



Inter-Agency Coordination
Lebanon

LIVELIHOODS SECTOR

National Working Group Meeting

28 November 2017

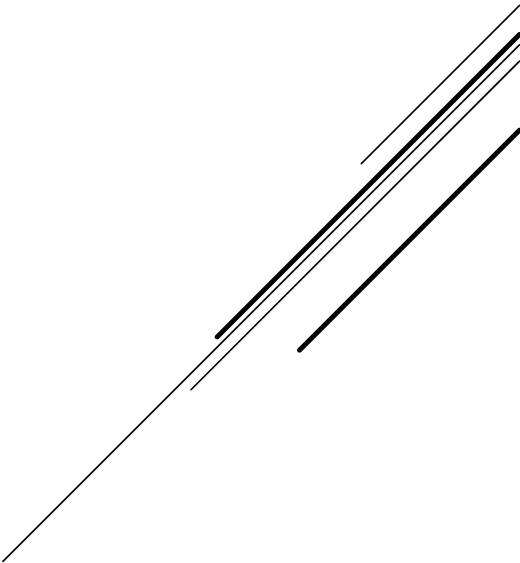


AGENDA

- ▶ Welcome & introduction
- ▶ Field Updates
- ▶ LCRP 2018 update
- ▶ Presentation of the Graduation Pilot with NPTP (World Bank)
- ▶ Presentation of Alliance 2015 Consortium Livelihoods project (ACTED)
- ▶ AoB

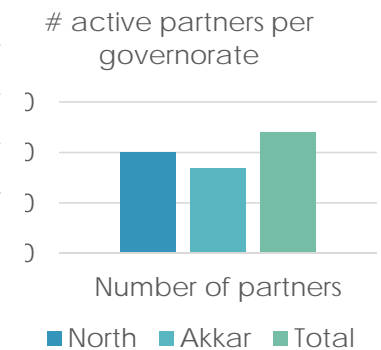
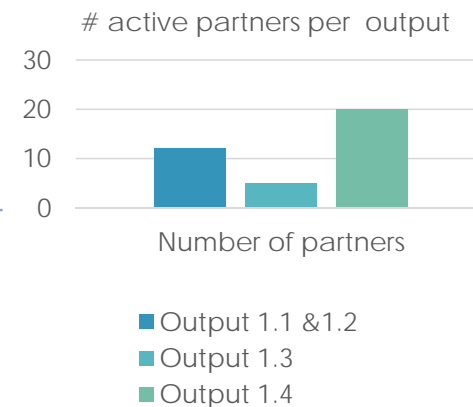
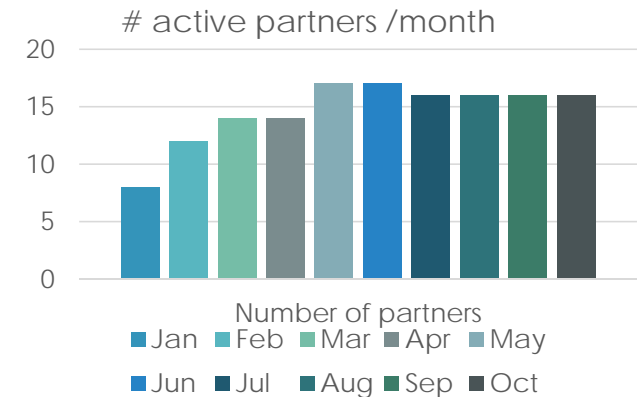


FIELD UPDATES



NORTH UPDATE

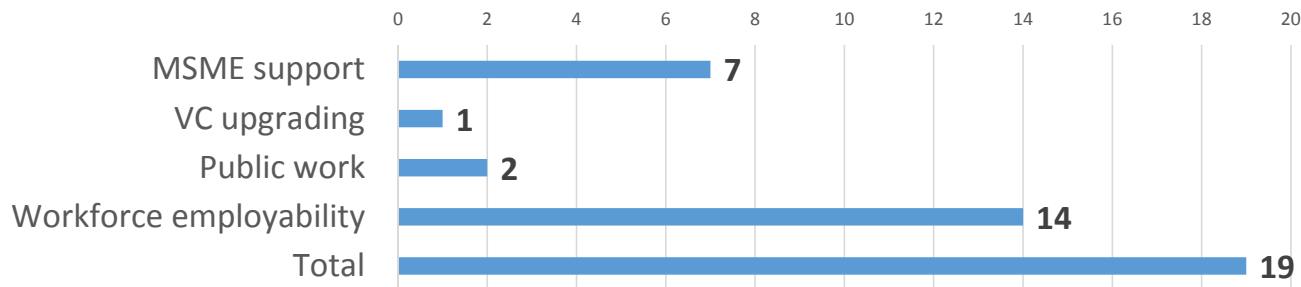
- Significant increase in Labor intensive programming in the last 3 months (Aug-Oct) with: 169 municipalities benefited so far (75% of which in the last 3 months), 2422 labors (65% Syrian, 35% Lebanese), 1.16M USD invested in infrastructure, and 23,000 USD in environmental assets. **Still way beyond appeal target**
- Slight increase of Employment services & career guidance beneficiaries- 3568 beneficiaries (35% targeted in the last 3 months)
- Increase in MBST participants- 8526 benefited so far (almost half of them in the last 3 months) comparing to a total of 1014 benefitting from internships, on-the-job trainings or apprenticeships **Target reached**
- Room for improvement in Job creation and VC support.



BML UPDATE

- ▶ 19 active partners in the BML from Activity Info database (the total numb is 35 partners who attend regularly the WG)
- ▶ ACTED, AMEL, ANERA, AVSI, AI Majmoua, CARE, Caritas, DOT, DRC, IRC, LLWB, MSL Lebanon, SCI, SIF, TDH, The Nawaya Network, UNDP, UNIDO, YFORD.

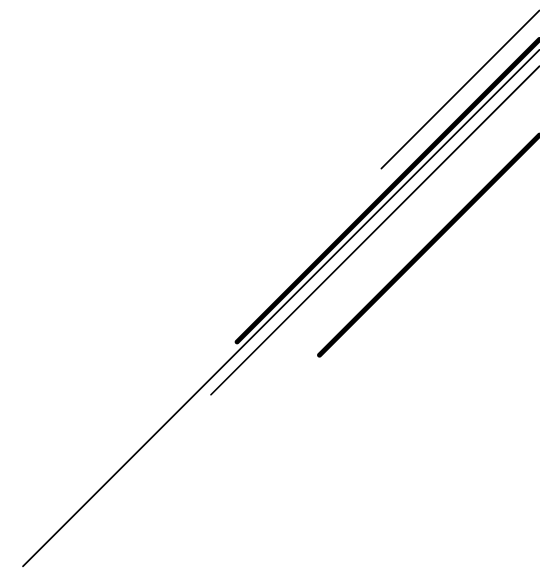
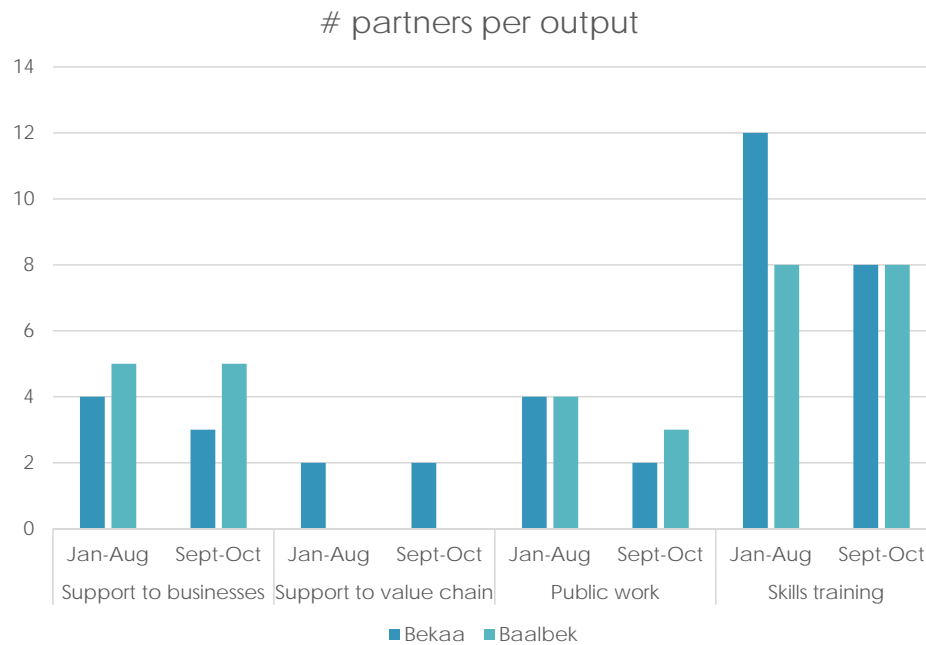
Number of partners per output



- ▶ Geographical gaps: Beirut (3 partners), Aley (3), Jbeil (2), and Keserwen (4)
- ▶ Geographical predominance: Baabda (8 partners), Chouf (7) and Metn (10).

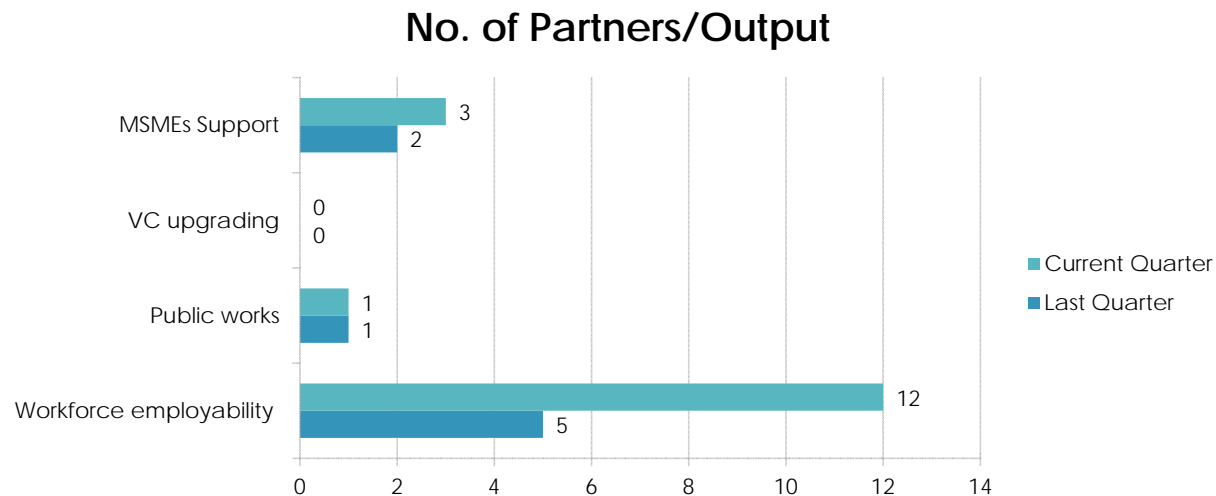
BEKAA UPDATE

- ▶ New coordinator on board soon!
- ▶ 700 businesses supported
- ▶ 900 beneficiaries of public work
- ▶ 10,000 beneficiaries of skills training

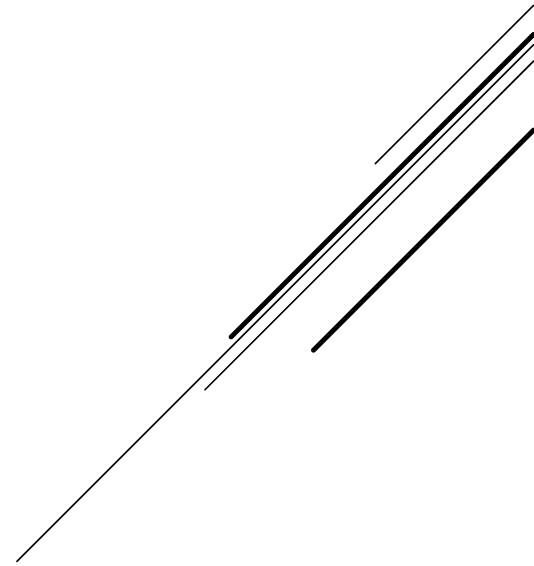


SOUTH UPDATE

- ▶ A significant increase (more than doubled) in number of partners in the Workforce Employability output BUT the concentration of interventions remain in MBST with rare linkage to Internships/on the job trainings and to sensitization on decent work conditions
- ▶ The **gaps** remain in both VC interventions and public works (Labor intensive programming)
- ▶ MSME's support in more within the in kind or cash grants with no direction towards technology transfers and incubation services

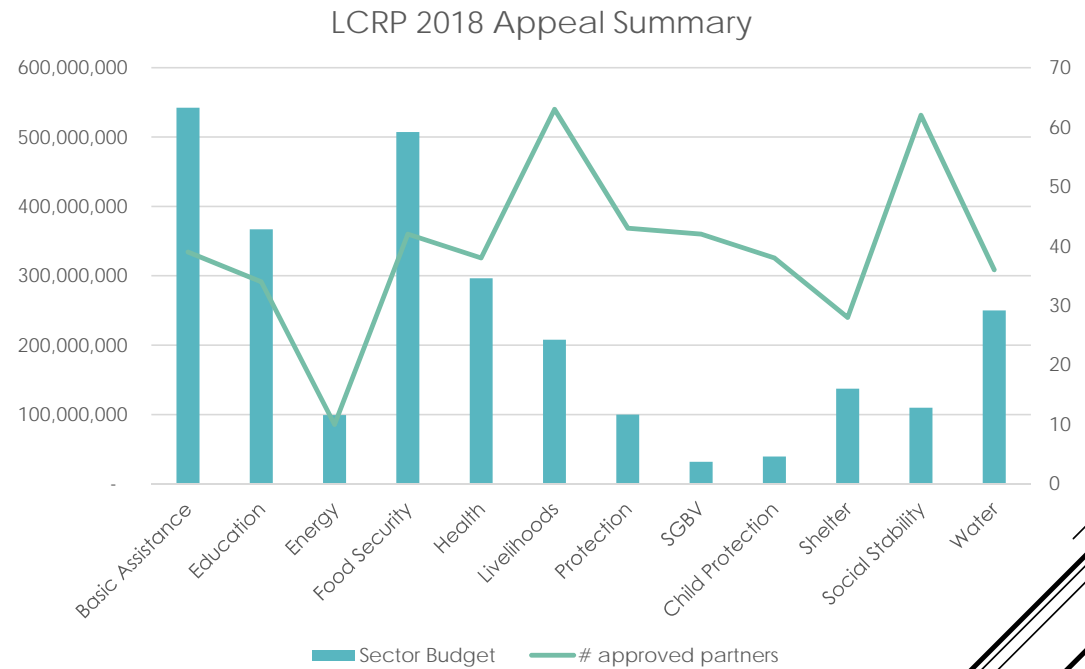


LCRP UPDATE



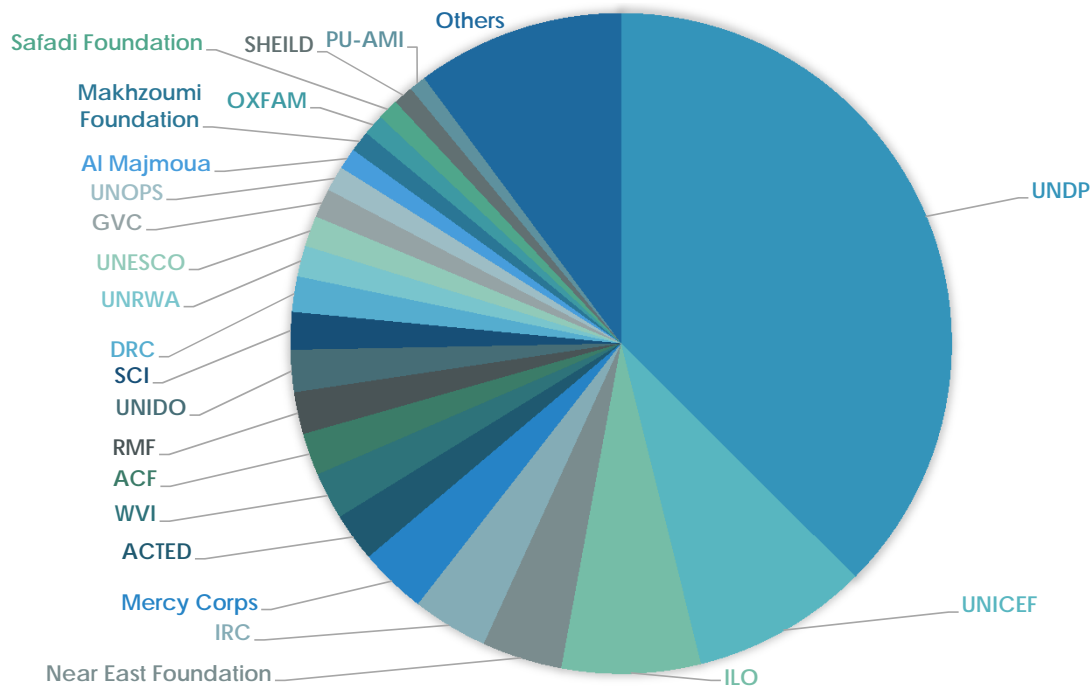
LCRP 2018 UPDATE

- ▶ LCRP 2018 adopted by LCRP Steering Committee on 20 November
- ▶ Total appeal 2.688 mUSD (-62mUSD / 2017)
- ▶ 120 Partners

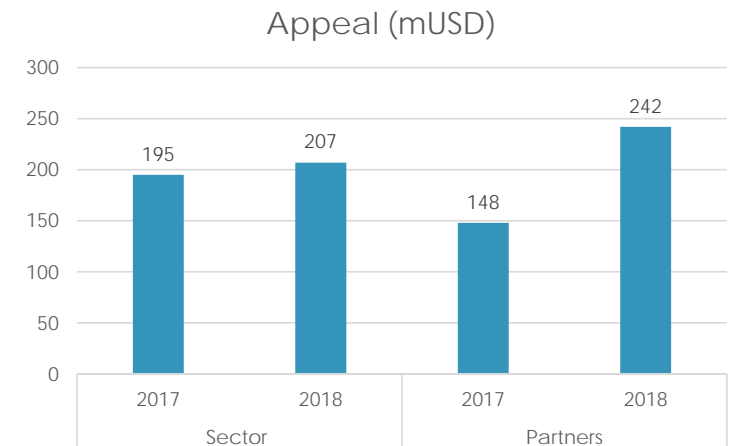


LIVELIHOODS LCRP PROCESS

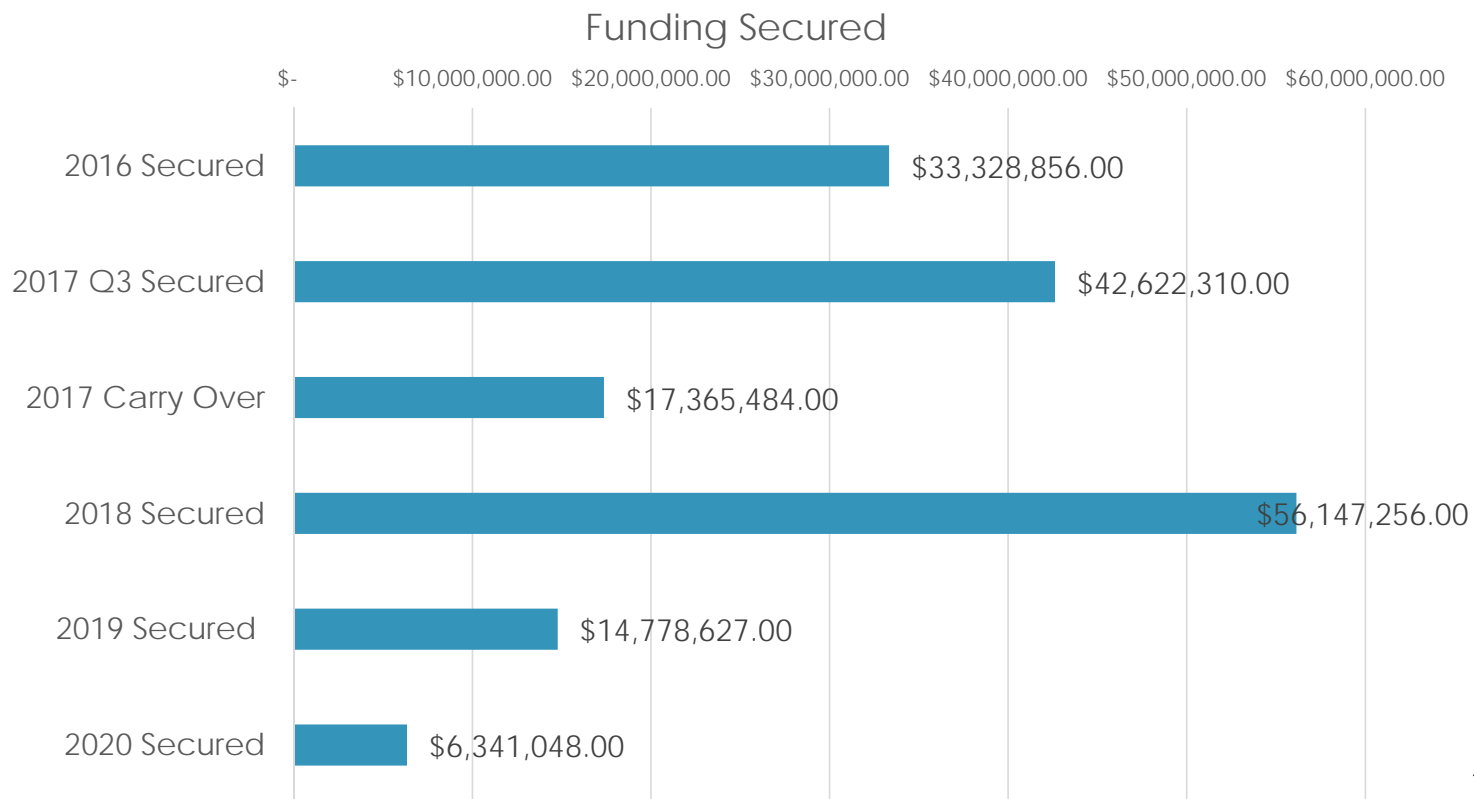
- ▶ Approved by Livelihoods Steering Committee on 7 November
- ▶ Total appeal 207mUSD
- ▶ 63 Partners (cumulated appeal: 243mUSD)



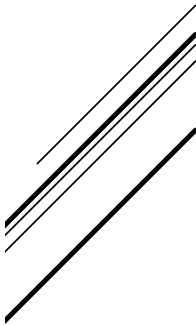
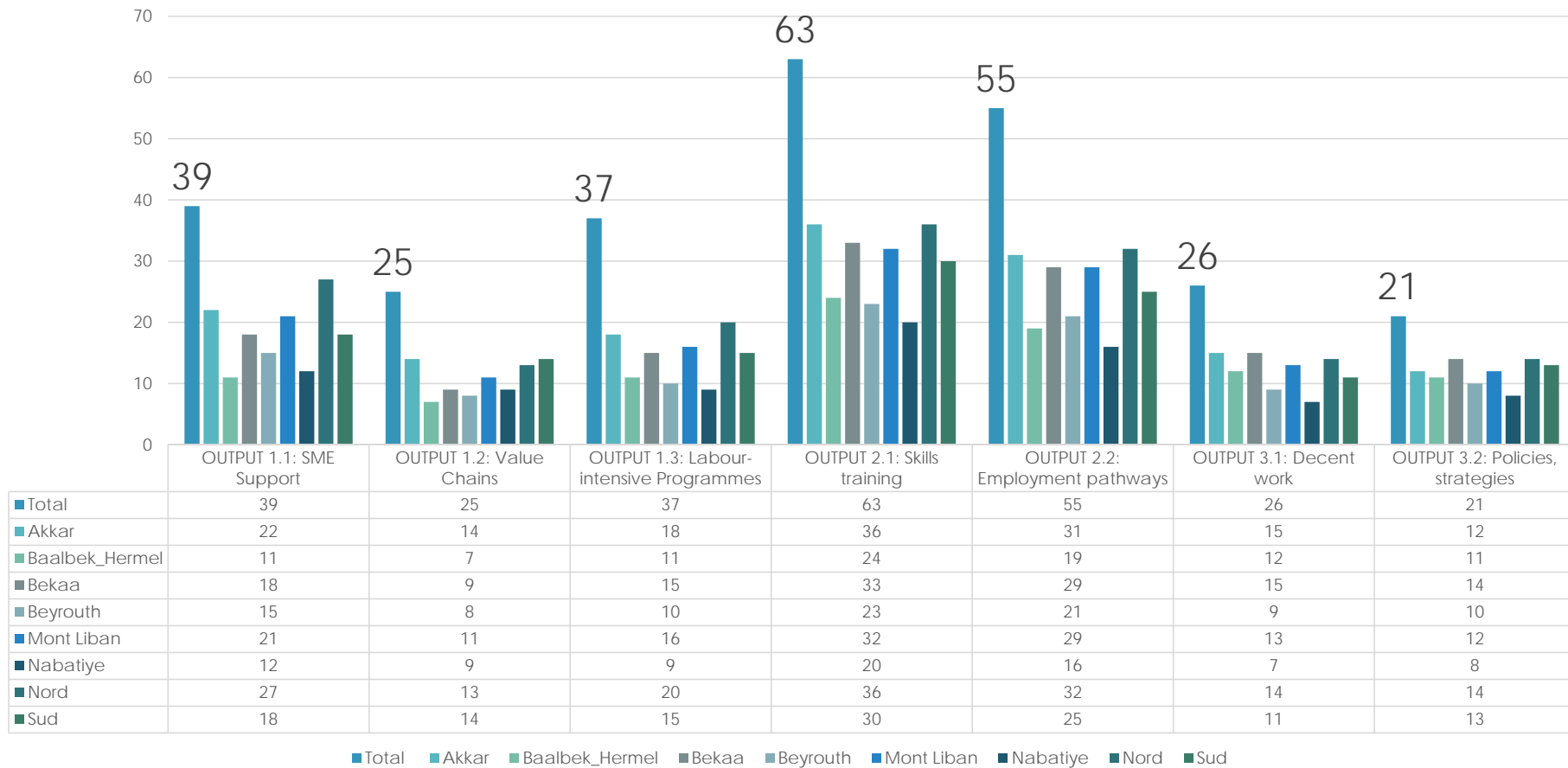
ACF	Mercy Corps
ACTED	Mercy-USA
AMEL	NRC
AND	Near East Foundation
ARCS	OXFAM
AVSI	PCPM
ActionAid	PU-AMI
Al Majmoua	RET Liban
Arcenciel	RI
B&Z	RMF
British Council	RIP
CARE	SBOverseas
CESVI	SCI
CARITAS	SHEILD
CONCERN	SIF
DRC	Safadi Foundation
Fair Trade Lebanon	ShareQ
GVC	Solidarités
Green Globe	Tabitha-Dorcas
HEKS/EPER	TdH - It
HWA	UN-Habitat
Himaya Daae Aataa (HDA)	UNDP
IECD	UNESCO
ILO	UNHCR
IOM	UNICEF
IRC	UNIDO
International Alert	UNOPS
Intersos	UNRWA
LebRelief	UNWOMEN
Lebanese Developers	WVI
Lebanon Support	YFORD



FUNDING SECURED

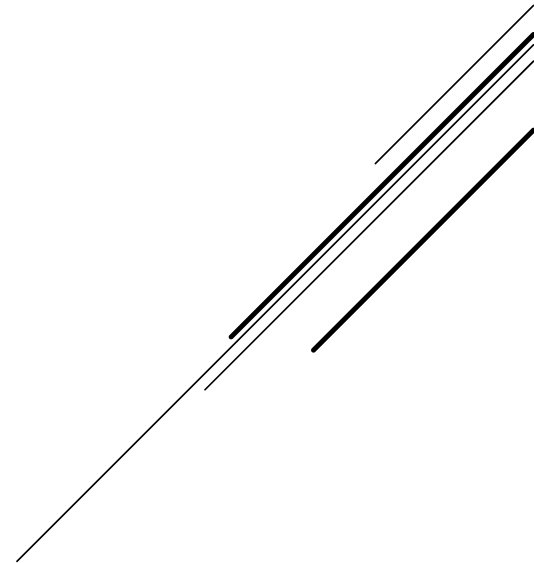


PARTNERS INTEREST BY OUTPUT/GOVERNORATE



- ▶ 1924 jobs created/maintained (4 times 2016 achievements)
- ▶ 1,650 small business supported (3 times 2016 achievement)
- ▶ 3,500 beneficiaries of public work (half 2016 achievement)
- ▶ 26,000 people trained (+33% compared to 2016) out of which around 12% access work or income opportunities.

KEY RESULTS TO DATE





WORLD BANK GROUP
Social Protection & Labor

The CGAP/Ford Foundation Graduation Approach: Lebanon's NPTP-G

Rene Leon Solano
Beirut, Lebanon, November 28, 2017

Outline

- The CGAP/Ford Foundation Graduation Model
- Country Examples
- NPTP-G: National Poverty Targeting Program Graduation Pilot

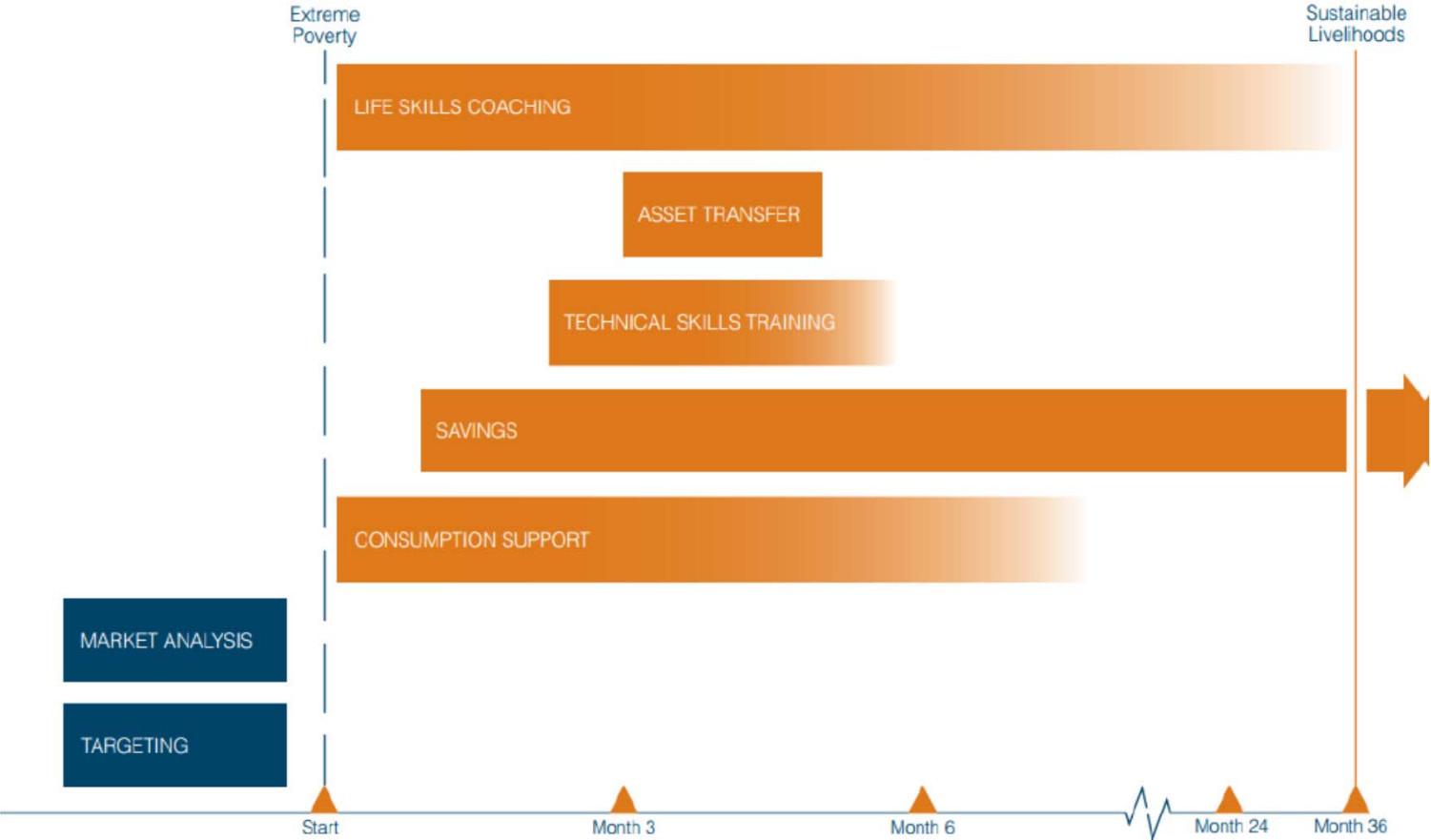
The CGAP/Ford Foundation Model: definition and objective

- CGAP and the Ford Foundation launched the CGAP–Ford Foundation Graduation Program in 2006 to pilot test whether BRAC’s model could be successfully adapted outside Bangladesh.
- The goal is for participants to “graduate” to a ***sustainable livelihood*** within a defined period of time (generally 18 to 36 months).
- To measure ***sustainable livelihood***, most programs incorporated some of the following elements in their graduation criteria: food security, improved per capita consumption levels, increased assets (including savings), improved access to healthcare, and increased self-confidence.
- In 2017, CGAP handed the program over as the foundation for a new platform at the World Bank: Partnership for Economic Inclusion (PEI)

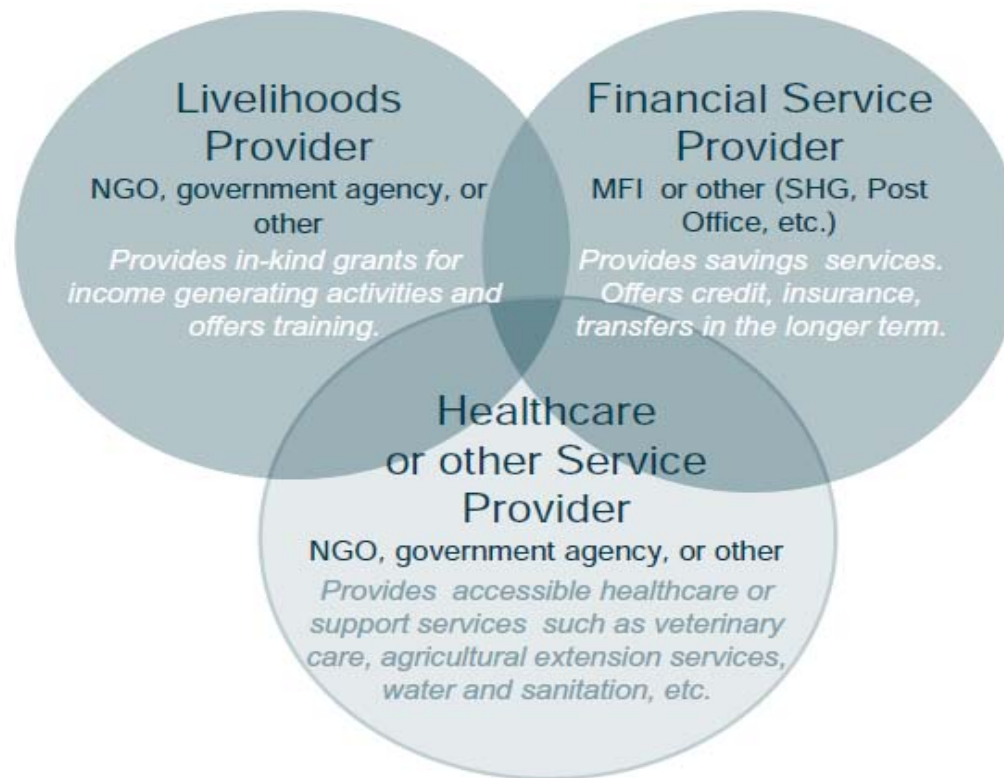
The CGAP/Ford Foundation Model: components

Component	Intervention	Outcome
Safety Nets	Consumption support	Food security
Livelihoods	Asset transfer Technical skills training	Sustainable Livelihoods Income diversification Asset accumulation
Financial Services	Savings account Financial literacy training	Improved income management Savings for shocks
Coaching	Life Skills Referrals to healthcare Additional Services	Increased self-confidence Improved hygiene and sanitation

The CGAP/Ford Foundation Model: sequencing



The CGAP/Ford Foundation Model: implementing partners



Country Examples

The CGAP/Ford Foundation Model: pilots

- Ten pilots in eight different countries (Ethiopia, Ghana, Haiti, Honduras, India, Pakistan, Peru, and Yemen)
- Slight variations in specific components of the program
- 5,376 total participants (one per household).
- Four out of ten pilots specifically target women only.
- 9 out of 10 pilots are in rural areas
- 75-98 percent graduation rate

Main features of CGAP/Ford Foundation pilots

Program features	Bangladesh	Ethiopia	Ghana	Honduras	India	Pakistan	Peru
Implementing partner	BRAC	Relief Society of Tigray	PAS and Innovations for Poverty Action	ODEF Social and Plan International	Bandhan	Various partners ¹	Asociación Arariwa and Plan International
Program take-up	87%	100%	100%	100%	52%	100%	100%
Value of asset transfer (USD)	\$158	\$360	\$206	\$283	\$124	\$235	\$464
Assets most commonly chosen	Cows (50%); Cow-poultry or cow-goat combination (38%)	Sheep and goats (62%); Oxen (24%)	Goats and hens (44%); Goats and maize inputs (27%)	Chickens (83%); Pigs (6%)	Goats (52%); Cows (30%)	Goats (56%); Shops (11%)	Guinea pigs (64%); Hens (24%)
Value (USD) and frequency of consumption support	Weekly transfer of \$1–2 for 40 weeks (amount adjusted to food price)	T and C HHs eligible for support through food-for-work program for duration of the evaluation; 5 days of work earned food worth \$8	\$2–4 given weekly depending on HH size	Treatment HHs received one-time food transfer worth \$114 intended to cover 6-month lean season	\$3 given weekly for 13–40 weeks depending on chosen asset; shorter duration for nonfarm enterprise, longer for livestock	\$16 given monthly for first year in the program	All HHs in 51 communities with Juntos CCT receive \$78 monthly; T HHs in 35 communities without Juntos receive \$39 monthly

Source: Banejee, Duflo, et al (2016)

Main features of CGAP/Ford Foundation pilots

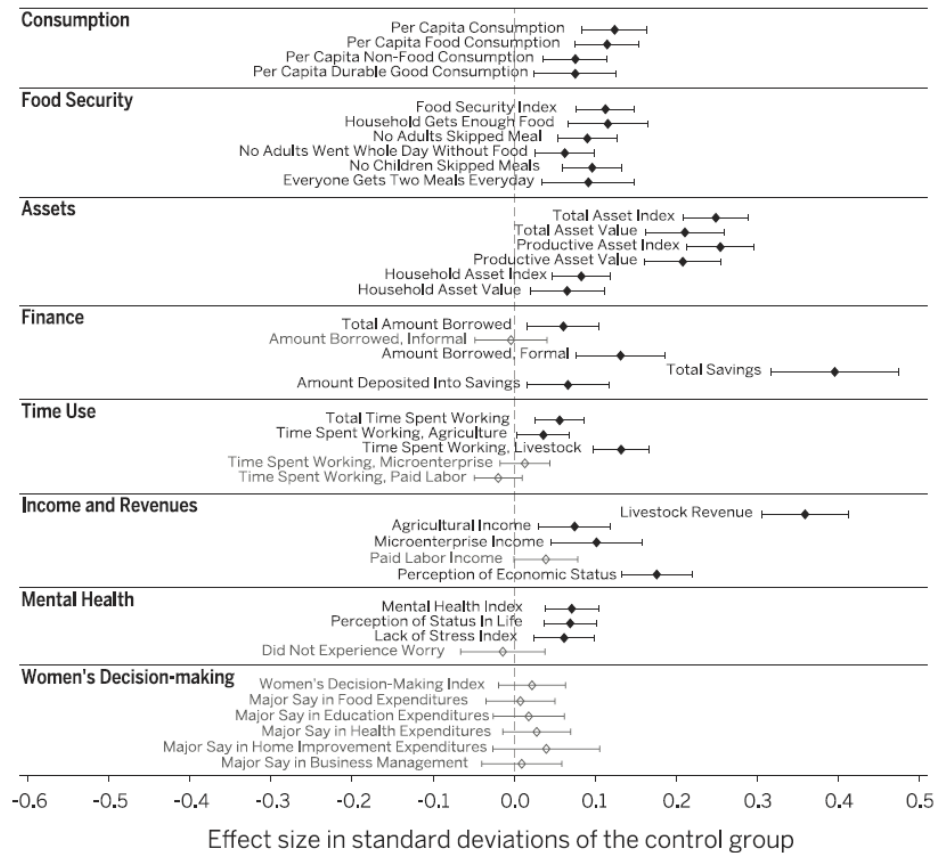
Program features (cont.)	Bangladesh	Ethiopia	Ghana	Honduras	India	Pakistan	Peru
Saving	BRAC formed microfinance groups with beneficiaries after six months, first offering savings services and later credit	Required to save at least \$360 over the 2-year program, equal to value of asset transfer	Half of treated HHs randomly selected to receive savings accounts	Required to open savings account, savings incentive \$19, assigned to savings matching or direct savings transfer treatments	\$0.28 required per week	Encouraged to save at home or with ROSCAs	Encouraged to join community savings groups, open savings account at a bank, or deposit group savings with microfinance organization
Coaching visits	Weekly, over 24 months	Weekly, over 24 months	Weekly, over 24 months	Weekly, over 24 months	Weekly, over 18 months	Weekly, over 24 months	Every six weeks over 24 months
Health component	Health education sessions led by community health volunteers, and financial provision during two-year intervention for specialized care if needed	None	Enrolled in National Health Insurance, received health and nutrition education	Health, nutrition, hygiene trainings	Discussed health during weekly coaching visits	Female health workers provided basic health services, education, and medicine	Nutrition, healthy practices, prenatal health trainings

Source: Banejee, Duflo, et al (2016)

Impact of CGAP/Ford Foundation pilots

Pooled average intent-to-treat effects, endline 2 at a glance

This figure summarizes the average treatment effects in each country for the 10 primary outcomes. All treatment effects are presented as standardized z-score indices and 95% confidence intervals.



RESEARCH

RESEARCH ARTICLE SUMMARY

DEVELOPMENT ECONOMICS

A multifaceted program causes lasting progress for the very poor: Evidence from six countries

Abhijit Banerjee, Esther Duflo, Nathanael Goldberg, Dean Karlan, Robert Osei, William Parienté, Jeremy Shapiro, Bram Thuysbaert, Christopher Udry

INTRODUCTION: Working in six countries with an international consortium, we investigate whether a multifaceted Graduation program can help the extreme poor establish sustainable self-employment activities and generate lasting improvements in their well-being. The program targets the poorest members in a village and provides a productive asset grant, training and support, life skills coaching, temporary cash consumption support, and typically

access to savings accounts and health information or services. In each country, the program was adjusted to suit different contexts and cultures, while staying true to the same overall principles. This multipronged approach is relatively expensive, but the theory of change is that the combination of these activities is necessary and sufficient to obtain a persistent impact. We do not test whether each of the program dimensions is individually necessary.

Source: Banerjee, Duflo, et al (2016)

NPTP-G: National Poverty Targeting Program Graduation Pilot

The National Poverty Targeting Program

- Even prior to the Syrian conflict, poverty in Lebanon was significant and regional disparities acute:
 - 27% -approximately 1 million Lebanese individuals- living below the poverty line. Poorest regions being North Lebanon, and the Beka'a;
 - 8% -approximately 300,000 Lebanese Individuals- living in extreme poverty.
- NPTP is the **first poverty-targeted social assistance program** in Lebanon, launched by the GOL in 2011.
- Targets extreme poor Lebanese households based on a proxy-means testing (PMT) mechanism.
- Managed by MOSA and the Presidency of the Council of Ministers (PCM), and implemented through 114 Social Development Centers across the country.
- Basket of benefits originally mainly consisted of:
 - Health coverage through a waiver of 10–15% for hospital co-payments;
 - Waivers for school registration fees and books public elementary, high, and vocational schools.

Reform of the NPTP

- Recertification of current beneficiaries based on new PMT formula
- Outreach to and assessment of new beneficiaries (hard to reach populations)
- Development of robust grievance redress mechanism (GRM)
- Establishment of a modern Management Information System (MIS)
- Re-establishment of an “Inter-ministerial Committee for the NPTP”
- Introduction of Graduation Program (NPTP-G)

NPTP-G

- Based on the CGAP/Ford Foundation graduation approach, with slight modifications given country context (i.e.: introduction of PSS component, modification in sequencing, etc.).
- Will benefit 675 HHs from among the poorest 10,000 HHs, effectively embedding the graduation pilot into the NPTP.
- Will be implemented in the two regions with the highest concentration of the targeted beneficiary HHs, and will benefit at least one rural and one urban area
- Will target women
- Will finance the design and implementation of a robust Monitoring and Evaluation (M&E). This includes the development of a rigorous yet easily manageable Client Monitoring System (CMS), as well as the launching of a robust impact evaluation.



Alliance2015 Lebanon Consortium

28 November 2017

Alliance 2015

towards the eradication of poverty



ACTED ACT FOR CHANGE
INVEST IN POTENTIAL



cesvi



Ministry of Foreign Affairs of the
Netherlands

Overview

Title: Building Resilient Communities in Lebanon: An Integrated Approach to Livelihoods and Income Generation for Vulnerable Populations

Donor: The Netherlands Ministry of Foreign Affairs

Location: Akkar, Tripoli, Beirut and Mount Lebanon, South

Duration: 2.5 years

Starting date: June 2017

Ending date: December 2019



Alliance2015 Global Partnerships



Alliance2015 is a dedicated partnership of leading development and humanitarian NGOs working in over 85 countries.

Alliance2015 global partnership consists of seven European INGOs.

The Alliance2015 Lebanon Consortium consists of ACTED as the lead agency, along with partners Cesvi, Concern and Hivos.

Alliance2015 Lebanon Consortium Partners

ACTED has strong linkages with MoSA and previous experience implementing livelihood projects through SDCs. They have a strong geographic presence and relationships with key stakeholders in Beirut, Mount Lebanon and Tripoli.

Cesvi has previous experience working in the Livelihoods sector within private TVET institutions in the Saida region.

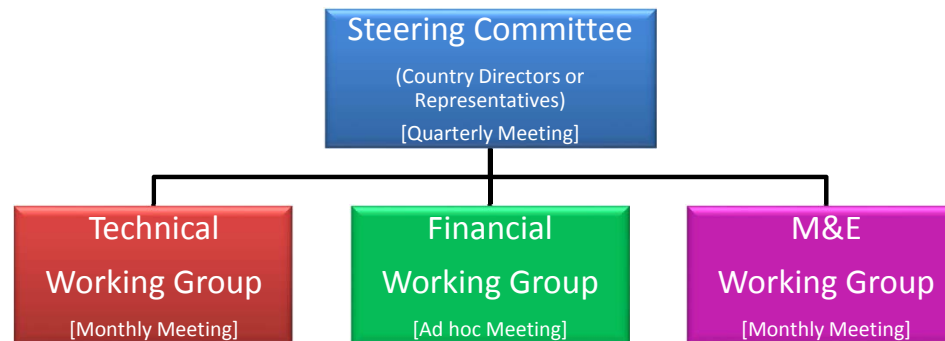
Concern has a strong geographical presence in Akkar and provides strong community engagement and institutionalized support in the region.

Hivos has institutional knowledge in supporting Micro-Small-Medium Enterprises and has supported artisanal, marketing and design start ups in Beirut and Mount Lebanon.



Consortium Governance – Ways of Working

- Steering Committee comprised of Country Directors
- Extended Steering Committee (MoSA, Dutch Embassy)
- Technical Working Group and M&E Working Group
- Ad hoc Financial Working Group



Programme Aims (2017-2020)

The Alliance2015 Lebanon Consortium will be implementing the ARC Programme through the economic inclusion of vulnerable individuals.

This three year project aims to:

- build the resilience of local institutions through capacity building
- to build economic resilience and social capital of vulnerable individuals through access to employment services
- building market resilience through support of the private sector



Programme Overview

Outcome 1: Building the capacity of SDCs leads to an improved delivery of livelihood-related services

Partners Responsible: ACTED and Concern

- *Development of a market resource guide and soft skill training guide, and new/improved training curriculum for each targeted SDC*
- *Development of an internal action plan addressing community livelihood needs for each targeted SDC*
- *Provision of relevant livelihood-related assets/training/renovations for each targeted SDC*

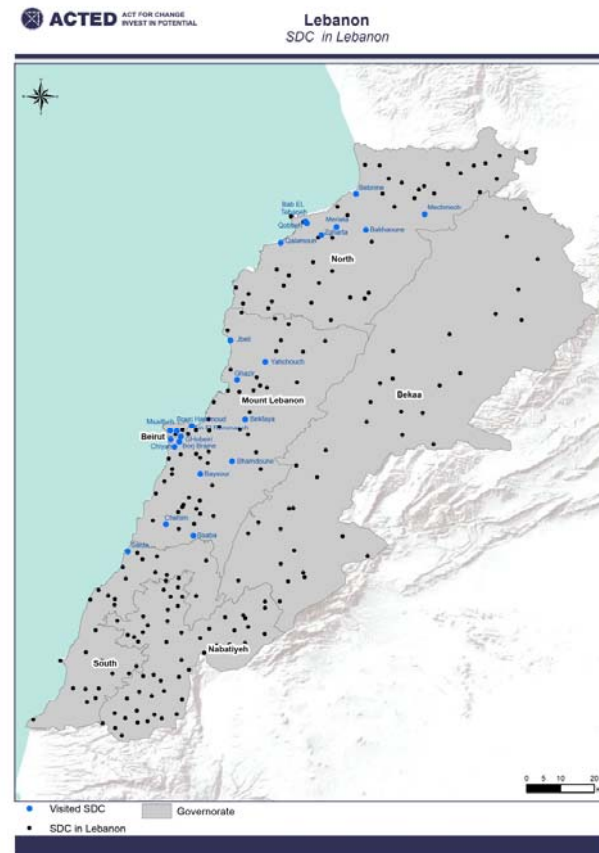


Methodology – SDC Assessments

An SDC capacity assessment, conducted was seeking the following objectives:

Obtain sufficient information in order to be able to select the most suitable 18 SDCs for intervention. The selection was based on:

1. Motivation and willingness to engage in the programme
2. Vulnerability conditions in the geographic area of the SDCs
3. Organizational and staff-related capacity
4. Infrastructure conditions related to livelihood training
5. Mapping and technical quality investigation of current livelihood-related service provision



Programme Overview

Outcome 2: Improving the technical and soft skills of vulnerable individuals to ensure increased participation in the private sector job market

Partners Responsible: ACTED, Cesvi, and Concern

- *SDCs or private/public schools provide relevant market-based TVET and soft skill trainings to vulnerable individuals*
- *Insert trained vulnerable individuals into paid apprenticeship programs for skills development and market access*
- *Provide vulnerable individuals with access to labour market information, career guidance, counselling and job matching services*



Methodology - Market Assessment

The market assessment, conducted through an extensive desk review as well as a number of key informant interviews with relevant public, private and international stakeholders, was seeking the following objectives:

- To identify sectors and sub-sectors that have opportunity for growth in Lebanon;
- To identify key gaps in the Lebanese economy and in the current labour supply;
- To identify the correct approach for tapping into the identified sectors, including potential income generating opportunities

Sectors Identified:

Agro food

- Olive oil
- Dairy
- Citrus
- Quinoa
- Carob

- Construction
- Digital IT
- Artisanal and Handicrafts
- Green Jobs
 - HEVs/electric vehicles
 - Solar Panel Installation and Maintenance



Programme Overview

Outcome 3: *Improving the capacity of the private sector generates growth and job creation*

Partners Responsible: ACTED, Cesvi, Concern and Hivos

Provide counselling and coaching to MSMEs, including establishing linkages to existing business development services.

Support solar energy based start-ups incubators in collaboration with universities.



Key Stakeholders

- Dutch Embassy, Association of Dutch Municipalities International (VNGI)
- ARC Funded Partners – Mercy Corps, ABAAD
- Lebanese Government – MoSA, MoL, MEHE, MoE
- United Nations – UNICEF, UNDP, ILO, UNIDO
- Lebanon Industrial Value Chain Development (LIVCD), Hybrid Electric Vehicle (HEV) Club of Lebanon



Alliance2015 Partner Synergies

- Concern and ACTEDs shared Internal Action Plans and compiling Market Resource guides for SDCs
- Shared curriculums between three partners (Solar, MEP, HEV, Decorative, Green Construction, IT)
- Standardized beneficiary selection criteria based on: eligibility, competency with a vulnerability component
- Shared database for beneficiary compilation
- Harmonized MSME criteria amongst all partners



Lessons Learnt

- An area-based approach was adopted to ensure maximum synergies between various programmatic aspects, and each agency is working in geographic areas with strong field presence.
- Strong linkages between all activities in the project
- The balance of sectors was chosen to ensure better inclusion of both populations
- Partners have leveraged their relationship with MoSA, MEHE and MoL to ensure this Alliance project is in line with national priorities.
- The market assessment cites the research from LEADERS, including the skills gap analysis.



What has been achieved

- SDC Launch Event took place in July
- 18 SDC Internal Action Plans and Market Resource Guides have been completed in draft form
- Shared curriculums have been tendered
- Database consultant has been tendered
- Call for MSMEs has been published and criteria is being developed



Next steps

- Finalized SDC Internal Action Plans and Market Resource Guides submitted to SDC directors
- Rehabs of SDCs to begin in 2018
- First phase of trainings to roll out in identified SDCs and public/private TVET institutions
- Apprenticeship and employment opportunities to be identified
- International standards of “Decent Work” – cross cutting theme to implement various job creation, business stimulation and support
- MSMEs identified and supported

