



**Submission Form  
To The Lebanon Recovery Fund Steering Committee**

<b>To be completed by the UN Resident Coordinator's Office (RCO)</b>	
Meeting No:	Date of Meeting:
Item No:	Programme/project:

*(To be completed by the Participating UN Organisation and endorsed by SC)*

To: Lebanon Recovery Fund Steering Committee	Date of Submission: 24 March 2020
From: UNRCO	Contact:
Through: Project Approval Group (PAG) <input checked="" type="checkbox"/> Endorsement <input type="checkbox"/> Comments	Contact Telephone number: Email:
Proposed submission, if approved would result in: <input type="checkbox"/> Continuation of existing programme/project <input checked="" type="checkbox"/> New programme/project <input type="checkbox"/> Other (explain)	Proposed submission resulted from: <input type="checkbox"/> National Authorities initiative within national priorities <input checked="" type="checkbox"/> UN Agency initiative within national priorities <input type="checkbox"/> Other (explain)
<b>Programme/project title:</b> Productive Sectors Development Programme (PSDP)	
<b>Amount of funds requested for proposed programme/project:</b> USD 7,410,611	
<b>Estimated number of beneficiaries:</b> 2000-3000 direct beneficiaries	
<b>Amount of indirect costs requested:</b> 7%	

**To be completed by the Participating UN Organisation**

## Background

*Provide brief and concise information on the background of the project. Indicate how it originated; refer to the Sector Programme, request endorsement or approval by relevant Lebanese authorities, etc. If extension of existing project: provide information on original project, such as number, programme amount, date of approval.*

In view 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 Syrian crisis since 2011 and more recently the monetary and economic crisis), there is ongoing need to support job creation and inclusive economic growth especially for the most vulnerable in the most disadvantaged areas. GDP growth plummeted to less than 1 percent in 2019 compared to 8 percent in 2010<sup>1</sup>, and the recently published Labour Force and Household Living Conditions Survey (LFHLCS) found that unemployment rate reached 17% in some areas compared to 11 percent as a national average.<sup>2</sup> These adverse conditions, coupled with the recent financial crisis and the rising unemployment make supporting job creation and economic opportunities a top priority.

In particular, women and youth, especially those living in the most disadvantaged areas, face disproportionately high levels of unemployment and vulnerability. Women's labour force participation is less than 30 percent, compared to 75.7 percent for men. Estimated earned income for women is also four times lower than for men, and female unemployment is estimated to be twice as high as male unemployment.<sup>3</sup> This is reflected in the World Economic Forum Global Gender Gap Index where Lebanon ranks 145<sup>th</sup> out of 150 countries overall and 139<sup>rd</sup> on the Economic Participation and Opportunities sub index.<sup>4</sup> Youth unemployment rates are also high, estimated at 21.3%.<sup>5</sup> Economic and educational participation amongst youth also needs improvement, with 27 percent of female youth and 16 percent of male youth in Lebanon not in employment or education.

Moreover, inequalities are not evenly distributed amongst Lebanon's regions. Based on the Lebanon Crisis Response Plan (LCRP) 2017-2020, the majority of deprived Lebanese (67 percent) and persons displaced from Syria (87%) live in the country's 251 most disadvantaged cadastres (out of a total of 1,653). These are dispersed throughout Lebanon, with main concentration in Akkar and Baalbek/Hermel.

Without serious efforts to support the economic empowerment of women and youth and to create inclusive economic opportunities for women and men in disadvantaged areas, high levels of unemployment and poverty are likely to persist and even worsen, thus further reducing the resilience of communities and their ability to withstand the shocks and stresses caused by local and regional crises.

The international community has been working extensively on providing assistance to tackle these issues, with a particular focus on mitigating the impact of the Syrian crisis under the framework of the LCRP. While continuing to do so is important, there is also consensus that efforts in providing short-term assistance should be complemented with increased support for the stabilization and development of the overall socio-economic situation in Lebanon in order to foster inclusive long-term economic growth and sustainable job creation for women and men in different areas.

The inception of the PSDP joint programme started during conversations at the Lebanon Development Forum (LDF)<sup>6</sup>, after which a mapping was undertaken in 2016 and 2017 of assistance targeted towards

<sup>1</sup> IMF Figures

<sup>2</sup> Labour Force and Household Living Conditions Survey, 2018-2019, ILO, CAS

<sup>3</sup> World Economic Forum, Global Gender Gap Report 2020

<sup>4</sup> World Economic Forum, 2017, Global Gender Gap Report

<sup>5</sup> Labour Force and Household Living Conditions Survey, 2018-2019, ILO, CAS

<sup>6</sup> The Lebanon Development Forum (LDF) is a grouping of international partners (bilateral donors, regional and multilateral organizations) that meets regularly under the co-chairmanship of the United Nations and the World Bank to coordinate and ensure the coherence of international efforts in Lebanon in support of humanitarian, stabilization and development priorities.

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 LDF initiative also 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. The conclusions specified by the LDF have been taken into consideration and are central to the creation of this programme. 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.

This programme proposal represents phase 1 of the PSDP (referred to hereafter as the PSDP or the Programme) which was prioritized based on a set of criteria. It contributes to the overall aim of the Programme, which is to support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors, prioritizing women and female youth in disadvantaged areas. Considering the wide array of challenges that particularly women and girls are facing in the agriculture and agro-food sectors –ranging from a poor policy environment to high cost of doing business and shortage of skills– a comprehensive approach is needed in order to tackle those challenges and create an enabling environment for inclusive and sustainable job creation. Accordingly, the programme includes interventions on three levels: the macro (national policy), meso (institutional) and micro (direct beneficiary support) levels. Together, these building blocks aim to tackle a range of challenges in order 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 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 farmers, women-led cooperatives and women-led micro, small and medium enterprises (MSMEs), as well as male-led entities in productive sectors to create and sustain gender equitable job opportunities and adopt environmentally sustainable practices

The Productive Sector Development Programme (PSDP) sits within the United Nations Strategic Framework’s (UNSF) Outcome 3.1, which stipulates that the Government of Lebanon shall be assisted in “strengthening Lebanon productive sectors of the economy to promote inclusive growth and local development especially in most disadvantaged areas”. It aligns with national priorities and complements the Government’s Vision for Growth, Stabilization and Employment that was announced during the CEDRE Conference in April 2018, as well as relevant government strategies. In particular, the PSDP aligns with Lebanon’s Economic Vision published in January 2019<sup>7</sup> by the Ministry of Economy and Trade which sets Agriculture and Industry (including agro-food) as priority sectors for government interventions.<sup>8</sup> The programme also aims to complement other UN agencies initiatives targeting women and youth economic empowerment in productive sectors as well as partners’ initiatives.

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<sup>7</sup> The initial PSDP was designed before the Lebanon Economic Vision was published. However it was updated in January 2019 to ensure that it aligns with government priorities and objectives and to ensure synergies with the vision.

<sup>8</sup> Lebanon Economic Vision, 2019, Ministry of Economy and Trade, available at <https://www.economy.gov.lb/media/11893/20181022-1228full-report-en.pdf>

The programme has a total budget of USD 7.4 Million implemented over 36 months. It will be jointly implemented by UNIDO, FAO, UNDP, ILO, UN WOMEN, and UNICEF. A Programme Coordinator who reports to the Head of the Resident Coordinator Office will manage the PSDP, and a Gender Equality Advisor (sitting in UN WOMEN) will provide support during the implementation of the programme and activities. The results framework will be completed in the project implementation plan developed during the inception phase based on the gender analysis to be undertaken which will allow for any information gaps to be rectified and for amendments required by donors to be addressed.

## 1. Purpose of Proposed Programme/Project

*Detail key objectives, outputs and activities*

**Ultimate Objective:** Support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors, prioritizing women and female youth in disadvantaged areas.

### Outcomes and Activities:

<b>Intermediate Outcome 1:</b> Improved enabling policy environment for women economic empowerment and participation in productive sectors		
<b>Immediate Outcome 1.1:</b> Improved understanding of the reforms needed to address key barriers for women economic participation in productive sectors		
No.	Activity	Implementing Agency
1.1.1	Conduct gender analysis (using feminist and participatory approaches) and generate gender analysis reports on intervention areas	UN WOMEN
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	UN WOMEN

<b>Intermediate Outcome 2:</b> Improved access to markets for women and men-led Micro, Small and Medium Enterprises in productive sectors		
<b>Immediate Outcome 2.1:</b> Enhanced capacity of national institutions to support exports in productive sectors and promote women entrepreneurship		
No.	Activity	Implementing Agency
2.1.1	Establish an agro-industry marketing and export promotion center	UNIDO
2.1.2	Support IDAL to implement its export promotion strategy for the agriculture and agro-food sectors.	UNDP

**Intermediate 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

**Immediate 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

No.	Activity	Implementing Agency
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	UNIDO , FAO
3.1.2	Promote business practices that are efficient in terms of energy, material, and resource use, and have low environmental footprint	UNDP
3.1.3	Economic empowerment of women in prioritized agriculture and agro food value chains	UN WOMEN
<b>Immediate Outcome 3.2:</b> Improved skills of female and male youth in targeted value chains strengthening their employability and entrepreneurship capacities		
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	ILO
3.2.2	Apprenticeship and paid on the job training provided to vulnerable female and male youth in focus sectors	UNICEF

### 3. Evaluation of Proposals by the PAG

#### Implementability

<i>Estimated commitments</i>			
<i>Estimated disbursements</i>			
<i>Contribution (optional)</i>			

Does the project correspond to national priorities? Yes  No

The programme is in line with the sectoral strategies of the Ministry of Agriculture and the Ministry of Industry. The programme also targets challenges and promote solutions that are key priorities for Lebanon in the current context.

Project approved by Line Ministry: Ministry of Industry on 15/7/2019 and Ministry of Agriculture on 23/7/2019

**4. Review by the UN Resident Coordinator's Office (RCO)**

*Check on Programme/Project Proposal Format Contents*

- |   |   |                             |
|---|---|-----------------------------|
| Cover sheet (first page)                  | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| Logical Framework                         | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| Programme/Project Justification           | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| Programme/Project Management Arrangements | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| Risks and Assumptions                     | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| Budget                                    | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| Support Cost                              | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

*Overall review of programme submission*

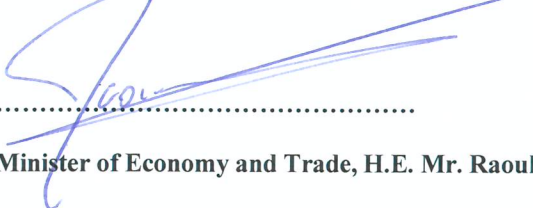
*Recommendations*

**5. Decision of the LRF Steering Committee**

- Approved for a total budget of USD 7,410,611**
- Approved with modification/condition**
- Deferred**

**Reason(s)/Comment(s)**

**Chair of the LRF Steering Committee**

  
.....

**Minister of Economy and Trade, H.E. Mr. Raoul Nehme**

**Signature**

*June 3, 2020*  
.....

**Date**

**6. Follow-up action taken by the Administrative Agent**

- Project consistent with provisions of the Letter of Agreement with donors (if applicable)**

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**Signature**

.....

**Date**

**Lebanon Recovery Fund**  
**Programme/Project Proposal Format and Guidelines**

**Contents:**

1. Cover sheet and description of programme/project document (Appendix A)
2. Logical Framework (Appendix B)
3. Programme/Project Budget (Appendix C)



LEBANON RECOVERY FUND

PROJECT DOCUMENT COVER SHEET

<p><b>Participating UN Organisation:</b></p> <p>UNIDO, FAO, UNDP, ILO, UN WOMEN, UNICEF</p>	<p><b>Sector: Agriculture and Agro-food</b></p>
<p><b>Programme/Project Manager</b></p> <p><b>Name:</b></p> <p><b>Address:</b></p> <p><b>Telephone:</b></p> <p><b>E-mail:</b></p>	<p><b>LRF PAG</b></p> <p><b>Name:</b></p> <p><b>Address:</b></p> <p><b>Telephone:</b></p> <p><b>E-mail:</b></p>
<p><b>Programme/Project Title:</b></p> <p>Productive Sectors Development Programme (PSDP)</p> <p><b>Programme/Project Number:</b></p>	<p><b>Programme/Project Location:</b></p> <p>- Lebanon</p>
<p><b>Programme/Project Description:</b></p> <p>The Productive Sectors Development Programme (PSDP) aims to support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors in Lebanon, prioritizing women and female youth in disadvantaged areas. The programme will harness the collective expertise of implementing agencies to implement initiatives on the macro (policy), meso (institutional) and micro (direct MSME and farmer support) levels focusing on value chains that have highest job generation potential for women. The programme is in line with the sectoral strategies of the Ministry of Agriculture and the Ministry of Industry in Lebanon and targets challenges that are key priorities for Lebanon in the current context.</p>	<p><b>Total Programme/Project Cost:</b> USD 7,410,611</p> <p><b>LRF:</b> USD 7,410,611</p> <p><b>Government Input:</b> 0.00</p> <p><b>UN organization:</b> 0.00</p> <p><b>Other:</b> 0.00</p> <hr/> <p><b>Programme/Project Duration (in months):</b></p> <p>36 months</p>



**Ultimate Objective:** Support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors, prioritizing women and female youth in disadvantaged areas.

**Intermediate Outcomes:**

**Outcome 1** - Improved enabling policy environment for women economic empowerment and participation in productive sectors

**Outcome 2** - Improved access to markets for women and men-led Micro, Small and Medium Enterprises (MSMEs) in productive sectors

**Outcome 3** - Improved capacity of women farmers, women-led cooperatives and women-led micro, small and medium enterprises (MSME), as well as male-led entities in productive sectors to create and sustain gender equitable job opportunities and adopt environmentally sustainable practices

ON BEHALF OF:	SIGNATURE	DATE	NAME/TITLE
<b>UN PARTICIPATING ORGANIZATIONS</b>			
UNIDO			BASSEL ALKHATIB, CHIEF OF THE ARAB REGIONAL Division AND OFFICER IN CHARGE OF UNIDO LEBANON
FAO	Maurice Saade	Digitally signed by Maurice Saade Date: 2020.04.17 16:43:52 +03'00'	MAURICE SAADE, REPRESENTATIVE
UN WOMEN			RACHEL DORE-WEEKS, COUNTRY PROGRAMME MANAGER
UNICEF			YUKIE MOKUO, REPRESENTATIVE
UNDP			CELINE MOYROUD, RESIDENT REPRESENTATIVE
ILO			RUBA JARADAT, REGIONAL DIRECTOR
CHAIR, LRF SC			Raoul Nehme, Minister of Economy and Trade

## 1. Programme/Project Justification

*Describe the project added value, problem statement and why it is important, including: needs assessment conducted or based on, targeted location with relevant details, needs of the community and expected change/impact, other stakeholders recent and ongoing interventions in targeted localities and linkages, how it links to the LCRP, how it supports Lebanese cope with the impact of the Syrian crisis*

### 1.1 Situational Analysis

Economic growth in Lebanon is greatly affected by persisting development challenges and a protracted Syria crisis. In 2017, the total population in the country was estimated at around 6 million people, from which 1.5 million were displaced Syrians, out of which more than 80 percent are women and children (including 997,905 registered as refugees with UNHCR) and around 278,000 Palestinian refugees<sup>9</sup>. GDP growth has plummeted from an average of 8 percent in the three years before the conflict to just over 1 percent in 2017 and 2019. Exports have declined by about one-third because of a loss of markets and trading routes.<sup>10</sup> According to the World Bank's update in 2017 of the Economic and Social Impact Assessment carried out in 2013, the cumulative cost to Lebanon since the start of the conflict, in terms of lowering the GDP growth rate, was USD 18.15 billion by 2015.<sup>11</sup>

In Lebanon the significant oversupply of labour in the labour force has deepened the employment crisis. World Bank data shows that some 250,000-300,000 have become unemployed since the start of the crisis with the overall unemployment rate doubling to about 20 percent in some locations.<sup>12</sup> The situations has been further worsened by the financial crisis whereby some reports estimate the temporary or permanent job loss in 2019 at 160,000.<sup>13</sup>

Structural discrimination in society has historically hindered women's engagement in the economy. Even before the current crisis, male unemployment was dropping while female unemployment was continuing to rise; in 2009 male unemployment dropped to 4.4 percent, while female unemployment that same year rose to 12.3 percent. This is despite the fact that women benefit from high levels of education in Lebanon.

Even prior to the Syrian crisis, Lebanon has been suffering from decades of volatile real GDP growth, mainly due to repetitive political and security shocks as well as long term structural weaknesses that characterize its economy. Economic growth is largely driven by services (real estate, construction, finance and tourism) that are characterized by low productivity and low capacity to generate high skilled jobs. According to the World Bank's Lebanon Economic Monitor published in 2018, these weaknesses have resulted in low value activities dominating employment growth, thus making job creation for men, women and youth weak and poorly distributed and contributing to higher levels of poverty across Lebanon.

Meanwhile, high productivity activities such as communications, agriculture and manufacturing have witnessed marginal employment growth. While this can be partly attributed to recent short-term factors, long-term challenges such as: weak gender-sensitive and area-based policy making, low levels of investment, high cost of production, low levels of skills and innovation, and low access to markets among others have partly resulted in low employment generation, rising inequalities and deep 'pockets' of persistent poverty. For every percentage point rise in GDP only 0.2 percentage job growth was

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<sup>9</sup> Based on the census of Palestinians in Lebanon conducted by CAS in 2017

<sup>10</sup> GoL, Vision for Stabilization, Growth and Employment

<sup>11</sup> Government of Lebanon (2018), Vision for Stabilization, Growth and Employment, April 6, 2018

<sup>12</sup> World Bank (2017), Preliminary findings of the Economic and Social Impact Assessment of the Syrian Conflict on Lebanon, referenced in LCRP 2018

<sup>13</sup> Info Pro 2019, Impact of Crisis, Effects on Jobs and Salaries, 2019

recorded in Lebanon –compared to 0.5 percentage job growth in the MENA region on average.<sup>14</sup> The findings of the Lebanon Economic Monitor indicate that supporting high productivity activities including manufacturing and agriculture that enable job creation and economic opportunities for women, men and youth is a matter of utmost urgency. Supporting these sectors on all levels (policy, infrastructure and direct support) will help contribute to overcoming the long-term structural weaknesses characterizing the Lebanese economy, and as a result help increase productivity, support sustainable and inclusive job creation and reduce poverty especially in marginalized areas across Lebanon.

#### **a) Agriculture sector**

Lebanon’s agricultural sector, endowed with a variety of agro-climatic zones, makes a steady contribution to national output and employs around 200,000 people.<sup>15</sup> The sector’s contribution to GDP was on average 6.8 percent annually in the 1994-2007 period, and although it has dropped to an average of 3.9 percent per annum between 2008 and 2013, the sector’s indirect contribution to the economy is important due to strong inter-sector linkages with the agro-food sector, which is the largest industrial sector in Lebanon. In 2016, agriculture accounted for USD1.5 billion of value-added, representing around 3 percent of GDP.<sup>16</sup> Crop production represents roughly 60 percent of output and livestock production 40 percent. The main agricultural products are fruits, with citrus, grapes, apples and bananas as main crops; vegetables, with notably potatoes and tomatoes as main crops; olives; tobacco; and livestock and livestock products (fresh cow milk, poultry – eggs and meat, sheep and goats).<sup>17</sup>

The agriculture sector is an important driver of employment and rural development. It is estimated to employ around 212,000 people, excluding seasonal and part-time employees and is predominantly informal, as only 8 percent of workers in agriculture are formally employed.<sup>18</sup> The sector represents an important source of income for a large share of households in rural areas, particularly in the poorest districts of Akkar and Baalbek-Hermel where agriculture is the primary source of income and employment for the poor. While up to date data on the number of women working in the sector is not available, it is clear that women play an important role in agriculture production. A 2011 survey of women in rural areas covering six Cazas in Lebanon showed that in 48 percent of villages, the agricultural sector was their key sector of engagement. A 2001 ESCWA study found that 56 percent of women engaged in the agricultural sector in Lebanon were employed on a seasonal basis and 19 percent had temporary, contractual agreements. Notably, 30 percent were considered helpers in a family business compared with only 7 percent of men. In addition, it found that women also performed extensive work in their households, spending up to 14 hours a day on both agricultural and domestic tasks – bearing a disproportionate burden of paid and unpaid work.

Compounding this, women agricultural workers in Lebanon are less likely than men to own land and are generally involved in smaller-scale agricultural work, while concurrently having less access to productive resources and markets.<sup>19</sup> Several factors, both internal and external to communities, determine the type and extent of involvement of women and men in agricultural value chains, with often clear-cut divisions of labour based on gender, but also on nationality and age. Consequently, women

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<sup>14</sup> World Bank Group, Lebanon Economic Monitor, De-Risking Lebanon, Fall 2018

<sup>15</sup> Chlouk, Gh., 2016, Economic Opportunities and Job Creation, Agriculture Sector

<sup>16</sup> 2018 Lebanese Economic Vision, Ministry of Economy and Trade, available at <https://www.economy.gov.lb/media/11893/20181022-1228full-report-en.pdf>

<sup>17</sup> Chlouk, Gh., 2016, Economic Opportunities and Job Creation, Agriculture Sector and Agriculture Fact Book, IDAL, 2015

<sup>18</sup> 2018 Lebanese Economic Vision, Ministry of Economy and Trade, available at <https://www.economy.gov.lb/media/11893/20181022-1228full-report-en.pdf>

<sup>19</sup> Atallah & Helou 2011

agricultural workers have been identified as a vulnerable group by the Ministry of Agriculture (MoA) in its 2015–2019 strategy; their empowerment and engagement in agriculture-related investments was emphasized as crucial to increasing productivity and competitiveness.

The agriculture sector is an important source of exports, with exports of food products (including processed foods) reaching USD 0.7 billion in 2017<sup>20</sup>.

Since 2010, the agriculture sector has received increased government attention, evidenced by increased outlays. MoA has taken various initiatives in support of the sector development and important steps to implement institutional and organizational reforms. However, despite agriculture playing a key role in rural development and therefore limiting rural-urban migration and promoting social stability and cohesion<sup>21</sup>, structural problems and lack of competitiveness still widely affect its development. Seasonality, lower wages and lack of social security coverage also cause labour to shift towards safer and more sustainable sectors. This is reflected in part through the decline of youth interest in the agricultural sector. Key challenges identified in the sector include:

- **Food safety and quality for domestic production and exports:** Food safety and quality issues emerged as a major concern during the food safety campaign launched by the Minister of Health in 2015 (e.g. sanitary and phytosanitary concerns, lack of hygienic conditions in dairy). Enhanced government monitoring and control resulted in sanctioning and closure of numerous food production and supply enterprises. The important support for quality assurance from the international community (e.g. QUALEB) coupled with the assessment work of national laboratories (LARI, IRI, and Lebanese University) increased public awareness and interest. However, still lacking is a full scope of international accreditation needed to meet export requirements to contribute to better quality of agricultural production and improved food safety
- **Infrastructure, irrigation and sustainable land use:** land scarcity, land use and zoning, and lack of arable land vary across regions and contribute to increasing the price of land in the country, thus also affecting cost of production. Significant land resources are dedicated to low-value crops<sup>22</sup>. Fragmentation of land also restrains the possibility of achieving economies of scale and small production volumes present obstacles to exports<sup>23</sup>. These conditions, coupled with low investment in the sector, and limited access to financing mechanisms, have limited possibilities for economies of scale and increasing exports. Poor infrastructure and safe public transportation is also a key factor that hinders the economic participation of women and female youth in the labour market.
- **Production and productivity:** high cost of land, limited access to water and inefficient irrigation practices impact the cost of production. The high cost of energy and electricity is also a big challenge and the small size of land and production limit the ability of farmers to invest in technology, thus affecting productivity. The absence of modern wholesale market also affects competitiveness in the sector.
- **Labour:** high costs of labour compared to countries competing on the regional market also increases the cost of production. While the labour is low skilled, 75 percent of farmers and workers do not benefit from social security, making the agriculture sector a risky one.
- **Market access:** high cost of production (high costs of inputs and labour compared to the , weak production infrastructure and support services), underdeveloped technologies and limited expertise in postharvest management, uneven reputation of Lebanese agricultural products due to food safety

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<sup>20</sup> Lebanon Economic Vision, 2019, Ministry of Economy and Trade, available at <https://www.economy.gov.lb/media/11893/20181022-1228full-report-en.pdf>

<sup>21</sup> Ibid

<sup>22</sup> Ibid

<sup>23</sup> Ibid – Lebanon has a small average holding area of 1.4 hectares, compared with European average of 34.2 hectares

and quality issues (especially for export markets), poor marketing infrastructure, logistics, lack of market information and transparency, higher costs of export transport due to the Syria crisis, lack or unfavorable trade agreements.

- **Limited access to financial services:** poor or no access to agricultural loan, or credit, and to mutual funds for natural disasters, including crop insurance and financial advisory. The financial illiteracy of small-scale farmers is also a hindering factor.

The above is confirmed in the 2018 Lebanese Economic Vision. Similarly to industry, the conditions in the agriculture sector have also been aggravated due the Syrian crisis, since this is one of the 3 sectors where they the Syrians displaced are legally allowed to work, therefore limiting the potential for this sector to be a source of employment for Lebanese workers.

#### **b) Manufacturing sector (with focus on agro-food)**

The industrial sector is a key sector in the Lebanese economy, highly dominated by small and medium enterprises with an important contribution to the national output and employment in the country. In the last few years, and mainly due to the protracted Syrian crisis, the sector faced many challenges ranging from a reduction of exports to high competition in the labour market. Latest figures by UNIDO estimate that the manufacturing sector contributes to around 5.1% of GDP, down from 7.6% in 2018<sup>24</sup>. In terms of employment, data published in the Lebanon Economic Vision suggests that around 194,000 people are employed in the sector, of which 40 percent work informally. Latest available figures also estimate that women represent 17 percent of the formal industrial workforce.<sup>25</sup> Women participation is expected to be higher since it excludes those working informally as owners or employees, which, according to UNIDO's experience in the field and various reports, account for an important proportion of the actual overall workforce. The gender gap in entrepreneurial activity in Lebanon is small compared to other countries in the region. Around 35.7 percent of working age males were early stage entrepreneurs in 2015, only slightly higher than the 24.6 percent of women categorized as such.<sup>26</sup> The sector is also low skilled. UNDP's 2014 assessment of skill levels in different sectors show that 43 percent of labour in manufacturing is low skilled, 47 percent medium skilled and only 9 percent high skilled.

The agro-food<sup>27</sup> industry is the largest in Lebanon and is considered as priority, high potential sub-sector in the Lebanon Economic Vision. It contributed to around 50 percent of the value added of the industrial sector in 2016<sup>28</sup> (up from 35% in 2010) and to around 2.4 percent of the national GDP.<sup>29</sup> Latest figures by ALI (2015) show that the sector employs 33 percent of the total industrial workforce, followed by chemicals and plastics (13%), paper (12%), mining (11%), and other industries (31%). Employment growth was also the largest in the agro-food industry, which added around 5,300 formal jobs between 2011 and 2015 (5.9% CAGR). Processed food products also represent 32 percent of the total industrial exports in 2017, up from 21 percent in 2010 and 12 percent in 2007.<sup>30</sup>

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<sup>24</sup> UNIDO statistics

<sup>25</sup> MoI/UNIDO/ALI, the Lebanese industrial sector, 2007

<sup>26</sup> A high rate of female participation within the entrepreneurial environment in Lebanon compared to other countries in the region was also found by a World Bank survey, which revealed, that female participation in ownership reached 33.5% in 2009 (<http://www.enterprisesurveys.org/Data/ExploreTopics/gender>); Global Entrepreneurship Monitor (GEM)(2015). GEM Lebanon Report 2015. Available from <http://www.gemconsortium.org/country-profile/131>

<sup>27</sup> Classified as Food industry in the ALI report

<sup>28</sup> Lebanon Economic Vision 2019. The increase in the share of agro-food in the total manufacturing value added is mainly due to the reduction in the value of other products mainly due to the Syrian crisis.

<sup>29</sup> Chlouk, Gh, 2016, Economic Opportunities and Job Creation. AGRO-FOOD Sector, Numbers compiled from the Lebanese National Accounts including manufacturing of food products, beverages and tobacco

<sup>30</sup> Lebanon Economic Vision, 2019, Ministry of Economy and Trade, available at <https://www.economy.gov.lb/media/11893/20181022-1228full-report-en.pdf>



Across all productive sectors, cooperatives offer an interesting opportunity and have demonstrated an ability to contribute to economic empowerment and job creation for men and women in rural communities. As evidence of this, of the 1,238 cooperatives registered in 2017, 27 percent (333) specialized in agro-food, of which 125 are registered women cooperatives. Women in the agro-food sector mainly occupy semi-skilled jobs that involve handling new technology, cost and quality control, and monitoring and evaluation.

Considering its continuous and steady development, the agro-food sector offers possibilities for expansion, growth and increased exports and thus employment for both men and women at different skill levels.

Despite its good potential, the industrial sector in general and agro-food in particular face a number of long-term challenges that hinder their development. These have been further exacerbated in the last few years, with industrialists declaring a state of emergency and demanding strong government support for the sector.<sup>31</sup> In general, these include high cost of production and high operating costs, limitations due to a small domestic market and a lack of proper channels for access to information regarding market opportunities. These challenges, summarized below based on the analysis undertaken in the Lebanon Economic Vision and the LDF agro-food sector brief have also been aggravated by the closures of regional markets and reduced regional demand for products, in addition to the constraints on land transportation caused by the Syrian crisis.

- **High cost of production** is considered as the main challenge for the sector. High cost of land and labour, ineffective transportation networks and high operating costs are challenging the development of the sector and the competitiveness of goods both on the internal and external markets. The EU's calculations of farm-gate prices in Egypt for example are almost 50 percent less than in Lebanon which would hinder competitiveness of both agricultural and agro-food productions.
- **Market access:** Lebanon's agro-food products face challenges with respect to international market entry. It is due mainly to: (1) non-compliance with quality standards, (2) current barriers to land trade routes due to the conflict in Syria, (3) the level of competition in the region, (4) the weak marketing structure of Lebanese products (with respect to design, packaging, branding and adaptation to international tastes) and (5) the lack of trade agreements and need for renegotiation of old ones with numerous countries. Whereas Mercosur countries, and until recently Algeria, are promising new international markets for Lebanese products, Lebanon's main exports in agro-food are to Arab and GCC countries (totalling 72.4%) followed by Africa (12.2%) and Western Europe (6.2%)<sup>32</sup> which shows a limited access to many neighbouring markets.
- **Quality Concerns:** Quality concerns with respect to agro-food products are present at every level of the value chain. This includes concerns related to farming especially in terms of chemical usage such as pesticides and antibiotic, water quality and sanitary and phytosanitary (SPS) norms, as well as those relating to processing of goods and SPS norms in the production. The non-adherence to quality standards is likely due to (1) the lack of enforcement of quality regulations for the internal market, (2) the lack of investment in quality improvements, which are estimated to be at 7 percent of the total budget of companies in the sector<sup>33</sup> and (3) the level and scope of product testing.
- **Access to financing:** The EU's assessment of the agro-food sector in 2015<sup>34</sup> concluded that blending grants with other sources of development finance has proved to be a successful way to increase access to finance; for example, through guarantee facilities such as Kafalat and microfinance funds, which are progressively increasing their activities in Lebanon. Those

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<sup>31</sup> <https://www.dailystar.com.lb/Business/Local/2019/Mar-27/479792-lebanese-industrialists-declare-state-of-emergency-in-sector.ashx>

<sup>32</sup> Agrofood sheet, IDAL, 2014

<sup>33</sup> INFOPRO and UNIDO

<sup>34</sup> EC COM(2014) 263

interventions are still limited though as many producers report inability to access funds and thus develop their business due to the lack of knowledge on existing financial schemes<sup>35</sup>, lack of risk assessment capacity of bank branches and lack of a pro-active role of the bank branches. This is especially true for women who face land and property rights issues increasing their likelihood to access funds – a recent survey on women in rural areas (mainly involved in agriculture and agro processing activities) found that 93.8 percent of women in the 18-29 age group had no capital, and women in general complained of poor access to productive resources.<sup>36</sup>

- **Informality** in particular is high in the sector: Estimates on informality in the manufacturing sector range between 40 to 50%. The first direct impact is at the level of access to finance. Lack of access to funds limits possibilities of investments, productivity and growth. In addition, informality is linked to the lack of decent work conditions, which is an infringement on human rights, pushes qualified labour out of the sector, and allows the expansion of the low productivity trap, whereby and due to the labour conditions offered, only low productivity labour is available to work in industry.
- **Absence of strategically planned industrial zones** Industrial zones enable companies to reduce their cost structure by sharing costs of many components in production, and thus increase productivity. The absence of strategically planned Industrial Zones has been highlighted as a challenge for the Industrial Sector in the Lebanon Economic Vision. The report also recommended accelerating the establishment of the planned three zones under the Capital Investment Program (by the Ministry of Industry in collaboration with UNIDO Lebanon) and to explore additional areas for investment.
- **Social perception of TVET:** Sector experts report a strong need to develop TVET, but the social perception of TVET in Lebanon is negative, since it is considered as the last option for students who failed in academia. In the absence of a solid TVET program, this perception will likely remain unchanged and the workforce will lack the skills needed to contribute to the growth of the sector.

These pressures have been exacerbated by the Syrian crisis whereby the influx of refugees have made industrial labour force, especially the lower skilled and vulnerable living in rural areas unable to compete in the labour market, thus raising the levels of unemployment and inequality and negatively impacting livelihoods in these communities.

## 1.2 Programme Design

The overarching objective of the PSDP is support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors, prioritizing women and female youth in disadvantaged areas. To do so, a structured design process was followed to make sure that needs and challenges of the sectors are targeted with a feminist lens and that the programme fills gaps by complementing/aligning with ongoing initiatives by the government and other agencies. The design process included three phases as outlined in figure 1.

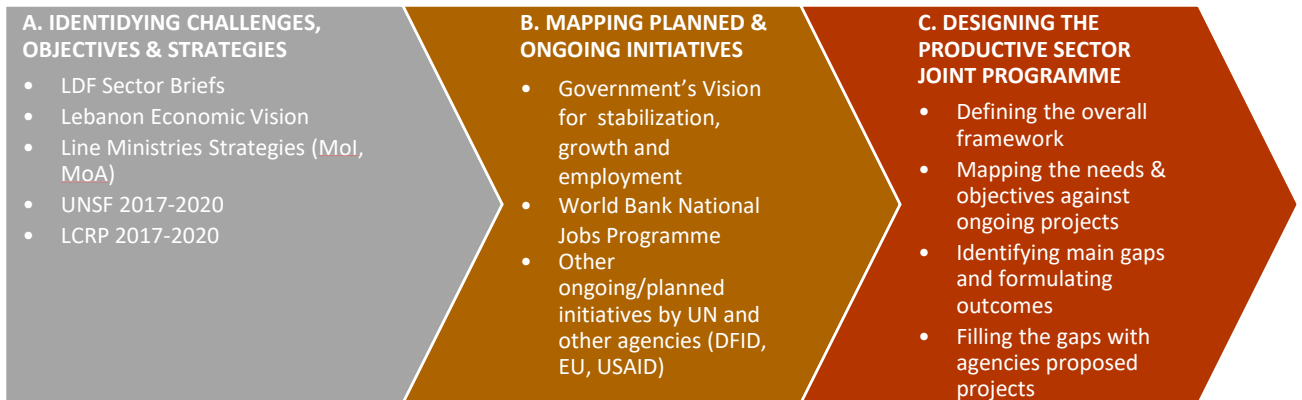
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<sup>35</sup> According to Kafalat and EU funded ARDP this is a major impediment

<sup>36</sup> NOWARA, 2011, Status of Lebanese Women in Rural Areas: Roles and Responsibilities



**Figure 1 PSDP Design Process**



***A. Identifying challenges, objectives and strategies.***

To design the PSDP, the Lebanon Development Forum sector (LDF) briefs were used to understand challenges and objectives in the agro-food and agricultural sectors. These were later supplemented with findings from the Lebanon Economic Vision. A detailed description of challenges can be found in the situational analysis described above, and is presented in the summary below. Findings were complemented with outcomes from the relevant strategies by the Ministry of Agriculture and the Ministry of Industry and relevant objectives identified in the LCRP and the UNSF. These challenges and objectives, listed below were used as the basis for the PSDP design.

Identified Challenges:

- **High cost of production:** High cost of land, utilities, and labour, and weak and inaccessible infrastructure have a large impact on the competitiveness of the sector, especially for newly established and small MSMEs (such as the ones led by women and youth) whose profit margins are too small to be able to take on such costs.
- **Shortage of skills and low quality of production:** lack of standards and poor enforcement, low skills, lack of innovation, absence of business management knowledge and low access to financing and BDS especially for women and youth. Low financial literacy especially for women makes it difficult for them to access investment opportunities and contribute to the productivity sectors.
- **Weak access to markets:** including national and international markets, mainly due to standards issues, weak bilateral trade agreements and weak marketing capacity of both women and men-led MSMEs. Moreover, whether for infrastructure, finance, skills or other purposes, the access of women and youth to the productive sector labour market is weak. This is reflected in the relatively low levels of labour force participation and high levels of unemployment and informality in different areas across the country.
- **Lack of information:** lack of area-based, sex and age-desegregated data on the productive sectors constrains the ability of the government to make informed decisions and policies that take into consideration difference in gender, age, and regions. Lack of data on the labour and the commodities market also prevents strategic thinking and the ability of companies and investors to channel investment in the sector.
- **High level of informality:** the high level of informality in the market is mainly attributed to the burdensome regulatory framework and the lack of incentives for MSMEs to register. Informality limits access to financing and other support, affects labour safety and constrains the ability of

MSMEs to grow. In addition, the informal markets have high risks of abuse, exploitation of labour rights, including protection risks for women and girls within the workspace.

- **Increased pressure on the labour force:** the high influx of Syrian workers added pressure on the labour market, thus increasing unemployment amongst the Lebanese and especially the most vulnerable in disadvantaged areas.

Main strategic objectives:

- **Increasing investment** in the sectors with special focus on infrastructure to reduce cost of production. More particularly, the Lebanon Economic Vision prioritized investment in National Integrated Industrial Parks that offer world-class infrastructure and comprehensive support services for industries. In addition to the existing plans for new zones, it recommended the development of additional zones across Lebanon. The Vision also supports the improvement of the efficiency and transparency in local markets, including wholesale markets and distributors.
- **Enhancing innovation, productivity and competitiveness** by improving quality and safety through the adoption and reinforcement of quality standards as well as improving skills (through improving the quality and accessibility of technical and vocation training programmes as well as apprenticeships) and R&D.
- **Opening new markets** on both the local and international levels. As stated in the Vision, this includes a support to export readiness of Lebanese products, pursuing new trade agreements and improving customs access to Lebanese industries.
- **Improving data availability** by enhancing public sector capacity to gather and analyze sex-disaggregated information.
- **Promoting sustainable green agriculture and industrial production** through the promotion of sustainable investment practice.
- **Focusing on job creation for women and youth** by promoting self-employment and MSMEs as a means to address the high levels of unemployment and vulnerability and best promote an enabling environment for inclusive and decent job creation for women and youth.
- **Focusing on the most disadvantaged areas and vulnerable communities** and on supporting host communities as well as Syrians refugees with special consideration to women-headed families, in overcoming the impact of the crisis.

#### **B. Mapping planned and ongoing initiatives**

This second step of the process design maps ongoing or planned initiatives that are tackling the same challenges or have relevant objectives to those outlined in step 1. The main aim of this mapping is to avoid duplication of efforts and resources and make sure that the PSDP is complementary and builds on what is already being implemented. A summary of these initiatives is outlined below. They represent plans and programmes undertaken by the Lebanese government, PSDP implementing agencies and other UN agencies as well as the EU, USAID and the World Bank.

#### ***Government of Lebanon***

One of the main initiatives is the Government's Visions for Stabilisation, Growth and Employment announced during the CEDRE conference in April 2018. The vision has 4 pillars, of which the most relevant are the first pillar (Capital Investment Programme which includes infrastructure investment and the World Bank Jobs Programme) and the fourth pillar which aims to implement the Lebanon Economic Vision published in January 2019. The findings and recommendations of the Lebanon Economic Vision have informed the latest update of this document in order to ensure alignment and synergies. A more detailed description of alignment and synergies can be found later in this chapter.

The Capital Investment Programme (CIP) includes infrastructure investment in seven sectors including transport, water & irrigation, wastewater, electricity, telecom, solid waste and infrastructure for tourism and industry. For transport, water, irrigation and wastewater, a large number of projects are being proposed which will partially impact the industrial sector with improved overall services. Some targeted projects include the Tripoli-Syria and Tripoli-Beirut Railways and the expansion of the Saida Port as well as irrigation projects, which directly benefit the agriculture sector, while ensuring that public transportation is safe for women and girls. Two projects were mentioned in relation to industrial infrastructure: the infrastructure for three industrial parks undertaken by the MoI with the support of UNIDO and infrastructure for the Tripoli Special Economic Zone, which should generate hundreds of decent jobs for men and women. Some matters remain unclear, such as the plan for solid waste, which includes one overarching project for solid waste management with a total value of USD1.4 billion.

Consultations were also undertaken with the World Bank to discuss synergies and potential coordination. The main elements of a potential collaboration are outlined below:

- Feasibility studies on Capital Investment Plan (CIP) and other projects completed
- Establishment of a Value Chain development programme in sectors with high potential for job creation and exports (especially agribusiness and ICT)
- Investments and reforms to upgrade VCs and support SME investments in products, markets, capabilities, and technology (Matching Grant Facility)
- Setting up of a SME observatory
- Establishment of an Entrepreneurship Fund to support early-stage Lebanese entrepreneurs through grants, equal access to capital and markets, and business development support and services.

Also in the Visions for Stabilisation, Growth and Employment are indicated a set of structural reforms aimed to enhance the business environment. These include anti-corruption reforms, digital transformation of Government and Doing business environment reform, and infrastructure reform (Electricity, water, waste, and telecom). At the policy level the proposed programme will be revising the national policies and laws to ensure it is gender sensitive (including labour, investment and micro-finance strategies), as well as, promote the concept of Gender Responsive Budget, to ensure that line ministries and national institutions have the necessary budget allocations to support gender equality principles within their programmes. If implemented, these reforms are expected to support all sectors of the Lebanese economy, including agriculture and agro-food and will result in a business environment that is conducive for youth and women.

### ***UN Agencies***

A number of activities targeting agriculture and agro-food sectors are being undertaken by PSDP implementing agencies, including specific efforts to support women and youth economic empowerment in those sectors. For example, FAO is working on supporting women cooperatives and associations in the agro-food sector, and UNIDO is working on skills development and technology transfer in the agro-food industry through the Community Empowerment and Livelihoods enhancement Project (CELEP). Other initiatives include UNDP's Economic and Social Fund for Development that supports job creation in communities in disadvantaged areas by providing financial grants and undertaking socio-economic programs. The PSDP will build on ongoing activities by (1) introducing complementary projects that meet overall PSDP objectives on different levels, or (2) extending additional funding for ongoing activities where relevant and required, while making them more coordinated in their implementation as well as targeted towards women and youth and disadvantaged areas.

**Table 1 Ongoing relevant projects by PSDP implementing agencies**

<b>Project</b>	<b>Agency</b>	<b>Donor</b>	<b>Time Frame</b>	<b>Budget in USD</b>	<b>Description</b>
Creating decent work opportunities for Syrian refugees and host communities through infrastructure improvement in Lebanon	ILO	Germany	2017-2020	\$28,680,000	The project adopts the Employment Intensive Investment Programme (EIIP) approach which will generate short-term jobs to build much-needed infrastructure projects in areas hosting vulnerable communities.
Capacity Building for industrial Zones Phase II	UNIDO	Italy	2018-2019	\$500,000	The project provides technical assistance and advisory support to the Government of Lebanon in implementing 3 industrial parks master plans designed during phase I of the project and in deploying a National Industrial Zones development strategy; It also provides the Ministry of Industry with capacity building and advisory support for industrial zones development and management.
Empowerment of Agricultural Women Cooperatives and Producer Associations in the Agrifood Sector of Lebanon	FAO	Canada	2018-2019	\$4,910,000	The outcome of the project is to create an improved enabling social and cultural environment for rural women's economic empowerment and to increase the participation of women cooperatives/associations in local economies to establish and/or expand sustainable agro-food income-generating enterprises. The project will build capacity of 150 women agrifood cooperatives and/or producer associations. The project will train 500 women and 400 participants (80% of women) from 200 cooperatives/associations in basic business management skills and concepts and small business development, with a specific training

					on leadership skills for women.
Upgrading the technical agriculture education system in Lebanon	FAO	Netherlands	2017-2019	\$9,088,100	In partnership with the Ministry of Agriculture, AVSI, and ILO, and in collaboration with UNICEF, this 3-year project aims to upgrade and equip the seven technical agriculture schools, while offering enrolment opportunities to young Lebanese as well as Syrian students.
Promotion of agricultural livelihoods and employment through investment in land reclamation and water reservoirs	FAO	Netherlands	2017-2019	\$8,250,000	In collaboration with the Ministry of Agriculture's Green Plan, this 3-year project aims to enhance the resilience and livelihoods of host communities. The project is supporting small-scale Lebanese farmers through investment in agricultural infrastructure, mainly land reclamation and water reservoirs. These investments will enhance the productivity and profitability of these farmers while, at the same time, creating temporary employment opportunities for displaced Syrians and unskilled Lebanese workers from host communities.
Strengthening job creation and creativity in the agro-food sector in Lebanon through technology transfer and skills training	UNIDO	Italy	April 2018-April 2021	\$1,170,000	This project will work on introducing innovation and creativity to the agro-food sector. A road map of the Lebanese agro-food sector was developed during the inception phase. It identified the main sub sectors that have high potential for growth in the agro-food sectors and the best course of action to support them.  The roadmap developed under this project will help guide the selection of the target value chains for the PSDP
Rehabilitation/ construction of small scale agriculture	WFP	Germany	2018	\$3,500,000	The project aims at supporting the Ministry of Agriculture in the implementation of its strategy (2015-2019) by rehabilitating and constructing small-scale agriculture

infrastructure					infrastructure, including irrigation infrastructure, agriculture roads and farmers markets across Lebanon.
Social Stabilization through Comprehensive Agricultural Support for Refugee Host Communities in Lebanon	UNDP	Japan	2018-2019	\$800,000	The project aims to rehabilitate the irrigation infrastructure and improve on-farm irrigation and agricultural practices for increased and sustainable income in a climate-resilient manner.
Support to livelihood and Economic Opportunities in areas affected by the crisis (LHSP)	UNDP	DfID	2018-2021	\$13,000,000	This intervention aims at creating short- to mid-term employment opportunities for Lebanese host community members and Syrian refugees through labour intensive infrastructure works at municipal cluster level and or Union of Municipalities level. The interventions will be identified based on MRR married with already existing national plans at line ministries level.
Women Economic Empowerment Project	UNDP	Canada	2018-2021	\$7,475,000 (CAN \$ 10,000,000)	The Strengthening Women's Resilience in Time of Crisis Project addresses the key constraints hindering the economic participation and leadership of women in Lebanon. The overall objective of the 4-year project is to contribute to the economic empowerment of 3,000 Lebanese and Syrian women in Lebanon by improving the conditions for women's integration, progression and economic empowerment within key value-chains and strengthening the capacity of 20 municipalities, unions of municipalities and local economic development agencies to support women's economic empowerment and better mainstream gender considerations in local

					economic development strategies and interventions
Income generation through support to irrigation infrastructure in Lebanon	UNDP	KFW	2018-2020	\$10,170,000	The irrigation programme aims to rehabilitate and construct main irrigation canals from water source to farm gate and the construction of hill lakes to increase water supply for irrigation in host-communities. The programme is based on a labour-intensive approach to create jobs for Syrian refugees and Lebanese and will increase livelihoods given that water supply to agricultural lands will increase yields and agricultural products.
Empowering Vulnerable Women and Girls under Humanitarian Risk within Host Communities including Syrian Women Refugees – Lebanon	UN Women	Japan, Norway, Ford Foundation, UNHSTF	2019-20	2,700,000	UN Women’s programme aims at addressing the livelihoods and protection needs of vulnerable women and girls within poor hosting communities and among refugees, while empowering and giving voice to marginalised women – with the overall long-term objective of contributing to transforming gender relations.

### ***Other relevant interventions***

A few additional projects implemented by the DFID, USAID, EU and the World Bank have also been mapped for the purpose of this exercise.

- The LEEP programme (previously known as STEP) by DFID aims to provide financial incentives and business development to SMEs to incentivize employment.
- The USAID launched in partnership with Berytech the Lebanon Enterprise Development (LED) Project to be implemented in Beirut, Mount Lebanon, Bekaa and Tripoli. It aims to support businesses in different sectors like food, agriculture, tourism, and pharmaceuticals to overcome technical and other challenges and improve productivity. USAID also works on other related projects including a microfinance (financing 8 MFIs that support agro food industries amongst others), opening access to markets by linking businesses with buyers, supporting the agriculture sector in different areas with machinery and worked with 3 agriculture laboratories in Saida, Tripoli and Zahle to upgrade quality certification and capacity.

- The European Union’s €15 Million Private Sector Development Programme (2016-2020) aims to promote economic development and increase SME Competitiveness. It targets the wood processing (in Tripoli) and agriculture (in Bekaa and Akkar). In agriculture, it focuses on grapes and cherries value chains and aims to improve the quality of production and reduce domestic and international trade inefficiencies. Actions include setting up a value chain information system, promoting marketing, sales and communication, providing business support or producers and enhancing access to finance.<sup>37</sup>
- The World Bank also partnered with Canada to set up the AI Mashreq Gender facility which aims to close gender gaps by enhancing women economic empowerment. The facility will provide technical support and funding for strategic regional activities on the national level. The 5-year facility aims to mobilize USD 20 Million to provide technical assistance and grant funding for activities in Lebanon, Jordan and Iraq. The Prime Minister of Lebanon is also committed to supporting this initiative as Lebanon enforces its commitment to the SDGs through having issued its first SDG voluntary review this July, and also through featuring women economic empowerment as part of the CEDRE Conference Agenda.

### C. Designing the productive sector joint programme

After having outlined the challenges and objectives as well as the different ongoing initiatives addressing these challenges, the third step aims to identify the gaps that the PSDP can successfully tackle with initiatives from implementing agencies. The gap analysis, outlined in figure 2 maps the challenges and objective against ongoing initiatives. This was done on three levels: macro (policy and strategy), meso (institutional and infrastructure) and micro (direct support of MSMEs and farmers). As a result of this exercise, the main gaps were identified. These are outlined in figure 2 and below.

**On the macro level**, a considerable number of initiatives (the Government’s vision, and the World Bank National Jobs Programme) aims to draw a high-level strategy for productive sectors; however, the analysis shows a shortage of targeted, gender-sensitive studies and masterplans and reviews in 4 areas:

- **Infrastructure/Cost of Production:** undertaken initiatives are currently ad hoc and are not part of an overall masterplan that aims to promote a more equitable and inclusive access to productive resources
- **Skills:** A targeted skills roadmap for agro food and agriculture sector that reflects the needs of men, women and youth on different skill levels
- **Macroeconomic environment:** A detailed review of the macroeconomic work environment and conduciveness towards creating employment opportunities for women
- **Informality:** On the policy front, one of the main unaddressed challenges is understanding the causes of informality and the means for incentivizing MSMEs to register.

**On the meso level**, the main identified gap is tackling institutional capacity to promote exports for manufacturing (across the sub-sectors) and agriculture sectors. This includes improving product quality to make sure it adheres to international standards and integrating innovation within product development. Individual initiatives are being undertaken by agencies in this regard, however, these are usually on the micro level and scaling up is needed if this is to have a wider national impact. An inclusive approach should also be mainstreamed within these efforts in order to make sure that women’s (including youth) employment is prioritized. Also on the meso level is the need to increase investment in sustainable productive sector infrastructure. Effort in this regard will reduce cost of production and improve productivity.

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<sup>37</sup> Factsheet : Supporting the Agribusiness Sector in Bekaa, Component 1 of the PSD Programme, Funded by the European Union & Implemented by Expertise France,



**On the micro level**, although most initiatives are now targeted towards reducing the impact of the Syrian crisis by providing support on the micro level (also mainly targeting women cooperative and MSMEs), the need is still large. This aligns to the high-level commitments to target the humanitarian – development nexus and reaffirms the need to balance a development approach with a short-term assistance approach in order to tackle challenges on all levels and lead to a sustainable and long lasting impact. Moreover, an integrated and focused approach towards MSMEs support that interlinks works of different agencies has the potential to increase further the impact of micro-level initiatives, which the PSDP will aim to promote on this level.

**Table 2 GAP Analysis**

FOCUS AREAS/OBJECTIVES	Micro (short term immediate and direct support)	Meso (medium term physical and institutional)	Macro (long term- strategic)
Infrastructure Improvements/ Cost of Production		- More targeted, gender-responsive infrastructure investment is needed, based on gender-responsive budgets, which prioritize women’s needs	- No understanding of the comprehensive infrastructure needs of the agro-food sector, especially those that would improve the access of women to economic resources  -Identified as a priority in the Lebanon Economic Vision (special focus on industrial parks)
Access to Market		-Concentrated export promotion efforts are needed.  -Identified as a priority intervention in the Lebanon Economic Vision	
Quality, Innovation and Skills	-Identified as a priority intervention in the Lebanon Economic Vision	- Initiatives are scattered  -Identified as a priority intervention in the Lebanon Economic Vision  - Higher scale innovation efforts needed	- No gender-responsive TVET roadmap for targeted sectors  -Identified as a priority intervention in the Lebanon Economic Vision
Access to Financing	-Identified as a priority intervention in the Lebanon Economic Vision		

Data availability	-Need to work with farmers and industrialists on reporting	- Institutional support is needed
Informality/Regulatory Framework	-MSMEs not aware of how to register	- Burdensome regulation increase informality
Environmental Sustainability		- Infrastructure investment is needed to achieve the plan's 20% target.
Inclusiveness (women and youth)		<ul style="list-style-type: none"> <li>-Mainstreaming women and youth across all policies.</li> <li>-Understanding the role of women and youth in productive sectors</li> <li>-Understanding cultural and social barriers to women's work and tackling burden of care for women</li> <li>-Promote financial inclusion for women including equal access to capital, markets and business development services.</li> <li>-Promoting greater agency for work.</li> <li>-Improving decent work conditions and greater protections for workers.</li> </ul>
Geographical focus		- Need a strategic overview on how to tackle issues in different areas and how these complement each other.
Reducing the impact of the crisis on the labour market	Micro Level support is still needed	

## 2. Programme/Project Approach

*Describe the project approach and how it intends to achieve its objectives, partners, stakeholders and roles/expectations. Explain here in detail how the project was selected, were community partners consulted, GoL consultations...*

This programme was prioritized based on a number of factors. These include the pressing needs of both the agriculture and agro-food sectors in Lebanon, as well as the overall aim of setting the PSDP as a flagship example for joint service delivery and for promoting the “Delivering as One” approach between the implementing UN agencies. Within this framework, the set of criteria outlined below guided the prioritization exercise for the programme:

1. *Prioritizing activities in line with national priorities and with linkages to CEDRE pillars and implementation*
2. *Prioritizing activities at macro and meso levels that result in improved business environment with a specific focus on women and youth*
3. *Prioritizing activities that focus on providing financial and/or business development support to entrepreneurs, farmers and smallholders (m/f)*
4. *Prioritizing activities with gender equality outcomes*
5. *Prioritizing activities that catalyze strategic programming and investments*
6. *Prioritizing activities forming a coherent programme and lead to concrete results even in the unlikely case of no additional funding*

As highlighted in the situational analysis, the manufacturing and agriculture sectors in Lebanon face a wide range of challenges impeding their potential for growth and development. This programme aims to tackle a number of identified challenges: conducive macro-economic environment, high cost of production, low access to local and international markets, shortage of skills and innovation, amongst others. Improving the capacity of women, who are strong participants in these sectors, will strengthen their position as actors of change and contributors to local and national sustainable growth. To this end, the PSDP primarily prioritizes women and female youth in the various interventions.

The theory of change for this programme is as follow:

- (1) Macro: If gender-responsive legislative reviews supported with adequate gender-based data and analysis are developed, supported and implemented **then women in the agriculture and agro-food sectors will be critical agents of change in the 2030 Agenda** and decent work and protection for women will be ensured.
- (2) Meso: If the capacity of institutions to promote exports is enhanced and opportunities for linkages and access to widened markets were created, women and men-led MSMEs will have increased access to local and international markets. This will increase sales, further develop their businesses and increase women entrepreneurship.
- (3) Micro: If key value chains that present high opportunity for women and female youth are developed and women farmers, women-led cooperatives and women-led micro, small and medium enterprises (MSME), as well as male-led entities in the productive sectors continue to be supported with programmes to enhance skills and innovation, then productivity will rise, enhancing competitiveness and sustainable job creation for women.

As mentioned, the above-described multi-level approach presents the building blocks that will support the PSDP in reaching its overall objective: Support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors, prioritizing - women and female youth in disadvantaged areas.

### ***Job Creation***

In terms of employment, the programme will contribute to supporting jobs both directly and indirectly. Directly, this is reflected mainly on the activity level through:

- The short term jobs supported by partnering with NGOs and consultants to undertake demand-side interventions with targeted beneficiaries (such as the business support services provided to MSMEs under activity 3.1.2).
- Moreover, selected women farmers, women-led cooperatives and women-led micro, small and medium enterprises (MSME), as well as male-led entities will be supported to increase their sales and productivity and generate new employment opportunities in key value chains prioritizing women.
- The skills trainings provided mainly for women in prioritized value chains will also bridge the gap between the supply and the demand sides of the job market, thus directly supporting target beneficiaries in accessing employment.

The PSDP's indirect contribution to job generation is expected to be larger in the medium to long term. Through contributing to overcoming the main challenges facing the manufacturing and agriculture sectors, the PSDP aims to reduce the barriers to growth and create an enabling and inclusive environment for job creation for women as well as men. This is in line with the findings of the World Bank's Lebanon Economic Monitor which states that investments in manufacturing and agriculture is needed if Lebanon is to embark on more sustainable and healthy path of long term economic growth.

### ***SDGs***

The project has direct and indirect contributions to a number of SDGs. Placing SDG 5 to achieve gender equality and empower all women and girls at its center, the PSDP directly contributes to SDG 9 to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, SDG 10 to reduce overall inequality and SDG 8 to support decent work and economic growth. It also supports a number of other SDGs by addressing poverty reduction (SDG 1: No Poverty and SDG 2: No Hunger) and working in partnerships to achieve desired goals (SDG 17).

### ***Gender Mainstreaming***

Women and youth suffer from a shortage of economic opportunities and uneven competition in the labour market, which leads to high unemployment rates and higher levels of poverty, further amplifying gender and overall inequality in different regions across Lebanon. The latest figures from 2007 estimate that women represent 17 percent of the formal industrial workforce, but this is expected to be much higher since it excludes those working informally. The workforce in the agriculture sector is predominantly informal, with women making up approximately 43 percent of the total. Moreover, women farm workers are paid 43 percent less than men, and have less access to land rights, credit, technologies, agricultural inputs, markets and extension services. As key markers of this inequality, women's labour market participation rates are around 66 percent lower than men's, one of the lowest in the world, and the wage gap remains high – at 33 percent.

Overall, The PSDP places women economic empowerment at the core of its objective to support job creation and economic opportunities in the manufacturing (agro-food) and agriculture sectors given their great potential of inclusiveness, as shown by the number of women workers in both sectors. Ultimately, the programme aims to promote this approach to programming and planning more broadly through modelling gender responsive interventions. This is consistent with the Government of Lebanon's commitments under the Convention on the Elimination of all forms of Discrimination against Women (CEDAW), which Lebanon ratified in 1996.

The PSDP will begin and end with a **Gender Analysis** to identify and address gender gaps in target sectors and value chains. In line with guidance from the 'Feminist International Assistance Gender

Equality Toolkit for project<sup>38</sup>, this will include analysis and information about the women, men, girls and boys in the communities and institutions that will be involved or affected by the project as well as implications of the proposed initiative. Also on the Macro level, the programme aim to create an enabling environment for women economic empowerment in Lebanon. Because macroeconomic policy plays a critical role in improving the quality and the quantity of jobs available for women in both informal and formal economies, the programme will include developing a gender responsive policy and legislative reforms. This will help address key barriers for women's economic participation including unpaid care work, as well as facilitating policy dialogue among national stakeholders, government bodies, and the private sector to advocate for gender responsive policy and legislative reforms. As mentioned previously in this chapter, this initiative is an opportunity to further advance gender responsive policy work at a national scale, since gender-responsive macroeconomic policy interventions can support economic stability more broadly as evidenced by several studies worldwide.

Through the institutional support for export promotion on the Meso level and the agro-food services center on the Micro level, services provided will reach at least 70 women-led MSMEs/cooperatives (with at least 80 percent of women members) and 1200 women.<sup>39</sup>

In particular, Women's Empowerment Principles (WEP) will offer practical guidance to businesses on how to empower women in the workplace, market place and community. Under the programme, 20 agro-food processing enterprises will adopt WEPs and introduce measures within their organizations to enhance gender equality.

A Gender Equality Adviser, sitting with UN Women will lead the gender analysis, and oversee the implementation of the project and its components from a gender perspective. She/he will ensure a gender-sensitive logical framework, a gender-sensitive reporting and will develop at inception a Gender Equality Strategy that will expand and explain the following areas:

- a) How gender mainstreaming will work effectively in the programme;
- b) What would be the gender mainstreaming minimum standards of the whole programme and its activities;
- c) Confirming the women-specific targeted interventions and identified indicators.

Moreover, women economic empowerment is a key priority for the UN and the participating agencies have gender experts who will feed into the management and implementation of the PSDP.

### ***Alignment with government priorities***

#### ***Government Vision for Stabilization, Growth and Employment***

The Government of Lebanon announced, during the CEDRE Conference in April 2018 its vision for Stabilization, Growth and Employment. The Vision includes the 4 pillars outlined in the visual below.<sup>40</sup> As a result of the conference, over \$10.2 Billion in soft loans and \$860 Million in grants was committed by the international community for the realization of the vision.

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<sup>38</sup> [https://www.international.gc.ca/world-monde/funding-financement/gender\\_equality\\_toolkit-trousse\\_outils\\_egalite\\_genres.aspx?lang=eng](https://www.international.gc.ca/world-monde/funding-financement/gender_equality_toolkit-trousse_outils_egalite_genres.aspx?lang=eng).

<sup>39</sup> Figures to be adjusted and finalized during the inception phase as part of the final results framework to be approved by the Steering Committee.

<sup>40</sup> Government of Lebanon, April 6 2018, Vision for Stabilization, Growth and Employment

During the design of the overall PSDP, special consideration was given to the different elements of the vision, namely in pillars 1, 3 and 4 in order to ensure complementarities, avoid duplication of efforts and position the PSDP as an enabler towards their achievement.

This programme in particular contributes to pillars 3 and 4 of the vision. Pillar 3 sets out reforms tackling corruption, fiscal governance, customs, public procurement, and utilities such as water and electricity amongst others. Once implemented, these reforms will help improve the overall business environment and as a result, support the growth of the manufacturing and agriculture sectors. On the macro level, the PSDP will also support the government of Lebanon to further identify and target its reform agenda to create an enabling environment for women in the labour market, thus further advancing gender responsive policy work at a national scale. Moreover, gender responsive macroeconomic and macro prudential policy interventions can support economic stability more broadly. Moreover, as mentioned earlier, this intervention is in line with National Action Plan of Women Economic Empowerment developed by the Lebanese Government with the support of UN Women and World Bank and presented at the Mashreq Gender Facility in collaboration with the Government of Canada.

On the Micro level, the programme contributes to the development of the agricultural and agro-food sector, both identified as priority sectors in the Lebanon Economic Vision developed by McKinsey & Company and published on the Ministry of Economy and Trade website in January 2019<sup>41</sup>. More particularly, the report recommends adopting modern methods in agriculture, facilitating financing of technology to improve quality strengthening human capital and improving export potential. Through the services and export promotion centers, MSMES, farmers, and cooperative, in particular women and youth in target value chains will be supported with the training and technology needed to promote innovation. Beneficiaries will also be targeted with business support services and coaching as well as job referrals, apprenticeships, and other micro level activities.

In addition, the PSDP UNIDO's interventions will also support the achievement of Ministry of Industry and Ministry of Agriculture Strategies. For example, it is in line with the Ministry of Industry's Vision 2025 which aims, as part of its objectives to increase industrial exports through improving quality standards, providing related trainings to industrialists and building external relationships.<sup>42</sup>

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<sup>41</sup> Lebanon Economic Vision, 2019, Ministry of Economy and Trade, available at <https://www.economy.gov.lb/media/11893/20181022-1228full-report-en.pdf>

<sup>42</sup> Vision 2025 can be found on the Ministry's website [http://www.industry.gov.lb/getattachment/PublicationsAndStudies/vision-ar-\(3\).pdf?lang=ar-LB](http://www.industry.gov.lb/getattachment/PublicationsAndStudies/vision-ar-(3).pdf?lang=ar-LB)

## Lebanon Vision for Stabilization, Growth and Employment pillars

1. Increase the level of public investment in the short term	2. Economic and Financial Stability - Macroeconomic Framework	3. Structural and Sectoral Reforms	4. Strategy for the Diversification of Lebanon's Productive Sectors and Realization of Lebanon's Export Potential
<ul style="list-style-type: none"> <li>• Implement the Capital Investment Programme (\$17.2bn, implemented by the CDR, mainly through PPP)</li> <li>• Sectors include water, waste water, solid water, transport, electricity, telecom, tourism and industry</li> <li>• \$10bn (60%) of funding is expected to be sourced from the international community.</li> <li>• Each \$1bn in capital expenditure is expected to generate 50,000 jobs</li> <li>• National Jobs programme with the WB (\$400Mn)</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal consolidation of 5% of GDP in the next 5 years.</li> <li>• Achieved through revenue measures including improved collection as well as a reduction in spending where possible, including through a reduction in the Government's transfers to EdL.</li> </ul>	<ul style="list-style-type: none"> <li>• Lebanon-EU Compact project (stability, governance, growth and job opportunities)</li> <li>• Global Initiatives (SDGs and PVE)</li> <li>• Structural reform (Fighting corruption, fiscal governance and reforms, digital transformation, modernizing the public sector, public sector procurement, judicial reform, oil and gas, doing business, capital market)</li> <li>• Sector reform (electricity, solid waste, water, telecommunication)</li> </ul>	<ul style="list-style-type: none"> <li>• Lebanon Economic Vision, developed by McKinsey and published in January 2019</li> <li>• The vision recommends focusing on 5 sectors to support economic growth and job creation in Lebanon: Agriculture, industry, tourism, knowledge economy and financial services.</li> </ul>

### 3. Project activities

*List and fully describe proposed activities and explain how each contributes to the project goals/objectives, how it engages the local community, how it helps Lebanese cope with the impact of the Syrian crisis, how it links with the other proposed activities under this intervention and other ongoing/recent activities in the same locality. Provide here cost breakdown per activity.*

*In this section, explain in detail how the project will highlight the support from the LRF (visibility guidelines as annex for further reference).*

As a result of the UN prioritization undertaken based on these criteria, the programme includes interlinked activities on the Macro, Meso and Micro levels which, as a package, aim to create an enabling environment for job creation and enhance economic opportunities for farmers, MSMEs, cooperative, women and youth in productive sectors. The programme also aims to create a catalytic environment for the remaining (pipeline) activities of the PSDP.

**Macro - Improved enabling policy environment for women economic empowerment and participation in productive sectors**

On the Macro Level, the PSDP will undertake a **Gender Analysis (Output 1.1.1)** to identify and address gender gaps in target sectors and value chains. The gender analysis will be conducted prior to, during, and after completion of the programme in order to inform agencies' planning and implementation as well as future interventions to gender equitably develop these sectors. Gender assessments will utilize feminist and participatory approaches to ensure meaningful engagement of women as agents of change.

In line with guidance from the 'Feminist International Assistance Gender Equality Toolkit for project'<sup>43</sup>, this will include analysis and information about the women, men, girls and boys in the communities and institutions that will be involved or affected by the project as well as the implications of the proposed initiative. Through the gender analysis, additional gender gaps will be identified which will further inform and help shape the activities of the programme. The gender analysis, including consultations with women and girls will be integrated within the Gender Equality Strategy of the PSDP and the logical framework. This will be a joint activity led by the Gender Equality advisor. The analysis will build on/be informed by any additional relevant analysis done by partners.<sup>44</sup>

On the macro level, the PSDP also focuses on targeting the macroeconomic policy environment for women working in the agriculture and manufacturing (mainly agro-food) sectors, in order to help create an enabling, equitable, and protective environment for women to actively participate in the labour force. This is done by **developing gender responsive policy and legislative reforms to address key barriers for women's economic participation including unpaid care work and facilitating policy dialogue among national stakeholders, government bodies, and the private sector to advocate for gender responsive policy and legislative reforms (Output 1.1.2)**. Although specifically targeting the manufacturing and agricultural sectors, this activity presents a compelling opportunity to further advance gender responsive policy work beyond this programme to a national scale. Moreover, gender responsive macroeconomic and macro prudential policy interventions can support economic stability more broadly. This intervention is in line with National Action Plan of Women Economic Empowerment developed by the Lebanese Government with the support of UN Women and the World Bank Group and presented at the Mashreq Gender Facility in collaboration with the Government of Canada.

This activity, implemented by UN WOMEN will include a national gender audit of relevant legal frameworks related to the manufacturing and agricultural labour markets to assess areas of gender discrimination and identify areas for policy amendment. As Lebanon grapples with the on-going economic crisis and austerity measures, it is ever more urgent to protect women through macro-level policies, as financial crises tend to hit women particularly hard, especially those in the informal economy. The agricultural and manufacturing sectors require particular attention to issues of gender inequity, as their labour markets target rural women, who suffer from extreme socioeconomic vulnerability. Moreover, the policy level work will include a robust examination of gendered labour market issues at the micro and meso levels, such as recruitment, hiring, equal pay, training, business registration and licensing, infrastructure, and sexual harassment in the work place. Such inclusion of quantitative and qualitative indicators for service delivery to rural women will have a critical and systemic long-term impact at the national level covering respective sectors.

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<sup>43</sup> [https://www.international.gc.ca/world-monde/funding-financement/gender\\_equality\\_toolkit-trousse\\_outils\\_egalite\\_genres.aspx?lang=eng](https://www.international.gc.ca/world-monde/funding-financement/gender_equality_toolkit-trousse_outils_egalite_genres.aspx?lang=eng).

<sup>44</sup> There are a number of assessments currently being undertaken by implementing agencies with a gender lens (UNIDO, FAO, UNDP). This will also inform the gender analysis as feasible.



In addition, women's disproportionate shouldering of unpaid care work constitutes the root cause of their economic and social disempowerment.<sup>45</sup> Their responsibility for unpaid care work means they are less able to access income-generating work, escape poverty, be financially independent and accumulate savings, assets or retirement income for their later years – making them more vulnerable to different forms of abuse. The proposed policy analysis will address unpaid care work, including legislative reforms for gender-equitable care leave, flexible practices for work-life balance, maternity and paternity leave, and care insurance schemes for self-employed.

Through this activity, UN Women will subsequently lead efforts to promote dialogue and advocacy for gender responsive policy and legislative reforms amongst key stakeholders. This will include planning and hosting evidence-based discussions, workshops, conferences and consultations to drive forward a gender-responsive policy-making process. UN Women's joint efforts with the UN Global Compact Network on the Women's Empowerment Principles has generated critical dialogue on issues of gender equality within the private sector in Lebanon. The proposed work will be done in close partnership with the Ministry of State for Economic Empowerment of Women and Youth.

**Meso - Improved access to markets for women and men-led Micro, Small and Medium Enterprises (MSMEs) in productive sectors**

On the Meso level, the PSDP focuses on enhancing the access of local products to existing and new markets, one of the most important challenges facing MSMEs and cooperatives in the agro-food sector in Lebanon. In collaboration with the Ministry of Industry, the Investment Development Authority in Lebanon (IDAL) and other partners, UNIDO and UNDP will work on developing an **Agro-food export promotion and marketing center** (Activity 2.1.1) and on **Supporting IDAL in implementing the export promotion strategy** (Activity 2.1.2).

In collaboration with the Ministry of Industry and in cooperation with a number of private and public sector stakeholders such as the Ministry of Agriculture, IDAL, and the Association of Lebanese Industrialists (ALI), UNIDO will set up an export promotion center. The center will work directly with current and potential private sector exporters on meeting quality standards, integrating product innovation and marketing, and on facilitating knowledge sharing and business-to-business partnerships at national and international levels. The set-up, governance structure, location, specific services to be provided by the center and the final number of target beneficiaries will be defined and finalized at the inception stage based on analysis and consultation with national partners. Moreover, a sustainability strategy will also be developed to enable the continuation of the center's services beyond the lifecycle of the PSDP. Within the duration of the project, approximately 25-30 agriculture MSMEs/ agricultural cooperatives (at least 50% women-led) will be served with technical assistance in relation to innovation, meeting quality standards, packaging, and other support based on need. Up to 10 technical training programmes and approximately 25 national/international B2B meetings will also be organized. In addition, the center will also help develop and propose regulations to support exports, conduct relevant research and help identify new markets amongst other related activities.

UNDP will provide institutional support for IDAL to implement the export promotion strategy developed by the authority, targeting strategic products in the agriculture and agro-food sectors. IDAL typically covers part of exporters' participation fees in key international fairs: Fruit Logistica for agriculture products; Anuga, Gulfood, and occasionally, Fancy Food Show for agro-food products. While these programs are beneficial for exporters to allow them to attend fairs that would otherwise be

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<sup>45</sup> Promoting Women's Economic Empowerment: Investing in the Care Economy, UN WOMEN, May 2018.

extremely costly for them to partake in. Their management suffers from shortcomings that prevents participants from reaping the full potential of their participation. These shortcomings include weak exporter preparedness, low turnout of small exporters due to limited financial means, limited technical know-how and lack of adequate promotion. This activity aims to help up to 60 Lebanese exporters capitalize on their government-subsidized participation in international fairs by providing them with adequate technical assistance and promotional support to help increase their visibility and better position their products amidst competition.

UNIDO and UNDP will collaborate closely on this project, bridging together technical with promotional support and ensuring collaboration between the different ministries and institutions involved in related activities.

Activities on the MESO level will support the achievement of Objective 2 of the Ministry of Industry Vision 2025 which aims to increase industrial exports through improving quality standards, providing related trainings to industrialists and building external relationships to name a few. The project also contributes towards the achievement of the Lebanon Economic Vision published by the Ministry of Economy and Trade in January 2019. The Vision, in process to be ratified by the government, sets out the agro-food sector as a priority sector for government intervention, and emphasizes on the need to support exports in new markets.

**Micro** - *Improved capacity of women farmers, women-led cooperatives and women-led micro, small and medium enterprises (MSME), as well as male-led entities in productive sectors to create and sustain gender equitable job opportunities and adopt environmentally sustainable practices*

On the micro level, and to ensure a coherent approach to service delivery, 1-2 agro-food service center(s) will be set up and will provide direct services to women and men farmers, women-led cooperatives and women and men-led MSMEs (at least 50%-75% of beneficiaries will be women). Services include technology transfer and skills training, environmental sustainability training and in-kind support, Women Economic Empowerment Principles training, business development training and apprenticeships amongst other services. The overall aim of this center is to improve the capacity of women farmers, women-led cooperatives and women-led micro, small and medium enterprises (MSME), as well as male-led entities in productive sectors to create and sustain gender equitable job opportunities and adopt environmentally sustainable practices. Beneficiaries supported the by agriculture and agro-food services center at the micro level will also be directly referred to the export promotion center and if feasible will be able to benefit from the services provided by IDAL.

The location of the center and the target value chains within the agriculture and agro-food sectors will be decided upon in the inception phase of the project and approved by the Steering Committee. The value chain selection will be based on previous studies undertaken by implementing agencies including UNDP, UNIDO and FAO<sup>46</sup>. The choice of location will be based on a set of criteria including but not limited to:

- The center would serve one or more of the 251 most disadvantaged areas
- The center would build on existing activity in the area to avoid duplication and build synergies/complementarities

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<sup>46</sup> Including the Empowerment of Agricultural Women Cooperatives and Producer Associations in the Agrifood Sector of Lebanon implemented by FAO and the Women Economic Empowerment Project implemented by UNDP and supported by the government of Canada.

- The center has high potential for sustainability and can be hosted and maintained by a governmental or non-governmental institution
- The area has good potential for growth in target value chains

The table below shows the activities to be provided by the center, which will serve as a pilot and exemplar for joint UN service delivery and joint implementation. This model can be expanded to other areas in Lebanon where the same services are needed. The center will also have a strong focus on women participation and with the help of the PSDP Gender Equality Advisor will comply with gender mainstreaming methodologies in the design and implementation of activities. This includes putting extra mitigation efforts to ensure gender sensitive activities.

### **Agro-Food Center Proposed Services**

<b>Services</b>	<b>Description</b>	<b>Agencies and PSDP Activity Reference</b>
<b>Value chains selection</b>	At the inception stage and based on previous assessments, the agro-food and agriculture value chains to be targeted by the center will be selected. This selection will be based on previous value chain studies undertaken by partner agencies. It will be led by the programme coordinator in coordination with all agencies and approved by the steering committee.	Inception stage – All Agencies
<b>Technical value chains assessment / Services Center Set up</b>	Following the selection of the priority value chains, at least 2 complete assessments will be undertaken to identify opportunities, challenges and needed areas of interventions. This will inform the type of activities and skills trainings to be offered by the center based on actual needs. The location and set up for the services center will be finalized as well, led by UNDO, FAO and the programme coordinator and in participation with all agencies. The final location of the center(s) will be approved by the Steering Committee.	UNIDO (agro-food)/ FAO(agriculture) Output 3.1.1
<b>Technology transfer services to MSMEs, cooperatives and farmers</b>	15-20 MSMEs/cooperatives (at least 50% women-) and a number of farming families in target value chains will benefit from technology upgrades offering innovation and improvements to the existing facilities as well as optimizing the processes and packaging of agro-products. The project will support in the procurement of equipment, for undertaking upgrades, and for facilitating the transfer of associated know-how. The final package to be provided will be based on the needs identified in the assessment undertaken at the beginning of the project.	UNIDO (MSMEs)/ FAO (farmers)/ Output 3.1.1

<b>Technical MSME/Labour force training</b>	Training will be provided to almost 675 women and 225 men the agro-food and agriculture sectors. Training will be provided in selected technical areas (e.g. good environmental practices) needed to enhance their production skills and improve their employability.	UNIDO (MSMEs & Labour)/ FAO (farmers)/ Output 3.1.1
<b>Start and Improve Your Business (SIYB) training programme</b>	The project could target 200 young men and women aged 18-30 years using the ILO Start and Improve Your Business (SIYB) training programme, which is a management-training programme, targeting existing and potential owners and managers of small businesses to develop and strengthen their basic management skills. Microfinance Work-Managing for Improved Performance, financial literacy tools in SIYB training can effectively support start-ups and existing enterprises. The adaptation of the programme for youth called My First Business and the ILO Women Do Business training programme can also be customized depending on needs.	ILO Output 3.2.1
<b>Environmental Sustainability Training</b>	UNDP will provide assistance to 40 MSMEs on improving their environmental sustainability. This included awareness raising sessions to MSMEs/Cooperatives on the use of environmentally friendly techniques, technologies and tools. A technical training will also be provided to MSMEs/Cooperatives staff to improve their processes to become more environmentally friendly throughout their business operations. A competition will be launched to identify the MSMEs/Cooperatives who will benefit from in-kind contribution to support their process to be more environmentally friendly (such as solar panel, water treatment systems, to be defined based on need).	UNDP Output 3.1.2
<b>Women Economic Empowerment Principles Training</b>	UN Women will roll out Women's Empowerment Principles (WEPs) awareness training to 20 agro food processing enterprises and support private sector partners engaged under the programme. The WEP offers practical guidance to businesses on how to empower women in the workplace, marketplace, and community. In Lebanon, UN Women successfully launched the WEPs on 7 March in partnership with the UN Global Compact, the Canadian Embassy in Lebanon, Beirut Stock	UNWOMEN Output 3.1.3

	Exchange, and IFC, during which more than 15 CEOs representing private enterprises from different sectors, signed the WEPs Statement and committed their companies to adopt gender equality principles.	
<b>Leaderships/personal development/managerial skills/Women do business</b>	600 women will benefit from 20-hour trainings in leadership, management and simple finance, to bolster transferable skills. This training programme includes personal development skills (communication, leadership) and managerial skills training (including computer, secretariat, management and English language skills).	UNWOMEN/ILO Output 3.1.3,3.2.2
<b>Apprenticeships and on the job training for female and male youth in the agriculture sector</b>	UNICEF will provide an integrated training package that strengthens the retention, commitment and personal impact of adolescent and youth and supports them in their transition from learning to income generation opportunities and/or employment. 500 female and male youth (of which at least 50% will be female youth) will benefit from the integrated package consisting of vocational skills and life skills training relevant to the different agricultural specializations and coupled with work-based learning opportunities such as internships, on-the-job trainings or apprenticeships.	UNICEF Output 3.2.2

#### **4. Management Arrangements**

*Describe the management and coordination arrangement of the project in relation to the UN organizations and partners/counterparts.*

A **Programme Steering Committee (PSC)** will be established with overall responsibility for strategic guidance and oversight to the programme. The PSC will review for approval the Programme work plan, making sure that it is well set towards achieving the desired objectives of the PSDP including youth and gender equality outcomes. It shall meet on a six-monthly basis or more often if required by its members. The Programme Steering Committee will also receive progress reports and future work outlook on a six-month basis.

It shall be co-chaired by a representative from the government and the UN Resident Coordinator with representatives from participating UN agencies, relevant government counterparts and contributing donors. As needed, other national governmental counterparts, representatives from the private sector or civil society as well as experts on gender equality and sector development will be invited to participate in Steering Committee meetings on ad-hoc basis.

The PSC will be supported by a **Programme Management Team (PMT)** led by a **Programme Coordinator (PC)** from the Resident Coordinator’s Office in collaboration with two **Programme Technical Advisors (PTAs)** from the leading agencies of the UNSF Outcome 3.1, UNIDO and FAO and focal points from the participating UN agencies. The PMT will ensure a close, day-to-day coordination with the Programme’s main counterpart, the UNSF Outcome Group 3.1, as well as the other key national and international actors in the area of private sector development.

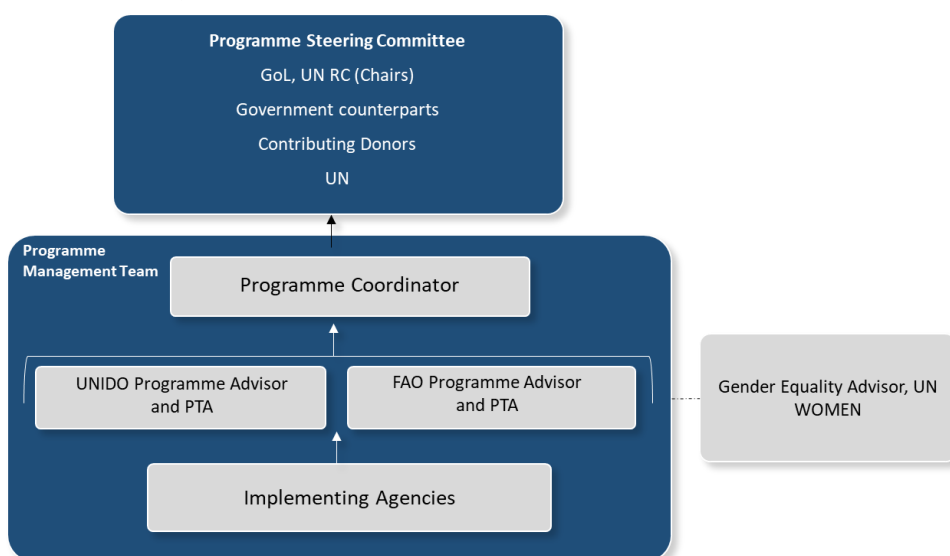
The **Programme Coordinator (PC)** will act as *primus inter pares* within the UN Programme team, and will therefore be the single interface with the PSC and other relevant national and international stakeholders for the PSDP. The PC will be reporting on behalf of all member agencies to the PSC (and consolidate for that purpose progress reports and other required documentation from participating UN agencies). The PC shall ensure the coordination and complementarities of agency work-plans and their timely execution.

The **two Programme Technical Advisors (PTAs)** and focal points from the participating UN agencies will act as the project managers for the execution of their agency’s Programme components.

The other UN participating agencies in this Programme will support the execution of the Programme and the role of the Programme Management Team in their respective areas of competence, as described in the results framework. Each recipient UN organization is accountable for achieving and monitoring its results in line with the results framework, including the use of funds and follow-up with implementing partners. The UN entities involved in this programme are however jointly responsible for achieving the overall objectives and contribute to joint analysis, reporting and communication.

Notwithstanding the above integrated management structure, this Programme will be **directly executed by partner UN agencies** who retain the overall management responsibility and accountability for their respective programme components and funds in line with their respective rules and regulations. As specified above, narrative progress reports shall be consolidated by the PC making use of individual agencies inputs.

## PSDP Management Structure



## Project Implementation Plan

The Programme Coordinator will be responsible for developing the project implementation plan (PIP) including the annual work plan and the monitoring and evaluation framework in line with the requirement of the funding modality. The PIP, developed in the inception stage will serve to strengthen and finalize the design of the programme and the monitoring and evaluation framework in line with donors' detailed feedback.

The Gender Equality Advisor recruited for the PSDP will make sure that gender equality outcomes are integrated and achieved throughout the inception phase and implementation of the programme. Working closely with the PC, the Gender Equality Advisor will provide leadership on integrating gender equality principles in the annual work plan, as well as on communication, decision-making, and monitoring and reporting. As part of the inception phase, the Gender Equality Advisor will support in making sure that relevant gender-sensitive, sex-age desegregated baseline data is planned for.

### Coordination with GoL and donors

Through the PMT, the programme will ensure timely information sharing, close coordination and overall collaboration on programmatic and funding progress with the government counterparts for the programme - and with contributing donors. Coordination with government and donor partners will play a key role in advancing programme implementation, avoiding risk of duplication and ensuring complementarities where relevant with other ongoing/future programmes.

## 5. Analysis of risks and assumptions

*List the possible risks that might interfere with the project implementations causing delays or shift in strategies or approaches while also highlighting possible corrective or backup strategies to employ in case those risks occurred.*

Risk type	Risk	Estimated impact	Estimated likelihood	Assumptions and mitigation measures
External	Prolonged state of emergency due to COVID 19	High: will affect programme implementation causing delays and preventing engagement with beneficiaries and stakeholders	High	The PSDP agencies will complete the inception phase preparations remotely to the extent possible, in close coordination with the government, donors and partners.  The UN participating agencies follow set UN security measures and guidelines to safekeep the health and security of staff and beneficiaries.
External	Change in Government Priorities away from productive sectors	High: will affect programme implementation and strong engagement from	Low	- The PSDP has been endorsed by the Prime Minister's Office and the ministries of Industry and Agriculture.  - The PSDP targets longstanding challenges that are known and common priorities for the government, donors and international community, which

		line ministries involved		<p>were also consulted with key partners including McKinsey, and the World Bank.</p> <ul style="list-style-type: none"> <li>- The PSDP is in line with the findings and recommendations of the National Economic Vision prepared by McKinsey</li> <li>- The priorities targeted in the PSDP are in line with the main demands and needs being stressed in the national demonstrations that started in Lebanon on 17 October 2019. The PSDP is also in line with the Cabinet reform plan announced on 21 October 2019 that is expected to be working priority for the upcoming government.</li> </ul>
External	Delays in implementation of government reforms	Low: risks losing a positive momentum and an opportune environment for economic growth and job creation	Medium	<ul style="list-style-type: none"> <li>- The PSDP includes focused activities, which can be implemented immediately, however will support/be supported by the wider sectoral and business environment reforms when implemented.</li> <li>- The UN in Lebanon will continue to advocate and provide necessary support for the government to plan and implement needed reforms.</li> <li>- The government committed to speed up reforms related to CEDRE and business environment as part of the cabinet reform plan of October 2019.</li> </ul>
External	Cultural resistance towards gender equality and a gender-based approach	Low: delays to certain activities within the programme	Medium	<ul style="list-style-type: none"> <li>- Adopt a participatory approach towards implementation and ensure continuous engagement with beneficiaries from the onset</li> <li>- The programme will be supported by a Gender Equality adviser on ways to approach this issue</li> <li>- Back up arguments with empirical evidence on gender disparities and the importance of equitable access to opportunities</li> </ul>
Internal	Challenges in coordination between the implementing agencies and contributing donors	High: delays programme implementation and monitoring, evaluation and reporting and	Low	<ul style="list-style-type: none"> <li>- The governance structure of the PSDP is set up to overcome this challenge through joint UN, donor and government strategic oversight supported by joint project management team led by the Resident Coordinator' office</li> </ul>



		affects impact of activities		
External	Challenges in acquiring baseline data	Low-medium: affects planning for targets and reporting on progress/impact of the programme	Medium-high	<ul style="list-style-type: none"> <li>- Availability of data is an issue in Lebanon, programmes in country use existing data that are sometimes old or work on basis of estimates and projections.</li> <li>- The PSDP will continuously coordinate with the UNSF Data and Statistics Working Group (which also comprises of the World Bank and the Central Administration for Statistics) on identifying potential data sources including ongoing and planned assessments/surveys.</li> </ul>
External	Duplication of efforts with other humanitarian/development agencies	Low: affects efficiency and value of resources at the broader scale	Low	<ul style="list-style-type: none"> <li>- The UN agencies, donors and government involved in the implementation and management of the programme will share responsibility to share information on the programme activities and explore opportunities for synergies and scale up of activities with their counterparts and implementing partners working in relevant fields.</li> <li>- The UN participating agencies will ensure information sharing and identification of opportunities for scale up and complementarities with other partners through their leadership and engagement in the LCRP and UNSF coordination.</li> </ul>
External	Insufficient involvement / commitment of key stakeholders	low: might delay some programme activities and wider reach of impact to targeted beneficiaries	Low	<ul style="list-style-type: none"> <li>- The PSDP will follow a participatory approach coordinating from the onset with relevant government and local counterparts and beneficiaries to ensure strong partnerships throughout the implementation phase.</li> </ul>
External	Increased tensions between Lebanese host communities and refugees	High: delays to programme implementation and successful delivery of outputs/outcomes	Low-medium	<ul style="list-style-type: none"> <li>- The PSDP will be coordinating closely with relevant government counterparts, donors and humanitarian actors to plan and review implementation accordingly</li> <li>- In case of escalating tensions, UN agencies will facilitate communication with and between different community groups and will also stand in close coordination with regional/local stakeholders to mitigate any tensions</li> </ul>

				and ensure the successful implementation of the programme.
External	Deterioration of security situation and access to programme area(s)/beneficiaries	High: delays to programme implementation and successful delivery of outputs/outcomes	Low-medium	<ul style="list-style-type: none"> <li>- Participating UN agencies will follow alternate working modalities including relying on regional offices to continue implementation of activities.</li> <li>- The PSDP will follow set UN critical mission measures.</li> <li>- If the deterioration of the security situation is due to individual incidents and for a short period (few days), the works will be put on hold temporarily until the situation goes back to normal. The PSDP will then accelerate implementation to ensure that the schedule is aligned with the agreed workplan. If the deterioration of the security situation is prolonged the UN agencies will present a revised work plan with a new timeline to be approved by the PSDP Steering Committee.</li> <li>- Ensure that locations for the proposed activities are away from city centers and areas that recently experienced road closures and protests. In the case of apprenticeships, ensure that locations chosen are in close proximity to where beneficiaries live.</li> <li>- As alternate solution where the PSDP is unable to reach beneficiaries for a period of time, data will be collected with both primary and secondary sources. Primary qualitative data can be collected via phone in case of mobility issues.</li> </ul>
External	Deterioration of financial situation	Medium-high: delays to programme implementation and successful delivery of outputs/outcomes	Medium	<ul style="list-style-type: none"> <li>- Contributions to the PSDP will be through the Lebanon Recovery Fund which is converted to USD and devaluation of the Lebanese Pound will not affect the PSDP implementation.</li> <li>- The UN is continuously coordinating with government, central bank and associations of Lebanese banks to ensure continued smooth running of financial operations in Lebanon.</li> </ul>

External	Political instability and delays in government formation	Low: low engagement from line ministries involved	Medium	- The PSDP will continue to coordinate with government counterparts at the caretaker government until a new cabinet is formed.
External	Difficulties in reaching outcome targets due to the deteriorating economic situation	Medium/low	Medium/low	- In case of difficulties in reaching outcome targets arise due to the deteriorating economic situation, the PSDP will evaluate, closely with the beneficiaries and the steering committee, and if required, adapt relevant activities to help ensure targets achievement.

## Appendix A

### Logical Framework

INTERVENTION LOGIC	AGENCY	BUDGET (\$)	DURATION IN MONTHS	INDICATOR	BASELINE <sup>47</sup>	TARGET <sup>48</sup>
<b>Development objective/Ultimate Outcome</b>						
Support gender-responsive job creation and economic opportunities in the agriculture and agro-food sectors, prioritizing women and female youth in disadvantaged areas.				Manufacturing value added as a percentage of GDP and per capita	TBD	TBD
				Value added of agriculture and agro-food as percentage of GDP and per capita.	TBD	TBD
				Women participation in the labour market	TBD	TBD
				Youth Unemployment rate	TBD	TBD
				Gender wage gap (in the agricultural and manufacturing sectors)	TBD	TBD
<b>Intermediate Outcome 1 (Macro)</b>						
1.Improved enabling policy environment for women economic empowerment and participation in productive sectors				# of laws/regulations that address women's participation in the informal sector and promote women economic empowerment, specifically agriculture and food/home-based businesses revised and submitted for adoption to parliament	0	5
<b>Immediate Objective 1.1</b>						

<sup>47</sup> All baselines indicated as TBD will be added with their latest values upon the start of the programme

<sup>48</sup> Where baseline are not available, output targets are preceded by (+) sign to indicate that this is the additional number of targeted beneficiaries that will be supported on top of the baseline. Once the baselines are set, these numbers will be adjusted.

1.1 Improved understanding of the reforms needed to address key barriers for women economic participation in productive sectors				# of key government/parliament members who have increased awareness of the needed reforms and have participated in key dialogue initiatives	0	30
<b>Outputs</b>						
1.1.1 Conduct gender analysis (using feminist and participatory approaches) and generate gender analysis reports on intervention areas	UN WOMEN	100,000	Start and end of programme	# of Gender Analysis reports developed	0	2
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	UN WOMEN	200,000	36	# of comprehensive gender audits developed	0	1
<b>Intermediate Outcome 2 (Meso)</b>						
<b>2. Improved access to markets for women and men-led Micro, Small and Medium Enterprises in productive sectors</b>				% of supported women/men lead MSMEs/agricultural cooperatives that register an increase in their exports within 1 year of the intervention	0	30%
<b>Immediate Outcome 2.1</b>						
<b>2.1 Enhanced capacity of national institutions to support exports in productive sectors and promote women entrepreneurship</b>				% increase of participation of women lead MSMEs in national and international trade fairs/events	TBD	TBD

				% 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	0	80%
				% of women and men led MSMEs registering an increase in sales within 6 months of the intervention (50% women-led)	0	50%
<b>Outputs</b>						
2.1.1 Establish an agro-industry marketing and export promotion center	<b>UNIDO</b>	600,000	36	# of centers set up	0	1
				# of MSMEs/agriculture cooperatives supported by the center (at least 50% women-led)	0	25-30
				# of technical training programmes developed by the center	0	10
				% of women and men trained that report a high level of satisfaction with the training based on post training evaluation	0	70%
				# of national/ international B2B meetings established by the center	0	25
2.1.2 Support IDAL to implement its export promotion strategy for the agriculture and agro-food sectors.	<b>UNDP</b>	327,420	24	# of MSMEs supported with better market access (at least 50% women-led)	TBD	+60

Intermediate Outcome 3 (Micro)			
<b>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</b>	#of jobs created or maintained for women and men	TBD	TBD
	% of women and men led MSMEs/cooperatives registering increasing income within 1 year of the intervention	0	40%
	% of MSMEs who have signed and implemented the Women Economic Empowerment Principles within 6 months of having finished the training	0	50%
	% of beneficiary women and men-led MSMEs who have adopted environmentally sound practices	TBD	TBD
	% of beneficiary women and men farmers who have adopted environmentally sustainable agriculture practices	TBD	TBD
Immediate Outcome 3.1			
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	% of women and men led MSMEs/cooperatives registering increased production or improved quality within 6 months of the intervention	0	70%
	% of beneficiary women and men-led MSMEs who showcase better awareness on environmentally sound practices after the training	TBD	TBD

				% of beneficiary women and men farmers who have more awareness environmentally sustainable agriculture practices after the intervention	TBD	TBD
				% of MSMEs who showcase good awareness of Women Economic Empowerment Principles after the training based on post training assessment	0	50%
<b>Outputs</b>						
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	UNIDO	1,239,334	36	# of women and men-led MSMEs/agricultural cooperatives supported with technology transfer. (at least 50% women-led)	TBD	+15-20
				# of women and men receiving technical skills training in the target value chain (75% women)	TBD	+500
	FAO	1,765,492		# of women and men farmers (at least 75% women) supported through awareness sessions, training and/or provision of inputs	TBD	+250



				# of women and men farmers and farm workers (at least 75% women) technically trained on Good Agricultural Practices (therefore reducing environment footprint and enhancing food safety) and on occupational safety and health (targeting children, particularly girls)	TBD	+140
				# of farms (at least 50% women-led) certified for Good Agricultural Practices (GAP)	TBD	+60
3.1.2 Promote businesses practices that are efficient in terms of energy, material, and resource use, and have low environmental footprint	UNDP	484,841	30	# of women and men-led MSMES trained on environmental sustainability (at least 75% women-led MSMEs)	TBD	+40
3.1.3 Economic empowerment of women in prioritized agriculture and agro food value chains	UN WOMEN	330,319	36	# of women and men-led MSMES trained on WEP	TBD	+20
				# of women benefiting from leadership and business management training	TBD	+600
<b>Immediate Outcome 3.2</b>						
3.2 Improved skills of female and male youth in targeted value chains strengthening their employability and entrepreneurship capacities				% of male and female youth with increased technical knowledge and practicing sound business management within 6 months of the trainings/coaching	TBD	TBD

<b>Outputs</b>						
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	ILO	664,577	18	# of female and male youth (at least 50% female youth)	TBD	+200
3.2.2 Apprenticeship and paid on the job training provided to vulnerable female and male youth in focus sectors	UNICEF	516,893	18	# of youth supported with agriculture employment support services (e.g. guidance, business mentorship, internships, on the job training, or apprenticeship) (at least 50% female youth)	TBD	+500
<b>Total Activities Budget</b>		<b>6,228,876</b>				
<b>Programme Coordinator (M&amp;E)</b>	RCO	423,000		Work plan, M&E plans and reports developed and updated	0	6
<b>Gender Equality Advisor (UN WOMEN)</b>	UN WOMEN	300,000		Programme gender equality strategy developed, monitored and reported on	0	1
<b>Agro-food service center(s) set up and running cost</b>		458,735		Number of centers set up and operational	0	1-2
<b>Total Programme Budget</b>		<b>7,410,611</b>				

## Appendix B

### Programme/Project Budget (in USD)

CATEGORY	UNIDO	FAO	UNWOMEN	UNICEF	ILO	UNDP	Total
<b>1. Staff and other personnel</b>	636,000	186,838.00	125,319.00	49,371.14	249,281.00	475,327	1,722,136
<b>2. Supplies, Commodities, Materials</b>	85,743	500,132.00	25,239.00			10,000	621,114
<b>3. Equipment, Vehicles, and Furniture (including Depreciation)</b>	373,000	3,088.00	-		12,000.00		388,088
<b>4. Contractual services</b>	200,000	760,280.00	434,000.00		160,485.00	609,195.75	2,163,961
<b>5. Travel</b>	114,761	38,264.00	-			10,041.93	163,067
<b>6. Transfers and Grants to Counterparts</b>	-	39,088.00	240,000.00	406,362.42	150,000.00		835,450
<b>7. General Operating and other Direct Costs</b>	309,500	122,302.50	44,900.00	27,344.01	29,001.00	478,609.05	1,011,657
<b>Sub-Total Programme Costs</b>	1,719,004	1,649,992.50	869,458.00	483,077.58	600,767.00	1,583,173.83	6,905,472.91
<b>8. Indirect Support Costs 7%</b>	120,330	115,499.48	60,861.00	33,815.43	63,810.00	110,822.17	505,138
<b>TOTAL</b>	<b>1,839,334.0</b>	<b>1,765,492.0</b>	<b>930,319.0</b>	<b>516,893.0</b>	<b>664,577.0</b>	<b>1,693,996.0</b>	<b>7,410,611</b>

## Appendix C

### Environmental considerations

- i. This project may involve the carrying out of one or more components that is likely to cause negative environmental effects. The Participating UN Organizations will ensure that the project is not likely to cause significant adverse environmental effects. The Participating UN Organizations will ensure that the management of any environmental effects, including any analysis, are addressed and mitigated in accordance with Participating UN Organizations 's respective environmental processes and requirements, including any analysis.
- ii. Upon DFATD's request, the Participating UN Organizations will provide DFATD with a copy of any reports or other documentation, including any environmental analysis(-es) demonstrating compliance with section (i).

- iii. Participating UN Organizations will explicitly and systematically ensure that any environmental considerations identified in the course of the implementation of the project, including in any subsequent environmental analysis, are implemented at all stages of the project.
- iv. As part of its regular reporting, the Participating UN Organizations will report to DFATD on the application of the above provisions.