



**Productive Sectors Development Programme
MPTF OFFICE GENERIC ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2021**

<p align="center">Programme Title & Project Number</p> <ul style="list-style-type: none"> • Programme Title: Productive Sectors Development Programme • Programme Number 00122996 • MPTF Office Project Reference Number:³ 	<p align="center">Country, Locality(s), Priority Area(s) / Strategic Results²</p> <p><i>Country: Lebanon</i></p>
<p align="center">Participating Organization(s)</p> <ul style="list-style-type: none"> • UNIDO, FAO, UNDP, ILO, UN WOMEN, and UNICEF 	<p><i>Priority area/ strategic results: Support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors, prioritizing women and female youth in disadvantaged areas.</i></p>
<p align="center">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: MPTF /JP Contribution⁴: USD 7,410,611</p> <p>TOTAL: USD 7,410,611</p>	<p align="center">Implementing Partners</p>
<p align="center">Programme Assessment/Review/Mid-Term Eval.</p> <p>Assessment/Review - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i> Mid-Term Evaluation Report – if applicable <i>please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p>	<p align="center">Programme Duration</p> <p>Overall Duration (<i>months</i>) 36</p> <p>Start Date⁵ (20.07.2020) Original End Date⁶ (31.07.2023) Current End date⁷(31.07.2023)</p>
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¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page the [MPTF Office GATEWAY](#)

⁴ The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the [MPTF Office GATEWAY](#)

⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁶ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁷ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities.

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ACROUNYMS

ALI	Association of Lebanese Industrialists
CCIAT	Chamber of Commerce, Industry, Agriculture of Tripoli and North Lebanon
FAO	Food and Agriculture Organization of the UN
GAP	Good Agricultural Practices
IDAL	Investment Development Authority of Lebanon
ILO	International Labor Organization
LLWB	Lebanese League of Women in Business
MFIs	Micro Finance Institutions
MoA	Ministry of Agriculture
MoET	Ministry of Economy and Trade
MoI	Ministry of Industry
MSMEs	Micro, Small and Medium Enterprises
PSDP	Productive Sector Development Programme
PUNOs	Participating United Nations Organizations
SMEs	Small and Medium Enterprises
ToT	Training of Trainers
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
WDB	Women Do Business
WEP	Women's Empowerment Principles

NARRATIVE REPORT FORMAT

EXECUTIVE SUMMARY

In 2021, crisis in Lebanon exacerbated. The economy shrunk by more than 58%, with GDP dropping from US\$55 billion in 2018 to an estimated US\$20.5 billion in 2021 as Lebanon is facing the worst economic and financial crisis in its modern history. In consequences, the private sector is suffering from a deteriorating business environment with multiple exchange rates, hyperinflation, constant currency devaluation, shortage in fuel and diesel, and a low access to financing. The public sector is also collapsing as government officials saw their salaries depreciating by more than 90%, limiting the ability of carrying on with the needed work.

In response to that the UN-Joint Programme, the Productive Sector Development Programme (PSDP) aims at supporting job creation and inclusive economic growth especially for the most vulnerable in the most disadvantaged areas. With the aim to support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors, six UN organizations are joining efforts to implement the activities of the PSDP (UNIDO, FAO, UNDP, ILO, UN Women, and UNICEF).

In 2021, the team developed the PSDP an inclusive gender strategy to be used in the three components of the programme. On the macro level, a policy review aiming at improving Women Economic Empowerment environment and increase women's participation in the productive sectors was drafted. On the legislative review, a mapping on all available legislation crucial to promote women's equal economic participation was conducted. On the meso level, in close coordination with the public sector three platforms to increase export promotion has been developed: Agrifood page on Lebtrade with the Ministry of Economy and trade (MoET), feasibility studies to be published on the Ministry of Industry (MoI) page, a website for food regulations and standards on the Ministry of Agriculture (MoA) website. PSDP along with partners planned, facilitated, and sponsored the participation of Lebanese companies at multiple fairs. The team finalized the content and design of the Investment Development Authority of Lebanon (IDAL)'s export platform that will be under the name that contains mainly: an export directory and 8 market reports. In addition, in close coordination with Berytech, the team started developing modules and training packages to address challenges and barriers that companies confront when they try or consider export, and to enhance their export readiness. On the microlevel, a technical assessment was first conducted to select the value chain for intervention and then a value chain in-depth assessment on the selected Value chain was conducted to inform on the products selection for intervention.

I. Purpose

Because of the long-term structural challenges that Lebanon is facing as well as the profound effects that the subsequent crises are having on its economy, the UN in Lebanon undertook a mapping exercise in 2016 and 2017 of aid targeted towards economic opportunities and job creation. This mapping helped provide a better understanding of ongoing and planned efforts in this area, and the identification of gaps and challenges to the development of productive sectors. The initiative produced sector briefs that provide an overview of productive sectors of the Lebanese economy and identify priority short, medium, and long-term development interventions in four productive sectors, namely: agriculture, manufacturing, agro-food, and tourism. Agriculture, manufacturing, agro-food were selected as having the highest potential to stimulate job creation, economic opportunities and growth especially for the most vulnerable in Lebanon's most disadvantaged areas. After the initial design was developed, the UN Country Team, Prime Minister's Office and the Government (represented by line ministries) endorsed the initial programme in 2017 and two rounds of donor consultations were undertaken. Based on consultation outcomes and changes in the macroeconomic environment (including the announcement of the Government's Vision for Stabilization), the full PSDP programme was reviewed, updated, and endorsed by the Ministry of Industry and the Ministry of Agriculture in July 2019.

The main objective of this UN joint Programme is to support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors. The PSDP is being jointly implemented by UNIDO, FAO, UNDP, ILO, UN Women, and UNICEF in a three-year programme.

The current phase of the PSDP aims to support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors, prioritizing women and female youth in disadvantaged areas. It includes interventions on three levels: the macro (national policy), meso (institutional), and micro (direct beneficiary support) levels. These building blocks aim to tackle a range of challenges to maximize the impact of the programme on focus sectors and communities, support gender-responsive job creation especially for women and female youth and promote inclusive and long-term economic growth. The PSDP was designed to include interlinked activities on these three levels and present a flagship example for joint service delivery and for promoting the “Delivering as One” approach between the implementing UN agencies.

The identified intermediate outcomes on each of those levels is outlined below:

- **Macro** - Improved enabling policy environment for Women Economic Empowerment and participation in productive sectors.
- **Meso** - Improved access to markets for women and men-led Micro, Small, and Medium Enterprises (MSMEs) in productive sectors.
- **Micro** - Improved capacity of women and men farmers, women and men-led cooperatives, and women-led micro, MSMEs in productive sectors to create and sustain gender-equitable job opportunities and adopt environmentally sustainable practices.

II. Results

i) Narrative reporting on results:

• The macro component, Outcome 1

The macro component activities aim to create an enhanced and supportive enabling environment for women's full and equitable participation in the selected value chains. This is being done through identifying necessary reforms at the private sector and the national legislative level while advocating for their passing. Additionally, through carrying out a gender analysis on the identified value chains, UN Women will examine the environment that the women are working in, taking into account the different layers of these value chains, their specific challenges and needs. This will help making informed recommendations on activities that target the enhancement of this environment.

The activities pertaining to the reforms were split between policy review and legislative review, to be conducted consecutively. The policy review exercise was conducted, and the report was finalized and shared with the steering committee members for final approval. When the policy review exercise commenced, we noted that there is a lack of written and practiced policies at the level of the private sector, cooperatives, and extension services, which posed a challenge in terms of identifying tangible policy reforms. As such, UN Women tackled the exercise by primary data collection and analysis of how women working across the value chain recount their experience with their work management, Micro Finance Institutions (MFIs), Cooperatives, extension services and such. While the result of this exercise shed light on women's experience in the sector as recounted by them, it did not make a connection between those experiences and tangible policy reform. However, we were able to derive some important recommendations from the experiences portrayed, such as the need for more technical trainings to be administered by women for women.

The legislative review exercise started in 2021, with the first draft examining the status of the current legislative framework and its impact on women in the sectors. Following more in-depth data collection, we would expect the final report to provide us with a clear list of priorities for which legislations we will be

tackling with reforms; in line with both what was already submitted to Parliament but never passed, and with the PSDP priorities for the remaining period of the program. Additionally, the exercise will include in the analysis an examination of decisions pertaining to local authorities and their impact on women. The exercise will also provide an analysis of the strategies of each of the MoA, MoI and MoL from a gender lens, and how concrete actions should be taken at policy level that would lead to more equitable and safe participation of women in the sectors. This would allow us to identify concrete gender responsive reforms to be introduced to national policies, which would be added to the list of priorities to be advocated for.

- **On the meso level, Outcome 2**

At the meso level, during 2021, UNIDO and UNDP focused on two main streams: 1) Improving the institutional capacity of trade support organizations to support Small and Medium Enterprises (SMEs) in accessing markets and 2) providing direct support to SMEs with a focus on women-led businesses to access new markets.

On the institutional support front, the team worked closely with key ministries involved in facilitating trade of agriculture and agri-food products including MoET, MoA, MoI, and IDAL and provide them with the needed capacity to address the growing gap in Market Intelligence and Export Promotion needed by SMEs to access markets. Capacity building includes conducting needs assessments and identify gaps in service, training of ministry staff on market intelligence research and development of pre-feasibility studies and technical assistance to selected ministries to launch digital tools and portals to support SMEs in export promotion and market intelligence.

In terms of supporting SMEs access markets, UNDP and UNIDO supported the participation of more than 30 SMEs in 2 international events. As pVarious success stories and deals were achieved following this activity. The Participating UNOs partnered with Berytech—a leading incubator in Lebanon- to launch “Lebanon Export Academy”, the first of its kind training academy in Lebanon. The academy aims at delivering various learning programmes for companies at various stages of development and equipping them with the know-how to access new markets. The academy will offer innovative learning modalities to make the courses accessible to a large pool of businesses. There will be live/online classes as well as self-paced courses on various topics related to export including how to write an export plan, conduct market research, understand export documentation and legal requirements, learn how to do export pricing, and find suitable financing options.

PROGRESS UPDATES

Institutional Support to IDAL

UNIDO and UNDP supported IDAL in both its market intelligence and export promotion functions through the design and development of an export promotion platform (<https://lebanonexports.com/>). The latter aims to connect international buyers with Lebanese companies in various productive sectors (with a focus on agriculture and agri-food sectors) and promote Lebanon’s innovative capabilities especially women-led businesses. The platform features an exporter directory which contains in depth data on companies in the agri-food and agriculture sectors including details on certification, awards, export markets, etc. Buyers are also provided with information on Lebanon’s industry capabilities including videos that promote the Agri-food and agriculture sectors. A dedicated section was created to showcase the potential of Lebanese women entrepreneurs and their achievements in export and entering global markets.

The platform provides market reports developed with the support of the participating UN Organizations (PUNOs) for Lebanese companies on market opportunities and requirements needed to export. 10 market reports were made available on the platform which includes trends and market opportunities, market entry and distribution channels, legal requirements and standards, trade agreement and transport and logistics. T

[Institutional Support to the MoET](#)

UNIDO and UNDP supported the MoET in the development of part of the national LEBTRADE portal. The latter focuses on providing Lebanese producers in the agriculture and agri-food sectors with detailed information on legal and quality requirements needed to export specific products to specific markets with high export potential.

UNIDO and UNDP provided the ministry with in technical assistance to be able to identify the products with high comparative advantage, as well as their corresponding potential export markets. Training was provided to the Ministry staff on the methodology and techniques for market research and reports drafting. 8 market reports for 4 specific products (wine, olive oil, pickles, and jams) were developed to help Lebanese farmers, cooperatives and MSMEs understand quality requirements and market opportunities.

UNIDO and UNDP also supported the ministry in the development of a comprehensive trade guide that explains all the steps and procedures to enable companies exporting process. The guide was supplemented with an export readiness self-assessment tool that helps entrepreneurs and companies understand their market readiness.

[Institutional Support to the MoI](#)

UNIDO supported the MoI in the development of six product-specific pre-feasibility studies that provide MSMEs in key value chains in the agri-food sector with information and insights that could help them improve their production process, make it more efficient and raise awareness on international standards. Several consultations have been conducted with industry experts and major players in order to provide tangible knowledge for Lebanese producers and two reports have been finalized.

[Institutional Support to the MoA](#)

UNDP supported the MoA in streamlining all the local food safety and food standard requirements that Lebanese companies, cooperatives and farmers need to abide with prior to sell in local and external markets. The new portal (regulations.agriculture.gov) was finalized and populated in English and Arabic with all the requirements for 6 products (Wine, Olive Oil, Milk, Potatoes, Pickles and Mango).

[Export Facilitation Committee for the Agriculture and Agri-food sectors](#)

UNIDO and UNDP are providing technical assistance to the MoI to lead on the formation of an export facilitation committee that would support in a sustainable recovery and growth of companies in the agriculture and agri-food sectors. ae that supports the growth of exports in the agriculture and agri-food sectors. The PUNOs have drafted a governance structure and modus operandi for the committee. The main objective of this committee is to address the challenges related to export for agriculture and agri-food products through legislative and policy reforms. The committee will be chaired by the MoI DG with several other public sector partners and private sector representatives acting as members of this committee.

[Capacity Building to SMEs through an Export Academy](#)

UNIDO and UNDP in partnership with Berytech conducted an assessment to understand needs of companies in Lebanon in terms of export skills. Following this assessment, a curriculum consultant was recruited to develop the curriculum and course material for the online academy. A learning experience designer firm was contracted to develop the Learning Management System of the Online Export Academy including the branding of the portal. A call for applications for trainers and MSMEs was initiated. The first cohort of classes are expected to start in May 2022. A governance structure was also proposed to the Export academy to ensure its sustainability.

Also, to note that UN Women is in discussions with Meso partners to provide the Women's Empowerment Principles (WEPs) training to the meso businesses as part of the export support.

Direct Support to SMEs through Fairs and B2B

UNIDO and UNDP in partnership with Fair Trade Lebanon (BIEEL) and Berytech (Qoot Cluster) and in coordination with the Lebanese Embassy in the UK planned and facilitated. The participation of 26 Lebanese companies at the Speciality and Fine Food Fair in the UK during September 6 and 7 2021, from which 4 are women led companies. More than 200 buyers and distributors were present. The Lebanese pavilion won the award of the most visited space during the fair. The PUNOs also developed a [microsite](#) that included a catalogue of Lebanese companies, allowing MSMEs to display their products virtually and be more accessible to buyers. Based on the assessment conducted following the event, 3 companies have generated deals from their participation in the UK fair.

The second event was the “Taste of Lebanon Food and Beverage Showcase” organized by the Embassy of Lebanon in Washington, DC. on the 2nd of December 2021, with the participation of 31 Lebanese SMEs and in partnership with Fair Trade Lebanon, Berytech, and the ALI. The event helped in promoting Lebanese food and beverage products to a large business community in the US, and connected MSMEs with brokers to assess the potential and readiness of their products to enter the US market. MSMEs were supported with one-on-one meetings with brokers, who provided guidance on the improvements required in terms of product specifications, design, packaging, labeling, pricing, certifications and marketing materials.

On the micro level, Outcome 3:

Outcome 3.1.1

Under output 3 improved productive capacity and skills of women and men farmers, women-led cooperatives and women and men-led MSMEs in targeted value chains while becoming more knowledgeable of environmentally sound business practices, efficient energy measures and environmentally sustainable agriculture, specifically Activity 3.1.1 Provide technical support for the development of targeted agriculture and agri-food value chains that have high potential of job generation for women:

Technical assessment and products selection:

FAO contracted a service provider to conduct technical analysis of the fruit, vegetables and nuts value chain to inform on the design and implementation of PSDP interventions specifically at micro-level, bringing in technology upgrades offering innovation and improvements to the existing facilities as well as optimizing the processes and packaging of agri-products. The assessment was conducted in the period August 2021 to December 2021, in close coordination with the different UN agencies working within the Micro intervention.

The general objective was to improve fresh and processed products for a crop and improving domestic production for safe produce with quality standards for production and processing. Although those suggested interventions will target the list of the products prioritized the value chains of apples, tomatoes and cucumbers are recommended among others for their year-round availability in the target region. The activities would then be easier to replicate with other potential value chains.

On the MSMEs and Coops level, UNIDO mapped the potential beneficiaries working within the selected products and value chain to introduce the project and evaluate their capacity of production and determine their training needs. These visits will allow the project to design technical assistance and technology transfer based on the needs of the beneficiaries. Consultation with the other UN agencies is ongoing to better link the support of the beneficiaries and ensure One and complete UN delivery.

Service centers: A framework of agreement (with no transfer of resources) was signed with IDRAC at agreed roles and responsibilities. The parties agreed to hold bilateral discussions to furthering the objectives of the agreement. A framework of agreement (with no transfer of resources) was signed at agreed roles and responsibilities. The parties agreed to hold bilateral discussions to furthering the

objectives of the agreement. Accordingly, IDRAC will provide training within the targeted products as will be further determined and as to per its capacity. It will provide premises, equipment for hands-on training and other logistical services for training delivery. It contributes to beneficiaries towards Good Agriculture Practices (GAP) certification (with soil and product residues testing along the GAP trainings provided by the PSDP program) and will be collaborate with MoA extension service on GAP certification and related training activities. PSDP will support on equipment in line with training programs for the agri-food MSME and coops in line with beneficiaries needs. It will also provide Training of Trainers (ToT) for IDRAC staff and or implement directly so as trainings will be rolled out by the centre in the future. MoA has nominated Abdeh agricultural centre for support by PSDP and for involvement in technical trainings for Akkar area. An assessment of Abdeh centre was done and a list of simple tools and equipment were suggested for their involvement with technical trainings. **Technical training** Following product selection, training programs are being developed. An action plan is being formulated for farmers' trainings in collaboration with MoA agricultural centers following Farmers Field Schools (FFS) approach. The curricula will closely link with on farm-related regulations for food safety and standards at the meso level for MoA platform of its dissemination. The plan envisages a coordination mechanism for GAP and farmers' certification with IDRAC and MOA and other actors in North and Akkar. A modality with milestones for inputs provision to farmers based on farmers' commitment to training and adoption of recommended GAP practices is under finalization. UNIDO gathered the data of the potential beneficiaries, from the different stakeholders, working within the selected products and value chain to introduce the project, evaluate their capacity of production, and determine their training needs. Data analyses allowed UNIDO to identify the major technical gaps present, which led to the identification of needed training topics. Furthermore, UNIDO will be developing and providing these trainings to the beneficiaries at the service center. On another note, all potential beneficiaries will be invited to participate in the call for application to benefit from the technical support and technology transfer provided within the project

Outreach Strategy:

As the agriculture and Agri-food sectors are seen as most informal sectors, and since the PSDP is keen to adopt an inclusive approach with the beneficiaries, as well as to ensure wide dissemination and reach out to beneficiaries as per their needs, The UN agencies have identified the need to work on a common outreach strategy to ensure the implementation of a cluster approach.

Accordingly, UNIDO is leading on the development of an online survey based on specific selection criteria that allow common intervention modalities and referral of PUNOs, wider coverage, and better targeting. The survey questions and selection criteria are developed by the respective PUNOs. Data analysis will lead to creating linkages and referrals between the different actors of the value chain, it will also help in assessing their needs and linking them to the different types of support provided.

In the parallel, the agencies are working closely with the different stakeholders and relevant ministries to gather the lists of potential beneficiaries to invite them to take part of the survey which will be considered an open call for beneficiaries to get the relevant support through the planned activities.

Outcome 3.1.2

Promote businesses practices that are efficient in terms of energy, material, and resource use, and have low environmental footprint: Within the micro-level intervention, UNDP has finalized the ToR for the local partner to support during the implementation. Currently, on-going discussions are taking place between the UNDP team and potential partners from Tripoli area.

Outcome 3.1.3

Economic empowerment of women in prioritized agriculture and agri-food value chains. UN Women has signed an agreement with Lebanese League of Women in Business (LLWB) to deliver this component's two main activities. The first activity is set to provide 600 women beneficiaries with a soft skills package of trainings tailored for women employees, that entails negotiation, leadership training, communication

and management skills development; which was planned to be delivered through IDRAC's trainers, who would receive the ToT from LLWB and been trained on the curriculum. For this end, and during this reporting period, UN Women held discussions with the centre to determine how best to administer this ToT. Upon these discussions, UN Women determined that IDRAC's trainers would not be able to independently provide the training to the end beneficiaries; and therefore, the training would ideally follow a mixed modality. On the one hand, the center's trainers will receive the ToT and coaching from LLWB's trainers, which would ensure the assimilation of the curriculum and support in its future roll out to clients of the center; which is particularly important given that the center receives a good number of women clients. On the hand hand, LLWB will deliver the training directly to the beneficiaries, supported by the center's trainers as trainer assistants. As for the second activity, providing 20 MSMEs with Women's Empowerment Principles WEPs trainings, which tackles the policies of the businesses and supports them become more inclusive and gender responsive; this would be delivered directly by LLWB to the businesses. To note that UN Women will provide childcare for children of beneficiaries being trained across the different components by the different agencies, to allow for more women to participate in the activities.

Outcome 3.2.1

Under the outcome 3.2.1 “Rolling out gender sensitive business support services and coaching to existing and newly created MSMEs prioritizing women and youth starts ups in priority value chains” the ILO has finalized the Needs Assessment activity and developed the report entitled “Key Challenges And Opportunities Facing Entrepreneurs In The Agriculture and Agri-food sectors in North-Lebanon and Akkar” for publication. Based on the findings, The ILO has selected the “Women Do Business (WDB)” existing material for training delivery as it answers the needs of PSDP’s potential targets, and responsive for both startups and existing businesses. The learning approach used in the Women Do Business material is designed with a gender lens. Subsequently, the ILO has undergone an adaptation of WDB into the Agricultural context. Also, the findings indicated a need to provide targeted MSMEs with an advanced “business resilience” material to add a crisis response layer into the delivery and ensure the strengthening and the sustainability of the supported beneficiaries. The ILO has also started the development of the advanced material with a focus on selected topics from the findings of the needs’ assessment exercise, which will be delivered in addition to the WDB training programme. As a response to the identified need to support entrepreneurs with a financial support, the ILO has committed a provision of grants for potential beneficiaries within its deliverables. The ILO has selected an implementing partner to roll out WDB in close collaboration with Chamber of Commerce, Industry, Agriculture of Tripoli and North Lebanon CCIAT/IDRAC. Additionally, the ILO has contributed to the formulation of the outreach survey and building referrals with PSDP partners.

Outcome 3.2.2

As for the empowerment of vulnerable youth and women, UNICEF and its implementing partner, prepared a full package of skills building and apprenticeship. Adolescents' youth and women will benefit from tailored vocational training on selected value chains identified by the project, within the competency-based training package, youth and women will be provided by life skills training, career guidance prior to joining the training, and the accessibility to youth basic literacy and numeracy before the training and or youth functional skills package (English, it and financial skills) in order to enhance and facilitate their transition to employability.

Upon accomplishment of successful vocational training the youth and women will be referred to well designed and tailored apprenticeship opportunity within a learning plan framework. They could access on the job training or cash for work opportunities. Both opportunities will allow youth and women to generate income while working in the selected career.

In order to ensure a safe and inclusive environment UNICEF in partnership with ILO have developed a code of conduct for employers engaged in the workplace-based learning including the tripartite agreement to make sure Youth and women will achieve their learning objectives in the workplace. Youth will be

referred to employers supported by the project and trained by FAO and ILO. In the same UNICEF is coordinating with ILO to increase opportunities for youth trained in getting supported by start-up kits to establish their own business.

- **The Gender Equality Strategy of the programme**

The Gender Equality strategy was finalized and shared at the time of the steering committee last May. The strategy was formulated through a mixed methodology, combining revision of existing documents and secondary data sources relevant to this program, such as the value chain analysis conducted by FAO and UNIDO, as well as the Feminist International Assistance Policy, with semi-structured interviews with key actors at the macro and meso levels, including PUNOs and relevant line ministries. The strategy builds on the fundamental principles of feminist intersectional assistance but adapts them to suit the local indigenous challenges to gender-inclusion across the productive sectors in Lebanon.

Developing gender-inclusive policies and programs during a time of crisis to create a roadmap and set precedence, would go further than offering technical and economic assistance and by trying to integrate women in the process of decision-making. The document also focuses on the Lebanese context especially after 2019 and recommends designing ways in which ownership and mobilization can help implement the strategy, both at the top national level as well as the grassroots level.

As such, the strategy aims at five objectives:

1. It creates precedence for going beyond token representation and gender mainstreaming as a ticking of a list all the way to ensuring feminist agency at the micro, Meso, and Macro levels
2. It lays out the challenges facing women's full and equitable economic participation in the productive sectors.
3. It provides guidance for implementing UN agencies on gender mainstreaming within their corresponding components to reach the overall program objective.
4. It sets the outline for the gendered monitoring and evaluation framework that the RCO and UN Women teams will develop further for the implementing UN agencies.
5. It will present a roadmap for future programs implementing productive sector development, with a focus on gender equality. As such, this document will be a live document that will be updated as the program progresses.

The strategy document starts by outlining the major challenges facing women in the agriculture and agri-food sectors, then lays out the specific gender responsive actions that each of the PUNOs has to take within their activities to ensure efficient gender mainstreaming, from collection of gender disaggregated data in their monitoring to having a gender balance among the field personnel and trainers to capacity building of these personnel on major gender specific principles.

- **Delays in implementation, challenges, lessons learned, and best practices**

UN Women anticipates facing challenges in the implementation of the advocacy and lobbying efforts planned for the macro component. The current economic crisis is expected to hamper reforms planned to be lobbied with the private sector and support functions, e.g., MFIs, MOA extension centers, chambers of commerce, since these entities are currently in survival mode and would deem gender equality in the workplace as a low priority and that it would not benefit them to engage in. As a mitigation, UN Women will make the case during the formation of the advocacy group on how adopting gender responsive and gender sensitive policies in the workplace in the current crisis would lead to better staff retention and consequently more efficient business operations.

Similarly, the Parliamentary elections in May and the Presidential elections in October are expected to delay the passing of legal reforms submitted during the lobbying initiatives. The formation of the government would bring in new MPs who would require some time to settle in and formulate their agendas, in which gender might be deprioritized. These assumptions are based on the recent trends in how

gender is being treated at a national legislative level, apparent mostly in having no women representation in the current cabinet. Since the fallouts of the elections, and their impact on the lobbying efforts, are out of the team's control; the aim of the efforts would then focus on getting the national dialogue started on the cruciality of gender sensitive workplaces in support of women in agriculture and agri-food. This would allow the program to pave the way for future lobbying efforts targeting the same objective, whether it is through a second PSDP phase or for similar initiatives.

The PUNOs are working under difficult and challenging circumstances as Lebanon has been facing since 2019 one of the worst economic and financial crises in its modern history. The economy shrunk by more than 58%, with GDP dropping from US\$55 billion in 2018 to an estimated US\$20.5 billion in 2021. This is considered the worst contraction witnessed by any country for the same period (World Bank Lebanon Economic Monitor 2021). The private sector is suffering from a deteriorating business environment with multiple exchange rates regime, hyperinflation, constant currency devaluation and informal capital controls that are preventing firms from accessing liquidity or loans. Hence, access to raw material or investment in new machinery for expansion becomes very difficult. The public sector also collapsed as government officials saw their salaries depreciating by more than 90%. The capacity of the public administration was reduced a lot, limiting the ability to implement policy reforms and development projects. The void in government support is being filled by multiple civil society organizations and international organizations all working on private sector development and livelihoods support. However, there is redundancy and lack of coordination among all those actors creating confusion and sub-optimal results for SMEs.

The PUNOs are addressing all those challenges through a risk mitigation plan that aims to reduce the impact of those challenges on the program results. Regular consultations are organized with private sector companies to understand their needs and growing challenges and identify mitigation measures that could be relevant for them in a challenging context.

The institutional support to public institutions is now becoming more relevant and needed more than ever. UNIDO and UNDP understand the challenges faced by the various ministries to undertake their role and facilitate business and trade for Lebanese businesses. The UN agencies are working closely with the ministries to ensure timely delivery of planned activities. Also, technical assistance is being provided to strengthen governance and inter-ministerial coordination and dialogue. Hence, supporting in meeting the objectives of PSDP.

At the micro-level a number of challenges have been faced, leading to delays in product selection and identifying and designing of technical training and equipping IDRAC center. IDRAC capacity to embrace such a wide array of training with multiple technical expertise and the ability to be involved in all the training was a challenge. Delivering training directly to the beneficiaries, as well as to the center's trainers and support them in planning to roll out training in the future is an approach PUNO's will follow. Similarly, on farmers level, IDRAC and MoA centers will be contributing through a coordinated modality to a set training plan based on farmers need for GAP and certification requirement. Delays encountered in finalizing the product selection delaying the delivery of the training, since the beneficiaries must be within that specific product's value chain. To this end, PUNO's proceeded in doing all the preparations to roll out the training soonest following the product selection.

ii) Indicator Based Performance Assessment:

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
<p>Outcome 1. Improved enabling policy environment for economic empowerment and participation in productive sectors women Indicator: # of laws/regulations that address women’s participation in informal sector and promote women economic empowerment, specifically agriculture and food/home-based businesses revised and submitted for adoption to parliament Baseline: 0 Planned Target: 3</p>	0	This indicator is set to be measured at endline.	# of laws/regulations signed by MPs
<p>Outcome 1.1 Improved understanding of the reforms needed to address key barriers for women economic participation in productive sectors Indicator: # of key government/parliament members who have increased awareness of the needed reforms and have participated in key dialogue initiatives Baseline: Planned Target:</p>	0	This indicator is set to be measured at endline.	# of key government/parliament members attending dialogue/meeting
<p>Output 1.1.1 Conduct gender analysis (using feminist and participatory approaches) and generate gender analysis reports on intervention areas</p>	0	Internal delay in identifying the gender analysis expert to conduct the exercise. The expert has been identified at the beginning of March and the recruitment paperwork is currently	Number of reports published.

<p>Indicator: # of Gender Analysis reports developed Baseline: Planned Target: 2</p> <p>Indicator: # of NGOs and feminist associations engaged in the gender analysis Baseline: Planned Target: 10</p> <p>Indicator: # Gender Sensitive Legislations examined related to selected sectors Baseline: 0 Planned Target: 2</p>		<p>being prepared. To offset this delay, the UN Women Gender Advisor will be working closely with the Gender Analysis expert to speed up the data collection exercise and analysis.</p>	
<p>Output 1.1.2 Develop gender responsive policy and legislative reforms related to agriculture/food/home-based business sectors which address key barriers for women’s economic participation in order to facilitate policy dialogue and reform amongst national stakeholders, government bodies, and the private sector</p> <p>Indicator: # of comprehensive gender audits developed Baseline: Planned Target: 1</p> <p>Indicator: # of public officials and lawmakers supporting new policies for gender mainstreaming Baseline: Planned Target: 10</p> <p>Indicator: # of political parties/movements supporting of new policies for gender mainstreaming Baseline:</p>	<p>0</p>	<p>As discussed above, the advocacy activity of the component has been planned to be initiated after the Parliamentary elections, as any efforts made before that would not lead to the intended goal of nationwide reforms since the country is already grappling with debilitating political impasses.</p>	<p>-</p>

<p>Planned Target: 7 Indicator: # employers and businesses engaged in lobbying efforts to initiate internal reforms for a more inclusive business environment Baseline: Planned Target: 15 Indicator: # of employers have increased awareness of the needed policy reforms Baseline: Planned Target: 70 Indicator: # of syndicates who have increased awareness of the needed policy reforms Baseline: Planned Target: 2 Indicator: # of local actors partnered with for lobbying efforts Baseline: Planned Target: 10</p>			
<p>Outcome 2 Improved access to markets for women and men-led Micro, Small and Medium Enterprises in productive sectors</p> <p>Indicator: % of supported women led MSMEs/agricultural cooperatives that register an increase in their exports Baseline: 0 Planned Target: 30%</p> <p>Indicator: % of supported men led MSMEs/agricultural cooperatives that register an increase in their exports Baseline: 0 Planned Target: 30%</p>	<p>0</p> <p>0</p>		-

<p>Outcome 2.1 Enhanced capacity of national Institutions to support exports in productive sectors and promote women entrepreneurship</p> <p>Indicator: % increase of participation of women led MSMEs in national and international trade fairs/events Baseline: 0 Planned Target: 30%</p> <p>Indicator: % of women and men trained by the programme that report an increased knowledge of the quality standards required for exports based on post training assessment Baseline: 0 Planned Target: 80%</p> <p>Indicator: # National export advisory committee modus operandi and roles Baseline: 0 Planned Target: 1</p> <p>Indicator: % of women led MSMEs registering an increase in sales Baseline: 0 Planned Target: 50%</p> <p>Indicator: % of men led MSMEs registering an increase in sales Baseline: 0 Planned Target: 50%</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p>		<p>-</p>
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<p>Indicator: # Women Success Stories exporting to foreign markets Baseline: 0 Planned Target: 2</p> <p>Indicator: # Men Success Stories exporting to foreign markets Baseline: 0 Planned Target: 2</p>	<p>0</p> <p>0</p>		
<p>Output 2.1.1 Export Promotion Platform at IDAL</p> <p>Indicator: # Export Platform Development Baseline: 0 Planned Target: 1</p> <p>Indicator: # International visitors entering IDAL Export Platform Baseline: 0 Planned Target: 500</p> <p>Indicator: # of women and men-led MSMEs registered on the IDAL Exporter Directory Baseline: 0 Planned Target: 200</p> <p>Indicator: # International visitors viewing the Exporter Directory Baseline: 0 Planned Target: 100</p> <p>Indicator: #International buyers requesting details and information from the Exporter Directory</p>	<p>1</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>		<p>Website developed</p>

<p>Baseline: 0 Planned Target: 50</p> <p>Indicator: # New women and men led MSMEs listing on the Exporter Directory Baseline: 0 Planned Target: 30</p> <p>Indicator: # Market reports produced for countries with high export potential Baseline: 0 Planned Target:10</p> <p>Indicator: # of MSMEs accessing IDAL's market reports Baseline: 0 Planned Target: 40</p> <p>Indicator: # Technical training delivered to MSMEs by IDAL in preparation to the export fairs Baseline: 0 Planned Target: 5</p> <p>Indicator: # of women and men-led MSMEs trained in preparation for fairs and B2B meetings Baseline: 0 Planned Target: 20</p> <p>Indicator: % of women and men trained reporting a high level of satisfaction with the training Baseline: 0 Planned Target: 75%</p>	<p>0</p> <p>10</p> <p>0</p> <p>1</p> <p>9</p> <p>94%</p>		<p>Market reports developed</p> <p>List of attendees/ Meetings between companies and representatives</p> <p>Post-evaluation</p>
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<p>Indicator: # of women and men-led MSMEs attending fairs Baseline: 0 Planned Target: 30</p> <p>Indicator: # of international B2B meetings conducted by supported MSMEs Baseline: 0 Planned Target: 25</p> <p>Indicator: # IDAL employee trained on updating Portal Information Baseline: 0 Planned Target: 3</p>	<p>57</p> <p>0</p> <p>0</p>		<p>List of participating companies</p>
<p>Output 2.1.2 Market Intelligence Portal at MoET-Lebtrade</p> <p>Indicator: Development of Agro Food Section of LEBTRADE portal Baseline: 0 Planned Target: 1</p> <p>Indicator: # of women-led MSMEs accessing LEBTRADE portal agro food services information Baseline: 0 Planned Target: 50</p> <p>Indicator: # of men-led MSMEs accessing LEBTRADE portal agro food services information Baseline: 0 Planned Target: 50</p>	<p>1</p> <p>0</p> <p>0</p>		<p>Website developed</p>

<p>Indicator: # Market reports produced for products with high export potential Baseline: 0 Planned Target: 8</p> <p>Indicator: # of women-led MSMEs accessing market reports Baseline: 0 Planned Target: 40</p> <p>Indicator: # of men-led MSMEs accessing market reports Baseline: 0 Planned Target: 40</p> <p>Indicator: # women-led MSMEs using the export plan template to develop their export plan Baseline: 0 Planned Target: 25</p> <p>Indicator: # men-led MSMEs using the export plan template to develop their export plan Baseline: 0 Planned Target: 25</p> <p>Indicator: # women led MSMEs using the Export readiness Checker Baseline: 0 Planned Target: 25</p> <p>Indicator: # men led MSMEs using the Export readiness Checker Baseline: 0</p>	<p>6</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p>		<p>Market Reports Developed</p>
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<p>Planned Target: 25</p> <p>Indicator: # of women led MSMEs benefiting from the Export Guide Baseline: 0 Planned Target: 50</p> <p>Indicator: # of men led MSMEs benefiting from the Export Guide Baseline: 0 Planned Target: 50</p> <p>Indicator: # of public sector employee trained on developing market intelligence report studies and on identifying promising markets for agri-food products Baseline: 0 Planned Target: 3</p>	<p>0</p> <p>0</p> <p>3</p>		<p>Attendance Sheet</p>
<p>Output 2.1.3 Export Training Center and Online Academy</p> <p>Indicator: # of online portal developed Baseline: 0 Planned Target: 1</p> <p>Indicator: # of technical training programmes developed by the center Baseline: 0 Planned Target: 10</p> <p>Indicator: # of women led MSMEs benefiting from the Women in Export program Baseline: 0 Planned Target: 10</p>	<p>0</p> <p>0</p> <p>0</p>		<p>-</p>

<p>Indicator: # of women led MSMEs benefiting from the Export 101 training course Baseline: 0 Planned Target: 20</p>	0		
<p>Indicator: # of men led MSMEs benefiting from the Export 101 training course Baseline: 0 Planned Target: 20</p>	0		
<p>Indicator: # of women-led MSMEs benefiting from the Export Ready for Agri-food Industry course Baseline: 0 Planned Target: 10</p>	0		
<p>Indicator: # of men-led MSMEs benefiting from the Export Ready for Agri-food Industry course Baseline: 0 Planned Target: 10</p>	0		
<p>Indicator: % of women and men trained that report a high level of satisfaction with the training Baseline: 0 Planned Target: 70%</p>	0		
<p>Indicator: # of beneficiaries that benefited from the training center and the online academy Baseline: 0 Planned Target: 70</p>	0		

<p>Output 2.1.4 Pre-feasibility Studies for MoI</p> <p>Indicator: # of pre-feasibility studies Baseline: 0 Planned Target: 6</p> <p>Indicator: # of public employee trained on pre-feasibility studies Baseline: 0 Planned Target: 5</p> <p>Indicator: # of women and men led MSMEs accessing pre-feasibility studies Baseline: 0 Planned Target: 10 per report</p>	<p>2</p> <p>7</p> <p>0</p>		<p>Market Reports developed</p> <p>Attendance Sheet</p>
<p>Output 2.1.5 Food Safety Standards at MoA</p> <p>Indicator: Web page on Food Safety standards published Baseline: 0 Planned Target: 1</p> <p>Indicator: # of food safety regulation reports published Baseline: 0 Planned Target: 10</p> <p>Indicator: # of public employee trained on streamlining and simplifying access to food safety regulations Baseline: 0 Planned Target: 3</p>	<p>1</p>		<p>Website developed</p>

<p>Indicator: # of women led MSMEs accessing food safety standards Baseline: Planned Target: 25</p> <p>Indicator: # of men-led MSMEs accessing food safety standards Baseline: Planned Target: 25</p>	<p>0</p> <p>0</p>		
<p>Outcome 3 Improved capacity of women farmers, women-led cooperatives and women-led micro, small and medium enterprises (MSME), as well as men-led entities in productive sectors to create and sustain gender equitable job opportunities and adopt environmentally sustainable practices</p> <p>Indicator: #of permanent jobs created for women and men Baseline: TBD Planned Target: 50</p> <p>Indicator: #of jobs maintained for women and men Baseline: TBD Planned Target: 500</p> <p>Indicator: #of daily jobs (seasonal labourers) created for women and men Baseline: TBD Planned Target: 50</p> <p>Indicator: % of beneficiary women and men farmers who have adopted environmentally sustainable agriculture practices Baseline: TBD Planned Target: 30% of 120 Farmers</p>	<p>0</p>	<p>This indicator is set to be measured at endline.</p>	<ul style="list-style-type: none"> - Baseline and Endline Report - Consultant Report - Evaluation Report

<p>Outcome 3.1 Improved productive capacity and skills of women and men farmers, women-led cooperatives and women and men-led MSMEs in targeted value chains while becoming more knowledgeable of environmentally sound business practices, efficient energy measures and environmentally sustainable agriculture</p> <p>Indicator % increase of number of trainings related to the selected value chain in the service center Baseline: TBD Planned Target: 20%</p> <p>Indicator % of beneficiary women and men farmers who have more awareness environmentally sustainable agriculture practices Baseline: TBD Planned Target: 75% out of 250</p>		<p>This indicator is set to be measured at endline.</p>	<ul style="list-style-type: none"> - Baseline and Endline Report - Consultant Report - Evaluation Report
<p>Output 3.1.1 Provide technical support for the development of targeted agriculture and agro-food value chains that have high potential of job generation for women</p> <p>Indicator # of women and men farmers (at least 75% women) supported through awareness sessions, training and/or provision of inputs Baseline: 0 Planned Target: 250</p> <p>Indicator # of women and men farmers (at least 75% women) technically trained on</p>	<p>0</p>	<p>Delay of the service provider delivery and collection of data, which also led to a delay in the product selection. An online survey has been launched. Beneficiaries are outreached with FAO facilitators along with the online survey. Selection criteria and online survey would allow a common intervention modalities and referral of PUNO's beneficiaries with wider coverage and better targeting.</p>	<ul style="list-style-type: none"> - Session Reports and Distribution Reports - Training Report - Evaluation Report - Physical Programmes

<p>Good Agricultural Practices and on occupational safety and health Baseline: 0 Planned Target: 120</p> <p>Indicator # of women and men farm workers (at least 75% women) technically trained on Good Agricultural Practices and on occupational safety and health Baseline: 0 Planned Target: 20</p> <p>Indicator # of farms (at least 50% women-led) certified for Good Agricultural Practices (GAP) Baseline: 0 Planned Target: 60</p> <p>Indicator # of technical training programmes Baseline: 0 Planned Target: 15</p> <p>Indicator # of trainings held in MoA training center Baseline: 0 Planned Target: 10</p>			
<p>Output 3.1.2 Promote businesses practices that are efficient in terms of energy, material, and resource use, and have low environmental footprint Indicator: # of women-led MSMES trained on environmental sustainability Baseline: TBD Planned Target: 30</p>			-

<p>Indicator: # of men-led MSMES trained on environmental sustainability Baseline: TBD Planned Target: 10</p> <p>Indicator: % of women led MSMES trained recorded satisfaction on training Baseline: 0 Planned Target: 70%</p> <p>Indicator: % of men-led MSMES trained recorded satisfaction on training Baseline: 0 Planned Target: 70%</p> <p>Indicator: # of men-led MSMEs benefiting from in-kind support Baseline: 0 Planned Target: 5</p> <p>Indicator: # # of women-led MSMEs benefiting from in-kind support Baseline: 0 Planned Target: 5</p>			
<p>Output 3.1.3 Economic empowerment of women in prioritized agriculture and agro food value chains</p> <p>Indicator: # of women and men-led MSMEs trained on WEP Baseline: TBD Planned Target: 20</p>			-

<p>Indicator: # of women benefiting from leadership and business management training Baseline: TBD Planned Target: 600</p> <p>Indicator: % of the women trained on leadership and business management reporting satisfaction and enhanced confidence following the training Baseline: 0 Planned Target: 75%</p> <p>Indicator: % of women-led MSMEs who received WEPs training and became signatories Baseline: 0 Planned Target: 50%</p> <p>Indicator: % of men-led MSMEs who received WEPs training and became signatories Baseline: 0 Planned Target: 50%</p> <p>Indicator: # of women hired within MSMEs trained under WEPs Baseline: 0 Planned Target: 5</p>			
Outcome 3.2			-
<p>Output 3.2.1 Rolling out gender sensitive business support services and coaching to existing and newly created MSMEs prioritizing women and youth starts ups in priority value</p>			-

Indicator: # of female MSME owner, manager or entrepreneur enrolled with the training activity.

Baseline: 0

Planned Target: 150

Indicator: # of male youth enrolled with the training activity.

Baseline: 0

Planned Target: 50

Indicator: % of beneficiary with improved business management skills

Baseline: 0

Planned Target: 70%

Indicator: # of trainers trained on ILO entrepreneurship training programme

Baseline: 0

Planned Target: 15

Indicator: # of grants awarded to women-led and men-led micro businesses

Baseline: 0

Planned Target: 20

Indicator: # of job opportunities created/retained through income-generating initiatives.

Baseline: 0

Planned Target: 80

Output 3.2.2

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Apprenticeship and paid on the job training provided to vulnerable female and male youth in focus sectors

Indicator: # of male youth supported with agriculture employment support services (e.g. guidance, business mentorship, internships, on the job training, or apprenticeship)

Baseline: 0

Planned Target: 250

Indicator: # of female youth supported with agriculture employment support services (e.g. guidance, business mentorship, internships, on the job training, or apprenticeship)

Baseline: 0

Planned Target: 250

