



Ministry of Social Affairs

United Nations Population Fund



ANNUAL PROJECT REPORT 2004

Population and Development Strategies Sub-programme

ACRONYMS

AIDS.....	Acquired Immuno Deficiency Syndrome
APF.....	Arab Population Forum
APR.....	Annual Project Report
AV.....	Audio Visuals
CAS.....	Central Administration of Statistics
CDR.....	Council for Development and Reconstruction
CSPRO.....	Census and Survey System
CST.....	Country Support Team
ESCWA.....	United Nations Economic and Social Commission for Western Asia
FHS.....	Faculty of Health Sciences
HIV.....	Human Immuno Deficiency Virus
IEC.....	Information, Education and Communication
ICPD.....	International Conference on Population and Development
ICPD+5.....	5 years after International Conference on Population and Development
ICPD+10.....	10 years after International Conference on Population and Development
IMF.....	International Monetary Fund
GBV.....	Gender-Based Violence
GDDS.....	General Data Dissemination System
GEEW.....	Gender Equality and Empowerment of Women
LAS.....	League of Arab States
LECORVAW.....	Lebanese Council to Resist Violence Against Women
LFPA.....	Lebanon Family Planning Association
MADMA.....	Center for Development Studies and Projects
MDGs.....	Millennium Development Goals
MoEd.....	Ministry of Education
MoPH.....	Ministry of Public Health
MoSA.....	Ministry of Social Affairs
MOV.....	Means of Verification
MP.....	Member of Parliament
MPS.....	Multipurpose Survey
NCERD.....	National Center for Educational Research and Development
NCLW.....	National Commission of Lebanese Women
NGOs.....	Non-Governmental Organizations
NPPC.....	National Permanent Population Committee
OVI.....	Objectively Verifiable Indicators
PAPFAM.....	Pan Arab Project for Family Health
PDS.....	Population and Development Strategies
PoA.....	Plan of Action
PPPD.....	Population Policy and Programme Database
RA.....	Research Assistant
RAR.....	Rapid Appraisal Research
RBM.....	Results-Based Management
RH.....	Reproductive Health
SIDC.....	Soins Infirmiers & Développement Communautaire
SRH.....	Sexual and Reproductive Health
TORs.....	Terms of Reference
TS.....	Technical Secretariat
UN.....	United Nations
UNESCO.....	United Nations Educational, Scientific and Cultural Organization
UNICEF.....	United Nations Children's Fund
UNDAF.....	United Nations Development Assistance Framework
UNDP.....	United Nations Development Programme
UNFPA.....	United Nations Population Fund
UNFPA AR.....	United Nations Population Fund Assistant Representative
UNFPA CO.....	United Nations Population Fund Country Office
UOB.....	University of Balamand
WHO.....	World Health Organization
WPD.....	World Population Day



ANNUAL PROJECT REPORT 2004

Population and Development Strategies Sub-programme

TABLE OF CONTENTS

COVER PAGE	Page 1
LIST OF ACRONYMS	Page 2
TABLE OF CONTENTS	Page 3
I. CONTRIBUTION OF THE PDS SUB-PROGRAMME TO THE STATED OUTPUTS	Page 4
II. MAIN CONSTRAINTS AND FACILITATING FACTORS TO PROJECT IMPLEMENTATION AND TO ACHIEVEMENT OF RESULTS	Page 19
III. APPROPRIATENESS AND TIMELINESS OF THE TECHNICAL SUPPORT PROVIDED IN 2004	Page 20
IV. EFFECTIVENESS OF THE EXECUTION MODALITY	Page 21
V. CONTRIBUTION OF THE PDS SUB-PROGRAMME TO THE ADVANCEMENT OF GENDER EQUITY, EQUALITY AND WOMEN'S EMPOWERMENT	Page 22
VI. MONITORING AND EVALUATION	Page 22
VII. PDS PLAN OF ACTION FOR 2005	Page 24



ANNUAL PROJECT REPORT 2004 Population and Development Strategies Sub-programme

I. Contribution of the PDS sub-programme to the stated outputs:

In comparison with the outputs stated in the PDS project document and the 2004 workplan, the following activities have been achieved:

Output 1: “Strengthened national capacities for the integration of population, RH and gender dimensions into sectoral planning and programming”.

1.1. Develop national population policy plans of action (PoAs).

Regarding the development of population policy plans of action, the TS had identified, during the first half of 2004, three population-related themes for integration in different sectoral plans and programmes: Gender, Aging, and External Migration. These themes were chosen based on ICPD + 10 priorities and after consultation with relevant partners. Initially, the approach that was adopted consisted of establishing **focal units** in a number of ministries that would be responsible for coordinating and monitoring the integration of population policy PoAs corresponding to each of the three selected themes.

Towards the third quarter of 2004, after a thorough reconsideration of the above-described approach and given the tight and overlapping interlinkages between various population dimensions, the TS decided to adopt a more comprehensive approach to the development and integration of population policy PoAs. It included integration of all population dimensions in sectoral plans and programmes in one or two sectors as a pilot phase. The agreed upon process for selecting sectors includes:

- Review of similar countries’ experiences (1.1.1)
- Mapping out structural units and departments of ministries (1.1.5)

This way, sector-specific plans of action would be developed to integrate all population dimensions in the plans and programmes of the chosen sectors.

1.1.1. Synthesize similar countries’ experiences in PoAs formulation:

In the first two quarters of 2004, the TS compiled available documents and reports pertaining to the integration of population dimensions in national and sub-national strategies and plans in different Arab countries. The review of these documents revealed that Jordan and Yemen have made significant progress in this regard.

To complete the synthesis of similar countries’ experiences, a questionnaire was developed during the month of September 2004 including questions about the



development of population policy PoAs, the process of integration of PoAs in different sectors, monitoring and coordination of integration, bodies involved, outcomes and constraints. This questionnaire was addressed through UNFPA CO in Lebanon to UNFPA COs in 6 Arab countries: Algeria, Palestine, Tunisia, Yemen, Egypt, and Morocco. Feedback was received gradually from four countries: Algeria, Palestine, Egypt and Tunisia.

In order to facilitate both horizontal analysis within each country and vertical analysis among different countries, responses to the completed questionnaires were grouped in one matrix. At this stage, a brief report is being prepared to summarize the findings of this assessment.

1.1.5. Map out structural units and departments of line ministries and administrations for the establishment of focal units:

This key activity comprised two main phases. The first phase included a thorough review of the ministries' organizational structures along with the tasks and responsibilities assigned to their respective units. The second phase consisted of selecting relevant departments in ministries capable of performing the tasks of focal units for the integration of population policy PoAs in the ministry's plans. Accordingly, a detailed report was drafted in August 2004. It comprised the structure of the ministries/institutions and their units/departments, a description of these units' tasks and responsibilities, as well as a suggestion for a department in each ministry to be chosen as focal unit for the integration of population policy PoAs.

After review of the report during the month of September 2004, TS staff agreed that such a report could not be complete unless the information it contains is validated and elaborated by means of face to face interviews with high ranking officials at each ministry. In this regard, an interview guide was developed and official letters were sent by the MoSA director general to the Directors General and directors of all the concerned ministries/institutions asking them to collaborate with the PDS and facilitate the work of the investigators. After receiving many positive replies, PDS staff agreed to accomplish field visits to three ministries/institutions as a first step: the National Center for Educational Research and Development (NCERD), the Ministry of Education (MoEd) and the Ministry of Public Health (MoPH). During the month of December 2004, only two interviews were conducted at the NCERD and the remaining two visits postponed till February 2005. In light of these meetings, the interview guide was amended so that the interview questions become smoother and better sequenced. The format and location of the collected information in the final draft of the mapping report is yet to be decided.

As a result of the completed field visits, and after revisiting the purpose and expected outcome of the mapping exercise, it was agreed that a decision with regard to the coordinating and/or monitoring body of the integration process cannot be made at this stage and that it should be made in consultation with the concerned ministry after selection of the sector for the pilot integration. Such a decision will depend on the chosen

sector, the number of players involved, the agreed upon terms of reference for this body and the required resources/infrastructure.

Proposed Modification: The PDS staff discussed during the retreat the importance of undertaking an assessment of available sectoral strategies in parallel to the assessment of structural units and departments in line ministries. The combination of these two assessments, will allow a more objective selection of the sector (s) for pilot integration of population dimensions. This selection would therefore be based on strategic gaps and opportunities as well as on available infrastructure and resources.

1.2. Advance institutional and technical capacities of the NPPC, TS and Focal Units in line-ministries and NGOs.

Having noted that the NPPC was not fully assuming its responsibilities in terms of resource mobilization and launching the needed policy dialogue for energizing public and official commitment towards the integration of population issues in development planning, the PDS had proposed a three-step plan aiming at improving this Committee's performance. The first step was to collaborate with the UNFPA-CST experts to prepare a file/report enclosing documents and information on National Population Committees in the Arab world (structure, objectives, mission, duties, etc.). This would be followed by the conduction of a comparative study concerning the status of the Lebanese NPPC and its TS, and the status of other Arab National Population Committees and their TS (to compare duties, responsibilities, constraints, achievements and structures). As a third step, recommendations would be presented regarding a comprehensive conception of the responsibilities, duties and structure of the NPPC and its TS.

In September 2004, the proposed plan was revised and incorporated in one NPPC/TS Assessment. At this stage the draft TORs for this assessment are ready; they will require further discussion with UNFPA AR and PDS technical advisor. This assessment will consist of an in-depth analysis of the Lebanese NPPC and its TS (structure, activities/functions, status, effectiveness, work methodology and processes, coordination mechanisms, representation, support bodies,...). It also includes a comparative study of Lebanon NPPC/TS with other NPPC/TS in selected countries of the Arab region drawing on similarities and differences. This assessment will result in practical recommendations concerning the structure, duties and work methodology of the Lebanese NPPC/TS so that it becomes fully operational.

1.2.2. Recruit research assistants / other staff:

As the need aroused for further technical and managerial support to the Project, a call for applications was launched by UNFPA to recruit a Project Coordinator for the PDS in May 2004. After short listing and interviewing potential candidates, Mrs. Martine Najem Kteily was appointed in August 2004.



Proposed Modification: Based on the discussions during the 2004 end of year retreat, it was suggested that the recruitment process for the PDS RA be reactivated and an Administrative/Financial Assistant be appointed on a part-time/task basis.

1.2.5. Conduct workshops on Gender Mainstreaming in planning:

Based on recommendation of working groups during the workshop on **Gender Capacity Building Assessment** organized by the PDS and the UNFPA in Chtoura (6-10 October 2003), a plan of action was drafted and distributed to all participants. The PDS has expressed during the workshop willingness to lead and coordinate the activities proposed in the draft plan of action, in collaboration with the other concerned stakeholders. However, having reviewed the outputs and recommendations by Ms Faiza Benhadid, the CST-UNFPA advisor, as well as the proposed plan of action, it was agreed that the required effort is more than what the PDS can single-handedly provide both at the level of human and financial resources.

Proposed Modification: After thorough discussion during the 2004 end of year retreat, it was agreed that PDS calls for a meeting of main partners concerned with the implementation of the Gender Mainstreaming plan of action to discuss steps to be undertaken and distribute responsibilities among different projects/bodies (PDS project, RH IEC project, IEC unit, National Commission for Lebanese Women, UNFPA, CDR).

1.2.6. Participation of selected NPPC in meetings/seminars/conferences:

Throughout the year 2004, Dr. Marwan Houry, as the technical advisor of the PDS, participated in a number of meetings/seminars/conferences related to population issues:

- 1) "Roundtable on the Millennium Development Goal on Poverty reduction" organized by the UNDP (Beirut, April 14, 2004);
- 2) "The Fourth National Population Conference" organized by the Lebanon Family Planning Association (Beirut, May 26-27, 2004);
- 3) "Workshop on poverty reduction techniques" organized by the World Bank (Beirut, June 29-30, 2004).

Ms. Mireille Rahme, PDS senior research assistant, participated in a training session on "**CSPRO: Census and Survey System**" organized by the PAPFAM - League of Arab States in collaboration with the Cairo Demographic Center (Cairo, November 20-25, 2004). This training focused on using CSPRO to develop data entry programs for questionnaires and surveys and to generate results from the entered data.

This participation will be very beneficial when PDS will use PAPFAM data to further investigate and develop more in-depth studies regarding relevant population issues.

NPPC experts and other concerned individuals from the PDS project and MoSA also participated in a number of local and regional meetings/seminars/conferences related to population issues (The Arab Population Forum (APF) held in Beirut in November 2004



on the occasion of the tenth anniversary for the Cairo 1994 ICPD; Arab NPPCs meeting held in Sharm el Sheikh, Egypt, in December 2004).

1.3. Integrate population and RH course in the University of Balamand's curricula:

1.3.1. Design course materials and/or update existing relevant courses on population, reproductive health and RH: (For more details please refer to the interim report prepared by UoB project coordinator)

The Faculty of Health Sciences (FHS) of the University of Balamand (UoB) has been progressing in the process of designing course materials and/or updating existing relevant courses on population, reproductive health and RH.

An Executive Committee and a Consultative Group were established so as to carry out the integration workplan. The Nursing and Health Promotion Programs undertook a desk review of national priorities and strategies related to Population and Development, as well as a review of various courses offered at the FHS in terms of gaps on Population, RH and Gender issues. A detailed review of the cross cutting sociology course was also prepared, including a list of the concepts to be integrated in the curricula and a list of the courses in which the concepts will be integrated, taking into account the national MDGs.

The members of the Executive Committee were asked to consider the review of the curricula of the Nursing Program as well as three other courses (Introduction to Sociology SC 211 ; Issues in Community Health HPD 250 ; Seminars in Development HPD 246) in order to integrate selected population, RH and gender priority issues into them. The MDGs, both at the global and national level, were adopted as the main framework guiding the integration process. Accordingly, existing courses will be modified to incorporate the derived concepts and to realign them with the extra-curricular/off-campus activities including advocacy, research, policy dialogue, networking and knowledge sharing.

In order to set this process in motion, the FHS/UoB, PDS and UNFPA organized a **Retreat for the Integration of Population, Reproductive Health, and Gender Concepts in Faculty Curricula** with the participation of three advisors from the UNFPA-CST. The retreat took place at Gefinor Rotana Hotel in Beirut from 25 to 27 September 2004. The objective was to provide an opportunity for faculty members and selected partners involved in this process to build a common understanding and consensus on a number of key integration related issues and concepts, both at the conceptual and operational levels. The retreat focused on: examining a few MDGs as examples of the integration framework; introducing models of gender content analysis; examining various levels of evaluation indicators; and discussing project advocacy components. It also provided an opportunity for the participants to learn about the integration experience of Birzeit University in the Occupied Palestinian Territories.

Following the retreat, the CST advisors prepared mission reports with regard to their participation, input, and proposed recommendations. These recommendations included the need to: 1) design and implement capacity building/learning strategy within UoB at

institutional and technical levels for all concerned groups; 2) build a learning-by-doing system in terms of gender mainstreaming; 3) devote more time for the training on RBM and monitoring and evaluation applied to the context of the university; 4) conduct sensitization, education and advocacy activities with the concerned stakeholders including students; 5) establish structured programmatic linkages between the project's outreach activities and other UNFPA supported projects.

Proposed Modification: One of the recommendations emerging from the 2004 end of year retreat was the need to further involve PDS in the planning, implementation, monitoring and evaluation phases in order to ensure linkages between various PDS activities and to build on the outcomes of this key activity while elaborating the advocacy strategy and the PoAs for integration of population dimensions in sectoral plans.

Output 2: “Increased availability of sex-disaggregated population related data by region”.

2.1. Establish a national Population related Databank:

For the past two years, Lebanon has been experiencing many efforts aiming at the establishment of a national information system. On this matter, it is worth mentioning a decision of the Presidency of the Lebanese Council of Ministers, upon which a committee (composed of experts in economy and statistics, as well as representatives from various Lebanese universities and concerned public administrations) was established with the aim of developing a national integrated information/statistics system in Lebanon. Dr Riad Tabbarah, expert in the NPPC, chaired the committee and Dr Marwan Houry, technical advisor of the PDS, was a member of this committee. They both participated actively in its meetings.

Moreover, upon the initiative of the Central Bank of Lebanon and based on a decision by the Council of Ministers, as a preliminary step towards re-building its overall statistical system and in order to enhance the quality of information and render more homogeneous the dissemination practices, Lebanon decided to participate in the General Data Dissemination System (GDDS) in collaboration with various public administrations. The GDDS is an IMF-backed framework for statistical development which provides guidance on good statistical practice, supplies tools to diagnose areas of the statistical system that require priority attention, and establishes processes to aid in the formulation and implementation of short-and-longer-run development plans.

Taking into consideration these national efforts and to avoid duplication of work, the PDS had decided to delay the activity that consisted of establishing a national Population Databank, until concrete outcomes are produced through both initiatives. In view of the fact that the first initiative did not succeed in developing a clear plan and framework for building a national integrated information system in Lebanon, the PDS will be taking up this task again in 2005.

2.3. Undertake in-depth and specialized studies in priority areas:

As mentioned previously, three population-related themes were selected as a first step for the formulation of the PoAs (see output 1). Accordingly, it was decided that the specialized studies to be launched in 2004 be directly linked to these issues.

After discussion within the PDS team of the project's priorities and collaboration needs, a first study relating to Gender-based violence was identified. It was suggested to collaborate on this matter with the Lebanese Council to Resist Violence Against Women LECORVAW (الهيئة الوطنية لمناهضة العنف ضد المرأة). Consequently, a series of meetings were held between PDS and LECORVAW and a common draft proposal was developed for a study aiming at creating a database on GBV in Lebanon based on information collected at the MoSA social care centers and the LECORVAW center. Unfortunately, this activity did not materialize.

In May 2004, the PDS team identified a second study on Elderly care in Lebanon and began the preliminary steps to initiate it in collaboration with the Family Affairs Department at the MoSA (مصلحة الشؤون الأسرية). After a first meeting, it was decided to carry out a study that consists of: 1) mapping/survey on all private & public institutions that specialize in Elderly care in Lebanon; 2) assessment of "elderly clubs" in Lebanon (including MoSA's clubs). It was decided that the study will be carried out jointly by the Family Affairs Department at MoSA and the PDS project after agreement on the specific objectives and expected outcomes of the study, its methodology and distribution of tasks and responsibilities to both executing parties.

Proposed Modification: During the end of year 2004 retreat, the PDS team discussed the importance of expanding the above described study to encompass the aspects of elderly issues that could be useful in evidence-based advocacy and policy dialogue. The study will therefore be launched in 2005 and will comprise the review and mapping of laws pertaining to the elderly in Lebanon. In addition, an independent study will be conducted on Elderly status based on PAPFAM and Multipurpose Survey results.

2.4. Undertake RH country-programme tailored data collection activities/surveys:

2.4.1. Undertake RH-related operation research/baseline surveys and situation analysis:

Two RH-related studies were identified by the PDS and RH (MoSA and MoPH) sub-programmes during the past two years:

- Rapid Appraisal Research (RAR)
- Baseline Study on Counseling in Reproductive Health.

The RAR aims at providing data and information in population and RH matters on the knowledge, attitudes, practices and behaviors of 4 distinctive target groups as follows: Adult men and women, adolescents/youth men and women, service providers, and community leaders all within the same district/community.



In April 2004, it was suggested that the Reproductive Health research group at AUB Faculty of Health Sciences was best suited to undertake this study, with the condition that it should be expanded and consist of a multidisciplinary team including a sociologist and anthropologist among others. A proposal was drafted for this study but it is still on standby, waiting to be approved by all concerned parties.

As for the Baseline Study on Counseling in RH, it aims at 1) assessing the type and level of counseling currently available in a number of social-health care centers in Lebanon, 2) assessing the capacities of service providers, 3) appraising further need for counseling, and 4) delivering orientation on counseling to the responsible parties.

In October 2004, a framework for undertaking this study was drafted jointly by MoSA, MoPH, UNFPA. Accordingly, Dr. Brigitte Khoury (clinical psychologist) was asked to prepare a detailed proposal, timeframe and budget for the study. After discussion and review of this proposal, it was approved and signed by all concerned parties. Dr. Khoury is expected to complete the Counseling Study by end of June 2005.

2.4.4. Take part in Multipurpose/PAPFAM Survey data collection and analysis:

The PDS contributed to the PAPFAM study both financially (purchase of PCs) and technically through the active participation of PDS technical advisor in the discussion of the sampling and data collection methods.

As for the multipurpose survey, PDS technical advisor contributed in the drafting of the survey questionnaire.

In 2005, a meeting will be held with PAPFAM coordinator to agree on PDS role and involvement in the reporting and disseminating findings stages.

Output 3: *“Increased awareness and understanding of priority population, RH and gender issues, contained in the national population policy, among policy makers, parliamentarians and opinion leaders”.*

3.2. *Conduct assessment of the awareness, knowledge and perceptions of decision makers regarding content and scope of population policy and its proposed interventions:*

The Opinion Leaders' Survey/Study was initiated in October 2003 and was conducted by the consulting firm MADMA. It aimed at measuring the knowledge and attitudes of decision makers (i.e. parliamentarians and ministers) as well as religious leaders and heads of NGOs on population related matters.

MADMA submitted a first draft of the survey report (in Arabic) in August 2004. After communicating this document to the UNFPA CO and to the MoSA Director General's office, the PDS organized an expert group meeting for the review and discussion of the

findings and recommendations. The meeting took place on the 7th of October 2004, at the MoSA Social Training Center (Hadath) and was attended by the Director General of MoSA and the Deputy Nazem El Khoury, rapporteur of the population committee in the Lebanese Parliament, as well as 15 participants from MoSA, NPPC, ESCWA, NGOs, UoB and national experts. Dr Tabbarah, MADMA representative, presented the findings of the study and highlighted some of the unexpected views/attitudes that were revealed in the course of the survey. Participants discussed the content of the report as well as the methodology of the survey and drew attention to the sections in the report that required modification and/or further analysis. However, the meeting did not succeed in producing recommendations regarding the advocacy strategy on population issues or prospective supporting advocacy activities addressing opinion leaders. Only minor comments reflected on possible implications of this study's findings on population policies in Lebanon. The final report was submitted to UNFPA and MoSA in December 2004 both in English and Arabic.

There is further need to discuss the use of this study for further studies and/or as an advocacy tool within the advocacy strategy for population issues.

3.4. Enhance the awareness and understanding of media network members in priority population, RH and gender issues:

On the occasion of the World Population Day (WPD) 2004 which theme focused on the 10 years progress following the International Conference on Population and Development (Cairo, 1994), the PDS organized a number of activities mainly involving the media. These activities were agreed upon in coordination with the committee established within MoSA and regrouping representatives from the PDS sub-programme, the RH-IEC sub-programme, the Capacity building for poverty reduction programme, the IEC Unit and the Social Training Center, to coordinate population-related activities.

A press conference was organized on July 7th, 2004 at the Press Syndicate in Beirut, to announce the WPD activities planned by MoSA. Several journalists and reporters from various TV stations and newspapers, as well as representatives from the Ministry of Social Affairs, the National Permanent Population Committee, the UNFPA and concerned NGOs attended the press conference.

One of the main activities organized by PDS for the WPD was a "Meeting with the media on the new approaches in population issues" held on July 12th, 2004 at the Holiday Inn Dunes, Verdun. This meeting aimed at:

- Enhancing the awareness and understanding of the media regarding population and development issues
- Strengthening local and national media's capacity in analyzing population-related statistics

This meeting constituted a preliminary step in the establishment of a media network in support of population, RH, and gender issues. Journalists and reporters from various TV and radio stations, newspapers and magazines, as well as representatives from the



Ministry of Social Affairs, the National Permanent Population Committee and the UNFPA participated in this meeting.

In addition to opening statements by Mr. Yves de San, Resident Representative of the UNFPA, and Dr. Assaad Diab, Minister of Social Affairs, focusing on the themes of the ICPD and the role of the media in raising awareness of the general public on population issues, and following the projection of a short documentary (prepared by the IEC Unit at the Ministry of Social Affairs) on migration and its consequences on the various classes of the society, Mrs. Nimat Kanaan, MoSA Director General, presented MoSA's strategy and goals with respect to population.

The second session consisted of Dr. Riad Tabbarah's presentation on the history of population growth in the world, the correlation between population issues and international politics, as well as current population issues in European countries. Dr. Tabbarah highlighted the importance of a positive approach in the analysis of population statistics and included in his presentation emerging population issues in Lebanon: external migration and especially migration of women and its sociological consequences.

A constructive debate on the best means of dealing with statistics and analyzing and reporting population issues in the media followed the presentations. Unfortunately, this meeting failed in achieving part of its objectives given that attending journalists covered the event from a descriptive perspective and no analytical reports/articles were published subsequently.

Proposed modification: During the PDS end of year 2004 retreat, several discussions took place with regard to the PDS approach vis-à-vis establishing and maintaining a media network. In this regard, it was agreed that a media and advocacy committee be established comprising representatives from the RH-IEC, PDS and the IEC Unit at MoSA. This committee will coordinate all media and advocacy related activities including the establishment and capacity building of the media network in support of population issues.

3.5. Launch advocacy activities to advance policy dialogue among parliamentarians, decision-makers, and other influentials at national and community levels on population, RH and gender issues:

On the occasion of the ICPD+10 anniversary, a series of advocacy and awareness-raising activities were organized by the PDS with the assistance of a National coordinator (Mr. Toufic Osseiran) who was recruited for the period of Jan-May 2004 to follow-up and coordinate ICPD+10 activities at the national level. (see 3.5.2., 3.5.3. and additional activities). At the end of his appointment period, Mr. Osseiran was asked to prepare a final briefing report with a summary of all the activities and achievements during the period of his appointment as per terms of reference. The final report was submitted in September 2004 and described the main activities coordinated by Mr. Osseiran in relation to the ICPD 10th anniversary (NGOs Workshop on progress made towards women



empowerment in Lebanon during the past decade, Essay Competition among school students on the topic of internal and external migration, , and a Parliamentary meeting).

3.5.1. Develop a roster of professional speakers/advocates for the various population, RH, and gender priority issues:

Since the beginning of the project, the PDS team has been developing a database of all its contacts including individuals, experts, consultants, academics, NGOs, UN agencies, UN-supported programmes, governmental bodies, public administrations, foreign embassies, parliamentary committees, and others. In 2004, this database was reviewed and the Project coordinator proceeded to the collect of CVs of population experts/consultants/advocates.

3.5.2. Conduct a series of thematic round table discussions, meetings, and workshops on specified population topics:

As part of the ICPD+10 anniversary activities, the PDS organized on March 20, 2004 (Hotel Marriott, Jnah) a workshop on progress made towards women empowerment in Lebanon during the past decade in Lebanon aiming at:

- Presenting achievements in promoting gender equality and empowerment of women in Lebanon in light of the ICPD and ICPD+5 plans of action and recommendations;
- Discussing the constraints faced and the learned lessons from the work on GEEW;
- Proposing a plan of action to promote GEEW for the years 2005-2006 as well as a monitoring system to evaluate the progress.

During this workshop, Dr. Fadia Kiwan, Director of the Institute of Political Science at the St. Joseph University and member of the Legislative Committee of the National Commission for Lebanese Women, presented a background paper summarizing and analyzing the status of gender equality and women empowerment in Lebanon during the last decade. The participants from NGOs as well as representatives from MoSA, the NPPC and UNFPA discussed the main issues presented in the paper. Two working groups were then formed to propose a plan of action promoting GEEW for the years 2005-2006.

Also as part of the ICPD+10 anniversary activities, the PDS organized a Meeting with Parliamentarians on Population issues on May 27, 2004 at the Lebanese Parliament. A few MPs attended the session as well as representatives from MoSA, the NPPC, concerned ministries, public administrations, NGOs and UN agencies. The meeting was opened by a speech of MP Ali Al-Khalil, chair of the Population parliamentary committee, representing Mr Nabih Berri, head of Parliament. Dr. Assaad Diab, Minister of Social Affairs, and Mr. Yves de San, Resident Representative of the UNFPA, also gave opening speeches.



MPs Nazem El Khoury and Ali Bazzi, as well as Mrs Nimat Kanaan, MoSA Director General, addressed the audience by emphasizing the importance of parliamentarians' participation in the formulation of population policies. Mr. Nazem El Khoury spoke of his participation in the 2002 Ottawa Parliamentary Conference on population and development issues and recalled the "Ottawa Engagement" and this conference's recommendations with regard to population issues. Mr. Ali Bazzi talked about the meetings of the Arab states parliamentary forum on population and development and drew attention to the "Rabat Declaration on Development and Population" which represents the consecration of parliamentarians' efforts towards achieving population and development-related goals. Finally, Mrs. Nimat Kanaan presented the objectives of the National Population Policy Document, pointing out the crucial involvement of civil society as well as governmental bodies and the Parliament in converting these objectives into plans of action and functional realities.

Because of other commitments of the parliamentarians and the participants in the meeting, no additional discussion took place after the presentations. Various population-related documents as well as the presented papers were disseminated to the audience during this meeting. It is worth mentioning that an article about this meeting, based on the various papers that were presented, was written and published in the WPD Newsletter (see PDS additional activities).

3.5.3. Develop and disseminate user-friendly brochures/kits/policy briefs on the national population policy and its POA:

During the preparatory meetings for the ICPD+10 activities, it was suggested that the PDS takes in charge the publication of an Information/Advocacy Kit (portfolio) that aims at increasing the visibility of national achievements and assistance on population matters during the last decade. This Kit would consist of 1) fact sheets on selected priority population issues; 2) a guidebook on population-related committees/institutions in Lebanon.

This activity was launched in March 2004 and will end in March 2005. Such a long development process can be justified by the different changes in PDS strategy vis-à-vis the approach, content, and methodology adopted for this purpose..

- Content: At first, 5 main topics were chosen. These included Gender Equality and Empowerment of women, Environment, Ageing, Reproductive Health, and Children. After review of the compiled material and draft fact sheets prepared by the PDS staff, it was decided to select themes instead of population groups and focus on priority themes where achievements have been made and where additional measures are needed
- Approach: The target audience for the kit was defined to include influential and policy and decision makers such as parliamentarians, heads of NGOs, directors at ministries, media professionals, experts, representatives of UN agencies and others concerned with population and development in Lebanon. A template for the fact sheets was prepared in order to unify the structure for all selected themes
- Methodology: PDS staff had gone through a heavy research exercise and developed the content of several fact sheets. As a further step for validation of the content, it was



decided that a national body (project, commission, ministry) be asked to review the fact sheet relevant to its scope of work and specialty. For those sheets where information is deemed difficult to compile by PDS staff, a consultant was recruited to develop the content. Before finalization of the fact sheets, a review committee will be convened to provide the final clearance for the material

The final selected themes are:

- Poverty: Drafted by the MoSA project “Capacity building for Poverty Reduction”
- GEEW: Drafted by the PDS team, based on the background paper prepared by Dr. Fadia Kiwan for the NGO workshop on GEEW in March 2004, and revised by the National Commission for Lebanese Women
- RH: Drafted by the PDS team except for the part related to Youth SRH, that was completed by the RH IEC project at MoSA. It was revised by the RH IEC project at MoSA and the RH programme at MoPH
- HIV/AIDS: Drafted by the National AIDS Program
- External Migration: Drafted by Dr. Boutros Labaki, expert in Migration issues
- Internal Migration: Drafted by Dr. Boutros Labaki, expert in Migration issues
- Environment: Drafted by the PDS team and revised by the Ministry of Environment

The review committee was composed of the following members:

- Ms. Asma Kurdahi, UNFPA
- Dr. Mariana Khayat, MoSA
- Dr. Hala Nawfal, NPPC
- Mr. Toufic Osseiran, NPPC
- Dr. Marwan Hourri, PDS

After finalization of the content of all fact sheets, a language editor was recruited to correct linguistic mistakes. At a later stage, the final draft was provided to MoSA Director General and to UNFPA AR for clearance.

With regard to the guidebook on population-related committees in Lebanon, the PDS team prepared a template/outline for each committee, and the Population Department at MoSA took the responsibility of compiling the required information and developing the first draft. After the first draft was ready, the PDS team reviewed, modified and completed the guidebook.

The close collaboration with different national parties and individuals was a main facilitating factor throughout the process of development of the Advocacy Kit. In fact, all partners who were asked to review fact sheets did so without any objection and substantive comments were sent to the PDS in a timely manner. This has not only contributed to the validation of the information presented in each fact sheet but also has strengthened PDS collaboration and networking with potential partners.

Additional activities:

1- Lebanon’s National Report for the ICPD+10:



In preparation for the ICPD tenth anniversary, the PDS appointed Dr. Hala Naufal, expert in demography and member of the NPPC expert committee, to prepare a National Report focusing on the 10-year implementation of the ICDP Programme of Action, and aiming at assessing progress, constraints, best practices, and at highlighting lessons learned in order to move further.

The PDS team as well as the UNFPA CO provided full support and assistance to the expert in terms of access to various reports, documents and publications, as well as contacts with concerned ministries, administrations, programs, NGOs and other stakeholders to collect the required data and information. In this regard, the PDS addressed concerned stakeholders, by means of an official letter signed by the Minister of Social Affairs, to provide Dr. Naufal with a summarized report on their population-related strategies, workplans, plans of action, programs, activities, achievements... Most of them reacted positively to this request and forwarded in a timely manner reports, documents and publications with regard to their population-related efforts. Additionally, the UNFPA CO organized a meeting with representatives from concerned UN agencies (UNDP, UNESCO, UNICEF, WHO) with the aim of providing Dr. Naufal with information on the various UN programs in Lebanon in terms of achievements, constraints, best practices and emerging issues, as well as sharing views on the content of the National Report (February 19, 2004).

On the other hand, the ICPD +10 National coordinator, Mr. Toufic Osseiran, organized a meeting with some concerned NGOs so as to get acquainted with the work and achievements of the civil society in Lebanon as well as the difficulties it faces, and discuss the information to be presented in the National Report. The invited NGOs were: LFPA, Hariri Foundation, SIDC (Soins Infirmiers & Développement Communautaire), Lebanese Council to Resist Violence Against Women, Lebanese Non-Governmental Committee for Follow-up of Women's Issues, and the Lebanese Council of Women (February 12, 2004).

Taking into consideration all the available data, documents and reports, Dr. Naufal developed an outline of the report that was approved by the UNFPA CO and prepared the draft report (in Arabic) which was reviewed by the PDS, UNFPA and concerned experts and stakeholders. Dr. Naufal modified the report in view of the received feedback, added footnotes, references, acknowledgements and an executive summary. The report was edited by the PDS team, and reviewed by a language editor before it was sent to printing.

The National Report was launched and disseminated during a press conference at the Press Syndicate, Beirut, on December 13, 2004, that included speeches by Mr. Ghazi Zeaiter, Minister of Social Affairs, and Dr. Mona Hammam, Resident Representative of the UNFPA. The PDS coordinated with the IEC Unit to ensure media coverage of the event. A large number of population experts, journalists as well as representatives from NGOs, public administrations and UN agencies attended the press conference. Unfortunately, the press conference didn't include a presentation on the content of the Report, so it didn't meet the objective of using the Report as an advocacy tool.



During the end of year retreat, the PDS team reviewed the process of developing and disseminating the National report and the following conclusions were derived:

- More precise TORs should be developed for all consultants/firms to be subcontracted to make sure that the consultant is aware of his/her duties and responsibilities and is being held accountable
- Closer follow-up and monitoring is required from the PDS team to ensure involvement at all stages of the activity in question

2- Organization of a writing contest for high school students on Migration issues in Lebanon:

On the occasion of the ICPD+10 anniversary, the PDS organized a writing contest for high school students on migration as it was a priority issue for youth in Lebanon. The question sheet was prepared by the PDS team in collaboration with the coordinator for ICPD+10 activities. Given that it was an open book competition, students from different schools in Lebanon were informed in advance of the general topics of the contest and were allowed to review related documents and literature before and during the contest.

The contest was held on the 4th of March at the UNESCO Palace in collaboration with the Ministry of Education, with the participation of 36 high school students in 31 schools from all regions in Lebanon. The essays were reviewed and graded by a jury composed of two high school teachers and the PDS. The initial plan was to award three students for the best essay (1st prize: 750.000 LP, 2nd prize: 450.000 LP, 3rd prize: 300.000 LP), however the jury decided to award the 3rd prize for two winners. The names of the four winners were announced on April 27, 2004 during a gathering at Hotel Rotana Hazmieh. All the participants were offered appreciation presents from La Maison de l'Artisan (بيت المحترف اللبناني). The PDS team later selected some passages from the essays for publication in the WPD Newsletter.

3- Preparation of a special issue of the MoSA Newsletter dedicated to the WPD 2004:

As part of the WPD 2004 activities, PDS published a special issue of the MoSA Newsletter (النشرة الاجتماعية) highlighting MoSA's strategies and programmes related to population issues, and including articles on the Ministry's major population activities accomplished in 2004. This activity was conducted in coordination with the IEC Unit at MoSA, the RH IEC project, the "Capacity building for poverty reduction" project, and the Population department at MoSA. The WPD Newsletter was widely disseminated by MoSA and UNFPA programmes.

4- Exhibition of drawings:

As a complementary activity to the "Meeting with the media on the new approaches in population issues", the PDS and the Capacity building for poverty reduction project organized an exhibition of drawings by participating adolescents (15-18

years old) in the competition for the best cover page design for the second Arab Women Development Report: *Arab Adolescent Girls: Reality and prospects*. Some of the drawings were scanned and sent to the UNFPA office to be posted on the UNFPA Lebanon website.

Comparison with the LOGFRAME:

The PDS purpose as stated in the Lebanon Country Programme Logframe is as follows: *“To have contributed to integrated population, gender and reproductive health dimensions in national and sectoral development planning”*. The purpose is to be attained through the achievement of three major outputs. The key activities under each output presented in the PDS project document including those achieved in 2004 and described in the previous section should contribute to the Objectively Verifiable Indicators (OVIs) figuring in the logframe (See attached Lebanon Country Programme Logframe). It is clear that OVIs are to be measured after all project related activities have been implemented in order to allow an objective assessment of both the extent and success of implementation.

However, in the process, one could assess whether the activities will potentially lead to the OVIs. At this stage, and due to significant delays in the project implementation at the beginning of the project cycle, PDS has only prepared the grounds and undertaken the preliminary steps towards achievement of its outputs. The year 2005, and as shown in the proposed workplan at the end of this report, is a critical and decisive year for pushing towards the achievement of all three outputs. In fact, PDS will initiate in 2005 the process of integration of population dimensions in the plans and programmes of one or two selected sectors, will work on establishing a population database through both compilation of existing studies/reports/data and execution of new studies, and will also produce a blueprint for an advocacy strategy on population issues in addition to establishing and maintaining a media network in support of population issues. PDS is committed to allow an objective measurement of the OVIs through documentation, monitoring, and evaluation of all activities to be implemented in 2005.

II. Main constraints and facilitating factors to project implementation and to achievement of results:

As described in the previous section, the TS faced several constraints that impeded the planning and implementation of a number of activities. All these constraints, ways to deal with them in the future, and facilitating factors were discussed during the 2004 end of year retreat. The following table summarizes the main constraints and facilitating factors encountered during 2004:

Main Constraints / Challenges	Main Facilitating Factors
<ul style="list-style-type: none"> - Insufficient close follow up with recruited consultants - Lack of monitoring and evaluation for all implemented activities - Lack of clear objectives for individual activities affecting clarity of TORs - Insufficient coordination with UNFPA, other projects, other ministries, and NGOs - Ad hoc activities not linked to the overall workplan - Lack of documentation for implemented activities - Staff overloaded 	<ul style="list-style-type: none"> - Collaboration with different national organizations and individual experts in the development of the advocacy kit - Establishing a well defined planning process - Improved communication with UNFPA and other partners

Based on the above and after thorough discussions during the 2004 end of year retreat, the PDS staff agreed to take a series of measures that aim at improving performance:

- Highlight the linkages of individual activities with the overall picture and strategies or outputs of the PDS project
- Set clear objectives for each individual activity
- Develop a reasonable timeline and respect it
- Put in place a close monitoring and follow up mechanism (Quarterly workplans, weekly meetings, reporting mechanism)
- Document all activities achieved by PDS using a succinct analytical approach
- Develop precise and detailed TORs for all consultants/firms to be subcontracted
- Actively participate in all stages of the activities being implemented especially if assigned to a consultant or other party (Firm, NGO, committee...)
- Hold consultants accountable for delivering products as per the agreed upon TORs or letter of understanding.

III. Appropriateness and timeliness of the technical support provided in 2004:

The UNFPA CO and the Country Support Team (CST-Amman) had an active role in supporting the PDS sub-programme in the implementation of its 2004 activities.

The main activity that required the support of the CST in the year 2004 was the process of integrating population and RH course in the University of Balamand's curricula. Three advisors from the UNFPA-CST participated in the Retreat for the Integration of Population, Reproductive Health, and Gender Concepts in Faculty Curricula organized the FHS/UoB, PDS and UNFPA. Following the retreat, the CST advisors prepared mission reports with regard to their participation, input, and proposed recommendations.

In addition, UNFPA Lebanon country office substantively contributed to a number of activities undertaken by the PDS project. This contribution could be summarized as follows:

- Review of TORs for consultants
- Review of proposed agendas for meetings
- Comments on activity reports
- Participation in the planning process of some activities
- Discussion of workplans and new initiatives
- Feedback on PDS publications

During the end of year 2004 retreat, the PDS team identified different areas where technical assistance is required in 2005. The objectives and nature of technical assistance will be further elaborated with UNFPA CO upon finalization of the 2005 workplan and budget.

IV. Effectiveness of the execution modality:

The execution modality selected for the project and described in the project document should ensure smooth implementation of all project's activities and, in turn, the achievement of all the project's outputs. It gives the main responsibility in the execution to the Ministry of Social Affairs in collaboration with national partners and UNFPA. The project document states as well that UNFPA CO will take direct responsibility in the execution of some project components namely subcontracts for studies/surveys, integration of population and RH issues in university curricula (i.e University of Balamand project), as well as advocacy and awareness raising activities related to population issues and interlinkages. Such modality is meant to improve the implementation rate of the project and ensure appropriate and timely spending of allocated funds from both regular and trust funds.

In 2004, this modality has allowed both UNFPA CO and MoSA to push forward activities under their direct supervision. For instance, UNFPA CO succeeded in initiating and pushing forward the process of curriculum review and integration of population issues in the courses offered by the Faculty of Health Sciences at the University of Balamand. It has also launched the counseling study, and prepared the grounds for the RAR study. On the other hand, MoSA was able to contribute to the ICPD + 10 anniversary, partially map out ministries and national institutions in preparation for the integration of population issues in sectoral plans, test the grounds with the media professionals for the establishment and capacity building of a media network in support of population issues, develop a draft advocacy kit on priority population issues, and pursue other project's activities.

In order for the execution modality to become more effective, additional efforts from UNFPA CO and MoSA need to be exerted to ensure full coordination of all activities under the PDS project regardless of the executing agency. This would help PDS adopt a holistic approach that guarantees the complementarity of all activities and their linkages with the project's outputs. Such efforts include joint planning meetings, clear



documentation of all activities, succinct reporting and mutual consultation between MoSA and UNFPA CO with respect to major activities and interventions. The recruitment of a project coordinator for PDS is expected to positively affect the effectiveness of the execution modality.

On another level, several subcontracts were signed between PDS and national consultants to execute a variety of tasks and activities in the year 2004 (i.e. ICPD + 10 activities, workshop for media professionals, ICPD +10 national report).

V. Contribution of the PDS sub-programme to the advancement of gender equity, equality and women's empowerment:

PDS major contribution to the advancement of gender equity, equality and women's empowerment for the year 2004 should have been the leading and coordination of the plan of action for gender mainstreaming developed and agreed upon during the Chtaura workshop on "Gender capacity building assessment". As described in the first section of this report, PDS did not take any active measures in this regard in 2004 and the whole process was therefore postponed till 2005 until a first consultative meeting is organized to discuss the draft plan of action and distribute tasks and responsibilities among various partners.

On the other hand, PDS has exerted a number of efforts in 2004 aiming at raising awareness on gender issues and integrating gender in different activities. Such efforts include:

- Organization of a workshop with NGOs on "Progress made towards gender equality and women empowerment during the past 10 years after ICPD". A background paper was prepared for the workshop and served as a basis for discussions among participants.
- Including a chapter in the advocacy kit on Gender Equality and Women Empowerment and involving the National Commission for Lebanese Women in its development
- Including a section in the national report on progress made in the past 10 years after ICPD with respect to Gender Equality and Women Empowerment
- Ensuring gender balance in the participants invited by PDS to workshops, round table meetings, press conferences, and expert group meetings
- Allocating a special section on Gender Equality and Women Empowerment in the special edition of the MoSA newsletter published on the occasion of the 2004 World Population Day

VI. Monitoring and Evaluation:

Monthly workplans and meetings



In order to allow a smooth and timely implementation of the project activities in line with the agreed upon work plan for 2004, PDS staff started developing detailed monthly workplans since the month of September 2004. These workplans served both as a planning and a monitoring tool as they provided information pertaining to the activities to be achieved each month, the list of tasks under each activity, the people responsible for undertaking each task including potential partners, and the deadlines to be met. Half-way through every month, PDS staff met to discuss the progress made in implementing planned activities as per the determined timeline. Accordingly, minor modifications were introduced to the monthly workplan to adjust for delays and distribution of workload. All original and adjusted monthly workplans were shared with UNFPA CO to facilitate coordination and technical support at all levels.

It is worth noting that such planning and monitoring exercise increased the project's efficiency in implementing regular activities and in responding to emerging needs and events as well. On the other hand, it allowed a better flow of information among project staff with regard to obstacles facing the implementation of various planned activities and ways to address them. This mechanism for planning contributed also to improved budgeting and better management of available funds.

End of year PDS retreat

The end of year retreat for the PDS project was the most important evaluation exercise of the year 2004. The retreat was prepared in December 2004 and held from 13 to 14 January 2005 in the premises of the PDS project. During this retreat, PDS staff were able to:

- Review achievements for the year 2004 in comparison with agreed upon workplan
- Discuss facilitating factors and barriers to the implementation of project's activities
- Propose ways to address constraints during the next year 2005
- Suggest key and priority activities to be implemented in the year 2005 based on analysis of 2004 achievements and bottlenecks as well as on project document

The 2004 Annual Project Report (APR) for PDS and the draft workplan for 2005 constitute the two main outcomes of the PDS end of year retreat. The main content of these two documents emanated from this very successful evaluation exercise whereby – on the first day – PDS staff openly discussed their assessment of the project's performance during the year 2004, and – on the second day – brainstormed with project's partners about PDS priorities for the year 2005.

In addition, the participation of representatives from the MoSA during the second day of the retreat – Dr. Mariana Khayyat, PAPFAM coordinator and Ms. Joumana El Kadi, RH IEC project director – enriched this evaluation exercise and prepared the grounds for a better coordination mechanism among the Ministry's various projects and departments. The knowledge and experience sharing with partners during the retreat paved the way to the harmonization of PDS efforts with other projects and departments in the ministry towards common objectives.



In the future similar retreats will be organized on a regular basis (Quarterly, mid year, end of year) to ensure thorough evaluation of implemented activities, assessment of bottlenecks and shortfalls, as well as suggestion of recommendations and corrective measures for rectification and improvement.

Recommendations

One of the main recommendations emerging from the PDS 2004 end of year retreat was to establish a functional monitoring and reporting system for all PDS activities. With such system in place, all activities would be closely monitored and documented allowing therefore PDS staff to identify lessons learned and build on success stories in planning for the future.

VII. PDS Plan of Action for 2005:

Based on lengthy discussions during the 2004 end of year retreat, and after consultation with main partners at the Ministry, the following main priorities were identified for PDS for the year 2005:

Establishment of population databank

- Compile available resources (Experts/researchers, studies, reports...)
- Assess available information systems
- Undertake RH counseling survey and Rapid Appraisal Research on RH and gender-related issues
- Undertake one study on Elderly institutions, clubs and relevant laws
- Execute new in-depth studies based on results from PAPFAM and Multipurpose surveys

Advocacy on population issues

- Initiate work on national advocacy strategy on population issues through identification of needs for advocacy, assessment of advocacy and IEC components of available strategies related to population, and development of blue print for advocacy strategy along with a draft work plan
- Finalize advocacy kit and produce brochure reflecting findings of opinion leader survey
- Organize a series of advocacy workshops and round table meetings, with NGOs, religious leaders, parliamentarians, private sector, and other decision makers, that will feed in the advocacy strategy and build on existing advocacy tools such as (Lebanon ICPD + 10 National Report, Advocacy kit on population issues, Opinion leader survey, and other publications and information made available by recent studies and reports)



- Establish a Media Network on population and build its capacity (In collaboration with RH IEC project and IEC unit)

Integration of Population Dimensions in Sectoral plans

- Complete mapping of structures and functions of ministries and their departments
- Map different sectoral/ministerial strategies, wherever available, and identify areas of opportunity for integration
- Finalize the report on similar countries' experiences in integration and identify one model country to be visited for better assessment of success stories and drawbacks impeding integration (Study tour)
- Select one sector for pilot integration
 - o Develop a list of indicators will be developed to evaluate the extent and outcomes of integration once it is launched
 - o Organize a series of training/sensitization sessions addressing PDS staff, ministerial staff, other partners and consultants on integration
- Call for a meeting to discuss the gender mainstreaming plan of action and distribute tasks and responsibilities among different partners (PDS project, RH IEC project, IEC unit, National commission for Lebanese Women, UNFPA, CDR).

Institutionalization and Capacity building of the NPPC / TS

- Undertake an assessment of the NPPC and its Technical Secretariat
- Identify relevant local courses for PDS/TS staff to attend based on need, cost and availability

Development of website and promotional brochure for PDS

Strengthening of coordination, networking and linking with various partners at all stages of planning, implementation and evaluation of various activities.