial, economic and social reforms[12]. Improved governance will result from developing the effectiveness of various line ministries and public institutions, at both the central and local levels, through modernization of legislative mandates, management capacity development, and strengthening of technical capacity.

At the central level, UNCT will continue support for the Office of the Minister of State for Administrative Reform (OMSAR) for further preparation of legislation for a citizen - and client-oriented administration, automation, and development of the management capacity in line ministries and public institutions. Efficient allocation of resources and guidance, monitoring and evaluation of projects will be the focus of support to the council for Development and Reconstruction (CDR). Among initiatives at the level of line ministries, the government's capacity will also be strengthened for improved labor administration and inspection, social dialogue, and labor dispute settlement, and as well capacity building of staff at the Ministry of Labor to better address and become more response to labour market challenges. A monitoring system and procedures for the preservation and management of cultural heritage sites will be developed and their implementation supported, and policy development for urban planning will be reinforced.

At the regional and local levels, decentralization policy and options for sustainable development, with focus on sustainable human settlements, will be developed by the Ministry of Interior and Municipalities.

A special initiative will support the implementation of the National Statistical Master Plan through coherent and coordinated implementation of basic and recurrent surveys and related capacity building planned under the different UNDAF Outcomes. A joint programme involving all UN agencies will support the development of a functional integrated system of information, with special emphasis on data disaggregation according to sex, region and other factors.

[12] The Office of the Minister of State for Administrative Reform completed considerable preparatory work for administrative reform, including the revision of organizational mandates and structures of government institutions and the revision of human resources management systems and frameworks.

RESULTS MATRIX

Agencies Outcomes	Outputs	Role of Partners	Resource Mobilization Targets (US$)
Democratic Governance and Institutional Development			
National Priority or goals: National reconciliation achieved and adequate institutional capacity to implement reforms developed, including increased inclusive participation and accountability			
UNDAF Outcome 1: By 2014, good governance reforms and practices, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at different levels			
Agencies outcome 1.1 National reconciliation and peace building promoted through increased inclusive participation	**1.1.1** Mechanism in place and skills developed to support national dialogue process, policy development and communication at the Presidency of the Republic. (**UNDP**, UNSCOL)	**1.1.1** **Presidency of the Republic, Directorate General, Studies Bureau and Press Office:** Policy development, national dialogue and communication	**1.1.1** UNDP 2,500,000
	1.1.2 Technical capacity of election management body increased for free and fair parliamentary and municipal elections (**UNDP**, UNSCOL)	**1.1.2** **Ministry of Interior and municipalities:** Coordination and supervision of technical capacity development for management of elections	**1.1.2** UNDP 4,000,000
	1.1.3 Disaster management system developed and capacity of staff of relevant public entities strengthened and increased **(UNDP)**	**1.1.3** **Presidency of the Council of Ministers:** Lead, coordination, development and implementation of disaster management system **High Relief Committee:** Institutionalization and implementation of emergency and relief needs Ministry of Interior, Civil Defense: Coordination and implementation of civil defense training, Ministry of Defense, CDR	**1.1.3** UNDP 2,000,000
	1.1.4 Capacity of civil society groups strengthened for fostering peace, reconciliation, and conflict prevention (**UNDP**, UN-ESCWA, UNESCO, UNFPA, UNICEF).	**1.1.4** **Civil society organizations:** Capacity development and training **Lebanese Council for Audio-Visual Media:** Guidance and monitoring of media training programme	**1.1.4** UNDP 750.000 ESCWA 250,000 UNESCO 150,000 UNFPA 100,000
	1.1.5 A platform for promoting national dialogue on citizen-state relationship is established and contributes efficiently to national reconciliation and peace (**UNDP**, UNESCO)	**1.1.5** **Academia:** Studies and training Ministry of Culture, Council for Development and Reconstruction: Resource allocation, guidance, monitoring and evaluation of project activities	**1.1.5** UNDP 600,000 UNESCO 530,000
	1.1.6 Lebanese-Palestinian Dialogue Committee and its staff have the managerial and technical skills to develop and implement a comprehensive policy on the Palestinian refugee issues (UNDP, UNRWA,UNOHCHR, UNSCOL)	**1.1.6** **Lebanese-Palestinian Dialogue Committee:** Lead policy development and coordination of initiatives and action to improve Palestinian-Lebanese relations	**1.1.6** UNDP 1,800,000
	1.1.7 Relevant ministries and youth organisations have improved capacity to design and implement a national youth policy (**UNESCO**, UNDP, UNICEF, ILO, UNFPA)	**1.1.7** **Ministry of Youth and Sports:** National youth policy development and implementation	**1.1.7** UNDP 60,000 UNESCO 185,000 UNFPA 100,00 ILO 50,000

RESULTS MATRIX

Agencies outcome 1.2 Effective and accountable governance of state institutions and public administrations is improved	**1.1.8** National mine action management is institutionalized and technical expertise developed (**UNDP**, UNMAG, NGOs,UNICEF)	**1.1.8** **Ministry of Defense, Lebanese Mine Action Centre:** Policy development, coordination and implementation of demining programme	**1.1.8** UNDP 10,000,000
	1.2.1 Legislators and staff have improved skills to draft and propose legislation - Improved parliamentary oversight mechanism is drafted (**UNDP**, UNODC, UNSCOL, UNICEF, UNOHCHR)	**1.2.1** **Parliament:** Development of legislation and oversight functions of Parliament, and management of staff development	**1.2.1** UNDP 1,300,000 UNODC 200,000
	1.2.2 Capacity of Ministry of Justice developed to promote access to and efficient administration of justice (UNDP, **UNODC**)	**1.2.2** **Ministry of Justice, Judicial Institute and courts:** Promoting and ensuring equal and full access to justice and efficient administration of justice	**1.2.2** UNDP 2,000,000 UNODC 4,450,000
	1.2.3 National anti-corruption strategy developed and drug and border controls enhanced (UNDP, **UNODC**)	**1.2.3** **Ministry of Interior and Municipalities, OMSAR, Lebanese Transparency Association:** Outreach and advocacy for anti-corruption activities Drug enforcement agencies, border control agencies	**1.2.3** UNDP 500,000 UNODC 500,000
	1.2.4 Capacity of key public institutions enhanced for coordination, formulation and implementation of economic and financial policies and of reform programme (UNDP)	**1.2.4** **Presidency of Council of Ministers:** Policy formulation and coordination Ministry of Finance, Ministry of Economy and Trade, Investment Development Authority of Lebanon: Policy formulation, institutional capacity development and reform implementation	**1.2.4** UNDP 20,000,000
	1.2.5 Strengthened management and technical capacity of central and local authorities for policy and programme development, including decentralization policy and planning (**UNDP**, UNICEF, ILO, UNESCO, UN HABITAT)	**1.2.5** **Office of the Minister for Administrative Reform:** Modernization, automation and capacity building of public administration and institutions Council for Development and Reconstruction: Allocation of resources, guidance, monitoring and evaluation of projects **Ministry of Labour:** Labour market development, coordination with labour organizations **Ministry of Culture, Directorate General of Antiquities:** Lead role in the management, and monitoring of cultural heritage sites **Ministry of Public Works and Transport, Urban Planning Directorate:** Guidance and management of urban planning **Ministry of Interior and Municipalities:** Support towards enhanced decentralized municipal operation	**1.2.5** UNDP 10,600,000 ILO 450,000 UNESCO 700,000 HABITAT 300,000
	1.2.6 Capacity is developed for the implementation of the Statistical Master Plan, including the development of a functional Integrated information system (with due attention to gender and regional disaggregation) for policy development, planning, and monitoring (UNDP, ILO, UNICEF, **UNFPA**)	**1.2.6** Prime Minister's Office , Central Administration of Statistics, Ministry of Finance, Ministry of Economy and Trade, Ministry of Social Affairs, **Central Bank:** Collection of information and data, production and dissemination of statistics, management of integrated development information system	**1.2.6** UNFPA 1,000,000 UNDP 400,000 ILO 80,000

Note: Lead agency is highlighted in bold and underlined

UNDAF RESULTS

Human Rights

UNDAF outcome 2: By 2014, enhanced monitoring and accountability enable the effective implementation of human rights obligations and enjoyment of human rights

Human rights issues are at the heart of the challenges facing Lebanon. These challenges, including the promotion of participation and constructive dialogue on critical national issues, may be addressed through strengthening equality, equal access and democratic participation in the exercise of political and civil rights, economic, social and cultural rights, as is the question of gender equality and the right to a healthy environment. A specific reference is also made to the poverty caused by regional economic disparities and rights of children and adolescents, who represent a significant part of the population. In short, the exercise and enjoyment of human rights would result in effective development policies to address Lebanon's national priorities.

Lebanon's amended Constitution of 1990 integrates the Universal Declaration of Human Rights (1948) and the two International Covenants into its provisions. The Preamble promises to "…embody these principles in all fields and areas without exception." This singular commitment at the constitutional level distinguishes Lebanon from many other countries, and offers the United Nations a valuable opportunity to assist Lebanon in translating this commitment into active implementation in legislation and in practice on the ground.

Human rights were mainstreamed in all UNDAF outcomes as an effective approach to strengthen development efforts at all levels. A specific UNDAF outcome for human rights provides for focused efforts to assist in building legal and institutional capacities towards the effective enjoyment of all human rights for everyone in the country.

Outcome 2.1: National capacity enhanced for government effectively meeting human rights obligations

As articulated in the CCA, Lebanon's commitment to abide by international human rights treaties and instruments it has ratified requires implementation at the legislative and procedural levels. Continuous monitoring and the enhancement of institutional capacity to undertake such monitoring at the governmental and societal levels are needed. A reconsideration of institutional reporting mechanisms and the allocation of adequate financial and human resources are crucial for Lebanon to adequately meet its obligations.

Through launching a process for the development of a National Plan of Action for Human Rights (NPAHR), the Lebanese Parliament has committed to draw up a comprehensive plan that contains a specific set of steps to progressively realize human rights in Lebanon. UNDP and UNOHCHR assist the development of the NPAHR by supporting assessments of the state of legislation and practice in various sectors. This process offers a valuable opportunity for raising the level of respect, protection and fulfilment of all human rights in Lebanon. The draft NPAHR will be submitted for detailed and broad discussion to elicit further input and elaboration within the government and with civil society to gain legitimacy for its eventual adoption in Parliament.

Existing human rights reporting and monitoring mechanisms, in line with international treaty requirements, will be strengthened and new ones established, where necessary. The UNCT will establish and ensure timely reports to the Committees established under human rights conventions that Lebanon is committed to, taking lessons from the country's successful exercise in reporting to the Committees under CEDAW and the CRC. In the latter connection, the review of Lebanese laws, legislation and practices will produce findings and action to comply with international child rights, norms and standards.

At the level of both monitoring and legislative review, the UNCT will support the Parliamentary Human Rights Committee and other national committees, including the National Commission for Lebanese Women and the Higher Council for Childhood, with specific responsibility for such reporting.[13]

Other UNCT activities will strengthen the monitoring and accountability mechanisms. Technical assistance in mainstreaming human rights in legislation and in the administration of justice will be provided. The newly-established Human Rights Department of the Internal Security Forces is another opportunity to offer assistance in developing guidelines and regulations governing detention issues and prison reform.

Outcome 2.2: Increased level of enjoyment of human rights by vulnerable and marginalized groups

The CCA identified several concerns and major gaps in the protection of particularly vulnerable groups. Discrimination continues against the community of persons with special needs, Palestinian and non-Palestinian refugees, migrant workers. Children of those communities and Lebanese children and adolescents are especially vulnerable in the areas of access to education, public health, sexual and reproductive health, and social services. Focused efforts for the rights of those communities are translated into a number of agency outputs.

Concern for unprotected children who are in conflict with the law requires a review of the juvenile justice system and the introduction of proposals for alternative policies and mechanisms. Such policies will also target children without parental support and women, in particular those who are victims of violence or abuse. The enhancement of governmental institutional capacities will be coupled with the empowerment of civil society organizations to take on monitoring and support tasks, partially through the introduction of “shadow monitoring” facilities, regional community-based child protection networks and other mechanisms suggested by the Convention on the Rights of the Child and by CEDAW. Strategic partnerships between the public sector, NGOs and private actors in health, education and child protection also will be fostered.

Continuing work with the Ministry of Labour, protection mechanisms for women migrant domestic workers will be reviewed, including proposed amendments to Lebanon’s labour law in order to balance rights and duties and protect these workers’ human and labor rights.

The UN will continue to monitor the return in safety and dignity of inhabitants of Nahr el-Bared Palestinian refugee camp, cooperating with the Government and the Palestinian leadership to mitigate human rights problems or violations that may arise.

The UNCT will also continue efforts to regularize the status of several thousand Palestinian refugees who currently are not registered with UNRWA or the government, and hold no documentation. Through advocacy and consultative assistance, these efforts will result in clarification of their legal status without which many essential rights cannot be enjoyed. For the larger Palestinian refugee population, the UNCT will work with the Government of Lebanon to improve the laws, regulations and procedures that can facilitate Palestinian refugee access to gainful employment and self-sufficiency.

As for non-Palestinian refugees, their protection can be enhanced through thorough implementation of Lebanon’s commitments under human rights law generally. Their long-term protection, however, requires that Lebanon sign

[13] The Office of Women's Affairs within the Ministry of Social Affairs, also has an important monitoring role to ensure the implementation of provisions of the conventions, as does the National Committee for the Persons with Disabilities, the National Literacy Committee, the Parliamentary Commission on Rules of Procedure and Human Rights, the Parliamentary Committee for the Protection of Childhood, and the Parliamentary Committee for the Rights of Women.

and ratify the 1951 (Geneva) Convention Relating to the Status of Refugees, and the Amendment to the 1962 Foreigners Law and other instruments for the protection of the non-Palestinian refugee population in Lebanon.

Outcome 2.3: Increased awareness and support for the protection of human rights in Lebanon

The above targeted outcomes and outputs have a greater chance of success when supported by a high level of awareness of human rights at both the governmental and civil society levels. To achieve this, a national human rights education and awareness campaign is necessary.

The first step will be to develop a concrete plan for such a campaign, extending over the five years of the UNDAF, and involving actors within the UNCT, government and civil society at large. The plan includes advocacy, training and capacity building programs for public service officials in the various ministries and public sector actors in the country, and will focus on the rights of vulnerable groups and on the public servants' responsibility to provide services in a non-discriminatory manner to all groups of the population in Lebanon.

This effort will be coupled with significant attention to human rights education in the formative stages of education. Civic education curricula in public and private schools will be reviewed with a human rights lens, and efforts made to incorporate the principles and standards of human rights into these curricula. In complement to contextualized awareness raising that addresses sensitive issues that are manifestations of (presence or lack thereof) human rights (such as sexism, racism and other violations), capacity building will target behavioural change of teachers, principals and supervisors.

Finally, education for the public will be coupled with education for the communities themselves to enable them to claim their rights.

RESULTS MATRIX

Agencies Outcomes	Outputs	Role of Partners	Resource Mobilization Targets (US$)
	Human Rights		
National Priority or goals: To strengthen the rule of law and protection of human rights			
UNDAF Outcome 2: By 2014, enhanced monitoring and accountability enable the effective implementation of human rights obligations and enjoyment of human rights			
Agencies outcome 2.1 National capacity enhanced for government effectively meeting human rights obligations	**2.1.1** Gaps in Lebanese legislative implementation of human rights obligations are identified (**UNOHCHR**, UNDP, UNICEF, ILO, UNODC, UNSCOL, UNESCO, UNHCR	**2.1.1** **Parliamentary Committee for Human Rights:** Review of laws and regulations **Ministry of Justice:** Review of policies, regulations and draft legislation	**2.1.1** UNDP 100,000 UNODC 50,000 UNESCO 50,000 ILO 30,000 UNOHCHR 125,000
	2.1.2 A national plan of action for human rights is formulated taking duly into account international human rights obligations at the national level (**UNOHCHR**,UNDP, UNSCOL, UNESCO)	**2.1.2** **Parliamentary Committee for Human Rights:** Review of policies and formulation of NPAHR **Civil society:** Engaged in formulation of NPAHR	**2.1.2** UNDP 200,000 UNOHCHR 50,000
	2.1.3 Timely and systematic reporting on human rights obligations under international human rights treaties and instruments is established and strengthened (**UNOHCHR**, UNDP, UNFPA, UNHCR, ILO, UNRWA)	**2.1.3** **Presidency of the Council of Ministers:** Assigns relevant ministries to collate information and prepare reports to meet the State obligations **Ministry of Foreign Affairs:** Coordination of the reporting process, preparation and submission of reports to relevant treaty bodies	**2.1.3** UNDP 100,000 UNFPA 150,000 UNOHCHR 30,000 ILO 80,000
	2.1.4 The "shadow" monitoring facility is effectively used by civil society organizations to contribute to the decision-making process (**UNOHCHR**, UNDP, UNICEF, UNFPA)	**2.1.4** **Civil society:** Engaging with ministries and sharing information for national reports to treaty bodies **Municipalities:** Engaging with NGOs in collecting and transmitting information to the relevant ministry(ies) **NGOs**: Preparation of reports for submission to the treaty bodies	**2.1.4** UNDP 100,000 UNFPA 100,000 UNICEF 15,000 UNOHCHR 30,000
	2.1.5 Child protection laws and practices a reviewed and improved	**2.1.5** **Ministry of Public Health, Ministry of Education and Higher Education, Ministry of Social Affairs:** Lead, guide and coordinate policy and programme development **Higher Council for Childhood:** Review and monitoring role of Lebanese laws and legal practices	**2.1.5** UNICEF 3,300,000
	2.1.6 The Internal Security Forces Human Rights Department and the Ministry of Interior have the managerial and technical capability to apply comprehensive monitoring, reporting and accountability mechanisms for the protection of human rights (UNOHCHR, UNDP, UNODC, UNICEF, UNHCR, UNSCOL) refugee issues (UNDP, UNRWA,**UNOHCHR**, UNSCOL)	**2.1.6** **Ministry of Interior:** Overseeing the organization and development of the Human Rights Department and monitoring implementation and accountability mechanisms **Ministries of Justice and Interior and Internal Security Forces :** Review of institutional procedures, safeguards and accountability mechanisms and proposals for amendments	**2.1.6** UNDP 100,000 UNODC 150,000 UNHCR 50,000 UNICEF 25000 UNOHCHR 30,000

RESULTS MATRIX

Agencies outcome 2.2 Increased level of enjoyment of human rights by vulnerable and marginalized groups	**2.1.7** Human rights perspective is systematically mainstreamed in the national development frameworks (**UNOHCHR**, UNICEF, UNSCOL)	**2.1.7** **Presidency of the Council of Ministers:** Guiding and directing mainstreaming of human rights perspective **Line ministries, in cooperation with Beirut and Tripoli Bar Associations:** Implementing mainstreaming of human rights perspective	**2.1.7** UNDP 100,000 UNICEF 30,000 UNOHCHR 80,000
	2.2.1 Alternative legal measures are activated and protection networks are established and tested in targeted areas for children in conflict with the law, children without parental support, victims of violence or abuse and child labourers (**UNICEF**, UNOHCHR, UNODC, ILO, IOM)	**2.2.1** **Ministry of Justice:** Review of legislative provisions guaranteeing rights of conflict-affected children **Ministry of Interior, Internal Security Forces:** Adaptation of measures to ensure rights protection **Ministry of Social Affairs:** Preparation of child welfare programmes and policies **Ministry of Labour:** Taking initiatives to combat child labour and preparation of rehabilitation programmes	**2.2.1** UNICEF 200,000 UNODC 50,000 ILO 1,000,000 UNOHCHR 65,000
	2.2.2 Protection mechanisms for women migrant domestic workers in Lebanon are established (**ILO**, UNOHCHR)	**2.2.2** **Ministry of Labour:** Issuance of unified contract and preparation of draft law Parliament adopts legislation	**2.2.2** ILO 300,000 UNOHCHR 65,000
	2.2.3 Monitoring mechanisms are in place for legal protection of the rights of Palestinian refugees and for promotion of harmonious relations between Palestinian refugees and surrounding communities (**UNRWA**, UNOHCHR, UNDP, ILO, UNSCOL))	**2.2.3** **Lebanese-Palestinian Dialogue Committee:** Liaison with UNRWA and UNOHCHR at all levels	**2.2.3** UNRWA/UNOHCHR 200,000 UNDP 100,000 ILO 100,000
	2.2.4 Mechanisms for protection of human rights of non-Palestinian refugees are improved and enhanced (**UNHCR**, UNOHCHR, UNSCOL)	**2.2.4** **Parliamentary Committee for Human Rights:** Review of legislative provisions and introducing new mechanisms, with support of the Beirut and Tripoli Bar Associations	**2.2.4** UNHCR 200,000 UNOHCHR 120,000
Agencies outcome 2.3 Increased awareness and support for the protection of human rights in Lebanon	**2.3.1** A concerted national human rights awareness raising/education campaign is developed and implemented (**UNHCR**, UNDP, UNICEF, ILO, IOM)	**2.3.1** **Presidency of the Council of Ministers:** Approval of strategy and issuance of directives to commence campaign **Ministries:** Taking measures to implement the Prime Minister's directive **NGOs:** Participation in campaign development and implementation	**2.3.1** UNDP 20,000,000
	2.3.2 Public service officials increasingly apply human rights perspective in the performance of their functions (**UNOHCHR**, UNDP, UNICEF and all UN agencies)	**2.3.2** **OMSAR and Civil Service Board:** planning and organizing training.	**2.3.2** UNDP 50,000 UNOHCHR 50,000 UNODC 30,000
	2.3.3 Human rights education components are integrated in civic education curricula in public and private schools (**UNESCO**, UNICEF, UNOHCHR, UNDP)	**2.3.3** **Ministry of Education:** Review of curriculum and introducing human rights and democracy in school curricula. **Public and private schools:** Implementation of the recommendations of the Ministry of Education	**2.3.3** UNESCO 700,000 UNOHCHR 125,000

Note: Lead agency is highlighted in bold and underlined

UNDAF RESULTS

Gender

UNDAF Outcome 3: By 2014, women are increasingly empowered to equally access the social, political, economic and legal spheres towards realization of their rights

Even though gender has been mainstreamed across all UNDAF outcomes, a dedicated gender UNDAF outcome is essential to remedy the weak and slow achievements of the past years and to emphasize the need for and enable steady progress towards gender equality and empowerment of women.

The UNCT commitment to gender as a rights issue echoes the Government statement of July 2008, which emphasizes the vital role of women in development and calls for enforcing legislation and implementation of mechanisms to realize equality between men and women and to combat all forms of violence.[14] Promoting a culture that is sensitive to equality between men and women, and between boys and girls, and free of all forms of violence requires national commitment, an enabling environment, and coordinated efforts with the proactive involvement of civil society, among others.

Gender parity is still at a low level of achievement in Lebanon, as indicated in the 2003 MDG Report. As highlighted in the CCA, much remains to be done with respect to women's rights in Lebanon, the increasing achievement of which conditions the unleashing of the full potential of women as citizens and economic agents – which the UNCT considers essential for the success of the MDGs and sustained growth and development in Lebanon. Indeed, narrowing the gender gap between males and females in access to opportunities at the political, economic and social levels will contribute to better realize a basic human right and the achievement of MDG 3. The UN can bring to bear, in particular, its convening power combined with extensive local knowledge and networks to build coalitions for change and consensus for solutions.

Much increased access of Lebanese women to national decision-making and their participation in political life is crucial, not only to achieve more balanced representation, but also to more effectively lead and to accelerate the process of change, and to provide for lobby from within.

According to the Lebanese constitution and under the Lebanese law, men and women enjoy equal rights in social and economic spheres. However, the CCA points out that a wide array of laws and practices harm women's rights and largely explain the gender gap in Lebanon deriving from the nationality status of women, and from Lebanon's personal status laws that are associated with each one of the eighteen religious denominations recognized by the Lebanese law. Thus, the elimination of areas of discrimination in all aspects, particularly with regard to personal status laws will contribute to this goal.

As indicated in the CCA, serious gaps continue to exist in the legal framework and related practices for the physical protection of women. In particular, women rarely obtain adequate legal or other protection against sexual, domestic and other forms of violence, including honour crimes. Special attention will be given to preventing violence against women and girls - including domestic violence, and protection of victims, with particular emphasis on domestic workers and women refugees through safeguarding their rights. In view of the recently launched country situation assessment of human trafficking in Lebanon, related interventions will be articulated and aligned with the recommendations of the assessment.

[14] A statement of the Council of Ministers (COM) in 2005 emphasized the importance of an increased role of women in decision making. The Ministry of Labor (MOL) has voiced the need to work more on employment policies for women.

UNDAF RESULTS

All development and specialized agencies of the UNCT have a mandate for gender mainstreaming within their respective development frameworks and programmes. Directives, guidelines, and tools are available – and may require adaptation - for concrete elaboration and implementation of specific activities. Several UN agencies in Lebanon – including the ones with a regional mandate - possess the required specialized human resources for the implementation of the outcomes and related activities. The implementation of the gender UNDAF outcomes will build on the progress made in the past few years, such as strengthening capacities of women NGOs, enhancing capacities for women's participation in decision-making and in peace building, and strengthening mechanism for protecting women's rights. In this respect, strategic partnerships and alliances will be established or reinforced with key actors, namely the National Commission for Lebanese Women, the Parliamentary Commission for Woman and Child, the local NGOs, and the women's unit of the Ministry of Social Affairs. The UNCT will strive to develop a joint programme that focuses primarily on reactivation and sustaining the focal points for mainstreaming gender dimensions in related sectors. Finally, the important role of the Ministry of Finance for increased budgeting and financing on gender programmes and particularly for strengthening and activating women machineries cannot be sufficiently highlighted.

Outcome 3.1: Gender equality and human rights of women and adolescent girls are integrated in pertinent national and sector laws, policies, strategies and plans

The Concluding comments of the CEDAW Committee (February 2008) suggests that women have not really been fully instrumental nor successful in promoting their participation in the public sphere or in the betterment of their conditions. Over the years, embedded traditions, perceived values, social prejudices, and cultural barriers have all contributed to injustice and inequity between men and women, amplified by weak state accountability systems, and poor efforts towards women empowerment, particularly on their rights.

The UNCT will undertake advocacy and provide guidance and technical assistance for the implementation and monitoring of CEDAW principles and provisions, in accordance with the concluding comments of CEDAW (2008) and building on the Government declaration of July 2008, which clearly states the commitment of the Government to support efforts towards women empowerment and decision-making in all spheres.

The UN agencies will work collectively on enhancing the capacities of gender focal points, relevant government bodies, including Parliament, the National Commission for Lebanese Women, and the Central Administration for Statistics, and civil society organizations to ensure that these institutions are capable of promoting policies and laws and implementing programmes that are gender-sensitive and gender-responsive in the political, social, and economic spheres. In addition, extensive capacity building in support of government and NGOs will include introduction to and use of tools that ensure gender-sensitive resource mobilization, aid coordination, budgeting and funds allocation.

National institutions and civil society will be supported to upgrade, adapt and operationalize the national women strategy and action plan within the different sectors. To integrate the identified priorities, a strategic participatory planning process will be supported to initiate, sustain and monitor gender mainstreaming – based on the revised national women strategy - through gender audit and analysis, gender planning and budgeting at national and sector levels, and building on the gender focal points in related sectors.

To contribute to the promotion of human rights of women and adolescents girls - particularly vulnerable ones, who are most at risk, advocacy will be carried out in order to ensure that the National Action Plan for Human Rights does factor in related actions and that capacities are developed for translating those actions in sector plans and interventions.

UNDAF RESULTS

Building on the outcome of recent national achievements and responding to the CEDAW recommendations[15], the principles and essence of UNSC Resolution 1325 Women, Peace and Security will be advocated and supported through developing national institutional capacities and elaborating an action plan for promoting women's equal participation and full involvement in all efforts for the maintenance and promotion of peace and security, and for increasing the role of women in decision-making with regard to conflict prevention.

Evidence-based national debate will be initiated and supported through advocacy activities targeting stakeholders to develop and implement a holistic and multi-sector framework to ensure women's empowerment and the realization of their human rights. Evidence-based research and studies on gender and women's issues, taking into consideration socio-cultural dimensions, will ensure disaggregation and analysis of data by sex.

Outcome 3.2: Prevention and protection from, and response to, Gender-Based Violence (GBV) are improved at the national level

The UNCT will support initiatives to combat Gender-Based Violence (GBV) throughout the life cycle, particularly in conflict and post-conflict situations. The results will be achieved through upgrading, lobbying for endorsement, and operationalizing the multi-sector, multi-dimensional GBV Plan of Action. The action plan will be developed through a participatory approach for mainstreaming the components in related policies, sector plans (health, education, labour, agriculture, etc.), services and systems, and related institutional structures. Support will be provided for the establishment and functioning of related national and sub-national mechanisms to ensure continuous monitoring and reporting on GBV prevention and protection.

Capacity development for prevention and protection of GBV will be supported with the active involvement of civil society and will consist of development of normative tools on GBV (guidelines, protocols, training manual, etc.), training of targeted groups, and provision of a comprehensive service package. Interventions aimed at rehabilitation and reintegration of GBV survivors in their communities, through different modalities including support groups, will be developed and supported.

An essential component under this outcome focuses on advocacy and policy dialogue with key stakeholders, coalitions, and other groups for amendment and enforcement of laws, implementation of public campaigns, and mobilization of policy makers to commit to and be proactive in addressing GBV, and thus ensure women's empowerment and protection of women rights. Ad hoc support to Parliament will be provided through knowledge sharing, capacity building on policy dialogue, and formulation of decentralized policies.

Taking note of scarce GBV-related studies at national and sub-national levels, situation assessments and analysis will be conducted to clarify socio-cultural dimensions and human rights issues related to gender inequality and GBV, and to identify legal and social constraints and obstacles facing the establishment of protection systems. Through partnerships, findings will feed community awareness, advocacy campaigns, and networks and coalition-building with a view to contributing to change.

[15] Committee on the Elimination of Discrimination against Women, Fortieth Session- February 2008.

RESULTS MATRIX

Agencies Outcomes	Outputs	Role of Partners	Resource Mobilization Targets (US$)
Gender			
National Priority or goals: To promote gender equality and women participation towards sustainable development			
UNDAF Outcome 3: By 2014, women are increasingly empowered to equally access the social, political, economic and legal spheres towards realization of their rights			
Agencies outcome 3.1 Gender equality and human rights of women and adolescent girls integrated in pertinent national and sector laws, policies, strategies and plans.	**3.1.1** Technical and institutional capacities of women machineries (NCLW and gender focal points) and civil society are enhanced (**ILO**, UNFPA, UNIDO, UNDP, and UNRWA)	**3.1.1 and 3.1.2** **National Commission for Lebanese Women:** Guidance, directives and monitoring of CEDAW, women strategic framework, and national action plan; leadership and advisory role in coordination of all gender-related projects and initiatives, including gender focal points; and, revision and dissemination of women strategy Council of Ministers Line ministries CDR Media institutions Human Rights Council Workers organizations Employers organizations	**3.1.1** ILO 800,000 UNDP 500.000 UNFPA 700,000 UNRWA 100,000
	3.1.2 Awareness, evidence-based advocacy and policy dialogue among decision makers and general public on gender equality and human rights of women and girls are increased (**ILO**, UNFPA, UNESCO, UNDP, UNRWA and UNICEF)		**3.1.2** UNDP 500,000 UNFPA 300,000 ILO 400,000 UNRWA 50,000 UNESCO 700,000 UNICEF 200,000
Agencies outcome 3.2 Prevention and protection from, and response to, gender-based violence (GBV) improved at the national level	**3.2.1** Awareness, evidence-based advocacy and policy dialogue to improve institutional and legal frameworks and systems that guarantee prevention of, protection from, and responding to GBV – including in the workplace, are increased (**UNFPA**, ILO, UNESCO, UNDP, UNICEF, UNODC)	**3.2.1 to 3.2.3** Civil society, including NGOs, grassroots organizations and faith-based organizations: Planning, implementing, and monitoring projects and interventions; community mobilization; dissemination of messages; assistance to peer support groups; coordination of NGOs to complement holistic support including referral; and, generation and provision of evidence for policy dialogue and interventions Parliament/parliamentary committees Academic and research institutes Media institutions Line ministries CDR Municipalities	**3.2.1** ILO 100,000 UNFPA 300,000 UNESCO 120,000 UNDP 150,000 UNICEF 100,000 UNODC 50,000
	3.2.2 Access to health, legal and psychosocial support services by survivors of gender-based violence and human trafficking is increased (**UNFPA**, ILO, UNODC and UNICEF)		**3.2.2** UNFPA 600, 000 UNRWA 100, 000 UNODC 300,000 UNICEF 100,000 ILO 100,000
	3.2.3 GBV national, multi-sector action plan is upgraded, validated and operationalized through development and human rights perspectives, including in emergency and post-emergency situations (**UNFPA**, ILO, UNICEF)		**3.2.3** UNFPA 600,000 UNICEF 100,000 ILO 100,000

Note: Lead agency is highlighted in bold and underlined

UNDAF RESULTS

Socio-Economic Development/Regional Disparities

UNDAF Outcome 4: By 2014, the socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic social services are improved within a coherent policy framework of reduction of regional disparities

This UNDAF outcome addresses Lebanon's economic challenges, the limited decent work opportunities in the productive economic sectors (agriculture, industry, handicrafts) and the conspicuous regional disparities in terms of access to basic social services (health, education, and water and sanitation) -thus, responding to the recommendations of the 2003 Lebanon Millennium Development Goals Report and the findings of the CCA. The UNDAF outcome aims to also contribute to key goals of the economic and social reform programme, in particular the Social Action Plan, namely to sustain the long-term economic growth nationwide, to improve employment creation, in particular for women and the poor, and to ameliorate the living conditions of the most vulnerable, including through enhanced social safety nets. The key target is to achieve MDG 1, specifically to reduce the population living under the lower poverty line to 4 percent by 2015 (from 8 percent in 2004).

The UNCT will support the Government to elaborate and implement pro-poor growth and social policies to ensure poverty reduction, particularly in underserved areas. Interventions at the macro, meso and micro levels will strengthen the policy and institutional frameworks for developing and implementing pro-poor strategies (MDG 1), and improving more equitable access to livelihood opportunities and basic social services (MDGs 2, 4 and 5). As the programme will initially target underserved local communities, their increased empowerment and participation in the formulation and implementation of local development frameworks will follow a cross-cutting approach.

The UNCT will build on its demonstrated ability to provide policy advice and support and to deliver tangible results at the local and community level, specifically targeting the most vulnerable and marginalized groups and with emphasis on underserved rural areas and urban poverty pockets. Drawing on its extensive past experience in development work in Lebanon, the UNCT will ensure coordination among the stakeholders through the UN Task Forces and through a process of joint programming, ensuring active engagement throughout the implementation. Each relevant agency will make use of its expertise in its respective technical areas to ensure that the programme effectively addresses economic development taking into consideration regional disparities.

The outcome strategy proposed under this theme will establish clear national coordination mechanisms among the partners and stakeholders, under leadership of the government. Strategic partnerships will be developed by the specialized UN agencies with line ministries, municipalities, the private sector, and civil society organizations to ensure ownership of the programme, maximum cost-effectiveness, and commitment to put in place local socio-economic development initiatives.

Outcome 4.1: Increased access to and utilization of quality health services, particularly in underserved areas with focus on vulnerable groups

Quality improvement and the establishment of a referral system, involving coordination with the national authorities at central and peripheral levels, through the primary health care network in the most deprived areas of the country are expected to better access to primary health care services, and to reduce morbidity and mortality indicators.

In line with sector and national strategies, the UNCT will support the primary health care guideline as a standard setting instrument of the government, and as basis for improved quality assurance. The UNCT will also support strengthening the quality of health services, particularly in underserved areas, through revising and scaling up the primary healthcare package with a focus on introducing preventive services, particularly those related to the health of children, youth and women and to chronic diseases; improving and expanding information, services and training on sexual and reproductive health, including pre-natal and post-natal maternal care, family planning, and emergency obstetric care, etc; and, prevention of mother-to-child transmission of HIV/AIDS; adapting certain health services to the needs of the vulnerable population, including the elderly, and people with special needs, among others. Special attention will be placed on promoting healthy behaviour among young people and those at risk with focus on STI/HIV/AIDS prevention through the establishment and operationalization of model youth-friendly services. Training of health care providers and social workers will focus on quality standards. Disease surveillance will be reinforced by expanding the early warning and diseases response system to primary health care and the private sector.

In view of potential health emergencies due to either natural disasters or man-made disasters, including climate change and complex emergencies, and in line with the International Health regulations, the preparedness and response capacity of the national authorities and civil society will be strengthened. Capacity building initiatives will be developed and elaboration of national emergency plans will be undertaken with special focus on coordination mechanisms in crisis situations. Based on ongoing efforts to upgrade the responsiveness and effectiveness of the health system and to rationalize health expenditures, support by the UNCT will also be provided to the national authorities for the health system reform process, with particular emphasis on strategies and mechanisms that improve affordability and quality of health care, especially to the most vulnerable population groups.

Outcome 4.2: Improved access to and quality of education in line with targeted national standards, particularly in underserved areas

Inclusive pro-poor growth policies and programmes aimed at alleviating regional and other disparities will target improved quality of and access to education, particularly in underserved areas. Improved access to early childhood care and education will pave the way for enhanced quality in basic education, which in turn will improve access to secondary, technical and vocational education and further on to higher education. This will help the country to meet its commitments towards the Education for All (EFA) and universal primary education and full literacy, including by gender, by 2015 (MDGs 2 and 3), by fostering education and personal development as a human right, enabling skills development, improving productivity and access to the labour market and preparing individuals to be informed and responsible citizens. The use of innovative modalities, such as alternative delivery mechanisms and the use of new information and communication technologies in the three key areas of education systems - learning, teaching, and managing, will be promoted. The integration of new/revised concepts in the curricula will make sure these concepts are gender sensitive and based on life skills approach.

For this purpose, the UNCT will support the Government to develop educational planning and inclusive policy directives, including the allocation of resources aimed at ensuring quality education standards for early childhood, basic, secondary and higher education. UNCT will also assist the Government in efforts to create fora for participatory strategic planning and policy making and will further support the Government in strengthening national capacities to plan, manage and deliver education systems and will mobilize resources for education.

Given the concern to reduce the gap in the quality of education provided by public and private schools and the general geographical disparities, UNCT will assist the government to set up a coordination mechanism that would

promote dialogue, knowledge sharing and cooperation among the different stakeholders and actors. Interventions will also be deployed at the local level to improve the quality of education in underserved areas. Special efforts will be exerted to facilitate multi-sector partnerships between private and public actors, NGOs, local community activists, parents and children to support local schools in their role of community development centres.

Outcome 4.3: Strengthened policy and institutional framework for elaborating and implementing strategies focused on poverty reduction and equitable economic development

The outcome aims at supporting the Government to strengthen planning and implementation for poverty reduction and equitable economic development through the elaboration of appropriate strategies and programmes, and support for communication channels and coordination between the different actors. Strong institutional structures are also required to boost Lebanon's economy and to restore the competitiveness of the agricultural and industrial sectors, which are critical for the reduction of rural and urban poverty.

In response to the main components of the Social Action Plan, the UNCT will support the relevant line ministries, private and public institutions to formulate and implement social development and labour strategies and to develop inclusive social safety nets with a specific focus on the informal economy. The UNCT will also support the elaboration and implementation of economic policies including agricultural policies, structural reforms and regulatory frameworks with a view to enhancing competitiveness of the productive sectors.

Government commitment will ensure the translation of the economic and social reform policies into social development and labour strategies. Effective coordination at the institutional level will yield synergies among the numerous national actors - including the private sector, workers' organizations, and civil society, maximizing impact and cost effectiveness. In line with the national statistical master plan, the Central Administration for Statistics (CAS) will be enabled to play a key role in making available reliable data as the basis for the development of sound social development and labour strategies.

The policy and strategy framework resulting from the proposed joint interventions will lead to an improved performance of the agricultural and industrial sectors. Policies to deal with rising costs of production will be elaborated and the infrastructure for improved marketing, and product quality and safety will be put in place.

Outcome 4.4: Improved access to sustainable livelihood and employment opportunities in underserved areas, with specific focus on vulnerable groups

The UNCT will support the Government to create an environment conducive to productivity and competitiveness and to implement programmes targeting skills development and improving employability. Support will be continued to national institutions to undertake economic and industrial development initiatives at the national level. Revised and new legal and regulatory frameworks will be translated in strategies focused on competitiveness and productivity, with the objective of ensuring access to new markets by abiding to relevant regulations and increasing industrial and agricultural exports. Results will contribute towards the achievement of the new MDG 1 target "Achieve full and productive employment and decent work for all, including women and young people".

At the regional and local levels, through the regional outposts of the UNCT in Baalbeck-Hermel, North Lebanon/Tripoli and Akkar, South Lebanon, and Beirut suburbs local institutions will better be able to develop and implement regional and local development initiatives aimed at alleviating regional disparities and promoting employability and livelihoods at the local level. These initiatives will be supplemented by the provision of effective

labour market intermediation services and improved availability of, and access to, financial and non-financial services for the production and marketing of agricultural, industrial and handicraft products. The increased and enhanced services would pay a special attention to the poor and vulnerable groups, including women.

This outcome primarily focuses on reviving the industrial and agricultural sectors in underserved areas to ensure increased access to income-generating activities and employment opportunities. In the agricultural sector, emphasis will be placed on small farmers and women heads of household. A more productive and competitive sector will be created through diversification of farm production, adoption of modern agricultural practices, and minimizing marketing risks. Emphasis also will be placed on improving the performance of the industrial sector to more effectively deal with high production costs (e.g. costs of energy and communication) and promote improved quality assurance for better competitiveness and productivity. Support will be provided to local stakeholders to improve their capacity for production and marketing of quality, safe products at the regional level. Support will be provided to the private sector to facilitate access to financial and non-financial services and resources. Support will be provided to craftspeople, mainly women, to strengthen the capacities for design, production, promotion and management of master craftspeople. Civil society will share local knowledge and experience and will provide networking at the local level, and municipalities will facilitate the implementation of the programme at the caza level. The provision of incentives to the private sector to establish industries and enterprises in the regions (particularly in underserved areas) will be given consideration.

RESULTS MATRIX

Agencies Outcomes	Outputs	Role of Partners	Resource Mobilization Targets (US$)
Socio-Economic Development/Regional Disparities			
National Priority or goals: Increased growth performance and improvement of social indicators, including employment creation and reduction of regional inequalities			
UNDAF Outcome 4: By 2014, the socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic social services are improved within a coherent policy framework of reduction of regional disparities			
Agencies outcome 4.1 Increased access to and utilization of quality health services, particularly in underserved areas and with focus on vulnerable groups	**4.1.1** Quality health services are strengthened, in particular in poor and underserved regions (UNFPA, **WHO**, UNICEF, UNRWA)	**Ministry of Public Health:** •Commitment to the development and endorsement of policies, legal framework, and strategies focusing on health reform •Leadership role in coordinating/ mainstreaming health programmes •Regulating norms and standards in health for quality assurance/control •Strategic guidance for geographic coverage and targeted interventions •Ensure ministry's budget allocation for related programmes **Ministry of Social Affairs:** •Directives for linking social and health services. •Directives for focusing interventions targeting poor and vulnerable populations •Mainstream health priorities in social related strategies and policies **Ministry of Education and Higher Education:** •Mainstream health priorities in education- related strategies •Coordinate school programme by integrating health in the curricula •Engage young people in peer to peer education and in the development of policies & strategies. •Disseminate health messages to young people **Ministry of Interior and Municipalities:** •Mobilize municipalities in supporting dissemination of health programmes •Engage municipalities in emergency preparedness initiatives **Ministry of Agriculture:** •Prepare emergency preparedness plans related to epizootic animal diseases **Central Administration of Statistics:** •Leadership role in conducting periodic national health surveys •Provide assistance in strengthening quality of health related data by various partners **National AIDS Programme:** •Provide guidance and advice in programming, implementing and monitoring HIV/AIDS interventions in line with NSP •Proactive role in mobilizing resources on HIV/AIDS •Coordination role with UNAIDS co-sponsors, NGOs, and private sector	**4.1.1** WHO 250,000
	4.1.2 Health emergency preparedness - with emphasis on poor/ underserved regions - is strengthened (UNFPA, **WHO**, UNICEF, FAO)		**4.1.2** WHO 200,000 FAO 200,000
	4.1.3 Improved and expanded information on prevention of illnesses and services offered as part of the primary health care package (**UNFPA**, UNICEF, WHO)		**4.1.3** WHO 500,000
	4.1.4 Improved knowledge, information and services to young people and adolescents on their sexual and reproductive health and reproductive rights (RH/RR), including HIV/AIDS, and their participation, with special focus on society/ community mobilization and support at national level (UNFPA, **WHO**, UNESCO, UNICEF, UNRWA, UNDP)		**4.1.4** WHO 250,000 UNDP 260,000 UNESCO 100,000 UNRWA 200,000
	4.1.5 Strengthened capacity for establishment of a comprehensive national health referral system (UNFPA, **WHO**, UNICEF)		**4.1.5** WHO 250,000
	4.1.6 Enhanced capacity of relevant government institutions to develop health policies (**WHO**, UNICEF, UNFPA)		**4.1.6** WHO 400,000
			4.1.1 to 4.1.6 UNFPA 4,000,000 UNICEF 1,000,000

RESULTS MATRIX

		Civil Society including NGOs: •Participate in the planning and implementation of programmes and projects particularly targeting vulnerable populations in underserved areas •Provide support in the regional and community level health activities •Support dissemination of health messages	
Agencies outcome 4.2 Improved access to and quality of education in line with targeted national standards, particularly in under-served areas	**4.2.1** Enhanced capacity of the Ministry of Education and Higher Education to plan, implement and monitor educational reform (**UNESCO**, UNICEF, UNFPA) **4.2.2** Strengthened local and regional capacities to provide quality education (**UNICEF**, WHO, UNESCO)	**Ministry of Education & Higher Education/ GDVTE and Ministry of Labour:** •Development of education planning and inclusive policy directives and a national action plan •Setting up coordination mechanism to ensure the effective implementation of the action plan and dialogue between the different partners at the national and regional levels. •Innovative modalities developed to improve access to education for marginalized and vulnerable groups Private sector representatives: •Facilitate the establishment of linkages between public and private schools. •Provision of financial support for the implementation of capacity building programmes. **National NGOs:** •Facilitate community mobilization and participation in school affairs •Promote extra-curricular activities to complement school-based knowledge acquisition	**Outcome 4.2** UNESCO 2,000,000 UNICEF 2,400,000 **4.2.1** UNFPA 600,000
Agencies outcome 4.3 Strengthened policy and institutional framework for elaborating and implementing strategies focused on poverty reduction and equitable economic development	**4.3.1** Strengthened national capacity to formulate and implement the National Social Strategy, including labour issues(ILO, **UNDP**, ESCWA, UNFPA, WHO) **4.3.2** National capacity is enhanced for the elaboration and implementation of economic policies, structural reforms and adaptation of regulatory frameworks to enhance competitiveness of relevant productive sectors (UNIDO, **FAO**, UNDP, ILO, ESCWA)	**Office of the Presidency of Council of Ministers and Inter-Ministerial Committees for Social Affairs and Economic Affairs:** •Commitment for the implementation of policy reform at the level of national institutions and of the Social Action Plan Ministries of Social Affairs, Labour, Industry, Economy and Trade, Agriculture, and National Employment Authority: •Commitment to increase the efficiency and coordination for local development initiatives Central Administration for Statistics: •Commitment to carry out annual labour force and household surveys, also ensuring annual budgetary allocations •Annual labour force surveys carried out and data publicly disseminated Private sector: •Participation in policymaking exercises through a focal point that would ensure follow-up **NGOs:** •Participation in discussions on policy reform, particularly for local development initiatives •Facilitate the implementation of local development programmes in the regions through the sharing of local knowledge and networking	**4.3.1** UNDP 3,000,000 ILO 200,000 UNFPA 100,000 WHO 50,000 **4.3.2** UNDP 500,000 ILO 200,000 FAO 3,250,000 UNIDO 500,000

RESULTS MATRIX

Agencies outcome 4.4 Improved access to sustainable livelihood and employment opportunities in underserved areas, with specific focus on vulnerable groups	**4.4.1** Local capacity and institutional mechanisms for undertaking economic and industrial development initiatives are strengthened (**UNDP**, UNIDO, ILO, FAO, UNFPA)	**Ministries of Social Affairs, Labour, Industry, Economy and Trade, Agriculture, Education and Higher Education, Interior and Public Health, and Council for Development and Reconstruction:** •Political and financial commitment to develop and implement local economic development initiatives at the regional level •In-kind contribution (e.g. staff, premises) for the implementation of the programme **Private sector, including Chamber of Commerce, Lebanese Industrialists' Association, Association of Private Vocational and Technical Education Institutes:** •Facilitate access to financial and non-financial services and resources Civil Society, including, farmers and farmers' groups, youth and women networks: •Participation in the identification of beneficiaries of the programme at the community level •Facilitate the implementation of local development programmes in the regions through the sharing of local knowledge, experience and networking **Municipalities:** Facilitate the implementation of the programme at the local level	**4.4.1** UNDP 2,000,000 ILO 2,000,000 FAO 300,000 UNIDO 100,000
	4.4.2 Capacity of institutions and community groups is strengthened for effective formulation and implementation of regional and local development plans (**UNDP**, ILO, FAO, UN-HABITAT, UNFPA, UNIDO, UNICEF)		**4.4.2** UNDP 2,000,000 ILO 100,000 FAO 300,000 UNFPA 400,000 UNIDO 250,000 UN-HABITAT 3,700,000 UNICEF 300,000
	4.4.3 Labour market intermediation services and vocational training institutions are strengthened to provide more employment oriented training and services, (ILO, UNIDO, ESCWA, FAO, UNESCO, UNDP, WHO, IOM)		**4.4.3** UNDP 1,000,000 ILO 5,000,000 ESCWA 275,000 FAO 300,000 UNIDO 500,000 UNESCO 200,000 WHO 50,000
	4.4.4 Availability of and access to financial and non-financial support services for the development of micro, small and medium enterprises , cooperatives and other underserved population improved (ILO, UNIDO, UNDP, FAO, UNRWA)		**4.4.4** UNDP 1,000,000 ILO 500,000 FAO 3,200,000 UNIDO 350,000 UNRWA 3,500,000
	4.4.5 Capacity for production and marketing of quality, safe, competitive industrial, agricultural and handicraft products is developed(UNDP, FAO, IOM, UNESCO, UNIDO, ILO)		**4.4.5** UNDP 5,000,000 ILO 300,000 FAO 2,700,000 LRF 4,000,000 IOM 500,000 UNESCO 45,000

Note: Lead agency is highlighted in bold and underlined

UNDAF RESULTS

Environmental Sustainability

UNDAF Outcome 5: By 2014, improved accessibility to and management of natural resources and enhanced response to national and global environmental challenges

Environmental sustainability continues to be at a low level of priority on the Lebanese political agenda. Although some efforts have been exerted by specialised ministries and agencies, the CCA concluded that Lebanon keeps on suffering from an array of environmental problems that have caused serious degradation, aggravated by the effects of the July 2006 war. Among the major challenges identified in the MDG 2007 draft report are the decreasing national green cover, the need to adopt a comprehensive environmental strategy and mainstream environmental plans among different ministries, in addition to reducing air pollution and the better management of natural resources, including integrated water management.

Whereas environmental resources are essential national economic assets that can be used to source development and socio-economic activity, successful outcomes hinge on reverting environmental degradation and on integrated resource management.

The UNCT will assist the Government to reach the needed balance between protecting the national environment and exploiting natural resources in order to ultimately reach environmental sustainability while contributing to sustainable development. In view of the highly complex nature of the environment sector, cross-cutting political, economic, social and health factors, the UNCT can be a strategic partner to the Government through the specialised agencies and its broad network on the ground. Each specialised agency can deal with the environmental challenges of specific sectors: industrial challenges related to air pollution and other types of industrial pollution will be undertaken by UNIDO (outputs 1.4 and 1.5); FAO has a comparative advantage in supporting reforestation and meeting agricultural water needs (outputs 1.3 and 3.3).

This UNDAF outcome, which is in direct response to MDG 7, aims to improve the quality, accessibility and management of natural resources and to respond to national and global environmental challenges. The UNDAF process will aim at achieving three main outcomes:

Outcome 5.1: Environmental considerations are mainstreamed in sector and local-level strategies and plans

A common root cause of poor environmental sustainability (identified in the CCA) is the consistent absence of environmental considerations in the development agendas of different ministries and in the local-level plans. Environmental management subsumes cross-sector approaches as most development sectors either make use of natural resources or have a direct or indirect impact on the environment at large. The CCA highlighted the critical need for the implementation of environmental management in the productive sectors (agriculture, industry, tourism, construction) and services sectors, notably transport and energy, especially that environmental conditions and standards are among the criteria determining competitiveness in international markets. Therefore, environmental concerns must be brought forward in all planning processes to ensure more sustainable development approaches in the country.

Policy-makers, municipalities, economic actors, school children and the population at large will be sensitized with the aim of raising environmental concerns to higher national priority. Environment education in schools will increase the awareness of the new generation about environmental issues – a continuing priority of the UN agenda. The environmental curriculum, which was changed in 2000 to incorporate environmental studies, will be reviewed and upgraded.

The UNCT will mainstream environmental considerations through the development of environmental action plans for different line ministries and key public institutions and of environmental monitoring. At the local level, the UNCT will promote decentralised environmental decision-making processes that would ensure local-level environmental considerations are taken into account in policy and projects. The engagement of civil society, in particular local NGOs, will be optimised. Specific sectors will be targeted, in particular the industrial sector, a major source of pollution. Greening of industries will be promoted through sound environmental management systems, including cleaner production approaches; ISO 14001 certification; implementation of pollution control measures in the most polluting industries to comply with national environmental standards; and, building capacity to develop management strategies for hazardous waste.

The UNCT will continue to support Government in meeting obligations towards international environmental conventions and treaties through mainstreaming the environment into national policies and strategies. Another building block towards this end will be the implementation of targeted projects, such as increasing the number and size of biosphere reserves and using the reserves as experimental ground to help manage natural resources; and, phasing-out the production of ozone-depleting substances from different industries.

Outcome 5.2: Increased effective national response to climate change reflected in national programmes and external assistance programmes

The global energy crisis together long-standing and increasing fuel problems and the general threats posed by climate change have prompted the UNCT to assist the government in devising an effective national response to this national and global problem. The UNCT will work with the Ministries of Finance, Energy and Water, and Environment to complement electricity sector reforms through demand-side energy management and promotion of renewable sources of energy use. Efforts will focus on adopting a national sustainable energy strategy that promotes energy efficiencies and conservation so as to contribute mitigation of climate change. Climate change vulnerability assessments are planned to identify possible impact on key economic sectors and, accordingly, to take advantage of opportunities to support adaptation programmes. Support also will be extended to initiate the most critical national climate change projects, either as stand-alone initiatives or integrated within existing development or construction programmes

In parallel, the UNCT will continue to work towards increasing public awareness on the effects of climate change and the urgent need to take action, particularly in relation to human health.

Outcome 5.3: Improved integrated water resources management, including sanitation, reflected in national decision-making

The water sector remains of critical national concern because of the direct implications on the environment in general and human health in particular. Regional disparities in access to quality water and proper wastewater networks remain a concern. Weak legal and fiscal frameworks and poor institutional set-ups are root causes of the current water and wastewater problems facing Lebanon. To date, Lebanon does not have a data collection methodology and system and an updated, comprehensive water monitoring scheme.

A UNCT collaborative programme aims to support the establishment of a database on the quality of water resources, including the re-use of treated wastewater, status of drinking water and possible sources of pollution. The database will be used for detailed assessment of the status of the water sector, to mobilise resources for project assistance, and to increase public awareness about water and sanitation issues as a determinant of health.

UNDAF RESULTS

Building on the data collection process, the UNCT plans to work with concerned ministries to elaborate strategies and mechanisms for improving water quality and access to safe drinking water ensuring equitable levels of services, to design a cost-effective national drinking water quality monitoring system, and to update and strengthen the enforcement of drinking water and irrigation water safety and quality standards.

The legal and regulatory frameworks governing waste water treatment and re-use will be reviewed and updated, leading to the development of a national water management strategy and integrated action plan that includes the use of treated effluent. At the regional level, the UNCT aims at building the capacity of the five water establishments responsible for water and wastewater management, including monitoring water quality and safety through improving the water surveillance system and building the capacity of the national staff. Also, low-cost drinking water treatment technologies will be up-scaled to the national level, based on piloting 300 domestic and/or at-source treatment applications.

RESULTS MATRIX

Agencies Outcomes	Outputs	Role of Partners	Resource Mobilization Targets (US$)
Environmental Sustainability			
National Priority or goals: To achieve environmental sustainability			
UNDAF Outcome 5: By 2014, improved accessibility to and management of natural resources and enhanced response to national and global environmental challenges			
Agencies outcome 5.1 Environmental considerations are mainstreamed in sector and local-level strategies and plans	**5.1.1** Sector environmental action plans developed in concerned key ministries and public institutions (**UNDP**, UNICEF)	**5.1.1** **Ministry of Environment:** Lead institution for mainstreaming and coordinating environmental action at national level **Ministry of Agriculture** (Lebanese Agricultural Research Institute), Ministry of Energy and Water, Ministry of Industry (Industrial Research Institute): integration of environmental requirements and directives into mandates	**5.1.1** UNDP 4,500,000 UNICEF 200,000
	5.1.2 Capacity of government to meet its obligations under international environmental conventions and protocols timely and adequately is strengthened (**UNDP**, UNESCO)	**5.1.2** **Ministry of Environment:** Focal point for the Convention on Biodiversity, Montreal Protocol and Climate Change; responsible for ensuring and reporting on national compliance with the requirements of the conventions. **Ministry of Agriculture:** Focal point for the Convention to Combat Desertification; responsible for meeting its requirements and reporting thereon	**5.1.2** UNDP 2,800,000
	5.1.3 National forest strategy is developed and integrated forest management is initiated (**FAO**, UNDP)	**5.1.3** **Ministry of Agriculture:** Management of forests Ministry of Environment: Responsible for the national reforestation programme	**5.1.3** FAO 3,100,000 UNDP 850,000
	5.1.4 Capacity of Lebanese industries to adopt and implement environmental management systems and standards is enhanced (UNIDO)	**5.1.4** **Ministry of Environment:** Coordination and development of environmental standards **Ministry of Industry:** Coordination of industries and promotion of national standards within industries	**5.1.4** UNIDO 1,000,000
	5.1.5 The capacity of Lebanese industries to develop sustainable hazardous waste management strategies is strengthened (UNIDO	**5.1.5** **Ministry of Environment:** Coordination and development of environmental standards **Ministry of Industry:** Coordination of industries and promotion of national standards within industries	**5.1.5** UNIDO 1,500,000
	5.1.6 National capacity to implement environmental education curricula is strengthened (**UNESCO**, FAO)	**5.1.6** **Ministry of Environment:** Promotion of environmental awareness at the national level **Ministry of Education:** Development and implementation of education curricula in schools **Ministry of Agriculture:** Raising awareness on agriculture and food science at the national level	**5.1.6** UNESCO 200,000
	5.1.7 Environmental quality monitoring programme developed and implemented (UNEP)	**5.1.7** **Ministry of Environment:** Responsible for environmental quality monitoring and reporting; programme management **National Council for Scientific Research (CNRS) and universities:** Technical expertise and support	**5.1.7** UNEP 1,600,000

RESULTS MATRIX

Agencies outcome 5.2 Increased effective national response to climate change reflected in national programmes and external assistance programmes	**5.2.1** National sustainable energy strategy to mitigate climate change is developed and adopted (UNDP)	**5.2.1** **Ministry of Energy and Water:** Drafting of a sustainable energy strategy and its promotion **Ministry of Finance:** promotion of the sustainable energy strategy and identification of all related financial policies	**5.2.1** UNDP 8,000,000
	5.2.2 Vulnerability to climate change of key economic sectors is assessed (UNDP, **FAO**)	**5.2.2** **Ministry of Environment:** As UNFCCC focal point, reporting on vulnerability of Lebanon to climate change	**5.2.2** UNDP 500,000 FAO 500,000
	5.2.3 Line ministries are sensitized to adaptation to climate change (**UNDP**, UNIDO, FAO)	**5.2.3** **Ministry of Environment:** Increasing national awareness of environmental issues and undertaking coordination of sensitization initiatives	**5.2.3** UNDP 3,000,000 UNIDO 750,000 FAO 3,000,000
	5.2.4 Awareness about the effects of climate change is increased among general public (WHO, FAO, **UNDP**, UNESCO, UNIDO, UNEP and UNICEF)	**5.2.4** **Ministry of Environment:** Increasing national awareness of environmental issues and overall coordination **Ministry of Public Health:** increasing awareness on health related consequences of climate change **Ministry of Education:** Increasing awareness in the schools	**5.2.4** WHO 100,000 UNDP 750,000 FAO 200,000 UNESCO 100,000 UNEP 20,000
Agencies outcome 5.3 Improved integrated water resources management, including sanitation, reflected in national decision-making	**5.3.1** Capacity of the Ministry of Energy and Water and the regional water establishments is enhanced to supply improved drinking water and sanitation services, particularly to rural areas (UNICEF)	**5.3.1** **Ministry of Energy and Water:** Delivering adequate drinking water supply at a national level. Commitment to the development and endorsement of policies, legal frameworks, strategies and quality standards for drinking water and sanitation. Leadership role in coordinating interventions by public / private actors **Regional water establishments:** Commitment to the implementation of national and regional policies and strategies to secure equitable access to drinking water and sanitation. Establishment of effective quality assurance and control systems	**5.3.1** UNICEF 2,500,000
	5.3.2 Knowledge of the national authorities and awareness of the general public about water quality and hygiene are increased (WHO, **UNICEF**)	**5.3.2** **Ministry of Environment:** Increasing national awareness of environmental issues and overall coordination **Ministry of Public Health:** Increasing awareness on health-related consequences of climate change **Ministry of Education:** Increasing awareness in the schools	**5.3.2** UNICEF 300,000 WHO 100,000
	5.3.3 Water quality strategy, including waste water re-use, for agriculture is developed (FAO)	**5.3.3** **Ministry of Agriculture:** Delivery and use of water in agriculture, including standards	**5.3.3** FAO 2,500,000
	5.3.4 Enhanced ecosystem functioning of Litani River watershed (UNEP)	**5.3.4** **Ministry of Environment:** Responsible for maintaining, developing and managing ecosystems, in this specific case in cooperation with the Litani River Authority:	**5.3.4** UNEP 100,000

Note: Lead agency is highlighted in bold and underlined

INITIATIVES OUTSIDE THE UNDAF RESULTS MATRIX

In response to the political and security situation and the destruction caused by recent crises[16], the UNCT plans and implements a number of Conflict Prevention and Recovery (CPR) activities. Due to the nature of the UNDAF exercise, these activities are only partially reflected in the matrices and, thus, are specifically reflected here. There will be three categories of activities during the UNDAF implementation period:

1. A series of CPR activities that are included in the results matrices, such as support for national dialogue and the electoral process, strengthening of mine action capacities, enabling Lebanese – Palestinian dialogue, disaster management, and addressing regional disparities.

2. Post-conflict recovery activities. While the post-2006 war recovery and reconstruction activities will most likely be over by the end of 2009, the reconstruction of the Nahr el Bared camp and surrounding municipalities, will go on until 2011. This programme includes (i) inter-agency programme to reconstruct the Nahr el Bared camp, led by UNRWA (humanitarian assistance to the displaced, rubble removal, reconstruction of housing and physical infrastructure of NBC to adequate social and environmental standards); and, (ii) reducing the tensions in the surrounding Lebanese municipalities through preventive development activities, led by UNDP (e.g. capacity building, livelihoods restoration, and youth and reconciliation) – approximately US $ 50 million.

3. More prospective efforts, including a solid partnership with the Peace Building Support Office (PBSO), to raise the present level of peace building activities to a higher and more strategic level, which could help sustain UN integrated support for developing new mechanisms to reduce tensions in the country. The effort, led by UNDP, will also include capitalizing on lessons learned to reduce risk (e.g. lessons from Nahr el Bared applied to other Palestinian refugee camps or second phase of recovery activities in the South, with focus on preventive development activities) - US $ 8 million.

The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established in December 1949 and given the task of carrying out emergency relief and works programmes for Palestine refugees in cooperation with the government of host countries in the region. With limited access to government services, UNRWA is the principal agency for the human development of Palestine refugees in Lebanon. As the largest UN agency in Lebanon, UNRWA serves 415,000 registered Palestine refugees situated both inside and outside twelve refugee camps across the country. Although Palestinians account for about ten percent of the population in Lebanon, they remain underprivileged and marginalized. Given the target population of UNRWA's activities and due to the nature of the UNDAF exercise, UNRWA's core programmes are not reflected in the UNDAF matrices. However, it is worth mentioning that UNRWA's work focuses mainly on: the provision of regular services in the areas of education, health, relief and social assistance, local infrastructure development, and emergency relief. In addition, UNRWA supports:

- A first special initiative involving implementation of a Camp Improvement Initiative to address shelter and environmental health conditions in the Palestine refugee camps, with support from and extensive coordination with the Lebanese Government;
- A second special initiative aiming to improve employment opportunities for Palestine refugees in Lebanon, in collaboration with the Ministry of Foreign Affairs, Ministry of Labour, PLO Refugee Affairs Department, ILO, Lebanese and Palestinian civil society, and international NGOs; and,
- A third special initiative, in partnership with the Lebanese Government, UNCT and NGOs, to implement the recovery and reconstruction of Nahr el Bared refugee camp destroyed in 2007. The estimated budget for the reconstruction, to be undertaken by UNRWA, is US$277 million.

[16] The July 2006 war and the May 2007 clashes; the latter resulted in the total destruction of the Palestinian refugee camp of Nahr el Bared (North Lebanon)

ESTIMATED RESOURCE REQUIREMENTS

The estimated financial resources requirements of the UN system for its contribution to achieve the planned outcomes, amounts to about US$ 190 million for the 2010-14 period, see Table 1 below.. The figure is indicative[17] as it includes both core resources of the UN agencies and a projection of financial resources to be mobilized by the UNCT and individual agencies. The estimated financial requirements, which are substantial, translate into an annual budget of US$ 36 million.

Table 1. Estimated resource requirements by UNDAF Outcome, 2010-14 (US dollars)

UNDAF Outcome	Amount
1. Democratic Governance and Institutional Development	65,555,000
2. Human Rights	8,610,000
3. Gender	7,070,000
4. Socio-Economic Development / Regional Disparities	71,280,000
5. Environmental Sustainability	38,170,000
Total	**190,685,000**

As seen from Table1, the distribution of resource requirements by UNDAF outcome is uneven. More than 70 percent of the resource requirements are taken up by the socio-economic development/regional disparities UNDAF outcome, US$ 71 million, and the governance portfolio, US$ 65 million. Another 21 percent of requirements relate to the environmental sustainability UNDAF outcome. The gender and human rights UNDAF outcomes account for the balance of 9 percent – the lesser requirements are explained by the mainstreaming of both themes in all UNDAF outcomes and the mainly upstream, soft nature of the planned initiatives. The important resource requirements to promote socio-economic development and reduce regional disparities are justified by significant operational activities. The resource requirements for governance, for a considerable part, relate to capacity support and development projects in key administrations, provision of policy advice and technical support, and preparation and implementation of reform initiatives.

Table 2. Estimated resource availability[18] by agency, 2010-14 (US dollars)

UN Agency	Amount	UN Agency	Amount
ESCWA	525,000	UNFPA	9,050,000
FAO	19,550,000	UN-HABITAT	4,000,000
IFAD	11,000,000	UNHCR	300,000
ILO	11,940,000	UNICEF	10,770,000
	550,000	UNIDO	8,950,000
IOM		UNODC	5,780,000
OHCHR	800,000	UNRWA	3,950,000
UNDP	93,670,000	UNRWA/OHCHR	200,000
UNEP	1,720,000	WHO	2,150,000
UNESCO	5,780,000		
		TOTAL	**190,685,000**

[17] Resource commitments will continue to be made only in agency programme/project documents, according to the procedures and approval mechanisms of each agency.

[18] This includes both core resources and resources to be mobilized.

ESTIMATED RESOURCE REQUIREMENTS

The estimated financial resource requirements of the EXCOM agencies in the country - UNDP, UNFPA and UNICEF – account for 58 percent of total, and the specialized agencies and UN headquarters entities for the balance of 42 percent. Only UNDP requirements represent US$ 94 million or 47 percent of total; the major share of the financial requirements is for the governance programme, mainly implemented by UNDP. Active on all UNDAF outcomes, this position confers a special responsibility on UNDP to lead and to rally other agencies for initiating collaborative and joint programmes/projects. Financial resource requirements of each UNFPA and UNICEF amount to roughly US$ 2 million annually. Among specialized agencies, there are sizeable financial requirements of FAO, US$ 20 million, and ILO, $12 million. The resource requirements of some agencies are rather small amounts, yet essential to results as the agencies bring specialized expertise and skills and often work upstream at decision-making and policy levels. It is noted that WFP plans to re-engage in Lebanon, building on its recent work during the July 2006 war and the Nahr el Bared camp crisis; specifically, WFP intends to develop a programme to strengthen food security and safety nets

Total financial requirements for the UNDAF period are considerable, particularly that regular budget contributions of UN agencies for development programmes and activities in Lebanon - a middle-income country - are very limited, in normal times. The feasibility of meeting the estimated financial resources requirements is comforted by considerable recovery-cum-development funding made available to address the effects of the summer 2006 hostilities, part of which is likely to be spent into 2010 and 2011. Also, the government has been an important funding source in past years, notably for capacity support and development, and it is assumed that the Government will remain a committed donor.

Successful resource mobilization, including for the UNDAF, will increasingly depend on improved coherence and coordination at government level, on the one hand, and between the government and the donor community, on the other.

To cover the UNDAF funding gap, fund raising will be undertaken by the Resident Coordinator, on behalf of all UN agencies and to supplement agency efforts for fundraising. Successful resource mobilization will be contingent on close coordination with the government. The UNCT, through the Deputy Special Coordinator for Lebanon /UN Resident Coordinator (UNRC), aims to play an important role in this respect.

IMPLEMENTATION

The Government will lead the implementation of the UNDAF as a concrete expression of ownership of the framework and its content, and to maximize the contribution of the UNDAF outcomes to the national goals and priorities. Thus, UNDAF implementation will take place within established national frameworks and systems, in particular those established within the context of implementation of the government socio-economic reform programme. Efficient implementation of the UNDAF, especially concerning policy, strategy and overall coordination matters, would gain appreciably by having in the government a single interlocutor for the UN system, represented by the Deputy Special Coordinator / UN Resident Coordinator. Such arrangement would not detract from the established national counterpart arrangements at the agency level.

The UNCT will closely coordinate with the Inter-Ministerial Committees (for each of the three clusters Economic, Social, and Infrastructure and Privatization), set up by the Government to follow up on the implementation of the government reform programme. Interaction between the UNCT and the Inter-Ministerial Committees during the UNDAF period is critical, particularly in relation to sector strategy, integration of projects in sector and cluster plans, and major operational issues.

The UNCT and the Deputy Special Coordinator / UN Resident Coordinator will be responsible for the effectiveness of United Nations development activities, especially in cases where resources are combined. These arrangements will support progress toward the use of national systems for implementation, management and monitoring, based on internationally recognised standards and good practices. The UNCT will discuss and determine which outcomes or outputs can be implemented through joint programmes, such as capacity development of focal points for gender mainstreaming in national, sector and local plans.

UNDAF Outcome Working Groups[19] will be set up and will serve as the main mechanism for implementing and monitoring the UNDAF, under the oversight of the UNCT [see also Section VI]. Individual Working Group work plans on collaborative activities will be developed with clear goals and objectives, to be integrated into the Annual Report and Work Plan of the Resident Coordinator. The UNCT will extend cooperation to other donors and partners as relevant.

• **Democratic Governance and Institutional Development.** Successful implementation of this UNDAF outcome will involve specific coordination arrangements with Parliament for work on strengthening supervision and oversight capacity and on participation and electoral reform, on the one hand, and with the PCM for work on aspects of peace building, policy review and coordination, and implementation of the reform programme, including monitoring, on the other. At the project level, coordination and cooperation with other stakeholders, including other involved donors, will be systematically pursued. The establishment of a forum or network involving all capacity development projects under the UNDAF governance outcome will be carefully considered, inter alia, to share information and knowledge.

• **Human Rights.** UNDAF outcomes in general and this UNDAF outcome in particular are subject to implementation by the Government of its commitment to the international human rights treaties and conventions. The implementation of the UNDAF outcome will be based on further strengthening and developing the partnership with the Parliamentary Committee for Human Rights, which is leading the process of developing the NPAHR, in cooperation with the Bar Association and with the support of UNDP and OHCHR. Action towards increased enjoyment of human rights by vulnerable groups will benefit from continued support of the UN Protection Working Group, which narrow mandate could be expanded to include more or all vulnerable groups. Coordination arrangements with the Ministry of Labor, on work-related issues, and with the Ministry of Education and Higher Education, on human rights education, will be established. The increased involvement in the above mechanisms and arrangements of civil society, and in particular of the media as a partner will be pursued. The Human Rights Working Group will continue

[19] Terms of reference to be developed by the UNRCO.

its work, including close follow–up on the implementation of the human rights outcomes. The implementation arrangement for realisation of human rights outputs will be through task forces, as required, under a general collaborative approach. Strategic partnerships will be established with relevant international organisations and civil society in Lebanon (to be identified).

• **Gender.** The implementation of the two outcomes calls for a participatory approach of the UNCT involving government and civil society organizations. A UN-led Gender Working Group is proposed to be established (a) to coordinate all UNCT efforts on gender pertinent to all UNDAF outcomes and particularly to the gender-related outcomes, (b) to provide advice on joint programme(s), and (c) to conduct harmonized advocacy and resource mobilization activities. The integration of gender in national policies, strategies, plans and programmes will depend on pivotal action by the NCLW to translate into tangible results its commitment and efforts to achieving full equality between men and women, including augmenting women's access to safe and sustainable means of living, and increasing women's participation in the government and in decision making. The review of and consensus on the National Women Strategy and its Plan of Action - in a participatory approach - is fundamental for ensuring mainstreaming of gender priorities in sector planning. The achievement of the GBV outcome will benefit from a joint approach of the UN agencies involved and civil society as well as local authorities to work in concert with concerned government institutions.

• **Socio-economic Development/Regional Disparities.** The implementation of this UNDAF outcome will involve coordination mechanisms within the government and between the central government and local government to deal with upstream and field level and community level perspectives and issues. To ensure national ownership of the programme and the building of strong partnerships, coordination will be sector based, and led by relevant line ministries, UN agencies, and the donor community. The UNCT will work closely with the Inter-Ministerial Committee for Social Affairs to support the implementation of the Social Action Plan and the implementation of the national social development strategy.

• **Environmental Sustainability.** UN agencies involved will maintain overall coordination with the Ministry of Environment, which has the mandate to promote environmental sustainability at the national level and mainstream environment into national policies. The assigned lead agency for each output will guide internal coordination of action, by email and through meetings once every two months. Each agency will also work closely with the relevant ministries and decision-makers to integrate natural resource management into national agendas and to lift environmental concerns to a higher level, in addition to involving local-level partners through networking, meetings, working groups, and field visits. Whenever possible, existing mechanisms of coordination at the community level will be used to ensure a unified approach by UN agencies. This participatory approach will ensure that the direct beneficiaries of environmental resources are involved in the management and use of these resources. Well-targeted efforts will continue to identify and further develop strategic partnerships at the international and national levels.

Finally, the UNDAF can also benefit from volunteerism as a means to achieve its described goals as voluntary action is deeply embedded in Lebanese culture. In resolution 57/106 of the UN General Assembly on Follow-up to the International Year of Volunteers, governments recognized that "…volunteering, particularly at the community level, will help achieve the development goals and objectives set out in the United Nations Millennium Declaration…". It called for "the relevant organizations and bodies of the UN system to integrate volunteerism in its various forms into their policies, programmes and reports". It is expected that Volunteerism (i.e. UN Volunteers programme and other volunteer involving organizations-VIOs) will be used to support the work of the United Nations in promoting national reconciliation and peace building, youth and community participation in local development activities. As an advocacy tool, volunteerism will also bring greater awareness to the environmental and climate change agenda.

MONITORING AND EVALUATION

The Monitoring and Evaluation (M&E) of the UNDAF will be aligned with national systems and processes, notably in the context of the implementation of government reform programme, including the public investment programme. National approach and efforts have focused on programme and project monitoring, whereas a national approach to evaluation is inexistent. The UNCT, in cooperation with main donors, will work with the concerned entities of government to establish an approach to evaluation and to formulate an evaluation programme to be implemented incrementally.

The M&E dimension of the UNDAF implementation process requires coordination among the UN agencies and their partners, due to the need to optimize the use of limited human and financial resources at the agency level. To focus M&E activities and ensure alignment with national mechanisms, an **UNCT M&E Working Group**[20] will be created to manage, regularly review and update the UNDAF Results Matrices and related M&E plan. From the onset of the UNDAF period, adequate human and financial resources will be allocated by the UNCT to ensure the smooth functioning of the inter-agency M&E group at all stages of the implementation process. The inter-agency M&E group will be composed of the M&E officers of each UN agency (or, in the absence, programme officer) and representatives of main UNDAF implementing partners.

The **M&E management plan and calendar** are outlined below. Surveys, databases and monitoring systems will be developed by UN agencies in cooperation with government counterparts, and will be validated or verified by international experts to confirm they are technically up-to-date and meet international best practice. Main evaluation reports will be developed by external experts in coordination with government counterparts to ensure non-biased evaluations. One important objective of the M&E management plan is to strengthen national capacity in data collection, analysis, reporting, monitoring and evaluation. Regular meetings with main implementing partners to assess UNDAF progress in the context of the inter-agency M&E group will serve to identify opportunities for capacity-building activities and strengthening of national partners.

The M&E management plan is followed by the **M&E matrices** developed for the five UNDAF outcomes; they specify for each outcome and output one or more indicators, supported by baseline information, target, means of verification, assumptions and possible risk factors. By way of example, the Environment M&E matrix identifies the technical databases, surveys and major reports that serve as indicators to the achievement of each output. The technical databases and surveys will be developed by the UN agencies; however, they should be validated or verified by international experts confirm they meet international best-practice and are technically up-to-date. The reports will be developed and/or verified by external experts in coordination with relevant government counterparts to ensure non-biased evaluations.

It is noted that, in some cases in the M&E matrices, the available information concerning the indicators and baseline data is indicative of the current status of expected outcomes and outputs and the extent of input from the UN agencies in attaining the expected results. In others, scarcity of information did not allow to specify the present status and target, which will require further efforts in preparation for the implementation, possibly extending into the first year of UNDAF implementation.

[20] Terms of reference to be developed by the UNRCO

UN Country Team M&E Activities[21]

Surveys / studies	2009-10	Survey of line ministries and local actors on the level of understanding of environmental sustainability (baseline assessment)
	2010	- Opinion survey on level of enjoyment of human rights - National labour force survey (as of 2009, annual) - National household survey
	2011	Survey of uses of renewable sources of energy and national energy strategy
	2012	- Industry survey - Survey of environmental awareness initiatives on climate change
	2014	- National household survey - Knowledge, attitude and practices studies on SRH/RH/HIVAIDs - Opinion survey on level of enjoyment of human rights - Survey on services provision to micro-enterprises and SMEs in agri-business - Survey on SMEs awareness and applying results of market analyses in priority sectors - Survey on enterprises exporting goods in compliance with international standards and regulations - Knowledge, attitude and practices survey on water treatment tools and behavioural change - Stakeholder survey on mainstreaming environment in sector and local-level plans - National survey on air quality - Stakeholder survey on awareness and understanding of key environmental priorities - Survey on the adoption of ISO or environmental certification/management by industries, including hazardous waste management
Monitoring systems	2011 or 2012	Third generation of PAPFAM survey which should generate health related data at national level
	2012	Integrated development information system (indicators)
	2012	- GBV information and monitoring system - National database on drinking water quality
	2013	Database for water quality for agriculture
Evaluations	2012	- Evaluation of science teaching and environmental education and education for sustainable development - Evaluation of forest management strategy by the Ministry of Environment, Ministry of agriculture and municipalities
	2014	- Impact evaluation of UNCT action on the enjoyment of human rights by vulnerable groups - Evaluation on action towards meeting the requirements of the international environmental conventions - Impact evaluation of the role of the State and social citizenship
Reviews	2010	- Legal review related to the gender outcome - Review of national reports on vulnerability and adaptation to climate change
	2011	- Legal review and practices of international child rights, norms and standards - Review of the national forestry strategy
	2012	Legal and administrative review on the enjoyment or otherwise of the rights by Palestinian refugees
	2013	Review of official reports from the Government of Lebanon to the Secretariat of the Montreal Protocol
	2014	Review of sector strategies and action plans that have mainstreamed the environmental and sustainability dimensions

Planning References

UNDAF evaluation milestones	2010	UNDAF annual review, CDR, UNCT, fourth quarter
	2011	UNDAF annual review, CDR, UNCT, fourth quarter
	2012	UNDAF annual review, CDR, UNCT, fourth quarter
	2013	UNDAF evaluation, UNCT, CDR, mid-year
	2014	UNDAF final review, CDR, UNCT, fourth quarter
M&E capacity development	2010-14	UN/Government Workshop on Monitoring and Evaluation (annual)
	2010	Review and assessment of evaluation in the public administration
Use of information	2010-14	National Human Development report (NHDR) and related impact evaluation
	2010	MDG progress report,; UNCT/Council for Development and Reconstruction
	2013	- MDG progress report - Prioritization exercise and preparation of the UNDAF, UNCT - National reports to the Montreal Protocol conventions
Reporting to human rights bodies	2010-14	Submission of overdue reports (CAT, CESCR, CRC ...) to concerned bodies
	2010	Universal Periodic Review (UPR)
	2011	Convention on the Rights of the Child (CRC)
	2014	Convention to Eliminate All Forms of Discrimination Against Women (CEDAW)

[21]For each activity list: Short name of activity; focus vis-à-vis UNDAF results; agencies/partners responsible; timing.

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Agency Outcomes/Outputs	Outcome/Output Indicators, Baselines and Targets	Means of Verification	Assumptions and Risks
GOVERNANCE			
National Priority or Goals: National reconciliation achieved and adequate institutional capacity to implement reforms developed, including increased inclusive participation and accountability			
UNDAF Outcome 1: By 2014, good governance reforms and practices, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at different levels			
UNDAF Outcome 1: By 2014, good governance reforms and practices, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at all levels	**Indicator 1: Number and type of governance reform laws enacted, policies introduced and mechanisms established at the national, sector and local levels, in the areas of inclusive participation and government effectiveness including accountability** **Baseline1: to be established in 2009** **Target 1: Number and type in 2014, and effectiveness**	**Government reform progress reports** **Parliamentary and government records** **Ministerial reports** **Project completion reports** **Assessment report**	**Easing of political situation and normal government operations**
Outcome 1.1: *National reconciliation and peace building promoted through increased inclusive participation*	**Indicator 1.1:** *Increased inclusive participation (women, regional, vulnerable and marginalized groups) in national dialogue processes, at legislative and government central and local levels* **Baseline 1.1:** *Weak or marginal representation (2008)* **Target 1.1:** *Inclusive particiaption of women, vulnerable and marginalized groups in nationaldialogue processes (2011, 2014)*	*Reports on national dialogue processes and intiatives*	*Delay in the process and/or inability to break the deadlock*
Output 1.1.1 Mechanism in place and skills developed to support national dialogue process, policy development and communication at the Presidency of the Republic (**UNDP**, UNSCOL)	**Indicator 1.1.1:** National dialogue methodology/process and tools **Baseline 1.1.1:** National dialogue process reactivated , seconfd half of 2008. Lack of support capacity at the Presidency (Bureau of Studies, Communication and National Dialogue Steering Committee), (2008) **Target 1.1.1:** Agreed approach and effective tools in place for national dialogue process (2010)	Performance reviews and evaluation reports on capacity development	
Output 1.1.2 Technical capacity of election management body increased for free and fair parliamentary and municipal elections (**UNDP**, UNSCOL)	**Indicator 1.1.2:** Elections management and administration in 2013 parliamentary elections and 2010 municipal elections **Baseline 1.1.2:** Elections management and administration in 2009 parliamentary elections and 2004 municipal elections **Target 1.1.2:** Increased voter registration, improved media and campaign finance monitoring and secrecy of voting;percentage to be established (2010, 2013)	Elections monitoring reports Elections evaluation report	Coordination among donors and stake-holders of electoral process
Output 1.1.3 Disaster management system developed and capacity of staff of relevant public entities strengthened and increased (UNDP)	**Indicator 1.1.3:** Disaster management system in place **Baseline 1.1.3:** Needs assessment completed to increase the capacity of Civil Defense and to develop a disaster management system (2008) **Target 1.1.3:** Effective disaster management system developed and implemented (2012)	Ministerial decision and records Project progress and final reports Disaster management evauation reports	
Output 1.1.4 Capacity of civil society groups strengthened for fostering peace, reconciliation, and conflict prevention (**UNDP**, UN-ESCWA, UNESCO, UNICEF)	**Indicator 1.1.4:** Number, type and effectiveness of capacity development initiatives targeting NGOs, media, universities and youth implemented **Baseline 1.1.4:** Limited NGOs initiatives , media training, and youth activities for promoting peace building and conflict prevention; basline to be surveyed in 2009 **Target 1.1.4:** 50 percent increase in number and diversity, and 30 percent increase in effectiveness by 2014	Baseline survey UN agencies project completion reports	
Output 1.1.5: A platform for promoting national dialogue for citizen-state	**Indicator 1.1.5:** Number of policy research papers and publications, meetings, roundtables and workshops on the role of the State and social citizenship. **Baseline 1.1.5:** Workplan and activities prepared for citizen-state relationship (2008)	Project progress and final reports Impact evaluation	

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relationship is established and contributes efficiently to national reconciliation and peace (**UNDP**, UNESCO)	**Target 1.1.5:** Number and type of initiaitives and activities and their effectiveness (2014) **Indicator1.1.5a:** NHDR reports debated and contributing to national dialogue and understanding. **Baseline 1.1.5a:** Fourth NHDR published and widely disseminated (2009) **Target 1.1.5a:** NHDRs contribute to national dialogue and understanding (2014)	Project progress and final reports Stakeholder survey Impact evaluation	
Output 1.1.6: Lebanese-Palestinian Dialogue Committee and its staff have the managerial and technical skills to develop and implement a comprehensive policy on the Palestinian refugee issues (**UNDP**, UNRWA, UNOHCHR, UNSCOL)	**Indicator 1.1.6:** National policy developed and implemented for improved Lebanese-Palestinian relations, **Baseline 1.1.6:** Lebanese-Palestinian Dialogue Committee established by the Government to formulate and coordinate policies on Lebanese-Palestinian relations (2006). **Target 1.1.6:** Number policy proposals and initiatives for improving Lebanese-Palestinian relations and living conditions of Palestinian refugees living in the camps (2010)	Records of the Lebanese-Palestinian Dialogue Committee and decisions of the Council of Ministers	Palestinian-Lebanese conflicts
Output 1.1.7: Relevant ministries and youth organisations have improved capacity to design and implement a national youth policy (**UNESCO**, UNDP, UNICEF, ILO).	**Indicator 1.1.7:** National youth policy **Baseline 1.1.7:** Limited informed decision-making and policies on youth; insufficient services and opportunities for youth empowerment (2008) **Target 1.1.7:** National youth policy is operational and youth issues and concerns are mainstreamed in sector strategies (2011)	Ministerial decisions and records. Project progress and final reports.	Coordination among UN agencies
Output 1.1.8: National mine action management is institutionalized and technical expertise developed (**UNDP**, UNMAG, NGOs, UNICEF)	**Indicator 1.1.8:** National policy framework for mine action established and coordination system created **Baseline 1.1.8:** Draft national policy on mine action (2008) **Target 1.1.8:** National policy framework for mine action and independent quality management and planning system for mine action coordination operational (2012)	Ministerial decisions and records. Project progress and final reports	
Outcome 1.2: *Effective and accountable governance of state institutions and public administration is improved*	**Indicator 1.2:** *Improved public perception on effective and accountable governance of public entities, with focus on UN-supported action* **Baseline 1.2:** *Numbers, to be established (2009)* **Target:1.2:** *Public perception of effective and accountable governance of public entities (2014)*	*Opinion survey* *World Bank, governance indicators* *Transparency* International, annual reports	*Timely and adequate funding for reforms (technical assistance)*
Output 1.2.1: Legislators and staff have improved skills to draft and propose legislation Improved parliamentary oversight mechanism (UNDP, UNODC,UNSCOL, UNICEF, UNOHCHR)	**Indicator 1.2.1:** Number of bills drafted by Members of Parliament - Decisions and recommendations resulting from parliamentary oversight (in line with new guideline) effectively implemented **Baseline 1.2.1:** Training of parliamentarians on drafting laws conducted; number of private members ' bills to be established (2009) - No guideline for parliamentary oversight (2008). Draft guideline for Parliamentary oversight adopted (2010) **Target 1.2.1:** 30 percent (to be confirmed) increase in number of private members' bills drafted (2014) - Number of decisions and recommendations resulting from parliamentary oversight (in line with new guideline) effectively implemented	Parliamentary records. Progress and completion project reports	
Output 1.2.2: Capacity of Ministry of Justice developed to promote access to and efficient administration of justice (UNDP, **UNODC**)	**Indicator 1.2.2:** Public access to justice (cost of justice) **Baseline 1.2.2:** Number of persons accessing justice at-no-cost (to be established); **Target 1.2.2:** 20 percent (2010) and 50 percent (2014) of persons accessing justice at no cost	Ministerial decisions and records Progress and completion project reports.Bar Association records	
Output 1.2.3: National anti-corruption strategy developed and drug and border controls enhanced (UNDP, UNODC)	**Indicator 1.2.3:** National action plan to combat corruption **Baseline 1.2.3:** No coherent strategy and action plan (2008)Target 1.2.3: Strategy adopted and national action plan implemented (2014)	Ministerial and Council of Ministers decisions and records. Progress and completion project reports.	

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Output 1.2.4: Capacity of key public institutions enhanced for coordination, formulation and implementation of economic and financial policies and of reform programme (UNDP)	**Indicator 1.2.4:** Efficient policy and process coordination **Baseline 1.2.4:** Coordination structure and mechanisms in place (2008) **Target 1.2.4:** Government reform programme and policy implementation timely and adequately monitored and evaluated (2012) **Indicator 1.2.4a:** Public finance and economic reform programmess timely and successfully implemented **Baseline 1.2.4a:** Finance and economic reform initiatives initiated (2007) **Target 1.2.4a:** Finance and economic reform programme implemented meeting Paris III objectives (2011)	Records of Government Reform Programme Coordination Office and Ministry of Finance Progress and assessment reports Paris III progress and final reports Evaluation report	
Output 1.2.5 Strengthened management and technical capacity in central and local authorities for policy and programme development, including decentralization policy and planning (**UNDP**, UNICEF, ILO, UNESCO and UNHABITAT).	**Indicator 1.2.5:** Improved services provision and simplification and modernization of procedures of line ministries and public institutions **Baseline 1.2.5:** To be established for each public entity and service and procedure (2009) **Target 1.2.5:** Time and cost improvement confirmed by client and user surveys (2012-2014) **Indicator 1.2.5a:** Technical capacity for the protection of cultural heritage cites **Baseline 1.2.5a:** Criteria to be established (2009) **Target 1.2.5a:** Capacities of heritage sites' managers increased to meet standard (2012) **Indicator 1.2.5.b:** National consultative meetings for municipal decentralization organized and city-to-city cooperation concluded **Basline 1.2.5.b:** Studies and legal texts on administrative decentralization prepared (2008) **Target 1.2.5.b:** Number of consultative meetings to review decentralization options and number of city-to-city cooperation (2014)	Baseline survey Client and user surveys Project completion report, including assessment Reports from concerned ministry and partner municipalities.	
Output 1.2.6: Capacity is developed for the implementation of the Statistical Master Plan, including the development of a functional Integrated information system (with due attention to gender and regional disaggregation) for policy development, planning, and monitoring (UNDP, ILO, UNICEF, **UNFPA**)	**Indicator 1.2.6:** Integrated statistical information system **Baseline 1.2.6:** No national database of development information and indicators (2009) **Targe 1.2.6:** Integrated development information system operational meeting needs of main stakeholders, due attention provided to gender and regional disaggregation and to vulerable groups (2012)	Project completion reports Evaluation report	Implementation plan for the National Statistical master Plan and agreed distribution of roles among stakeholders

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Agency Outcomes/Outputs	Outcome/Output Indicators, Baselines and Targets	Means of Verification	Assumptions and Risks
HUMAN RIGHTS			
National Priority or Goals: To strengthen the rule of law and protection of human rights			
UNDAF Outcome 2: By 2014, enhanced monitoring and accountability enable the effective implementation of human rights obligations and enjoyment of human rights			
UNDAF Outcome 2: By 2014, enhanced monitoring and accountability are in place for the effective implementation of human rights obligations and enjoyment of human rights	**Indicator 2: Number of human rights instruments ratified demonstrating commitment to international human rights standards** **Baseline 2: Status of Lebanon's ratification of human rights treaties (2009)** **Target 2: Lebanon party to all main human rights treaties and instruments through ratification by Parliament (2014)** **Indicator 2a: Level of effectiveness of human rights mechanisms** **Baseline 2a: Effectiveness to be established (2010)** **Target 2a: Level of effectivenes to be increased by 50 percent (2014)**	**2: Ratification by Parliament of human rights treaty instruments** **Impact evaluation of UN action**	**2: Reservations of the State in ratifying treaty instruments**
Outcome 2.1: National capacity enhanced for government effectively meeting human rights obligations (UNDP, **UNOHCHR**, UNICEF, ILO)	**Indicator 2.1:** Number of laws, institutional mechanisms and procedures (formal and non-formal) amended and adopted reflecting international human rights obligations **Baseline 2.1:** Information on situation available from existing studies , to be established (2009) **Target 2.1:** Assessment report, including number of new laws, mechanisms and procedures in place (2014)	**2.1:** Evaluation report. Parliamentary records and records Parliamentary Committeefor Human rights.	**2.1:** Translation into rules and regulations of the laws and amendments for implementation
Output 2.1.1: Gaps in Lebanese legislative implementation of human rights obligations are identified (UNDP, **UNOHCHR**, UNICEF, ILO, UNODC, UNSCOL, UNESCO, UNHCR)	**Indicator 2.1.1:** Existing laws reviewed as per international human rights standards **Baseline 2.1.1:** Summary of existing studies compiled in the preparation of the National Plan of Action for Human Rights), consultant's recommendations incorporated (2008) **Target 2.1.1:** Gaps in legislation identfied and technical recommendations made (2010)	**2.1.1:** Report on requirements to address gaps and inconsistencies and related action prepared	**2.1.1:** Subject to approval by the Legislature elected in 2009
Output 2.1.2: A national plan of action for human rights is formulated taking duly into account international human rights obligations at the national level (UNDP, **UNOHCHR**, UNSCOL, UNESCO)	**Indicator 2.1.2:** Inclusive and comprehensive NPAHR completed and submitted for parliamentary vote **Baseline 2.1.2:** No meetings held with political parties and civil society (2008) **Target 2.1.2:** At least one meeting with each major political block and coalition held; three meetings with civil society in different regions organized; and, amendments proposed for NPAHR (2014) **Indicator 2.1.2a:** Follow-up implementation of NPAHR by the Presidency of the Council of Ministers **Baseline 2.1.2a:** NPAHR in initial stages (2008) **Target 2.1.2a:** NPAHR submitted for parliamentary vote and implemented under the direction of the Presidency of the Council of Ministers (2010)	**2.1.2:** Schedule and minutes of meetings; summary of discussions; and, media coverage of public discussions of NPAHR documented **2.1.2a:** Parliamentary records	**2.1.2:** Willingness of the new Government to implement provisions of NPAHR
Output 2.1.3: Timely and systematic reporting of human rights obligations under international human rights treaties and instruments is established and strengthened (**UNOHCHR**, UNDP, UNFPA, UNHCR, ILO, UNRWA)	**Indicator 2.1.3:** Ministry of Foreign Affairs' capacity developed in preparing the reports on treaty bodies **Baseline 2.1.3:** Responsibility for reporting not specifically assigned within government (2008) **Target 2.1.3:** Responsibility for national reporting assigned (2009) and implemented by 2014 (all instruments) **Indicator 2.1.3a:** Number of reports to treaty bodies submitted in timely manner, including shadow and joint monitoring reports **Baseline 2.1.3a:** Reports on CRC (2004), CEDAW (2006) and CERD (2002) recently submitted (2008) **Target 2.1.3a:** All reports timely submitted, including on CCPR, ICESCR, CAT, CRC (2011) CEDAW (2014). Reports that are over due are submitted by 2014: CAT (2005), CCPR (2001), CERD (2006), CESCR (2005, 2000, 1995), CRC-OP-SC (2006)	**2.1.3:** Ministerial decisions **2.1.3a:** ICCPR, ICESCR, CAT and other treaty body records	**2.1.3** Institutional commitment and follow through on reporting obligations will be required

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Output 2.1.4: The "shadow" monitoring facility is effectively used by civil society organizations to complement reporting obligations (**UNOHCHR**, **UNDP**, UNICEF, UNFPA)	**Indicator 2.1.4:** Number of quality interventions made by civil society, press statements and reports on human rights issues released by NGOs **Baseline 2.1.4:** Number of documented interventions, reports and statements by NGOs on human rights in 2009 **Target 2.1.4:** 50 percent increase in number of documented interventions, reports and statements by NGOs on human rights by 2014 with demonstrated impact **Indicator 2.1.4a:** Number of court decisions "influenced" by civil society interventions **Baseline 2.1.4a:** Number in 2009, to be established **Target 2.1.4a:** 50 percent increase in court decisions "influenced" by civil society interventions by 2014	**2.1.4:** Report on mapping and review of NGO capacity to monitor human rights treaties and instruments **2.1.4a:** Court and NGO records and record of treaty bodies	**2.1.4:** Engagement of civil society
Output 2.1.5: Child protection laws and practices are reviewed and improved (**UNICEF**)	**Indicator 2.1.5:** Child rights' protection aligned with international requirements and standards **Baseline 2.1.5:** Findings of legal review od child rights and protection (2010) **Target 2.1.5:** Child protection outcomes meet international standards (2014)	**2.1.5:** Project completion report Child protection monitoring reports (Child Rights Committee)	
Output 2.1.6: The Internal Security Forces Human Rights Department and the Ministry of Interior have the managerial and technical capability to apply comprehensive monitoring, reporting and accountability mechanisms for the protection of human rights (**UNOHCHR, UNDP, UNODC**, UNICEF, UNHCR, UNSCOL)	**Indicator 2.1.6:** Effective safeguards and mechanisms, including rules and regualtions, to prevent violations, developed by the Internal Security Forces **Baseline 2.1.6:** Internal Security Forces Human Rights Department established in 2008 **Target 2.1.6:** Internal Security Forces human rights regulations, safeguards and accountability mechanisms functional and fully applied (2012) **Indicator 2.1.6a:** Accountability mechanisms in cases of violations implemented **Baseline 2.1.6a:** Safeguards, accountability mechanisms and capacity of officials to implement human rights considerations in their work (2009) **Target 2.1.6a:** Number of amendments and new procedures proposed to Internal Security Forces rules and regulations, reinforcing human rights. Five training sessions on implementation of safeguards and accountability mechanisms (2014)	Internal Security Forces decisions and reports **2.1.6a:** Records and evaluation of training programs	
Output 2.1.7: Human rights perspective is systematically mainstreamed in the national development frameworks (**UNOHCHR, UNDP**, UNICEF, UNSCOL)	**Indicator 2.1.7:** Number of national development frameworks adapted that include human rights perspective **Baseline 2.1.7:** Current levels of human rights perspective are gradually integrated and mainstreamed in national development frameworks (2008) **Target 2.1.7:** Human rights-sensitive national development frameworks targets achieved (2014)	**2.1.7:** End line review of national development frameworks	**2.17:** Human rights-based approach understood by the relevant actors
Outcome 2.2: *Increased level of enjoyment by vulnerable and marginalized groups (UNOHCHR, UNDP, ILO, **UNICEF**, UNIFEM)*	**Indicator 2.2:** *Existing laws and regulations protecting rights of marginalized and vulnerable groups identified and reviewed with support of experts from civil society* **Baseline 2.2:** *Documents and reports containing the rights violations (2009)* **Target 2.2:** *Relevant law amendments and proposals submitted to Parliament (2010)* **Indicator 2.2a:** *Existing laws amended. Vulnerable and marginalized groups accessing and exercising human rights* **Baseline 2.2a:** *Reports on human rights violations and abuses (2009)* **Target 2.2a:** *Administrative measures adopted and operational responsibility established (2012). Decrease in number of human rights violations, abuses and complaints during UNDAF period (2014)*	**2.2:** *Parliamentary records. Experts' reports* **2.2a:** *Annual reports and surveys. Reports on rights abu abuses and violations*	**2.2:** *Institutional and societal acceptance of the rights of marginalized communities*
Output 2.2.1: Alternative legal measures are activated and protection networks are established and tested in targeted areas for children in conflict with the law, children without parental support, victims of violence or abuse, and child laborers (**UNICEF**. UNODC, ILO, IOM)	**Indicator 2.2.1:** Number of dedicated teams deployed to promote and implement alternative measures and protection networks **Baseline 2.2.1:** No teams established (2008) **Target 2.2.1:** Qualified teams established in each of the six governorates and protection networks achieving demonstrated results and impact (2014) **Indicator 2.2.1a:** Increased number of children who benefit from alternative measures **Baseline 2.2.1a:** 2009 situation, based on records, studies and reports **Target 2.2.1a:** Improved quality of life and integration into society of relevant groups at an annual improvement rate of 10 percent (2014)	**2.2.1:** Records and end line studies **2.2.1a:** Performance reviews and evaluations, and reports on capacity building	**2.2.1:** Minimal turn-over of staff in institutions **2.2.1a:** Access to reliable information

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Output 2.2.2: Protection mechanisms for women migrant domestic workers in Lebanon are established (**ILO**, UNOHCHR)	**Indicator 2.2.2:** Percentage of women migrant domestic workers protected by a unified contract **Baseline 2.2.2:** New Unified Contract prepared in 2008 **Target 2.2.2:** The rights of migrant domestic workers, who signed contract under the new Unified Contract, protected by 2014 **Indicator 2.2.2a:** Unified draft of labour law integrating domestic workers prepared and adopted by the Parliament. **Baseline 2.2.2a:** Draft labour law (2008) **Target 2.2.2a:** A comprehensive labour law including domestic workers submitted for adoption by Parliament (2010) **Indicator 2.2.2b:** Percent of placement agencies and employers of women migrant domestic workers informed and aware of their responsibilities and rights. **Baseline 2.2.2b:** No unified contract and law existing (2008) **Target 2.2.2b:** Agencies endorse Unified Contract by 2011. Employers and agencies are informed about the requirements of the new law by 2011	**2.2.2:** Ministry of Labour annual report to Parliament. Minutes of the National Steering Committee **2.2.2a:** Report of the Human Rights Parliamentary Committee. Parliamentary records **2.2.2b:** Ministry of Labour decrees on placement agencies. Report of the Human Rights Parliamentary Committee. Ministry of Labour inspectors and social workers' reports	**2.2.2:** Institutional commitment **2.2.2:** Public opinion favorably disposed
Output 2.2.3: Monitoring mechanisms are in place for legal protection of the rights of Palestinian refugees and for promotion of harmonious relations between Palestinian refugees and surrounding communities (UNOHCHR, **UNRWA**, UNDP, ILO, UNSCOL)	**Indicator 2.2.3:** A sustainable human rights and protection monitoring structure/network operational, in priority Nahr el-Bared camp. **Baseline 2.2.3:** Protection Working Group (North) (2008) **Target 2.2.3:** Community-based mechanism operational in each displaced area (2014) **Indicator 2.2.3a:** Legal and administrative review on the enjoyment or otherwise of the rights by Palestinian refugees **Baseline 2.2.3a:** Existing reports collated and legal review conducted (2008, 2009) **Target 2.2.3a:** Training (quarterly) on human rights documentation provided. Clarification of legal status/ protection gaps through specific interventions made available (2012)	**2.2.3:** Quarterly reports by NGOs made available **2.2.3a:** Reports and documentation on violations and protection concerns International and national NGOs, UN agencies and national authorities	**2.2.3:** Availability of international donor support **2.2.3:** Cooperation of relevant stakeholders and authorities in adopting the legal measures
Output 2.2.4: Mechanisms for protection of human rights of non-Palestinian refugees are improved and enhanced (**UNHCR**, UNOHCHR, UNSCOL)	**Indicator 2.2.4:** Records of registered non-Palestinian refugees and asylum seekers maintained. Records of arrests and detention cases of registered refugees, and of documented arbitrary detention cases of refugees **Baseline 2.2.4:** Existing data on number of registered non-Palestinian asylum seekers and refugees updated. Data on number of arrests and detention cases of asylum seekers and refugees made available (2008) **Target 2.2.4:** Number of Iraqi refugees and non Iraqi asylum seekers and refugees registered and documented with UNHCR. Number of arrests and detention cases of non-Palestinian refugees reduced (2014)	**2.2.4:** Study of Iraqi refugee population in the country updated and UNHCR registration, protection, detention monitoring and resettlement activities strengthened	**2.2.4:** Resolution of political crisis allowing for re-introduction of refugee protection issue on the government agenda
	Indicator 2.2.4a: Number of deportations/ returns to country of origin of asylum-seekers and refugees recorded. Number of identified durable solutions for non-Palestinian refugees proposed and number of refugee protection-related laws amended or proposed **Baseline 2.2.4a:** Existing data on number of deportation and forcible returns to countries of origin updated. Existing data on number of refugees resettled from Lebanon made available and existing legal /practical framework defined (2008) **Target 2.2.4a:** Number of individuals deported/ forcibly returned reduced by 50 percent by 2014. Number of individuals resettled from Lebanon increased by 50 percent by 2014. Amendment to1962 Law on Foreigners /MoU is initiated in 2012	**2.2.4a:** Partnership among UNHCR, NGOs and national institutions strengthened	
Outcome 2.3: *Increased awareness and support for protection of human rights in Lebanon*	**Indicator 2.3:** *Awareness of human rights and related mechnisms* **Baseline 2.3:** *Awareness level on human rights, incluing of disabled, victims of torture, rights of prisoners, victims of sexual exploitation, violence against women, child rights, HIV/AIDS (2008)* **Target 2.3:** *Awareness and understanding by society and state institutions of human rights and human rights mechanisms by at least 50 percent*	**2.3:** *Awareness raising programme developed and implemented by the Government. Opinion surveys.*	**2.3** *Subject to commitment on improved access to information and human rights education material*
Output 2.3.1: A concerted national human rights awareness raising /	**Indicator 2.3.1:** Public outreach and institutional acceptance of the results of awareness raising campaigns **Baseline 2.3.1:** Available information on public awareness activities (2009)	**2.3.1:** Reports on the impact of the campaign	

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education campaign is developed and implemented (**UNHCR**, UNDP, UNICEF, ILO, IOM)	**Target 2.3.1:** 50 percent of public aware and 25 percent have better understanding of human rights (key messages) (2014) **Indicator 2.3.1a:** Partnerships established with civil society and NGOs to engage in the awareness campaign **Baseline 2.3.1a:** Emerging coordination between the state institutions and civil society for joint efforts in awareness raising (2008) **Target 2.3.1a:** At least five partnership and coordination initiatives for joint action between state institutions and the civil society (2014)	**2.3.1a:** Feedback from civil society organizations. Project reports.	
Output 2.3.2: Public service officials increasingly apply human rights perspective in the performance of their functions (UNDP, **UNOHCHR**, UNICEF and all UN agencies)	**Indicator 2.3.2:** Number of national policy makers sensitized and senior civil servants trained in human rights **Baseline 2.3.2:** Knowledge gaps on human rights instruments and training (2008) **Target 2.3.2:** Dedicated human rights focal points and senior managers at central government level and Parliament, and relevant ministries apply acquired skills (2012) **Indicator 2.3.2a:** Number of service-specific tools developed **Baseline 2.3.2a:** No service tools developed (2008) **Target 2.3.2a:** At least three service-specific tools developed and applied, including training workshops (2014)	**2.3.2:** End line study and review **2.3.2.a:** Agency reports	
Output 2.3.3: Human rights education components are integrated in civic education curricula in public and private schools (**UNESCO**, UNICEF, UNOHCHR, UNDP)	**Indicator 2.3.3:** Number of human rights education programmes proposed **Baseline 2.3.3:** Human Rights education is insufficiently presented in civic education and other school programmes (2008) **Target 2.3.3:** Ten new programmes applied (2014) **Indicator 2.3.3a:** Number of schools integrating human rights programmes **Baseline 2.3.3a:** Human rights education is taught as subject matter for exams; it is not practiced, not integrated in activities. **Target 2.3.3:** 50 percent of schools and universities integrate human rights in education programmes (2014)	**2.3.3:** End line studies and number of new programmes implemented **2.3.3.a:** Ministerial records. Survey.	

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Agency Outcomes/Outputs	Outcome/Output Indicators, Baselines and Targets	Means of Verification	Assumptions and Risks
	GENDER		
National Priority or Goals: to promote gender equality and women participation towards sustainable development			
UNDAF Outcome 3: By 2014, women are increasingly empowered to equally access the social, political, economic and legal spheres towards realization of their rights			
UNDAF Outcome 3: By 2014, women are increasingly empowered to equally access the social, political, economic and legal spheres towards realization of their rights	**Indicator 3: UN Gender Development Index** **Baseline 3: 0.759 (2007 HDR)** **Target 3: To be set, consultation with national authorities (2014)** **Indicator 3a: Proportion of parliamentary seats held by women** **Baseline 3a: 4.7% (since 2005)** **Target 3a: 10% (2013)** **Indicator 3b: Proportion of women in local representation** **Baseline 3b: 2.4% (2008)** **Target 3b: 5% (2010, year of the next municipal elections)** **Indicator 3c: Proportion of women in labor force, by region** **Baseline 3c: 23.3% (2004)** **Target 3c: To be set by national authorities**	**HDR** **Reports on election results** **Report on election results** **National labour survey**	**Key national policies, notably women strategy timely approved.** **National Commission for Lebanese Women as national women entity has the capacity to lead, provide guidance and advice on gender equality and empowerment of women.** **Government commitment to implement the obligations of international treaties, committed to, notably CEDAW, in line with 2008 ministerial statement**
Out come 3.1: Gender equality and human rights of women and adolescent girls integrated in pertinent national and sector laws, policies, strategies and plans.	**Indicator 3.1:** National Action Plan on Human Rights **Baseline 3.1:** No action plan (2008) **Target 3.1:** National Action Plan on Human Rights integrating gender equality and human rights of women and girls endorsed by Parliament (2010) **Indicator 3.1a:** Number of sector policies and strategies mainstreaming women empowerment and gender equality **Baseline 3.1a:** To be established in 2009 **Target 3.1a:** At least 4 (2014) **Indicator 3.1b:** Number of laws amended in line with CEDAW **Baseline 3.1b:** To be established in 2009 **Target 3.1b:** Reduction of number reservations and exceptions to CEDAW	Approved new projects published in Official Gazette National Commission for Lebanese Women annual reports Sector ministries annual reports CEDAW reports (official and shadow)	
Output 3.1.1: Technical and institutional capacities of women machineries (National Commission for Lebanese Women and gender focal points) and civil society are enhanced (**ILO**, UNFPA, UNIDO, UNDP, UNRWA)	**Indicator 3.1.1:** Number of sector gender focal points able to develop, implement, and monitor gender-sensitive sector work plans **Baseline 3.1.1:** To be established in 2009 **Target 3.1.1:** At least 30% increase (2014) **Indicator 3.1.1a:** Number of NGOs/CSO able to develop, implement and monitor gender initiatives, projects, and budgeting **Baseline 3.1.1a:** To be established in 2009 **Targe 3.1.1a:** At least 40% increase (2014)	Sector ministry reports Project progress and completion reports Ministry of Finance budget annual reports NCLW annual reports NGO reports Project evaluation report	

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Output 3.1.2: Awareness, evidence-based advocacy and policy dialogue among decision makers and general public on gender equality and human rights of women and girls are increased (**ILO**, UNFPA, UNESCO, UNDP, UNRWA, UNICEF)	**Indicator 3.1.2:** Number of policy briefs for policy dialogue on gender equality **Baseline 3.1.2:** To be established in 2009 **Target 3.1.2:** At least three policy briefs developed and used for evidence-based advocacy (2014) **Indicator 3.1.2a:** Number of media coverage and campaigns promoting and addressing gender equality and human rights **Baseline 3.1.2a:** To be established in 2009 **Target 3.1.2a:** At least 40% increase (2014)	Policy briefs and kits Research, studies and reports Media reports	
Out come 3.2: *Prevention and protection of, and response to, (GBV) improved at the national level*	**Indicator 3.2:** *GBV national and sub-national mechanisms (GBV national commission)* **Baseline 3.2:** *National and sub-national mechanisms not in place(2008)* **Target: 3.2:** *National and sub-national mechanisms (GBV national commission) in place to monitor and prevent GBV (2014)* **Indicator 3.2a:** *Increase in GBV-related budgets of sector plans, programmes, and services* **Baseline 3.2a:** *To be established in 2009* **Target: 3.2a:** *Increase by at least 20% (2014)* **Indicator 3.2b:** *Enforcement of policies and laws in line with GBV national priorities, human rights international instruments, including UNSCR 1325 in conflict and post-conflict contexts* **Baseline 3.2b:** *Not available* **Target 3.2b:** *At least two policies and laws enforced (2014)*	*NGO reports* *CEDAW national and shadow reports* *CEDAW Committee reports*	*GBV national action plan developed and endorsed*
Output 3.2.1: Awareness, evidence-based advocacy and policy dialogue to improve institutional and legal frameworks and systems that guarantee prevention of, protection from, and responding to GBV - including in the workplace, are increased (**UNFPA**, ILO, UNESCO, UNICEF, UNDP, UNODC)	**Indicator 3.2.1:** Number of GBV support groups **Baseline 3.2.1:** None (2008) **Targe 3.2.1a:** At least four GBV support groups established and operational (2014) **Indicator 3.2.1a:** Number of advocates/coalitions for change **Baseline 3.2.1a:** None (2008) **Target 3.2.1a:** Two advocates and coalitions for change formed and operational (2012) **Indicator 3.2.1b:** Number of protection and legal changes **Baseline 3.2.1b:** To be established during UNDAF year 1 **Target 3.2.1b:** Two protection and legal changes developed and submitted for validation (2013)	NGO reports Research and studies NGO reports Parliamentary and ministerial records NGO reports	
Output 3.2.2: Access to health, legal and psychosocial support services by survivors of gender-based violence and human trafficking is increased (**UNFPA**, ILO, UNODC, UNICEF)	**Indicator 3.2.2:** Number of cases of GBV reported **Baseline 3.2.2:** Around 500/year (2008) **Target 3.2.2:** Increase by 30%/year (2014) **Indicator 3.2.2a:** Number of functional referral mechanisms and centers **Baseline 3.2.2a:**18-20 (2008) **Target 3.2.2a:** Increase by 30% (2014) **Indicator 3.2.2c:** Number of shelters providing comprehensive quality services and support **Baselin 3.2.2c:** Two (not fully operational) (2008) **Target 3.2.2c:** Three (2014)	NGO annual reports Assessment and mapping reports of referral mechanisms and centers Assessment and mapping reports of shelters	
Output 3.2.3: GBV national, multi-sector action plan is upgraded, validated and operationalized through development and human rights perspectives, including in emergency and post-emergency situations (**UNFPA**, ILO, UNICEF)	**Indicator 3.2.3:** GBV sector plans and/or programmes **Baseline 3.2.3:** None (2008) **Target 3.2.3:** At least 3 GBV sector plans and/or programmes developed to operationalize the national GBV strategy (2014) **Indicator 3.2.3a:** GBV information and monitoring system in place and functional **Baseline 3.2.3a:** Not available in 2008 **Target 3.2.3a:** GBV unified information and monitoring system in place and operational in (2012)	Sector reports National reports M&E tools and reports	

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Agency Outcomes/Outputs	Outcome/Output Indicators, Baselines and Targets		
SOCIO-ECONOMIC DEVELOPMENT / REGIONAL DISPARITIES			
National Priority or Goals: Increased growth performance and improvement of social indicators, including employment creation and reduction of regional inequalities			
UNDAF Outcome 4: By 2014, the socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic social services are improved within a coherent policy framework of reduction of regional disparities			
UNDAF Outcome 4: By 2014, the socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic social services are improved within a coherent policy framework of reduction of regional disparities	**Indicator 4:** Percent of population living under lower poverty line (US$ 2.4 per capita per day) **Baseline 4:** 8% (2004) **Target 4:** 4% (2015 - MDG1) **Indicator 4a:** Employment to population of working age ratio (ages 15-64) **Baseline 4a:** 43% (2004) **Targe 4a:** To be set by national authorities (2014) **Indicator 4b:** Sex-disaggregated unemployment rate, by region **Baseline 4b:** As per Post-war Living Conditions Survey 2007, page table number 23-4 **Target 4b:** 15 % decrease by 2014 (to be confirmed) **Indicator 4c:** Percent of women in the labour force, by region **Baseline 4c:** Beirut 32.2%, Mount Lebanon (excluding Southern Suburbs of Beirut) 30.8%, Beirut suburb 16.1%, North 12.8%, South 15.0%, Bekaa 12.3% (2004) **Target 4c:** To be set by national authorities (2014) **Indicator 4d:** Prevalence of underweight children under five years of age **Baseline 4d:** 4% 2000-2005 **Target 4d:** 2% - to be confirmed (2014) **Indicator 4e:** Public spending on social services **Baseline 4e:** Year 2009, to be established **Target 4e:** To be set by national authorities for year 2014 **Indicator 4f:** Contribution of the agriculture sector to GDP and employment **Baseline 4f:** 5% of GDP and 8% of overall employment (2004) **Target 4f:** To be set by national authorities	Food consumption survey 2009 Household survey Labour force survey Labour force survey National household survey Labour force survey National Studies Budget and budget execution data National accounts data Labour force survey	Cooperation of private sector
Outcome 4.1: *Increased access to, and utilization of, quality health services, particularly in underserved areas and with focus on vulnerable groups*	**Indicator 4.1:** *Percent of population using primary health care network* **Baseline 4.1:** *12% (2001)* **Target: 4.1:** *At least 20% (2014)* **Indicator 4.1a:** *Percent of young people tested that demonstrate basic knowledge of SRH/RH/HIV* **Baseline 4.1a:** *70% (2008)* **Target 4.1a:** *95% (2014)*	*Reports of Ministry of health* *National Household Health Utilization and Expenditures Survey* *Knowledge, attitude and perception studies*	*Cooperation of and among line ministries* *Health system reform progresses as planned*
Output 4.1.1: Quality health services are strengthened, in particular in poor and underserved regions (UNFPA, **WHO**, UNICEF, UNRWA)	**Indicator 4.1.1:** Percent of primary health care centers providing updated comprehensive set of services according to the defined standards , by region **Baseline 4.1.1:** 100 centers (2008) **Targe 4.1.1:** 200 centers (2014) **Indicator 4.1.1a:** Percent of children (under one year of age) immunized against DPT **Baseline 4.1.1:** 57% (2007) **Target 4.1.1:** 95% (2014)	Reports of Ministry of Public Health National survey	

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	Indicator 4.1.1b: Percent of children (under two years of age) immunized against MMR **Baseline 4.1.1b:** 56% (2007) **Target 4.1.1b:** 90% (2014)	National survey	
Output 4.1.2: Health emergency preparedness - with emphasis on poor/underserved regions -is strengthened (UNFPA, **WHO**, UNICEF, FAO)	**Indicator 4.1.2:** Number of new contingency plans for transboundary and epizootic animal diseases prepared and adopted **Baseline 4.1.2:** No contingency plans prepared (2008), but a plan for avian flu is under preparation **Target 4.1.2:** At least two contingency plans prepared and adopted (2014) **Indicator 4.1.2a:** Number of regions with an early warning and response system for epidemics and outbreaks **Baseline 4.1.2a:** Early Warning and Response System operational in the South and Bekaa (2008) **Target 4.1.2a:** Early Warning and Response System operational in all regions (2014)	Periodic reports of the Ministry of Public Health and of Agriculture, including allocated budget and human resources Progress reports	Line institutions assign and mobilize the required budget/team Cooperation of the private sector
Output 4.1.3: Improved and expanded information on prevention of illnesses and services of primary health care package (UNFPA, UNICEF, **WHO**)	**Indicator 4.1.3:** Number of individuals, particularly from vulnerable groups, regularly accessing services of primary health care, by caza **Baseline 4.1.3:** Situation in 2009 to be established **Target 4.1.3:** At least 50 percent improvement (2014)	Records of Ministries of Public Health and Social Affairs (templates to be established)	
Output 4.1.4: Improved knowledge, information and services to young people and adolescents on their sexual and reproductive health and reproductive rights (RH/RR), including HIV/AIDS, and their participation , with special focus on society/community mobilization and support at national level (**UNFPA**, WHO, UNESCO, UNICEF, UNRWA, UNDP)	**Indicator 4.1.4:** Number of national programmes and initiatives targeting youth **Baseline 4.1.4:** Two national programmes (National AIDS Programme and Reproductive Health) (2008) **Target 4.1.4:** At least four programmes (2014) **Indicator 4.1.4a:** Number of national education sector plans that integrate HIV and AIDS prevention **Baseline 4.1.4a:** HIV and AIDS prevention not integrated in national sector plans (2008) **Target 4.1.4a:** HIV and AIDS prevention integrated in all national education sector plans and fully implemented (2014)	Reports on programmes and initiatives Ministry of Education and Higher Education records	Cooperation of civil society
Output 4.1.5: Strengthened capacity for establishment of a comprehensive national health referral system (UNFPA, **WHO**, UNICEF)	**Indicator 4.1.5:** Referral system initiated in the public health sector **Baseline 4.1.5:** Pilot project in Nabatieh (2008) **Target 4.1.5:** Referral in all six Mohafazas (2014)	Reports of Ministry of Public Health and Ministry of Social Afffairs	
Output 4.1.6: Enhanced capacity of relevant government institutions to develop health policies (**WHO**, UNICEF, UNFPA)	**Indicator 4.1.6:** National health policy document prepared and submitted for adoption by Council of Ministers **Baseline 4.1.6:** Policy and strategies on selected health issues being prepared (2008) **Target 4.1.6:** National general health policy (2014)	Documents on health policy	
Outcome 4.2: *Improved quality of and access to education in line with targeted national standards, particularly in underserved areas*	**Indicator 4.2:** *Reinforcing the capacity of the Ministry of Education and Hhigher Education to plan for and monitor education for excluded children* **Baseline 4.2:** *Lack of Ministry of Education and Higher Education capacity to plan for and monitor education for excluded children (2008)* **Target 4.2:** *Strengthened Ministry of Education and Higher Education capable of formulating plans, policies and strategies to reach exluded children (2014)* **Indicator 4.2a:** *Education policy planning tools are enriched by a documented and costed "school as a development centre for all" model promoting an integrated (health, education, water/sanitation and protection) approach to 'education for all' strongly rooted in local community resources and enhanced citizenship.* **Baseline: 4.2a:** *Comprehensive national standards of quality education service offered at the school level missing (2008)* **Target: 4.2a:** *"School as a development centre for all" model evaluated and documented (2014)*	*Project progress and final reports* *Project progress and final reports* *Evaluation report*	

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Output 4.2.1: Enhanced capacity of the Ministry of Education and Higher Education to plan, implement and monitor educational reform (**UNESCO**, UNICEF, UNFPA)	**Indicator 4.2.1:** ICT in national education strategy developed, with focus on education management and delivery **Baseline 4.2.1:** Collection of statistics on-going (2008) **Target 4.2.1:** Comprehensive ICT in education mechanism put in place (2014) **Indicator 4.2.1a:** Number of children benefiting from replicable model or programme to accelerate reintegration of drop-out children in formal schooling developed and applied by Ministry of Education and Higher Education **Baseline 4.2.1a:** Model or programme not yet developed (2008) **Target 4.2.1a:** Number of school drop-outs successfully reintegrate formal schooling as result application of replicable model or programme (2014) **Indicator 4.2.1b:** Ministry personnel applies decentralization in education using UNESCO-developed manuals **Baseline 4.2.1b:** Ministry personnel not trained in use of UNESCO-developed Manuals (2008) **Target 4.2.1b:** Application of decentralization in education using UNESCO manuals by Ministry personnel in all mohafazas(2014)	Progress and monitoring reports Reports/records of the Ministry of Education and Higher Education Survey, monitoring and progress reports Progress and monitoring reports	
Output 4.2.2: Strengthened local and regional capacities to provide quality education (UNICEF, WHO, **UNESCO**)	**Indicator 4.2.2:** Education for All (EFA) national coordinators trained in monitoring EFA goals **Baseline 4.2.2:** 30% of EFA national coordinators trained in monitoring of the six EFA goals (2008) **Target 4.2.2:** All (100%) EFA national coordinators fully trained in monitoring of the six EFA goals (2012) **Indicator 4.2.2a:** Development of EFA monitoring indicators on quality of education (ie. pupil's learning achievements) **Baseline 4.2.2a:** EFA monitoring of qualitative and performance indicators missing (2008) **Target 4.2.2a:** A full set of EFA monitoring indicators, including quality of education, developed and applied (2014) **Indicator 4.2.2b:** Schools applying teacher training material packages on civic education developed by MoEHE **Baseline 4.2.2b:** Civic education content inadequate (2008) **Target 4.2.2b:** Percentage of scholls applying new civic education training packaged developed by MoEHE (2014)	Training evaluation reports EFA monitoring indicators EFA progress reports Records of Ministry of Education and Higher Eduction Training packages developed	
Outcome 4.3: *Strengthened policy and institutional framework for elaborating and implementing strategies focused on poverty reduction and equitable economic development*	**Indicator 4.3:** *Number of new policies drafted and implemented focusing on poverty reduction and economic development.* **Baseline 4.3:** *Number of new policy intiativesin 2009, to be established* **Target 4.3:** *At least two policy initiatives in response to the objectives of the government reform programme, annually as of 2010* **Indicator 4.3a:** *Poverty reduction priorities outlined in the Social Plan explicitly pursued in the formulation of national economic and industrial policies that affect regional disparity* **Baseline 4.3a:** *Very little reference to poverty reduction prioritisation in national economic policies and strategies (2008).* **Target 4.3a:** *Key national economic policy frameworks reflect poverty imperatives relating to regional disparities (2014)*	*Monitoring and progress reports on reform implementation* *National economic policy frameworks*	*Cooperation among line ministries* *Cooperation of stakeholders* *Line institutions assign and mobilize the required budget/team*
Output 4.3.1: Strengthened national capacity to formulate and implement the Natioanl Strategy, including labour issues (ILO, **UNDP**, ESCWA, UNFPA, WHO)	**Indicator 4.3.1:** Frequency and quality of collection, analysis, and publication of key social development indicators **Baseline 4.3.1:** Limited access to national data and ad-hoc publication of key social development information **Target 4.3.1:** By 2014, key social development indicators used in at least two MDG Reports, two national poverty reports, and two local MDG reports published **Indicator 4.3.1a:** National labour force surveys conducted at regular intervals **Baseline 4.3.1a:** First labour force survey conducted (2009) **Target 4.3.1a:** Labour force survey conducted annually during the UNDAF period (2010-14)	Database of social development indicators National labour force surveys	

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	Indicator 4.3.1b: National social development strategy implemented **Baseline 4.3.1b:** National social development strategy developed in 2009 **Target 4.3.1b:** National social development strategy implemented according to strategic action plan (2014)	Progress reports on reform implementation	
Output 4.3.2: National capacity is enhanced for the elaboration and implementation of economic policies, structural reforms and adaptation of regulatory frameworks to enhance competitiveness of relevant productive sectors (UNIDO, **FAO**, UNDP, ILO, ESCWA)	**Indicator 4.3.2:** Agricultural and industrial development policies enhanced **Baseline 4.3.2:** Weak policy development capacity of concerned line mnistries (2008) **Target 4.3.2:** Enhanced agricultural and industrial development policies formulated, taking into account poverty reduction and sustainability objectives (2014) **Indicator 4.3.2a:** National observatory for agricultural and rural development established **Baseline 4.3.2a:** No observatory (2008) **Target 4.3.2a:** National observatory established (2014) **Indicator 4.3.2b:** Regulatory framework revised and updated to enhance competitiveness of the productive sectors **Baseline 4.3.2b:** Regulatory framework not yet revised (2008) **Target 4.3.2b:** Regulatory framework revised and updated (2014)	Progress reports from line ministries Laws/decrees/decisions /legal provisions and decisions Project completion report Progress report on reform impplementation	Commitment from parliament to adopt and speed up the process
Outcome 4.4: *Improved access to sustainable livelihood and employment opportunities in underserved areas, with a specific focus on vulnerable groups.*	**Indicator 4.4:** *Public institutions providing employment services* **Baseline 4.4:** *No operational employment services centres in underserved areas (2008)* **Target 4.4:** *At least four operational centres in underserved areas (2014)* **Indicator 4.4a:** *Job matching rate of the public employment centres created* **Baseline 4.4a:** *Not available; will be measured in 2010* **Target 4.4a:** *50% increase on the rate in 2014*	*Project monitoring and progress reports* *Ministry of Labour records*	*Cooperation of stakeholders* *Line institutions assign and mobilize the required budget /team*
Output 4.4.1: Local capacity and institutional mechanisms for undertaking economic and industrial development initiatives are strengthened (**UNDP**, UNIDO, ILO, FAO, UNFPA)	**Indicator 4.4.1:** Industry information and data **Baselin 4.4.1:** Industry development assessments conducted and industryl statistics collected (2009) **Target 4.4.1:** Industry sector information and data feed policy development and action plan, with emphasis on micro and small and medium enterprises (2014) **Indicator 4.4.1a:** Number of local economic development agencies created and projects supported **Baseline 4.4.1a:** None exist (2008) **Target 4.4.1a:** Four local economic development agencies created and four initiatives or projects launched annually (2014)	Industry survey or census Business assessment reports Analytical studies Project completion report	Line institutions assign and mobilize the required budget /team Cooperation of stakeholders
Output 4.4.2: Capacity of institutions and community groups is strengthened for effective formulation and implementation of regional and local development plans (**UNDP**, ILO, FAO, UN-HABITAT, UNFPA, UNIDO, UNICEF)	**Indicator 4.4.2:** Formulation and implementation of regional and local development plans by rural community groups and associations **Baseline 4.4.2:** Status of rural community groups and associations assesed (2008) **Target 4.4.2:** At least two regional or local development plans implemented by rural community groups and associations (2014) **Indicator 4.4.2a:** Number of long-term local economic development plans drafted by local economic forums **Baseline 4.4.2a:** None (2008) **Target 4.4.2a:** At least two long-term local economic development plans annually (2014) **Indicator 4.4.2b:** Number of urban observatories established. **Baseline 4.4.2b:** none (2008) **Target 4.4.2b:** Urban observatories are institutionalized in at least three unions of municipalities, demonstrating results in local-level development and management (2014) **Indicator 4.4.2c:** Number of municipalities that undergo development assessments. **Baseline 4.4.2c:** No assessments made (2008) **Target 4.4.2c:** Development needs are assessed in at least 21 municipalities (2014)	Project completion reports Project completion reports Project completion reports Evaluation reports (municipal capacity-building activities) Develpoment Assessment Report compiled from data gathered by the urban observatory Assessment report of municipal service delivery	Cooperation of stakeholders Strong political will and support to project success. Commitment from concerned municipalities

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Output 4.4.3: Labour market intermediation services and vocational training institutions are strengthened to provide more employment-oriented training and services, (ILO, UNIDO, ESCWA, **FAO**, UNESCO, UNDP, WHO, IOM)	**Inidcator 4.4.3:** Number of technical and vocational education and training institutions using entrepreneurship manuals on technical and vocational education and training **Baseline 4.4.3:** Technical and vocational education and training manuals not available in Arabic **Target 4.4.3:** All four manuals translated into Arabic and used in all technical and vocational education and training institutions **Indicator 4.4.3a:** Number of market analyses conducted on priority sectors by training institutes **Baseline 4.4.3a:** Weak participation of vocational training institutes in market analysis studies (2008) **Target 4.4.3a:** At least 5 vocational training institutes participate in market analysis studies (2014)	Manuals Public administration records Data provided by vocational training centres and labour market intermediation service providers	Cooperation of stakeholders Strong political will, commitment and support to project success Increased resource allocation for vocational training in external assistance programmes
Output 4.4.4: Availability of and access to financial and non-financial support services for the development of micro, small and medium enterprises, cooperatives and other underserved popuation are improved (ILO, UNIDO, **UNDP**, FAO, UNRWA)	**Indicator 4.4.4:** Existence of a strategy for supporting and promoting micro-enterprises and SMEs in agri-business **Baseline 4.4.4:** Limited financial and non-financial services for the development of micro-enterprises and SMEs in agri-business; services and users, by type and gender, to be established in 2009 **Target 4.4.4:** A strategy for supporting and promoting MSMEs in agri-business provides increased services, at least three, and benefits increased numbers, at least fifty percent (2014) **Indicator:** Number of programs to assist underserved farming communities in poor or conflict affected areas **Baseline:** Limited coverage and resources of on-going assistance projects in the poor or conflict affected areas (2008) **Target:** At least 3 programs/projects implemented (2014)	Strategy document Survey Data provided by employers' associations Project progress reports	Commitment and collaboration of the various line ministries and stakeholders for the formulation of the strategy Strong political will, commitment and support to project success.
Output 4.4.5: Capacity for production and marketing of qulaity, safe, competitive industrial, agricultural and handicraft products is developed (UNDP, **FAO**, IOM, UNESCO, UNIDO, ILO)	**Indicator 4.4.5:** Percent of enterprises, particularly SMEs, aware and applying results of market analysis in priority sectors **Baseline 4.4.5:** No systematic approach to market analysis and only limited application of any results available (2008) **Target 4.4.5:** At least 75 percent of enterprises aware and 50 percent applying results of market analysis in priority sectors (2014) **Indicator 4.4.5a:** Percent of enterprises in all economic sectors exporting goods in compliance with international standards and regulations **Baseline 4.4.5a:** To be established in 2009 **Target 4.4.5a:** At least 30 percent reduction of non-compliant enterprises in sectors focus of UN assistance (2014)	Project reports Sample survey Foreign trade statistics Data from Ministry of Economy and Trade Survey	Line institutions assign and mobilize the required budget team Strong political will and support to project success

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Agency Outcomes/Outputs	Outcome/Output Indicators, Baselines and Targets	Means of Verification	Assumptions and Risks
ENVIRONMENT			
National Priority or Goals: To achieve environmental sustainability			
UNDAF Outcome 5: By 2014, improved accessibility and management of natural resources and enhanced response to national and global environmental challenges			
UNDAF Outcome 5: By 2014, improved accessibility and management of natural resources and enhanced response to national and global environmental challenges	**Indicator 5: Percentage of poplation with sustainable access to an improved water source, urban and rural Baseline 5: water: 79.8 percent connected to public or private network; waste water: 67.4 percent connected to public or private network(2004)** **Target 5: At least 20 percent increase for each water and waste water in each of urban and rural areas by 2014; establishment of sub-national data by 2014** **Indicator 5a: Carbon dioxide emissions per capita (metric tons)** **Baseline 5a: 5.4 (2003), to be updated to 2008 or 2009** **Target 5a: In accordance with target set by international action (2014)**	**National investment programme** **National household survey** **Ministry of Environment national survey on air quality**	**Environment is prioritised in the political agenda**
Outcome 5.1: *Environmental considerations are mainstreamed in sector and local-level strategies and plans*	**Indicator 5.1:** *Policy makers and other key stakeholders understand and act upon including systematically and consistently key environmental priorities in sector and local-level strategies and plans* **Baseline 5.1:** *Environmental issues and priorities not systematically and consistently considered in strategies and plans by line ministries and local-level government; level of understanding to be surveyed (2009)* **Target 5.1:** *At least three quarters of key stakeholders have very good understanding and at least half of them have taken successful initiatives to sy*stematically and consistently include key environmental priorities in sector strategies and local-level plans (2014)	*Stakeholder survey* *Databse of thematic reports* *Review of national sectoral strategies and local-level plans*	*Sector strategies and/or plans are developed and a dopted by line ministries and key public institutions.* *National budget for the environment sector is increased.*
Output 5.1.1: Sector environmental action plans developed in relevant key ministries and public institutions (**UNDP**, UNICEF)	**Indicator 5.1.1:** Number of sector strategies and plans that include environmental considerations **Baseline 5.1.1:** Sector strategies and plans do not include environmental considerations (2008) **Target 5.1.1:** At least two line ministries have environmental action plans (by 2012)	Ministerial decrees on strategies and plans	
Output 5.1.2: Capacity of government to meet its obligations under international environmental convetions and protocols timely and adequately strengthened (**UNDP**, UNESCO)	**Indicator 5.1.2:** Decreased use of ozone-depleting substances to meet Montreal Protocol reduction targets by 2013 **Baseline 5.1.2:** Some obligations set within the Montreal Protocol are not met (2008) **Target 5.1.2:** The Government continues to meet obligations under the Montreal Protocol conventions (2013) **Indicator 5.1.2a:** Number of national projects that work towards meeting the requirements of international environmental conventions **Baseline 5.1.2a:** Five national projects currently work towards meeting the requirements of international environmental conventions (2008) **Target 5.1.2a:** At least ten national projects towards meeting the requirements of international environmental conventions implemented (2014) **Indicator 5.1.2b:** Number of socio-economic research studies on biodiversity **Baseline 5.1.2b:** None (2008) **Target 5.1.2b:** At least two socio-eonomic resarch studies on biodiversity completed (2012)	National reports to the conventions National project reviews /Evaluation reports Research studies published	
Output 5.1.3: National forest strategy is developed and integrated forest management is initiated (**FAO**, UNDP)	**Indicator 5.1.3:** Existence of national forest strategy **Baseline 5.1.3:** Does not exist (2008) **Target 5.1.3:** National forestry strategy developed by 2011 **Indicator 5.1.3a:** Application of integrated forest management methodologies **Baseline 5.1.3a:** Integrated forest management not practiced (2008) **Target 5.1.3a:** Integrated forest management initiated by concerned ministries, by 2013	National forestry strategy document Integrated forest management reports Ministry of Environment records	

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Output 5.1.4: Capacity of Lebanese industries to adopt and implement international environmental sysytems and standards is enhanced (UNIDO)	**Indicator 5.1.4:** Number of industries with ISO 14001 certification **Baseline 5.1.4:** Twelve industries ISO 14001 certified (2008) **Target 5.1.4:** At least 50 percent of target industries ISO 14001 certified (2014)	Number of ISO 14001 certificates registered	
Output 5.1.5: The capacity of Lebanese industries to develop sustainable hazardous waste management strategies is strengthened (UNIDO)	**Indicator 5.1.5:** Number of industries managing their hazardous waste **Baseline 5.1.5:** 10 - 15 industries managing their hazardous waste (2008) **Target 5.1.5:** At least 50 percent of target industries managing their hazardous waste (2012) **indicator 5.1.5a:** Number of hazardous waste management centres established **Baseline 5.1.5a:** None (2008) **Target 5.1.5a:** At least one centre for hazardous waste treatment operational (2014)	Number of industries holding certificates for sound hazardous waste management Monitoring of hazardous waste reduction Ministry of Environment records	
Output 5.1.6: National capacity to implement environmental education curricula is strengthened (**UNESCO**, FAO)	**Indicator 5.1.6:** Percentage of science educators capable of implementing innovative environmental educational curricula and education for sustainable development **Baseline 5.1.6:** Five percent of science educators currently knowledgeable on innovative environmental educational practices and education for sustainable development (2008) **Target 5.1.6:** At least ten percent science educators capable of implementing innovative environmental educational curricula and education for sustainable development (2012)	Training workshop reports Evaluation reports	
Output 5.1.7: Environmental quality monitoring programme developed and implemented (UNEP)	**Indicator 5.1.7.1:** Agreed institutional coordination framework for environmental monitoring **Baseline 5.1.7.1:** Responsibilities for environmental monitoring scattered among ministries and agencies **Target 5.1.7.1:** Agreed list of environmental indicators (2009) and inter-institutional MoUs for collaboration on data gathering, information sharing and environmental monitoing (2011)	Signed MoUs Published manual/guidelines for environmental monitoring for Lebanon	Institutions willing to exchange information Security situation permits installing and sustaining monitoring stations
Outcome 5.2: *Increased effective response to climate change reflected in national programmes and external assistance programmes*	**Indicator 5.2:** *Percent of national investment budget and of aid programmes directly concerned with programmes and projects that respond to climate change* **Baseline 5.2:** *No national or international funding allocated to respond to climate change (2008)* **Target 5.2:** *At least one percent of national investment budget and five percent of international aid programmes allocated to directly respond to climate change (2014)*	*Published manual / guidelines for environmental monitoring for Lebanon*	*Paris III reform agenda on energy implemented as planned National sustainable energy strategy timely adopted by Government*
Output 5.2.1: National sustainable energy strategy to mitigate climate change is developed and adopted (UNDP)	**Indicator 5.2.1:** National sustainable energy strategy Baseline 5.2.1: Strategy does not exist (2008) **Target 5.2.1:** National sustainable energy strategy operational (2011)	National sustainable energy strategy document Report on climate change mitigation measures at the national level Surveys of uses of renewable sources of energy	
Output 5.2.2: Vulnerability to climate change of key economic sectors is assessed (UNDP, **FAO**)	**Indicator 5.2.2:** Vulnerability assessment of key economic sectors to the effects of climate change **Baseline 5.2.2:** Vulnerability of key economic sectors to the effects of climate change not known (2008) **Target 5.2.2:** Assessment completed (2010)	Vulnerability to climate change assessment report Assessement report for agricultural sector	
Output 5.2.3: Line ministries are sensitized to adaptation to climate change (**UNDP**, UNIDO, FAO)	**Indicator 5.2.3:** Number of national programmes and projects thatinclude adaptation to climate change **Baseline 5.2.3:** No projects exist that include adaptation to climate change exist (2008) **Target 5.2.3:** At least two programmes and projects that include adaptation to climate change (2014)	Report on potential adaptation to cimate change programmes and projects.	

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Output 5.2.4: Awareness about the effects of climate change is increased among general public (WHO, FAO, **UNDP**, UNESCO, UNIDO, UNEP and UNICEF)	**Indicator 5.2.4:** Number of national awareness initaitives on climate change **Baseline 5.2.4:** Two national initiatives on increasing awareness on climate change implemented over last three years (2008) **Target 5.2.4:** At least one national awareness initaitive on climate change implemented on annual basis by 2012	Survey of environmental awareness initiatives	
Outcome 5.3: *Improved integrated water resources management, including sanitation, reflected in national decision-making*	**Indicator 5.3:** *Decisions on water resource management, including sanitation, are based on a more integrated approach* **Baseline 5.3:** *No integrated approach to national water management (2008)* **Target 5.3:** *At least one national decision (legislation or policy decision) taken on the basis of an integrated water resource management approachby 2012, and annually thereafter (2014)*	*Review of ministerial decrees* *Official gazette*	*National budget for agriculture and water sectors is increased*
Output 5.3.1: Capacity of the Ministry of Energy and Water and regional water establishments is enhanced to supply improved drinking water ansd sanitation services, particularly to rural areas (UNICEF)	**Indicator 5.3.1:** Water and sanitation standards effectively applied to population in all regions **Baseline 5.3.1:** Water and sanitation standards and quality surveillance mechanisms weak or missing (2008) **Target 5.3.1.1:** Water and sanitation standards and quality surveillance mechanisms institutionalized and benfitting 100 percent of the population (2014) **Indicator 5.3.1a:** National database for drinking water supply coverage and quality developed **Baseline 5.3.1a:** No national database (2008) **Target 5.3.1a:** National database for drinking water supply (geographical coverage and quality) established (2012)	Reports of the Ministry of Energy and Water and regional Water Establishments Ministerial decisions and project reports	Cooperation of municipalities and private service providers
Output 5.3.2: Knowledge of national authorities and awareness of general public about water quality and hygiene are increased (WHO, **UNICEF**)	**Indicator 5.3.2:** Number of domestic water treatment tools introduced and behavioural change plans developed and disseminated **Baseline 5.3.2:** No tools, no plans (2008) **Target 5.3.2:** At least ten domestic water treatment tools and behavioural change plans introduced by 2014	Knowledge, attitude and practices surveys undertaken by Ministry of Energy and Water and UNICEF	
Output 5.3.3: Water quality strategy, including waste water re-use, for agriculture is developed (FAO)	**Indicator 5.3.3:** Approval of draft water quality strategy for agriculture **Baseline 5.3.3:** No strategy (2008) **Target 5.3.3:** Draft water quality strategy for agriculture formulated and submitted for approval (2014) **Indicator 5.3.3a:** Database on water quality for agriculture established **Baseline 5.3.3a:** Database does not exist (2008) **Target 5.3.3a:** Water quality database for agriculture established and operational (2013)	Water quality strategy document Ministerial decision on database on water quality for agriculture. Ministerial records.	
Output 5.3.4: Improved ecosystem functioning of Litani River watershed (UNEP)	**Indicator 5.3.4:** Integrated Water Resources Management Plan for Litani River reflecting ecosystem approach **Baseline 5.3.4:** Litani Water Management Plans does not take into considertaion environment ecosystem goods and services (2009) **Target 5.3.3.1:** Draft Integrated Water Resources Manangement Plan sumbitted for approval (2012)	IWRM document for Litani River	

The Office of the UN Resident Coordinator in Lebanon

Arab African International Bank Building, Riad El Solh Street, Nejmeh, Beirut 2011 5211, Lebanon, P.O.Box: 11-3216, Beirut, Lebanon

Phone: +961 70 119028, Fax: +961 1 985932 and +961 1 981521/22, Home Page: http://www.un.org.lb