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Acronyms

3RF	Reform, Recovery and Reconstruction Framework	NPTP	National Poverty Targeting Programme
BCA	Basic Cooperation Agreement	NSSF	National Social Security Fund
BOS	Business Operations Strategy	NWOW	New Way of Working
CAS	Central Administration of Statistics	ODA	Official Development Assistance
CAC	UN Convention against Corruption	OHCHR	Office of the United Nations High Commissioner for Human Rights
CCA	Common Country Analysis	OMT	Operation Management Team
CSOs	Civil Society Organizations	PMT	Programme Management Team
ESCWA	Economic and Social Commission for Western Asia	RC/HC/DSCL	Resident Coordinator/Humanitarian Coordinator/UN Deputy Special Coordinator
FACE	Fund Authorization and Certificate of Expenditures	SBAA	Standard Basic Assistance Agreement
FAO	Food and Agriculture Organization	SDGs	Sustainable Development Goals
FIES	Food Insecurity Experience Scale	SOPs	Standard Operating Procedures
GCM	Global Compact for Migration	UN	United Nations
GDP	Gross Domestic Product	UNCT	United Nations Country Team
GEWE	Gender Equality and Women's Empowerment	UNDP	United Nations Development Programme
HACT	Harmonized Approach to Cash Transfers	UNEP	United Nations Environment Programme
HDPN	Humanitarian-Development-Peace Nexus	UNESCO	United Nations Educational, Scientific and Cultural Organization
HRBA	Human Rights Based Approach	UNESCWA	United Nations Economic and Social Commission for Western Asia
HRDDP	Human Rights Due Diligence Policy	UNFPA	United Nations Population Fund
IFAD	International Fund for Agricultural Development	UN-Habitat	United Nations Human Settlements Programme
IGO	Intergovernmental Organization	UNHCR	United Nations High Commissioner for Refugees
ILO	International Labour Organization	UNICEF	United Nations Children's Fund
IMF	International Monetary Fund	UNIDO	United Nations Industrial Development Organization
IOM	International Organization for Migration	UNODC	United Nations Office on Drugs and Crime
JSC	Joint Steering Committee	UNOPS	United Nations Office for Project Services
JWP	Joint Work Plans	UNSDCF	United Nations Sustainable Development Cooperation Framework
LCRP	Lebanon Crisis Response Plan	UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
LNOB	Leave No One behind	UNV	United Nations Volunteers
MAF	Management and Accountability Framework	WFP	World Food Programme
M&E	Monitoring and Evaluation	WHO	World Health Organization
MSME	Micro, Small and Medium Enterprises	WPS	Women, Peace and Security
NACS	National Anti-Corruption Strategy		
NAP WPS	National Action Plan on Women, Peace and Security		
NGOs	Non-Governmental Organizations		



Executive Summary

Multiple, compounding crises are causing severe hardship to the people residing in Lebanon, aggravating existing imbalances, inequalities, vulnerabilities and risks, particularly for the most vulnerable¹. Losses in economic activity and fiscal revenues, coupled with high inflation and poverty rates, are exacerbating a range of political, social and environmental issues that are not only inflicting significant human suffering, but also increasing the risks of conflict and instability. The economic and financial crises are likely to rank within the top three most severe globally since the mid-nineteenth century². The crises are expected to be prolonged, especially in the absence of a comprehensive macroeconomic and financial stabilization plan or a collective and integrated sustainable development plan. Lebanon requires a “whole of government and society approach” to define an inclusive social contract based on human rights and enabling space for inclusive dialogue. The participation and representation of women and youth is key to ensure sustainable and effective change in Lebanon. An inclusive social contract should promote an integrated vision of a diverse yet unified Lebanon which is inclusive of marginalized populations.

Various ministries have issued social, environmental, and economic policies and implementation plans. While these can often be linked to important development issues and to the Sustainable Development Goals (SDGs), they are not part of an integrated national sustainable development framework in line with the vision and approaches of the 2030 Agenda, compromising the progress of the SDGs.

The UN and its partners must work with the Government to ensure that a protracted humanitarian crisis for the Lebanese does not emerge. The Government of Lebanon is committed to stability and finding transformational and resilient sustainable development and peace approaches for the well-being of the people living in Lebanon. The achievement of the priorities articulated in the 2023-2025 UNSDCF depends on the implementation of a comprehensive package of key reforms in the first of the priority areas strengthening UN support to Lebanon in meeting the SDGs.

Aware that solutions to today’s crises in Lebanon lie first with the Government of Lebanon, the UN stands ready to support Lebanon in advancing Agenda 2030 and delivering on today’s needs. With the support of the international community, the UN and its partners will contribute to the provision of essential services to the population, uphold effective and accountable institutions in addressing people’s basic needs, and deliver on international commitments, including on human rights. Ensuring inclusive participation in the political, social, economic, environmental and legal domains, and addressing discrimination and violence against women and girls will be pivotal to accelerate the SDGs.

The United Nations Sustainable Development Cooperation Framework (UNSDCF), hereafter the CF, is the key UN strategic document to support the implementation of the 2030 Agenda for Sustainable Development and Sustaining Peace in Lebanon for 2023-2025. The CF ensures that UN entities conduct their activities towards a common goal in the most effective, efficient, and prioritized way, aligned with the national development priorities that have been identified jointly with the Government, development partners and the people living in Lebanon. It serves as the core accountability mechanism between the UN and the Government of Lebanon, as well as between and among UN agencies and partners, to ensure collectively owned development results.

¹ Most vulnerable in this document refers to: women, children, elderly, migrants, stateless, refugees, persons with disabilities, women headed households, families with children, informal workers, and unemployed.

² The World Bank, ‘Lebanon Economic Monitor: January 2022’



The CF is informed by the UN’s Common Country Analysis (CCA), which is the UN development system’s independent, collective, integrated, forward-looking, and evidence-based assessment (including a description of the country situation), and analysis (causes and roots with their implications). The CCA provided an evidence-based analytical overview of the SDGs, categorized into the 5 “Ps” (Peace, People, Planet, Prosperity, and Partnerships). The CCA is based on an analysis of: 1) official national (including the Voluntary National Review, 2018) and international statistics, analyses, surveys and studies from within and outside the UN system; and 2) extensive consultations at national and local level with all parts of the UN presence in Lebanon, and with a wide range of external stakeholders and partners, including government, civil society organizations, academia, think tanks and international donors.

The CF serves as the collective analytical foundation for the UN Country Team’s (UNCT) programmatic engagement. It is guided by the UN Secretary General’s reform agenda and vision to reposition the United Nations (UN) development system to deliver on the universal, integrated and transformational 2030 Agenda for Sustainable Development.

The CF sets out a targeted agenda to help put Lebanon back on a development trajectory that can only be achieved with advancement on the enactment and implementation of key legal and structural reforms. The UN will apply a preventive approach, aiming at reducing risk and building resilience. This will include reinforcing the humanitarian, development, peacebuilding, political and security efforts in Lebanon in a coherent and coordinated manner. Given the multiple crises faced by Lebanon, the UN understands the need of delivering at a faster speed to contribute to address the root causes driving humanitarian needs, while simultaneously addressing short-term risks and vulnerabilities that derail development and peace. An “emergency development” approach will promote development differently, which will be more agile and effective. To support this approach, the UN will operationalize the humanitarian, development and peace nexus.

The CF is built around four goals:

1. Improved lives and well-being for all people in Lebanon
2. Improved resilient and competitive productive sectors for enhanced and inclusive income-generating and livelihood opportunities
3. Sustained peaceful and inclusive society for participatory and equitable development
4. Restored rich nature and ecosystem of Lebanon for inclusive green recovery

The UN, based on accumulated experience of working in Lebanon, will bring technical capacities, expertise, space for policy making and resources to support coherent, integrated and multi-dimensional responses including in joint analyses, planning and programming. The UN and Government will work together to address data gaps and strengthen the national and subnational data ecosystem, improving evidence-based policy, programme design, learning and monitoring and evaluation, using innovative inter-disciplinary approaches, data and research. It will make use of global, regional and national knowledge and lessons learned to provide evidence-based cutting-edge solutions.

The UN will base all its policies and interventions on risk-informed multidimensional analysis, and apply a do no harm approach through conflict sensitivity, gender equality, human rights lenses.

The UN will not be able to implement the CF alone. Although the Government of Lebanon (including their local and national bodies) is the key partner, the UN will rely on key local, national, regional and global partners (academia, think tanks, civil society organisations, donors, International Financial Institutions, media, private sector, religious leaders, trade unions, diaspora) to deliver to the people living in Lebanon. The UN will make use of its comparative advantage of being a people-centred, neutral convener to create inclusive spaces of dialogue to promote social cohesion.



CHAPTER 1: COUNTRY PROGRESS TOWARDS the 2030 AGENDA

Lebanon today is at a pivotal juncture. Lebanon is under exceptional macro-financial duress due to the country's most devastating financial and economic crisis, further compounded by the COVID-19 pandemic, and the devastating Beirut port explosion. The data that is available is showing losses in economic activity and fiscal revenues, and higher inflation and poverty rates, exacerbating a range of political, social and environmental issues that are inflicting significant human suffering, while also increasing risks of conflict and instability.

The multiple crises have increased threats to peace by raising tensions and deepening polarization among Lebanese political and sectarian groups, and increasing tensions among the Lebanese and refugees. Tensions also persist among different armed actors along the Blue Line. The crises have also had a serious impact on increasing violence against women, in addition to other forms of violence, especially those caused by hate speech and disinformation. The current government was formed in September 2021, and features only one woman, reflecting the underrepresentation of women in political and public life, noting their transformative and crucial role in reform and development.

The people of Lebanon are bearing the brunt of an accumulation of structural crises. The ongoing economic and financial melt-down is rooted in a political economy model that has failed to promote sustainable development. The Lebanese economy has for decades been service-based, externally oriented, and heavily dependent on foreign capital. Post-war reconstruction was financed by the public sector, with the government borrowing at high interest rates from the domestic financial sector, ultimately leading to soaring budget deficits and public debt reaching as high as 180 per cent of GDP as early as the 2000s. To maintain this economic model, the Lebanese system required a constant inflow of dollars to maintain the peg, pay interest on public debt, and cover the needs for imports paid in foreign currency. Public spending has been concentrated on debt servicing, salaries and wages, and a costly state-run electricity company.

Following the onset of the current crisis, Lebanon's economy contracted by 10.5 per cent in 2021, the highest contraction among 193 countries globally.³ This devastating contraction follows from a 21.4 per cent contraction in 2020, reflecting the near complete destruction of an economy and a shrinking GDP to USD 21.8 billion. Lebanon's inflation rate for 2021 is the third highest globally after Venezuela and Sudan. Finally, at 6.6 per cent of GDP, Lebanon's government revenue ratio is the third lowest globally in 2021. The Lebanese pound has lost a staggering 92 per cent of its value by September 2021, resulting in a tragic blow to the purchasing power of all residents and massive income destruction.

In March 2020, the Government of Lebanon defaulted on its foreign debt (Eurobond) payment, effectively marking the country's first ever sovereign default, and resulting in removing Lebanon from global financial markets. The government then devised a comprehensive macroeconomic and financial plan as a basis for the negotiation with the International Monetary Fund (IMF) on a potential rescue program. In April 2022, the Lebanese authorities and the IMF reached a staff-level agreement on comprehensive economic policies. The agreement is still subject to approval by the IMF management and executive board following the implementation of critical reforms by the Lebanese authorities. The UN welcomes the Staff-Level Agreement between the Government and the IMF on comprehensive economic policies and considers it

³ <https://www.worldbank.org/en/co76yuntry/lebanon/publication/lebanon-economic-monitor-fall-2021-the-great-denial>



as a positive step. The UN reiterates the need for full implementation of reforms to allow for a sustainable recovery.

While early signs of the economic and financial crisis came as early as 2011, multiple crises only started in earnest in 2019. Bank induced capital controls were introduced to conserve liquidity and capital. Since then, depositors have struggled to access the full value of their pre-crisis deposits. A multiple exchange rate system also exists.

The current multi-pronged crisis has prolonged and exacerbated high poverty rates, inequality, food insecurity, and lack of decent work. One out of every five people has lost his or her job since the last quarter of 2019, and 61 percent of companies in Lebanon have reduced their permanent employees by an average of 43 percent.⁴ By 2021, half of Lebanon's population plunged into poverty,⁵ with further reports estimating that more than 34 per cent of Lebanon's population is suffering from extreme poverty.⁶

As the country satisfies about 80 per cent of its basic food needs through imports, the staggering inflation and the continuous currency depreciation are risk factors affecting the availability and affordability of food items, with food imports through the Port of Beirut having decreased by 12 per cent in 2021 compared to 2020, and 27 per cent compared to 2019. In addition, Lebanon relies heavily on wheat imports from both Russia and Ukraine. If the conflict is prolonged, food imports and prices, especially wheat, could be in jeopardy leading to further food availability and affordability issues. The crisis has disproportionately affected the most vulnerable groups. It has compounded structural and institutional exclusion of marginalized populations in Lebanon, including refugees and migrants who face a dramatic deterioration of living conditions in the context of worsening protection concerns.

The current economic meltdown, coupled with the economic impact of the COVID-19 pandemic, exposed Lebanon's social welfare system, and the need for a comprehensive social protection system that is both inclusive and rights-based, as the only adequate protection from such shocks.

The impact on the environment has also been considerable, with a rapid degradation of environmental resources increasing climate risks, vulnerabilities on people and the environment, and creating further sources of intra and inter-communal tensions.

While various ministries have issued social, environmental and economic policies, an integrated and comprehensive approach to development, in line with the 2030 Agenda, is required.

Lebanon's crisis is occurring while the country is still dealing with the effects of the Syrian war. The mass exodus of 1.5 million Syrian refugees fleeing the war and seeking refuge in Lebanon (based on Government figures), has become a protracted refugee crisis, with Lebanon hosting the highest number of refugees per capita in the world for over a decade. The presence of Syrian refugees (of which 89 per cent live in extreme poverty), similar to Palestine refugees in Lebanon for over seven decades, continues to lack a legal framework that organizes their presence.

⁴ World Bank, The Impact of Multiple Crises On Formal Firms and The Labor Market In Lebanon, Figures featured as of November 2020 (Published in LEM, Lebanon Sinking (to the top 3)

⁵ Ibid.

⁶ UNICEF, Surviving without the basics, November 2021: <https://www.unicef.org/lebanon/media/7486/file>



CHAPTER 2: UN DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA

2.1. Cooperation Framework Scope

Emergency development

The multi-faceted crisis in Lebanon has resulted in a sharp drop in the well-being of the people, severely affecting the country’s progress towards the 2030 Agenda.

While Lebanon has received significant humanitarian assistance to help save lives in the past decade, humanitarian needs and vulnerabilities continue to rise especially in the aftermath of the multiple crises in the country. As described above, the crises have root causes that were decades in the making, and many are structural in nature. To meet the needs of the people, therefore, Lebanon requires sustainable development solutions that address these underlying causes, under the leadership of the Government in close collaboration with national and international partners. The UN also cannot continue doing business as usual.

The current situation in Lebanon underlines the urgency of a development-focused response and presents an opportunity to build forward better, and support the implementation of strategic reforms for sustainable recovery and reinstate trust in Lebanon. Leaving No One Behind is at the core of the 2030 Agenda and has become more crucial today to be at the heart and centre of the response in Lebanon.

For such unprecedented times, the UN is committed to ensure its collective support is geared towards putting Lebanon back on a development trajectory through addressing the structural and root causes of the crises facing the country and regaining progress towards the SDGs.

Through the 2023-2025 CF, the UN will work in a mode of emergency development in close collaboration with the Government and partners. By operating in this mode, the UN aims to implement and deliver development assistance differently, with prioritized approaches, through ensuring targeted development solutions at a quicker speed.

The CF priorities will target sustainable interventions that serve vulnerable populations in the immediate term, ensuring a timely transition out of humanitarian needs to build the foundation for longer-term development. Doing things differently requires a preventive “whole of society approach” to work together in reducing humanitarian needs, multidimensional risks and vulnerabilities. Thus, the UN will actively foster partnerships for a more effective, efficient, and coherent response.

Through the emergency development focus, the UN will prioritize its support to limit the ongoing recession and implement enablers for growth towards achieving nationally resourced socioeconomic systems in Lebanon. UN support over the next three years will also aim at strengthening national and local public institutions to enable sustainable development and prevent compromising the ability of future generations to meet their own needs. Through a people-centred, gender and human rights-based approaches, the UN will contribute towards an inclusive, equitable and peaceful society.



2.2 Cooperation Framework Intended Results

The CF will apply a reinforcing and interconnected approach among the results and outcomes. While the UN will exert its efforts towards these priorities, progress will also depend on external factors (political, reforms, security, environmental and economic), given the rapidly changing environment in Lebanon. The UN will monitor regularly the risks that may hinder the progress of the CF and adapt a flexible approach through adaptive programming.

The CCA is used as the basis for UN CF planning and programming, and will be updated at least annually to reflect the changing context in Lebanon, especially on the situation of the most vulnerable.

The CF will apply the following principles: people-centred recovery; ensure do-no-harm and conflict sensitivity; gender equality; human-rights based approaches; inclusivity; leaving no one behind and sustainability.

Partnerships are key to strengthening national and local statistical capacities and systems to produce and analyse continuous, reliable, timely, and quality data. The UN will work with partners to provide data for tracking the SDGs, using a human rights lens which identifies the most vulnerable population groups by disaggregating gender identity, geographic location, age, economic status, legal status, disability and other key parameters to ensure that no one is left behind and to enable evidence-based and targeted development interventions.

People (SDG 1, 2, 3, 4, 5, 6, 8, 10, 11 and 16)

Intended Goal for Lebanon: Improved lives and wellbeing for all people in Lebanon

The drastic reduction of income opportunities, ongoing inflation, and removal of subsidies without an alternative support system in place, especially for the most vulnerable, are major factors for the increased levels of vulnerability. The deterioration of the socio-economic situation exposes vulnerable people to risks of violence, exploitation, abuse and discrimination. The impact of the economic and financial crisis in the country has had a direct bearing on the provision and sustainability of basic and social services. The depletion of resources and fuel shortages have further compounded the crisis.

Lebanon was added, starting March 2021, to the WFP/FAO Hunger Hotspot early warning on acute food insecurity report. The repercussions of the unprecedented economic meltdown in Lebanon are expected to further deteriorate food security for both Lebanese citizens and the refugee population⁷ - 46 per cent of Lebanese were found to be food insecure during the second half of 2021.

The absence of strong national social protection systems and programmes further deepens vulnerability and pushes families below the poverty line and into destitution. Access to basic services today is challenging for a large and growing part of the population, not just for the most vulnerable. This includes access to basic and social services, such as health, education, food, electricity, housing, water and sanitation.

In order to implement this goal, the Government is assumed to provide leadership through a clear vision to efficiently protect and provide basic services to fulfil the needs of the people living in Lebanon,

⁷ Hunger Hotspots FAO-WFP early warnings on acute food insecurity – February to May 2022 outlook



especially the most vulnerable. Moreover, sufficient financial and human resources in national and local public institutions need to be in place.

This goal concentrates on key human development themes including poverty, social protection, food security and nutrition, health, education, access to clean water, access to affordable and adequate housing, gender equality and empowerment of women and girls. It will contribute to an inclusive social contract, address critical challenges to strengthen social protection, basic and social services, especially for the most vulnerable population including women, children, youth, elderly, and people with disabilities.

The UN will contribute to enhancing human and technical capacities to strengthen the resilience, accountability and effectiveness of public systems and institutions at the national and local levels providing such services.

This goal focuses on SDGs 1, 2, 3, 4, 5, 6, 8, 10, 11 and 16 and relevant targets and indicators and includes three outcomes:

- Outcome 1: Enhanced, inclusive, equitable, comprehensive, and sustainable social protection systems and programmes
- Outcome 2: Strengthened provision of and equitable access to quality services, including basic services
- Outcome 3: Enhanced protection for the most vulnerable

Efforts will be made to ensure synergies with other SDGs (6, 8, 9, 10, 11, 16).

Outcome 1: Enhanced, inclusive, equitable, comprehensive, and sustainable social protection systems and programmes

The UN will work with partners to improve well-being and contribute to poverty alleviation through strengthening and scaling up inclusive, equitable, comprehensive and sustainable national social protection systems, services, and safety nets to ensure that all population groups, especially the most vulnerable and marginalized, benefit from adequate, quality and timely social protection.

The UN is committed to contributing to inclusive social protection governance and coordination mechanisms based on an inclusive human rights-based approach. The UN will support the development of institutional capacities of public entities to develop the social protection infrastructure that remains underdeveloped.

The UN is committed to support the National Social Security Fund (NSSF) in scaling up the coverage of social insurance (contributory) schemes through coherent interventions for equal access by marginalized groups. Moreover, the UN will work towards advancing the implementation of the National Social Protection Strategy to establish a social protection floor and leaving no one behind.

The UN will continue assisting the Government with the National Poverty Targeting Programme (NPTP), and the envisaged emergency safety nets to offset the impact of the crisis on poorest households.

Given the dependency of international contributions for social assistance, the aim is to work towards sustainable social assistance solutions. These solutions will seek to reach the most vulnerable groups

Given the high levels of food insecurity, the UN will enhance food security and the availability and affordability of healthy diets of the most vulnerable groups through the aforementioned poverty targeting and social safety net programmes and other measures. These include monitoring prices and food security



outcomes of groups already affected by the multiple crises in Lebanon, as well as the groups pushed into hunger and poverty by the deteriorating economic, financial, political and ecological conditions.

Particular attention will be given to vulnerable populations, such as female-headed households, pregnant and lactating women and children, as they are particularly impacted by food insecurity. The UN aims at addressing child malnutrition, especially in providing nutritional support for children under five as well as pregnant and lactating women.

Outcome 2: Strengthened provision of and equitable access to quality services including basic services

The UN will support the Government and work with partners to ensure equitable access to quality basic and social services, especially for the most vulnerable and marginalized.

Under this outcome, the UN will support Lebanon reach Universal Health Coverage to ensure all people have access to the health services, including all essential health services, from health promotion to prevention, treatment, rehabilitation, and palliative care. The UN will contribute to strong, people-centred primary health care that focuses on preventing and treating disease and illness and helping to improve well-being and quality of life. In addition, provision of timely essential routine vaccination to prevent vaccine-preventable diseases and outbreaks.

The UN will also work to ensure equitable access to quality education and vocational training that is aligned with the economy's needs with a focus on innovation and technology, as well as access to health and water.

The education sector in Lebanon has been overwhelmed by shifting trends in its population, the decreasing capacity of families to subsidize their own education, a trend of decreasing achievement results and an increasing demand to adapt to alternate delivery methods (e.g. low- and high-tech distance learning solutions). Since most of these negative trends disproportionately affect the poor and most vulnerable – including children that have resorted to child labour and other negative coping mechanisms, such as child marriage, and those who do not have an enabling environment at home to learn – the UN will focus on those groups in supporting the implementation of the government Five-Year General Education Plan.

The UN will advocate for measures to address structural challenges affecting basic services, including the lack of fuel and electricity shortages, among others, to help Lebanon get on track to achieve inclusive and equitable quality services for all, including access to safe water and sanitation, effective waste management systems, adequate and affordable housing, and safe medical and vaccines storage.

Outcome 3: Enhance protection for the most vulnerable

The UN will strengthen protection systems particularly to address the structural and proximate drivers of discrimination and sexual and gender-based violence – with a focus on promoting mental health and well-being – and monitoring and raising awareness on all forms of abuse. This includes violence, exploitation, harassment, trafficking, eviction risks and other exploitative housing practices, with a specific focus to protect children, women and girls including refugee and migrant populations.

Special attention will be given to protect workers' rights and advocate for safe a secure working environment for all workers, including migrant workers and in particular women migrants, informal workers, and those in precarious employment.



The UN will work toward promoting equal opportunities and reduce inequalities, by supporting the elimination of discriminatory laws, policies and practices.

The UN will advance gender equality and empowerment of women and girls, including addressing underlying cultural norms, access to sexual and reproductive health and rights, as well as gender-based violence, with a focus on the intersections of different Leaving no One Behind components including legal and social discrimination, economic status, age, disability, geographic location.

The UN will build on its comparative advantage and enable spaces for women’s engagement in analysis, planning and evaluation of protection and services delivery solutions. It will also use its comparative advantage to convene partners and maintain policy dialogue to find cutting-edge development solutions to protection and ensure the legal frameworks are in place and operational to offer safe spaces for protection to the most vulnerable groups.

The outcomes will contribute to the goal “Improved resilient and competitive productive sectors for enhanced and inclusive income-generating and livelihood opportunities,” as a healthier, more educated population, with empowered girls, are better able to contribute to the economy. It will help individuals and families, especially the poor and vulnerable, to cope with the crises and shocks in Lebanon, by finding jobs, improving productivity, investing in the health and education of their children, and protecting the aging population. In addition, it will promote increased female participation in the workforce. This outcome has also important linkages to the goal “Sustained peaceful and inclusive society for participatory and equitable development,” as healthier, better educated individuals will be more informed and better able to participate in peaceful and constructive social dialogue. This will contribute to, mitigate the precarity that feeds tensions and violent conflict, reduce competition over resources and basic services among the people living in Lebanon, and promote the increase of women’s engagement in peace and security dialogue.

Prosperity (SDG 2, 5, 7, 8, 9, 10 and 11)

Intended Goal for Lebanon: Improved resilient and competitive productive sectors for enhanced and inclusive income-generating and livelihood opportunities

The fall of 2019 witnessed an acceleration of the financial and economic crisis, which is rooted in many decades of unsustainable macro-economic, fiscal and monetary policies, a fragile economic model, and accumulated socio-economic vulnerabilities. Haphazard and growing urbanization, which has been largely left unplanned without proper urban governance, has contributed to increased inequalities and insecurities, lack of access to adequate and affordable housing and basic urban services, proliferation of informal and disadvantaged urban pockets, lack of a functional and sustainable transport system, among others – all of which have acted as barriers to growth and have negatively affected economic development.

With the acceleration of the financial and economic crisis and the complete halt of dollar inflows that the Lebanese economy historically relies on, the country witnessed a sharp contraction in the economy, soaring inflation, massive depreciation in the local currency, and an almost complete breakdown of the financial sector. Further exacerbated by the COVID-19 restrictions and the August 2020 port of Beirut explosions, the rapid deterioration in macro-economic conditions led to an unprecedented increase in poverty, unemployment, food insecurity, outward regular and irregular migration, a deterioration of



people's ability to access adequate and equitable housing and infrastructure, well as a noticeable shutdown and downsizing of business activities in various sectors. The impact of any crisis cannot be gender neutral and the economic crisis in Lebanon is no exception.

More recently, the war on Ukraine exerts more pressure on the already weakened economy and poses additional social and economic risks, particularly for food security and energy and the entrepreneurship and employment around food system which is pivotal in the Lebanese economy.

The dramatic developments in the country call for an agile and multi-faceted response to reverse the implications of the crisis and to put Lebanon back on a sustainable growth path. The development of productive sectors of the economy to stimulate employment, entrepreneurship, and food security emerge as clearly priorities for action and investment.

This goal focuses on SDG 2, 5, 7, 8, 9, 10 and 11 and relevant targets and indicators. It includes two outcomes:

- Outcome 1: Enhanced competitiveness and business environment of MSMEs and high potential productive sectors' values chains
- Outcome 2: Strengthened diversified income opportunities to promote social and economic inclusion

Outcome 1: Enhanced competitiveness and business environment of MSMEs and high potential productive sectors' values chains

Under this outcome, the UN will promote and support the government of Lebanon to develop and implement targeted policy measures that respond to the economic crisis and limit its negative implications on the economy and the people.

UN priorities under Prosperity during the next three years will aim to tackle the most critical challenges facing the economy with multi-fold objectives of **boosting productive sectors**, an untapped opportunity for job-rich growth in Lebanon, focusing on high potential value chains, particularly those presenting opportunities to capture a higher share of products value chains in the country.

The UN will also work under this outcome to **improve the business environment** for the private sector by contributing to the institutional and governance policies and ensuring that the economy will be able to generate new, equal and inclusive income opportunities.

Outcome 2: Strengthened diversified income opportunities to promote social and economic inclusion

Under this outcome, UN agencies will aim to support the **diversification of income opportunities in different sectors** in the country in order to promote social and economic inclusion.

The UN will endeavour to strengthen the participation of youth and women in the economy, increase regional and global integration and the expansion of international markets for Lebanese products, all while promoting decent work conditions, increasing labour formality, and strengthening gender inclusive and rights-based approaches.

The outcomes have strong linkages with the intended goal "Improved lives and wellbeing for all people in Lebanon," given that a strong, job-rich economy can lead to a reduction in basic needs, while at the same time the private sector plays a big role in social protection systems when it comes to insurance. In addition, the provision of adequate and affordable housing in proximity to areas of economic opportunities as well



as the availability of an effective, well-connected and sustainable transport system enhance people's equitable access to income-generating opportunities.

The outcomes have important linkages with the goal "Restored rich nature and ecosystem of Lebanon for inclusive green recovery" through working on green recovery that has an enormous potential for job creation and renewable energy that addresses the historical high cost of doing business in Lebanon. At the same time, prosperity will require the sustainable use of natural resources which if not managed appropriately could negatively impact the environment in Lebanon.

The realization of the outcomes under this goal is contingent to the enacting and implementation of legislations supported under the goal "Sustained peaceful and inclusive society for participatory and equitable development".

Peace (SDG 16, with links to 5, 10, and 17)

Intended Goal for Lebanon: Sustained peaceful and inclusive society for participatory and equitable development

Successive political crises since October 2019 amid an accelerating financial and economic meltdown have revealed the unsustainability of Lebanon's economic and governance model. The challenges to address an economic crisis that has impoverished large segments of the population and eroded trust in state institutions, contributing therefore to heightened risk of instability and social unrest.

The barriers to the meaningful participation of women in public life exacerbate the risk of these threats. Among the barriers for political participation, women report an uncondusive electoral framework, patriarchal political parties, the high cost of election campaigning, media bias and social norms which tend not to view women as leaders. Lebanon's National Action Plan on Women, Peace and Security (NAP WPS) continues to be implemented despite the challenging context and provides an important framework for action for peace and security.

This goal focuses on SDG 16, with links to 5, 10 and 17 and relevant targets and indicators. It includes two outcomes:

- Outcome 1: Strengthened inclusive social contract grounded in human rights and justice to enhance good governance, effective and accountable institutions, and women's participation
- Outcome 2: Strengthened security, stability, justice, and social peace

Outcome 1: Strengthened inclusive social contract grounded in human rights and justice to enhance good governance, effective and accountable institutions, and women's participation

Strong, transparent and accountable state institutions (e.g. Government, Parliament, Judiciary, Executive), which can efficiently, effectively and impartially provide basic services to the most vulnerable can help rebuild trust in the state and reduce tensions. Stronger, and more responsive state institutions at the national and local levels are expected to contribute to increased security, stability and social peace.

The UN's advocacy efforts will be focused on promoting and supporting the implementation of crucial political, economic, judicial, good governance and anti-corruption reform measures. Moreover, the UN will continue its support to strengthen judicial and human rights institutions, access to inclusive justice and addressing anti-corruption.



The UN will work with the Government in enhancing the independence, efficiency, accountability, and accessibility of its **justice institutions**, and strengthening human rights protection and promotion mechanisms. Technical assistance is being provided to implement the national action plan for human rights, strengthen judicial independence, and enhance the management and oversight capabilities of the High Judicial Council. In addition, it will improve the provision of legal aid through supporting inclusive Access to Justice mechanisms. It will also improve prison administration and will support key reforms to the Lebanese criminal justice system in relation to juvenile justice, detention and deportation, prisons system and trafficking in persons. Efforts will also be dedicated to promoting good governance practices at the local level by engaging municipalities, subnational government institutions, and communities. This can be achieved by enhancing transparency, accountability, efficiency, participatory and evidence-based planning and budgeting adopted by local authorities. The UN will continue to strengthen electoral systems and institutions using the electoral cycle approach and promote Lebanon’s effective organization, inclusive participation, and transparency in the execution of the upcoming **2023 municipal elections** in line with international standards. In addition, active engagement, and coordination with civil society organizations to promote increased participation and higher representation of women, youth, and persons with disabilities throughout the electoral processes, is an important priority.

The UN is also well positioned to support the government’s ambition to formulate a comprehensive public administration reform agenda, which seeks to identify the main priorities, institutions and actions needed to maintain core government functionality under the ongoing socioeconomic emergency, while enabling longer-term public-sector reforms aimed at preventing similar crises from re-occurring in future.

To reduce corruption and bribery in all their forms, the UN will support the government’s anti-corruption efforts through the implementation of the National Anti-Corruption Strategy (NACS) and Lebanon’s commitments under the UN Convention against Corruption (UNCAC). Reduced corruption, better economic governance and sustainable development can effectively impact the socio-economic situation in Lebanon by promoting better living conditions, maximizing resources’ distribution and use, reducing poverty, restoring and protecting the environment and achieving spatial and social justice.

To improve gender equality and empower all women and girls, the UN will continue to support partners in aligning to the National Action Plan 1325 (NAP). The NAP contextualizes the Women, Peace and Security (WPS) agenda by grounding the discussion in Lebanon’s national legal and strategic frameworks and persisting challenges of advancing women’s rights in the personal, political and legal realms. The NAP links the WPS actions to Goal 5 on reducing gender inequality and Goal 16 on promoting peaceful and inclusive society. The UN will work with partners to ensure that legal frameworks are in place to promote, enforce and monitor equality and non-discrimination based on sex, and will work to promote the representation of women in decision-making bodies in Lebanon including national parliaments and local governments. Efforts should contribute to localizing the execution of the Action Plan at the local level by engaging and strengthening municipalities and CSOs.

Outcome 2: Strengthened security, stability, justice, and social peace

To ensure a coordinated approach in supporting the Government to ensure security and stability, the UN will continue to support the defence and security forces to mitigate the negative repercussions of the economic decline, as well as highlighting the importance of adhering to human rights standards to ensure the integrity of the security forces.



The UN will continue to work in a coordinated manner with security institutions and international donors to anticipate potential shortcomings and adequately respond to the most urgent and vital needs of Lebanon's security institutions and enhance their capabilities to respond to both internal and external threats in an increasing challenging context. A thorough follow-up of the support combined with strict compliance to Human Rights Due Diligence Policy (HRDDP) rules will be key to attract support from international donors. The UN will also support community security approaches, including through strengthening community policing, mainstreaming within the work of Lebanese security forces with a focus on human rights and strengthening internal oversight mechanisms.

To enhance border management, the UN will continue to advocate for the implementation of the Integrated Border Management strategy to enhance border management and extend the state authority in support of the security, sovereignty and economic and political stability of Lebanon. The UN will continue enhancing the skills of security actors, supporting extension of state authority, and contributing to building a protective environment. Enhanced border management, greater border and extended state authority can efficiently and effectively impact the economic situation through income generated through legal border crossings, while reducing smuggling of people, and illegal trafficking, thereby improving state adherence to human rights standards.

To build the capacity to develop and implement sound migration policy in line with international standards, the UN will support the Lebanese government to develop comprehensive, rights-based migration policies, in line with the priorities the government has identified under the Global Compact for Migration (GCM).

The UN will support the Government of Lebanon in preventing violence and harm and ensure Lebanon's stability, by reducing communal tensions, both between refugees and host communities, and among Lebanese groups.

The UN will support Lebanon to prevent violent extremism and terrorism and fight the phenomena of transnational organized crime especially drug trafficking, human trafficking and smuggling of people more effectively, thereby countering the destabilizing effect of such illicit activities and the impact they have on development and security.

The outcomes under this goal are crucial in the achievement of all other goals and outcomes under the CF where the establishment of an inclusive social contract, the realization of reforms needed and the development of public institutions, the social peace, justice and security are crucial to achieve the intended development results.

Planet (SDG 2, 6, 11, 12, 13, 15)

Intended Goal for Lebanon: Restored rich nature and ecosystem of Lebanon for inclusive green recovery

Many of the environmental challenges that Lebanon is facing today emanate from decades of weak environmental governance, unsustainable agriculture production, awareness and prioritization coupled with deterioration of natural resources, increasing pollution and climate change, in a context of unplanned urbanization and the unmanaged densification of urban areas. Environmental strategies, laws and legislations have grown over the last decade specifically but, due to the lack of implementation and



enforcement, they fall short of what is required to address Lebanon’s environmental challenges and its sustainable development.

Environmental degradation, including water, soil and air pollution, has significantly worsened in the aftermath of the multiple crises and shocks that Lebanon has seen over the years, which is affecting public health indicators and food safety in the country. Risks to natural resources also affect growth of productive sectors, particularly agriculture that is highly reliant on water as well as the related agro-food industry. Lebanon is also losing an expensive opportunity to invest in renewable energy, which can significantly reduce negative impact and provide transformative solutions including in other CF intended goals (1 and 2).

Given the current poor condition of the environment in Lebanon, the UN will focus its efforts over the next three years on the stabilization of the environment and protection of natural resources. As Lebanon strive for a post-crisis recovery, there is an opportunity to build forward better ensuring sustainability for future generations and central to this is a green recovery. Achieving this goal in the longer term will be highly contingent on the progress and acceleration of issuance and implementation of key environmental laws and legislations.

This goal focuses on SDGs 2, 6, 11, 12, 13, and 15 and relevant targets and indicators. It includes one outcome:

Outcome 1: Strengthened stabilization and green recovery to reduce climate change vulnerabilities and environmental risks

The UN will support Lebanon to prevent further deterioration, degradation and misuse of its natural resources for economic activities to ensure future sustainability. The UN will invest in enhancing capacities for climate change adaptation and mitigation, climate change communication, research, and development and climate financing. Acknowledging climate risks and other risks to natural and environmental resources, such as water, are sources of tension, will also help to reduce vulnerabilities of people and of the environment at large. With the rising competition over limited resources, the UN will work towards sustainable and fair use of natural and environmental resources to ensure that the most vulnerable are protected and supported without compromising the needs of future generations and the sustainability of the environment in Lebanon.

The UN support will also focus on green, resilient, and inclusive solutions that will help Lebanon capitalize on current opportunities, while protecting its environment and natural resources from future shocks. There is an opportunity today to build back green. Using green approaches will generate new economic opportunities including green jobs, while integrating sustainable approaches will ensure their long-term viability. The UN will support the Government in identifying and investing in innovative, “green” and circular economic opportunities which strengthen both environmental sustainability and economic growth (e.g. climate-smart agriculture, sustainable tourism, renewable energy solutions, resource efficiency and cleaner production, green and resilient construction of buildings and infrastructure, etc.).

At the same time, climate financing, low-emission development strategies including related to transport and mobility, as well as resource efficiency technologies, including recycling, present important growth opportunities for the country.



A green recovery will also yield positive results in the health and well-being of the people and help transform and modernize the country’s productive sectors and infrastructure while enabling economic diversification and creating a new job market.

The outcome has strong linkages with Outcome 2 under Goal “Improved lives and wellbeing for all people in Lebanon” by supporting the protection and management of environmental and natural resources which are key in ensuring access to quality basic services, such as water and sanitation, solid waste, energy and housing. A degradation of the environment, especially through water and air pollution would have further negative impacts on the public health of the people. The outcome also has important linkages with Outcome 1 under “Sustained peaceful and inclusive society for participatory and equitable development,” as climate security risks, environmental degradation and the scarcity of natural resources could further increase vulnerabilities and inflame tensions in Lebanon. Also, enhancing people’s access to safe, well-managed and inclusive green spaces (including public ones) could promote social stability and public health, while having positive environmental impacts. Finally, there are links between this goal and outcomes 1 and 2 under Prosperity. A green recovery carries the potential to make companies more competitive while environmentally responsible and to create new jobs market and wealth in Lebanon.

2.3 Synergies among other frameworks to which the UN contributes

The 2023-2025 CF represents the UN development system’s collective offer to support countries in addressing key Sustainable Development Goal (SDG) priorities and gaps with an imperative to leave no one behind. It articulates the collective response of the United Nations to help Lebanon address national development priorities and gaps in its pathway towards meeting the SDGs.

The UN Resident Coordinator (RC) plays a key leadership role throughout the CF process, in line with General Assembly resolution 72/279 and the new Management and Accountability Framework (MAF). The multiple functions (RC/HC/DSCL) undertaken by the RC are also uniquely placed to lead the “New Way of Working” and ensure operational alignment to the triple nexus with support from the UNCT and partners in achieving the SDGs. This will include further aligning the outcomes of relevant planning frameworks in Lebanon.

The CF will hence include all development priorities and support that the UN is providing in Lebanon including through other operational plans, such as the social stabilization of the Lebanon Crisis Response Plan (LCRP) and the Reform, Recovery and Reconstruction Framework (3RF).

Throughout its implementation and through its coordination structure, the CF will also ensure close linkages, synergies with ongoing humanitarian and peacebuilding support, to strengthen coherence and complementarity between development programming and emergency humanitarian assistance and peacebuilding intervention.

Synergies at the operational level will also be sought to help address underlying drivers of humanitarian needs and conflict as well as strengthening the delivery of basic and social services, such as healthcare, education, water and sanitation, housing and social protection.⁸

⁸ <https://www.un.org/jsc/content/new-way-working>



2.4. UN Comparative advantage

The UN is a trusted partner in Lebanon. It has a unique legitimacy in the country given the broad membership of its multilaterally composed governance bodies. The UN will make use of its neutral convening role to create inclusive multi-stakeholder spaces of social dialogue to find development and peace solutions.

The UN has a rich experience working, engaging and coordinating with local partners, including national and local public institutions, donor partners, International Financial Institutions, NGOs, private sector, Lebanese diaspora, academia and community groups.

Given the normative foundation of the UN, anchored by human rights principles, and as the custodian of international commitments, norms and standards, including treaties and conventions, the UN is well placed to assist the Government in fulfilling its international obligations.

Moreover, given its global presence and a long-standing presence in Lebanon, the UN has accumulated multi-disciplinary knowledge, based on lessons learned, and access to a wide variety of networks and partners. UN agencies, funds and programmes have a critical advocacy role in terms of generating sound evidence and promoting evidence-based policies at the national and local levels.

With its strong presence and variety of mandates, the UN has the advantage of working across local governments, ministries and sectors which helps ensuring that integrated development approaches can be designed and implemented, particularly when one of the major challenges is a lack of coordination and synergies on all levels.

The UN will also work to strengthening the coordination and synergies of Official Development Assistance (ODA) to Lebanon, including grants and loans, to help achieve the intended development goals under the CF.

Finally, in line with UN development reform agenda and innovative approaches to achieving the SDGs, the UN will work with the Government on SDG integration across the different goals with a view to accelerate progress. This will include helping Lebanon accessing SDG financing and identifying innovative financing tools such as development finance assistance, debt sustainability analysis, innovative financing mechanism, and impact investments.



CHAPTER 3: COOPERATION FRAMEWORK IMPLEMENTATION PLAN

The UN will implement the CF in a coherent and coordinated manner through joint/joined up analysis and assessments, planning, resource mobilization and programming.

The CF will be delivered according to 2030 Agenda principles, UN norms and standards, and the principles of the UN Charter, while also ensuring alignment with Lebanese policies, planning frameworks and systems.

The CF follows the UN Sustainable Development Group’s guiding principles “Leaving No One Behind” (LNOB), Human Rights-Based Approach (HRBA), Gender Equality and Women’s Empowerment (GEWE), Resilience, Sustainability, and Accountability. It also applies a conflict-sensitive approach and the perspective of the Humanitarian-Development-Peace (HDP) nexus as a basis for integrated “whole-of-system” programming with all relevant national and international stakeholders in Lebanon. Under the LNOB principle, the CF uses a culturally sensitive people-centred approach to address the most in need, with a dual focus on the population in general, and on the needs, risks and vulnerabilities of the most marginalized and at-risk groups.

Recognizing the fluid environment and the multidimensional challenges of Lebanon, the ongoing COVID-19 pandemic, and potential global and regional conflict spill overs, the UN will apply a flexible and adaptive approach to planning and programming. It will monitor in real time the global, regional, national and subnational risks.

The UN will also leverage innovative business and programme operation strategies, and will implement the Business Operations Strategy (BOS) to ensure an effective, cost-efficiency, transparent and accountable delivery.

3.1 Partnerships

The 2023-2025 CF will put into action the spirit of partnerships that are at the core of the 2030 Agenda. Throughout the operationalization phase, the CF will develop a targeted partnerships strategy to support identified priorities.

The Government of Lebanon will be the key partner to implement the CF. The CF is first and foremost a partnership with the Government and its implementation, monitoring and reporting will be co-led by the Government and anchored in national development priorities and cycles. At the operational level, the UNCT will work in close collaboration with national government bodies and line ministries, at national level, and with the municipalities, at local level, throughout the implementation of the CF.

The UN will work across a wide range of development partners to ensure synergies, coherence and coordination throughout the implementation and monitoring of the CF to leverage strengths and drive transformative change. The UN will rely on key local, national, regional and global partners. Key partners include academia and think tanks, civil society organisations (including national and international non-governmental organisations, vulnerable groups, community-based organizations at grassroots level), bilateral and regional partners, donors, International Financial Institutions, religious leaders, Lebanese diaspora, the media, trade unions and the private sector.

The CF will also ensure coordination and collaboration with humanitarian and peace actors to promote synergies and complementarities across the humanitarian – development – peace nexus.



The UN will also leverage its convening power to promote inclusive spaces of dialogue among global, regional, national and subnational partners, through a people-centred approach to explore and identify sustainable and innovative development solutions.

Chapter 5 provides a detailed list of partners working under each of the CF intended goals.

3.2 Communication

A joint advocacy and communication strategy will be developed to support the implementation of the CF through strengthening interagency cooperation, ensure consistency and targeted advocacy, and communicate on progress of the CF. The joint communication strategy will also ensure outreach and visibility around key emergency development priorities and issues in Lebanon in line with the scope of the 2023-2025 CF.

3.3 Financing

A joint financing strategy will be developed to support the implementation of the CF and ensure multi-year financing for key emergency development priorities, with a specific focus on key joint programming initiatives and critical development funding and programming gaps. The joint financing strategy will be anchored around the CF funding framework, which will be developed at the operationalization phase.

The joint financing strategy will also look at the national financing landscape, profile sustainable development finance opportunities and identifies strategies to pursue SDG financing to Lebanon per priority area.

To ensure a sustainable implementation and resource mobilization, the UNCT will explore non-traditional funding and financing sources such as financial institutions, development banks, private sector and enterprises, as well as the Lebanese diaspora. It will explore innovative financing mechanisms, including blended financing and climate financing, while designing fund structures that provide access to local private and public sector entities.

3.4 Joint work plans

Annual and bi-annual joint work plans will be developed in collaboration with the Government and key stakeholders as the principal tool to operationalize the CF. To be hosted in UN INFO, joint work plans will outline the UN's plan to implement emergency development priorities identified in the CF, i.e. what the UN does, how, where, with whom, and resources required and available, while also providing comprehensive and valuable data on UN work for further analysis. Outputs and activities of the Results Framework will be developed and adjusted during the Joint Work Plans (JWP) process and beyond as needed.

A Funding Framework will also be featured in the joint work plan and will outline "required", "available" and "to-be-mobilized" resources at the project level, feeding into the output and outcome levels. The UNCT commits to updating the JWP in UN INFO, aligned to its requirements following the UNDS reform.

The UNCT will build on existing successes and expertise based on the comparative advantage of Agencies, Funds and Programmes (AFPs), entities and partners during the CF cycle. AFPs will work jointly with partners to implement CF priorities and outcomes, according to the UN Reform agenda. The CF will be implemented through a joined approach, including joint programmes when necessary.



3.5 Governance

Joint Steering Committee

A Joint Steering Committee (JSC) including national and local government, UN and others, such as civil society, private sector and donors, will provide high-level oversight, support and ensure ownership and buy-in of the CF. The JSC monitors progress, challenges and opportunities; guides the direction of implementation of the CF to address the changing context; and supports resource mobilization for the CF. Bilateral engagement with line ministries, aligned to the CF priorities and results, will continue.

UNCT

The UNCT is the main inter-agency mechanism in the country for inter-agency coordination, coherence and decision-making. It is led by the Resident Coordinator/Humanitarian Coordinator/UN Deputy Special Coordinator and composed of the representatives of the UN Sustainable Development Group entities.

Monitoring and Evaluation Working Group

A Monitoring & Evaluation Working Group will be established to strengthen the monitoring and evaluation of the new CF in UN INFO.

PMT

Inter-agency group in the country that provides advisory support to the UN Country Team on inter-agency programmatic issues.

Results Groups

Results Groups are expected to contribute to planning, coordination and analysis required for the operationalization of the CF, in close coordination with thematic working groups and task forces. The membership, apart from the UN, will be explored to include Government, academia, donors, civil society organizations and other partners. Tasks include: 1) Develop joint work plans for each Results Group; 2) Support the monitoring of the joint work plans; 3) Undertake joint analysis of the policy environment, key development issues and emerging trends including to update the country analysis for the annual review of the CF; 4) Explore joint programming; 5) Support joint resource mobilization for the CF; and 6) Contribute to the development of common UNCT advocacy and joint messaging, including on policy dialogue.

Operation Management Team (OMT)

The Operation Management Team (OMT) will ensure efficient, coherent, and harmonized operation practices across the UN through the development, implementation and monitoring of the Business Operations Strategy, to successfully contribute to the implementation of the CF.

The OMT will, through the relevant Results Groups, coordinate the development of a joint business continuity plan to make sure it translates into action and all agencies' field operations are not disrupted by the emerging contextual challenges. The OMT will make sure to react quickly to the fluidity of the Lebanese context in addressing unforeseen shocks and stressors.



CHAPTER 4: MONITORING AND EVALUATION

Rigorous monitoring of the CF will allow for an understanding of whether the UNCT is delivering on its stated priorities for accountability and outcomes, and ensure an adaptive approach to programming based on new information and evidence. Evaluation of the CF is an independent system-wide process at the country level that will contribute to system-wide oversight, transparency, accountability and collective learning from the CF for the new CF cycle. A costed multi-year joint monitoring and evaluation plan for the full CF period will be developed. Such a plan will ensure proper timing and sequencing of UNCT monitoring and evaluation (M&E) activities into the CF annual reviews, annual UN country results reporting and the final CF evaluation.

Building on lessons learned from the previous framework, the UNCT will develop a robust M&E framework in the joint work plan based on a clear Theory of Change with a focus on outcome-oriented indicators to track progress of the CF. Based on the regular monitoring and reporting of the CF, changes could be made to CF programming when necessary.

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies.


To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement contracts with the UN system agencies;
2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring;
3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.



CHAPTER 5. RESULTS FRAMEWORK

People

Intended Goal for Lebanon:	Improved lives and well-being for all people in Lebanon		
SDGs:			
Results	SDG Targets	SDG Indicators	Partners
Outcome 1: Enhanced inclusive, equitable, comprehensive, and sustainable social protection systems and programmes	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day</p> <p>1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</p> <p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p> <p>1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> <p>1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in</p>	<p>1.1.1 Proportion of the population living below the international poverty line by sex, age, employment status and geographic location (urban/rural)</p> <p>1.2.1 Proportion of population living below the national poverty line, by sex and age</p> <p>1.2.2 Proportion of men, women, children of all ages living in poverty in all dimensions according to national definition</p> <p>1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, new-borns, work-injury victims and the poor, the vulnerable</p> <p>2.1.1 Prevalence of undernourishment</p> <p>2.1.2 Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)</p> <p>2.2.1 Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age</p> <p>2.2.2 Prevalence of malnutrition (weight for height >+2 or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years, by type</p> <p>2.3.2: Average income of small-scale food producers, by sex and indigenous status</p>	<p>Ministry of Agriculture</p> <p>Ministry of Social Affairs</p> <p>Ministry of Labour</p> <p>Ministry of Education & Higher Education</p> <p>Ministry of Finance</p> <p>Ministry of Energy & Water</p> <p>Ministry of Public Health</p> <p>Ministry of Interior & Municipalities</p> <p>Ministry of Justice</p> <p>Central Administration of Statistics</p> <p>Presidency of the Council of Ministers</p> <p>Economic & Social Council</p> <p>National Commission for Lebanese Women</p> <p>Municipalities</p> <p>General Security Office</p> <p>National Social Security Fund</p> <p>Civil servant cooperative CSOs</p> <p>Private sector</p>



**Outcome 2:
Strengthened
provision of and
equitable access
to quality services
including basic
services**

children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births

3.2 By 2030, end preventable deaths of new-borns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under5 mortality to at least as low as 25 per 1,000 live births

3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases

3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being

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

3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States

3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks

4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

1.4.1 Proportion of population living in households with access to basic services

3.1.1 Maternal mortality ratio

3.2.1 Under5 mortality rate

3.2.2 Neonatal mortality rate

3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease

3.7.1 Proportion of women of reproductive age (aged 15–49 years) who have their need for family planning satisfied with modern methods

3.7.2 Adolescent birth rate (aged 10–14 years; aged 15–19 years) per 1,000 women in that age group

3.8.1 Coverage of essential health services

3.8.2 Proportion of population with large household expenditures on health as a share of total household expenditure or income

3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services)

3.c.1 Health worker density and distribution

4.1.2 Completion rate (primary education, lower secondary education, upper secondary education)4.2.2 Participation rate in organized learning (one year before the official primary entry age), by sex

4.3.1 Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex

4.6.1 Proportion of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex

4.a.1 Proportion of schools offering basic services, by type of service

4.c.1 Proportion of teachers with the minimum required qualifications, by education level

6.1.1 Proportion of population using safely managed drinking water services

6.2.1 Proportion of population using (a) safely managed sanitation services and (b) a hand-washing facility with soap and water

8.6.1 Proportion of youth (aged 15–24 years) not in education, employment or training

11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing

Academia
Think tanks
International Financial
Institutions
Trade Unions
Lebanese Diaspora
LPDC



4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy

4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all

4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States

5.1 End all forms of discrimination against all women and girls everywhere

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

5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life



**Outcome 3:
Enhanced
protection for the
most vulnerable**

5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences

5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all

6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

6.b Support and strengthen the participation of local communities in improving water and sanitation management

8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard

10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

16.1 Significantly reduce all forms of violence and related death rates everywhere

16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children

3.4.2 Suicide mortality rate

5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex

5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age

5.3.1 Proportion of women aged 20–24 years who were married or in a union before age 15 and before age 18

5.6.2 Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information and education

5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment

8.8.2 Level of national compliance with labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status

10.3.1/ 16.b.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law


16.1.3 Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months

16.2.1 Proportion of children aged 1–17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month

16.2.3 Proportion of young women and men aged 18–29 years who experienced sexual violence by age 18



Prosperity

Intended Goal for Lebanon:	Improved resilient and competitive productive sectors for enhanced and inclusive income-generating and livelihood opportunities		
SDGs:			
Results	SDG Targets	SDG Indicators	Partners
<p>Outcome 1: Enhanced competitiveness and business environment of MSMEs and high potential productive sectors' value chains.</p>	<p>2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>2.4: By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>2.a: Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries</p> <p>2.b: Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round</p> <p>2.c: Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility</p> <p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p>5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws</p>	<p>2.3.1: Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size</p> <p>2.4.1: Proportion of agricultural area under productive and sustainable agriculture</p> <p>2.a.1: The agriculture orientation index for government expenditures</p> <p>2.b.1: Agricultural export subsidies</p> <p>2.c.1: Indicator of food price anomalies</p> <p>7.1.1 Proportion of population with access to electricity</p> <p>7.2.1 Renewable energy share in the total final energy consumption</p> <p>9.2.1 Manufacturing value added as a proportion of GDP and per capita</p> <p>9.2.2 Manufacturing employment as a proportion of total employment</p>	<p>Ministry of Agriculture Ministry of Economy & Trade Ministry of Public Works and Transport Ministry of Finance Ministry of Labour Ministry of Industry Ministry of Interior & Municipalities Ministry of Tourism Council for Development and Reconstruction Lebanese Center for Energy Conservation (LCEC) under MoEW Investment Development Authority of Lebanon National Commission for Lebanese Women CSOs Private sector Academia Think tanks International Financial Institutions Trade unions Lebanese Diaspora</p>



	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p>		
<p>Outcome 2: Strengthened diversified income opportunities to promote social and economic inclusion</p>	<p>8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries</p> <p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p> <p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization</p> <p>9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p> <p>9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p> <p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p> <p>11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</p> <p>11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p> <p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</p>	<p>5.5.2 Proportion of women in managerial positions</p> <p>8.5.2 Unemployment rate, by sex, age and persons with disabilities</p> <p>8.b.1 Existence of a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy</p> <p>9.2.1; Manufacturing value added as a proportion of GDP and per capita</p> <p>9.2.2: Manufacturing employment as a proportion of total employment</p> <p>9.4.1: CO2 emission per unit of value added</p> <p>10.2.1 Proportion of people living below 50 per cent of median income, by sex, age and persons with disabilities</p> <p>10.7.2 Number of countries with migration policies that facilitate orderly, safe, regular and responsible migration and mobility of people</p> <p>11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing</p> <p>11.6.1 Proportion of municipal solid waste collected and managed in controlled facilities out of total municipal waste generated, by cities</p> <p>11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities</p>	



Peace


Intended Goal for Lebanon:	Sustained peaceful and inclusive society for participatory and equitable development		
SDGs:			
Results	SDG Targets	SDG Indicators	Partners
<p>Outcome 1: Strengthened inclusive social contract grounded in human rights to enhance good governance, effective and accountable institutions, and women's participation</p>	<p>5.1 End all forms of discrimination against all women and girls everywhere</p> <p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p>5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels</p> <p>10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p> <p>16.1 Significantly reduce all forms of violence and related death rates everywhere</p> <p>16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all</p> <p>16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime</p> <p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels</p>	<p>5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex</p> <p>5.5.1 Proportion of seats held by women in (a) national parliaments and (b) local governments</p> <p>5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment</p> <p>16.2.2 Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation</p> <p>16.5.1 Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months</p> <p>16.5.2 Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months</p> <p>16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes)</p> <p>16.6.2 Proportion of population satisfied with their last experience of public services</p> <p>16.7.1 Proportions of positions in national and local institutions, including (a) the legislatures; (b) the public service; and (c) the judiciary, compared to national distributions, by sex, age, persons with disabilities and population groups</p> <p>16.7.2 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group</p>	<p>Ministry of Interior & Municipalities</p> <p>Ministry of Justice</p> <p>National Commission of Lebanese Women</p> <p>Ministry of Defence</p> <p>OMSAR</p> <p>Ministry of Social Affairs</p> <p>Ministry of Youth & Sports</p> <p>Ministry of Labour</p> <p>Ministry of Environment</p> <p>Lebanese Armed Forces</p> <p>Internal Security Forces</p> <p>General Security</p> <p>Parliament</p> <p>Court of Accounts</p> <p>Civil Service Board</p> <p>Central Administration of Statistics</p> <p>Central Inspection</p> <p>Municipalities</p> <p>National anti-corruption commission</p> <p>National human rights commission</p> <p>CSOs</p> <p>Private sector</p> <p>Academia</p> <p>Think tanks</p>



<p>Outcome 2: Strengthened security, stability, justice, and social peace</p>	<p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels 16.9 By 2030, provide legal identity for all, including birth registration 16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements 16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime 16.b Promote and enforce non-discriminatory laws and policies for sustainable development 17.14 Enhance policy coherence for sustainable development 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships 17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts</p>	<p>16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age 16.1.2 Conflict-related deaths per 100,000 population, by sex, age and cause 16.1.4 Proportion of population that feel safe walking alone around the area they live 16.3.2 Unsensetenced detainees as a proportion of overall prison population 16.3.3 Proportion of the population who have experienced a dispute in the past two years and who accessed a formal or informal dispute resolution mechanism, by type of mechanism 16.4.1 Total value of inward and outward illicit financial flows (in current United States dollars) 16.4.2 Proportion of seized, found or surrendered arms whose illicit origin or context has been traced or established by a competent authority in line with international instruments 16.9.1 Proportion of children under 5 years of age whose births have been registered with a civil authority, by age 16.10.1 Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates in the previous 12 months 16.a.1 Existence of independent national human rights institutions in compliance with the Paris Principles 10.3.1/ 16.b.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law</p>	<p>International Financial Institutions Trade unions</p>
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Planet

Intended Goal for Lebanon:	Restored rich nature and ecosystem of Lebanon for inclusive green recovery		
SDGs:			
Results	SDG Targets	SDG Indicators	Partners
<p>Outcome 1: Strengthened stabilization and green recovery to reduce vulnerabilities and environmental risks</p>	<p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> <p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</p> <p>12.1 Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p> <p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p> <p>15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world</p>	<p>6.3.1 Proportion of domestic and industrial wastewater flows safely treated</p> <p>11.6.1 Proportion of municipal solid waste collected and managed in controlled facilities out of total municipal waste generated, by cities</p> <p>12.1.1. Number of countries developing, adopting or implementing policy instruments aimed at supporting the shift to sustainable consumption and production</p> <p>12.3.1 (a) Food loss index and (b) food waste index</p> <p>12.6.1 Number of companies publishing sustainability reports</p> <p>7.b.1 /12.a.1 Installed renewable energy-generating capacity in developing countries (in watts per capita)</p> <p>13.2.1 /13.b.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans and adaptation communications, as reported to the secretariat of the United Nations Framework Convention on Climate Change</p> <p>13.2.2 Total greenhouse gas emissions per year</p> <p>15.2.1 Progress towards sustainable forest management</p> <p>15.3.1 Proportion of land that is degraded over total land area</p>	<p>Ministry of Environment Ministry of Energy & Water Ministry of Public Works and Transport Ministry of Agriculture Ministry of Industry Ministry of Interior & Municipalities Lebanese Agricultural Research Institute Centre National de la recherche scientifique CSOs Private sector Academia Think tanks International Financial Institutions</p>



Annex 1. Legal Annex

This Legal Annex refers to the cooperation or assistance agreements or other agreements that are the already existing legal basis for the relationship between the Government of Lebanon and each UN organization supporting the country to deliver on the United Nations Sustainable Development CF (2023 to 2025).

Whereas the Government of Lebanon (hereinafter referred to as “the Government”) has entered into the following relationships:

- a) **With United Nations Development Programme** (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA)), which was signed by both parties on 10 February 1986. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the undg simplification and harmonization initiative. In light of this decision this CF together with a work plan (which shall form part of this CF and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.
- b) **With the United Nations Children’s Fund (UNICEF)** a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF in 1995.
- c) **With the Office of the United Nations High Commissioner for Refugees (UNHCR)** the provisions of the 1946 Convention on the Privileges and Immunities of the United Nations apply to the personnel, activities, property and assets of the UNHCR Office in Lebanon.
- d) **With the World Food Programme** the Basic Agreement between the Government of the Lebanese Republic and the World Food Programme (WFP) dated 5 July 2021.
- e) The Basic Agreement concluded between the Government and the United Nations Development Programme on 10 February 1986 (the “Basic Agreement”) applies mutatis mutandis to the activities, property, assets, and personnel of **the United Nations Population Fund (UNFPA)**. This CF together with any work plan concluded hereunder, constitutes the Project Document as referred to in the Basic Agreement.
- f) In respect of **the United Nations Industrial Development Organisation (UNIDO)**, the Government shall apply the provisions of the Standard Basic Cooperation Agreement concluded between UNIDO and the Government in Vienna on 14 March 1989.
- g) **With the Food and Agriculture Organization** of the United Nations the Agreement for the opening of the FAO Representation in Lebanon on 5 February 1977.
- h) **With the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)** an exchange of notes constituting an over-all agreement on 26 November 1954, Decree No 927 issued on 31 March 1959 on “Determining the tasks of the Department of Palestine Refugee Affairs in the Ministry of Interior”, United Nations General Assembly Resolutions 302(IV) adopted on 8 December 1949 and 70/83 dated 15 December 2015 regarding “assistance to Palestine refugees”, and United Nations General Assembly Resolution 70/85 dated 15 December 2015 regarding the “operations of UNRWA”.



- i) **With the United Nations Office for Project Services (UNOPS)**, the agreement concluded between the Government and the United Nations Development Programme on 10 February 1986 (“Standard Basic Assistance Agreement”) applies, mutatis mutandis, to the personnel, activities, property and assets of the UNOPS Office in Lebanon.
- j) **With the International Labour Organization (ILO)** the agreement concerning the establishment of an ILO Office in Beirut (Host Country Agreement) signed on 14 May 1966 and the Standard Technical Assistance/Cooperation Agreement (STAA) signed on 11 September 1962.
- k) With the International Organization for Migration (IOM), there has been an established presence since the opening of the IOM Office in Beirut in July 2006. As an intergovernmental organization and part of the United System, IOM enjoys privileges and immunities under its Constitution and international law.
- l) **With the Office of the High Commissioner for Human Rights (OHCHR)**, the terms of the agreement and supplementary agreement between ESCWA and the Government, signed on 27 August 1997, and UNDP SBAA, signed on 10 February 1986, apply, mutatis mutandis, to the personnel, activities, property and assets of OHCHR, pending conclusion of a Host Country Agreement between OHCHR and the Government.
- m) **With the United Nations Educational, Scientific and Cultural Organization (UNESCO)** a Host Country Agreement concluded between the government and UNESCO on 22 December 1972.
- n) **With the United Nations Human Settlement Programme (UN-Habitat)**, operations falls under the UNDP Standard Basic Assistance Agreement with the Government of Lebanon dated 10 February 1986, through the global Memorandum of Understanding between UNDP and Un-Habitat signed 15 October 2008.
- o) **With the United Nations Office on Drugs and Crime (UNODC)**, the terms of the UNDP SBAA apply, mutatis mutandis, to the personnel, activities, property and assets of the UNODC Office in Lebanon.
- p) **With the World Health Organization (WHO)**, a Basic Agreement for the Provision of Technical Advisory Assistance concluded between the Government and WHO on 14 October 1960.
- q) **With the United Nations Environment Programme (UNEP)** through the United Nations Environment Assembly (UNEA) and the UNEA’s approval of UNEP’s Medium-Term Strategy 2022-2025 and related programmes of work (currently 2022-2023) on 23 February 2021
- r) **With respect to the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)**, the Basic Agreement concluded between the Government and the United Nations Development Programme in 1986 (the “Basic Agreement”) applies mutatis mutandis to the programme activities and personnel of UN Women.
- s) **United Nations Economic and Social Commission for Western Asia (UNESCWA)** was established as a UN regional commission, on 9 August 1973, pursuant to Economic and Social Council’s resolution 1818 (LV). Its purpose is to stimulate economic and social development in member countries and to strengthen regional cooperation to promote such development. Its headquarters is based in Beirut.

For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency’s governing structures.

The CF will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner, that is consistent with the basic agreement between such United Nations system agency and the Host Government.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in paragraph on the Basis of the Relationship.



Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the “General Convention”) or the Convention on the Privileges and Immunities of the Specialized Agencies (the “Specialized Agencies Convention”) to the Agencies’ property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

- a) “Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement”.
- b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.



Annex 2. Programme Management and Accountability Arrangements

Programme Coordination

The programme will be nationally executed under the overall co-ordination of the Prime Minister of Lebanon. Government coordinating authorities for specific UN system agency programmes are noted in Chapter 5. Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities. The CF will be made operational through the development of joint work plan(s) (JWPs)⁹ and/or agency-specific work plans and project documents as necessary which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources.

To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed CF and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the CF and joint or agency-specific work plans and / or project documents¹⁰.

Resources

The UN system agencies will provide support to the development and implementation of activities within the CF, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system entities' support may be provided to non-governmental and civil society organizations as agreed within the framework of the individual workplans and project documents. Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN specialized agencies, funds and programmes. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities. Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the CF. These budgets will be reviewed and further detailed in the workplans and project documents. By mutual consent between the Government and the UN development system entities, funds not earmarked by donors to UN development system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this CF and will cooperate with the UN system agencies including: encouraging potential

⁹ As per the UNDG Standard Operating Procedures (SOPs) for countries adopting the "Delivering as One" approach.

¹⁰ In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted workplan. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the SBAA. Where there are multiple implementing partners identified in a workplan, a Principal Implementing Partner will be identified who will have responsibility for convening, coordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the workplan to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the workplan



donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from other sources, including the private sector both internationally and in Lebanon; and by permitting contributions from individuals, corporations and foundations in Lebanon to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

HACT processes

The HACT-specific mechanisms apply only to those UN system agencies following HACT procedures, hereafter referred to as 'HACT agencies'. Agencies applying HACT in Lebanon include UNFPA, UNDP, and UNICEF. While not formally part of the HACT, UN WOMEN, IOM, UNESCO and ILO have in principle agreed with its operational framework.

Cash Transfers

All cash transfers to an Implementing Partner are based on the Work Plans (WPs29) agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in work plans (WPs) can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditures made by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner¹¹. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

¹¹ For the purposes of these clauses, "the UN" includes the IFIs



Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

Payment Schedules

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner within 30 calendar days.

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within 30 calendar days.

The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third-party vendor.

Where the UN system agencies and other UN system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

Audits

As referred to in Chapter 4, implementing partners will be subject to scheduled and special audits in the form of either financial audits or internal control audits.

The audits will be commissioned by the UN system agencies and undertaken by private audit services.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from HACT agencies will provide UN system agency or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by HACT agencies, together with relevant documentation;
- all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and HACT agencies. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the HACT agencies that provided cash so that the auditors include these statements in their final audit report before submitting it to HACT agencies.
- Undertake timely actions to address the accepted audit recommendations.

Fund Utilization and Reporting

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that HACT agencies will reimburse or directly pay for planned expenditure.



The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash.

The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs) and ensuring that reports on the utilization of all received cash are submitted to HACT agencies within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the work plans (WPs) and ensuring that reports on the full utilization of all received cash are submitted to HACT agencies within six months after receipt of the funds.

