

Lebanon Crisis Response Plan (LCRP) 2017 – 2021

Best Practices Compendium

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**Inter-Agency
Coordination**
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Introduction

This Compendium of Best Practices is a component of the Lebanon Crisis Response Plan (LCRP) 2017 – 2021 Strategic Review. The LCRP strategic review was commissioned in early 2021, in order to reflect on achievements over the past 4 years and to learn from the LCRP's successful and less successful experiences. It was planned as a strategic review, rather than an evaluation, so that it could provide useable insights and recommendations quickly enough to inform the design of the future response to the impact of the Syria crisis.

While the Compendium of Best Practices was part of the strategic review overall, it followed its own participatory process strongly leaning on the LCRP's architecture, and benefiting from the knowledge of the organisations and people who participate in LCRP delivery.

The purpose of the Compendium of Best Practices was to identify and record best practices, in order to inform the design of the future response to the impact of the Syria crisis, and to stimulate scaling-up and replication of proven approaches and practices. Originally, the compendium was designed to include lessons learnt. However, all selected submissions constitute best practices.

The majority of the LCRP's best practices showcased in this compendium are innovative solutions building on or driven by Lebanon's unique context. Nevertheless, they show a high degree of replicability, certainly within Lebanon, and in other countries. Replication in other countries may be based on underlying principles of these approaches, methods and models, and by adapting to the local contexts. Importantly, the majority of these best practices brought out by the LCRP can be integrated into other crisis responses in Lebanon.

The LCRP's best practices contained in this compendium underline some of the findings of the LCRP Strategic Review: Sustainability is constrained by the combination of policy and regulatory limitations, limited absorption capacity of already strained public institutions and a continuously worsening situation. Nevertheless, creative ways of anchoring sustainability for example in communities are included in these best practices. Secondly, due to the lack of thorough impact assessment, the impact of the LCRP's best practices is unclear with the exception of cash programming.

While the majority of the featured best practices involve Lebanese organisations to some degree, on two of the best practices are solely designed and implemented by Lebanese organisations. This in itself highlights the need to dedicate more work to localisation in Lebanon. The two Lebanese practices showcased here present ways to embed interventions in local communities thus integrating sustainability measures.

Finally, more than half of the best practices from the past five years of implementing the LCRP are multi-sectoral approaches, contrasting the LCRP's sectoral set-up.

Methodology and Process

The process to solicit and select best practices from the implementation of the LCRP from 2017 to 2021 was highly participatory: LCRP partners were invited to submit their best practice examples following predetermined parameters, and the selection of the stronger examples was made by members of the LCRP coordination community.

Definition

Best practices were defined as projects or clearly distinguishable components thereof, such as approaches or methodologies, that have a strong, proven impact for the beneficiary – corresponding to the impact statements of the LCRP. Best practices thus were required to show evidence of outcome-level change, not just at the activity level, in order to be considered.

Thematic areas

In order to streamline the best practices, and to increase their relevance for future programming, the best practice examples were required to be aligned to at least one of three thematic areas: Humanitarian-Development-Peace Nexus; Grand Bargain; and Programme Effectiveness, as set out below.

Humanitarian-Development-Peace Nexus

- Advancing the Humanitarian-Development-Peace Nexus: examples could be sustainable and quantifiable improvements to public service provision; market systems change in value chains that quantifiably benefit the poor; or decreased community tensions
- Advancing the Global Compact on Refugees with regards to Objective 1: Ease the pressures on host countries; or Objective 2: Enhance refugee self-reliance
- Increased resilience of host and/or refugee populations that has demonstrably cushioned the negative impact of the economic crises, and/or Beirut Port explosions and/or COVID-19

Grand Bargain

- Empowering national or local civil society (Localisation)
- Accountability to Affected Populations (Participation Revolution)
- Any other Grand Bargain component

Programme effectiveness

- Adaptation of projects or programmes to the changing contexts of the economic crisis, and/or Beirut Port explosions and/or COVID-19
- Mainstreaming of protection, gender-sensitivity, conflict-sensitivity (social stability), inclusion of persons with specific needs, and/or environment approaches
- Inter-sectoral collaboration including for example joint planning, shared outcomes, joint programming or cross-sectoral programming

Process

Solicitation of best practices

The solicitation relied on the active involvement of the Inter-Agency Coordination Team, the Inter-Sector Working Group and NGO fora coordinators.

Sector Coordinators, Regional Inter-Sector Coordinators and the coordinators of the Lebanon Humanitarian INGO Forum (LHIF) and the Lebanon Humanitarian and Development NGO Forum (LHDF) were asked to identify strong examples of eligible best practices observed through their experience implementing the LCRP from 2017 to 2021. Pre-identification of partners and suitable examples was done through conversations and email exchanges among the Sector Core Groups, LHIF/LHDF Steering Committee members or regional Inter-Sector fora. The aim of this pre-identification step was to tap into the deep body of knowledge that coordinators and other key stakeholders already possessed on what has worked well under the LCRP over the last five years.

A submission form was developed that provided limited space to describe the best practice, as well as implementation and achieved results at the outcome level. The submission form furthermore required the example to show alignment with LCRP objectives and outcomes.

Those who were pre-identified by relevant coordinators were sent the submission form and asked to submit their best practice along with evidence of its results. Impact assessments, case studies, surveys or other methods were accepted as documented evidence.

A total of 73 submissions were received, the majority of which under the thematic area of Programme Effectiveness with 53 submissions. The lowest number of submissions received were for the Grand Bargain thematic area (20), and the Humanitarian-Development-Peace Nexus thematic area received 29 submissions. A number of submissions were made for two or all three thematic areas.

The summaries provided in this document are based upon the submissions of the partners, with some editing by the review team.

Evaluation of submissions

Three “thematic leads” were identified by the Inter-Agency Team, each to focus on one of the three thematic areas. For each thematic area, a group was formed of government, UN agencies, INGO and national NGO representatives. Under the guidance of the thematic leads, these groups screened the submissions received to ensure they were indeed in accordance with the definition and included sufficient documented evidence. During the thematic group meetings, participants further discussed the relevance of these best practices, in particular with regards to the thematic areas. The thematic groups used the following selection criteria for this process:

- The example is documented and evidence of results is submitted. Best practices examples include evidence of outcome-level results (i.e., positive changes for the population)
- There is alignment with at least one of the 3 Thematic Areas
- There is a clear contribution to the LCRP strategic objectives and/or sector outcomes
- There is potential for scale-up and/or replication of the example (including by other organisations)
- Best practice examples demonstrate an innovative approach

An evaluation checklist (see Annex) was prepared to support the thematic groups in their selection of submissions based on the above criteria. The thematic groups on the Humanitarian-Development-Peace

Nexus and the Grand Bargain furthermore agreed on the top three selected submissions, and these were subsequently presented at the Plenary Workshop on LCRP Best Practices.

Given that the vast majority of submissions were aligned to the thematic area of Programme Effectiveness, this group went further in assessing their submissions. The group members agreed on the need to highlight practices, tools, approaches or methods rather than entire projects or case studies. It therefore identified three sub-categories: Cash assistance and targeting, Strong multi-sectoral approaches, and Protection.

Four submissions were selected by the Humanitarian-Development-Peace Nexus thematic area, nine by the Grand Bargain thematic areas group and 16 by Programme Effectiveness. Three submissions were selected by both the Programme Effectiveness and the Grand Bargain thematic area groups. In total, 26 submissions were accepted to be included in this compendium.

On 28th of May 2021 a Plenary Workshop on the LCRP Best Practices was held. The primary objective of this workshop was to enable collective learning through disseminating some best practices, and to provide the space for discussions on this and related topics. Around 150 people participated.

Summary of Findings from Selection Process and Best Practices Workshop

During the selection process the three thematic area groups had in-depth discussions on sustainability. The Humanitarian-Development-Peace Nexus group looked for evidence on planning for sustainability by anchoring the approach, practice or infrastructure in either public institutions such as municipalities, or in communities by creating a strong sense of ownership. The group on Programme Effectiveness discussed the limitations to sustainability, in particular due to regulatory constraints with regards to the inclusion of refugees such as limited access to the labour market and limitations to structurally address Water, Sanitation and Hygiene (WASH) in Informal Tented Settlements (ITS). The Programme Effectiveness group furthermore discussed how significant the long-term systemic impacts of interventions could be when taking into consideration the ability of existing systems to absorb these into their service provision.

The Humanitarian-Development-Peace Nexus group felt that a clear pathway to sustainability was needed for a submission to be selected as a best practice. This group discussed whether or not to select three submissions that presented more developmental solutions to the continuous and costly need to truck water to, or to desludge latrines in ITS. While all three projects were new and innovative, they did not address sustainability as part of their design. The group agreed that given that the proposed examples could only have a developmental impact if they featured a strong operation and maintenance element, or were embedded by the public institutions, or enjoyed a clear community ownership. Currently this is not the case, but the three submissions were found to present innovative solutions that take some of the pressure off host communities and reduce the reliance on humanitarian solutions.

The issue of sustainability was also discussed in relation to the labour-intensive public works projects at the Plenary Workshop. It was highlighted that these projects should include elements to provide a long-term benefit to the beneficiaries in addition to temporary employment. Skills development through on-the-job training could offer such a benefit.

As part of the Grand Bargain thematic group, localisation received particular attention. Given that out of the 73 received submission only 10 were from local or national NGOs, it was questioned whether this reflected the best practices process, or whether this was a reflection of the state of localisation in the LCRP in general. The Grand Bargain group noticed that the level or depth of localisation varied among submissions. While in some it appeared to be merely a component to tick the box, other initiatives were effectively driving localisation.

During the Plenary Workshop, participants discussed several approaches to increase localisation. There appeared to be consensus on the value of deeper partnerships between international aid agencies and local or national NGOs. The latter should already be included in the design of projects, and the relationship between partners should build on regular discussions and feedback, with enough flexibility to change approaches if needed. The responsibilities of local or national NGOs could be increased over time during project implementation, to prepare for eventual full implementation by local or national NGOs.

Similarly, Accountability to Affected Population (AAP) was a component of the majority of submissions. However, the group felt that it was difficult to determine how successful the implementation of the measures towards AAP was. In the Plenary Workshop participants highlighted that AAP required a thorough understanding of local communities and the customisation of projects to the realities found in the targeted communities.

The Programme Effectiveness thematic group put strong weight on the adaptability of approaches or modalities, in light of Lebanon's multiple layers of crises. There was an agreement among group members that inter-sector approaches performed better in terms of adaptability. There was however no agreement on why this was the case, and as such highlighted that it could be useful to examine the adaptability of inter-sector

approaches more closely, to enable increased learning on adaptability. A functioning referral process was identified during the workshop as essential in this regard, including the capacities to follow-up on referrals.

Finally, during the workshop it was highlighted that an effective way to reduce inter-community tensions was by creating a sense of community through shared experiences and tackling shared problems, rather than falling into the trap of creating initiatives based on community identities. Likewise, local leaders could be meaningfully empowered to successfully mediate in conflict situations.

Best Practices

Humanitarian-Development-Peace Nexus

Employment Intensive Infrastructure Program (EIIP) Guidelines and Methodology - (ILO)

LCRP Strategic Objective 4 – Reinforce Lebanon’s economic, social and environmental sustainability

Description:

The EIIP Lebanon, implemented by the International Labour Organization (ILO) since 2017 with funding from the German government through KfW, is focusing on improving livelihoods and decent employment creation for Lebanese host communities and Syrian refugees through the construction and maintenance of locally prioritised infrastructure, agricultural and environmental works.

The core strategies of EIIP Lebanon include:

- (i) Local Resource Based Technology (LRBT), i.e. work methods and technologies where the use of local resources, is favoured and optimised, without compromising the quality
- (ii) Decent Work Principles, i.e. principles which mean that opportunities for work that are productive and deliver a fair income, respecting labour laws and are safe, and
- (iii) Complemented by training for contractors and capacity building for public institutions, with gender and environmental concerns as cross-cutting themes

Employment opportunities and infrastructure development for both host community members and Syrian refugees ease tensions within the labour force, improve capacity for economic development and service provision and strengthen the resilience of local host communities.

Hence, whilst EIIP Lebanon aims at providing short-term employment opportunities, it is at the heart of the humanitarian-development-peace nexus since it additionally aims at providing public infrastructure and services that support longer-term social, environmental and economic development, including secondary employment effects.

The “Employment Intensive Projects in Lebanon Guidelines”, which were endorsed by the Ministry of Labour and Ministry of Social Affairs in 2020, constitute a best practice as they provide guidance for implementing projects based on a comprehensive approach, including the implementation of Decent Work Principles, Inclusion & Gender Sensitivity, and LRBT. To ensure sustainability and promotion of these principles, training and capacity building are at the core, especially for private sector contractors implementing this methodology, who can benefit from it in any infrastructure project in the future. Workers acquire new skills by working in teams, enhancing their future employability and confidence. Development of this component is ongoing. Any work-based learning or on the job training can be easily integrated with the methodology.

Results:

The employment intensive (EI) methodology proved its efficiency and positive impact on communities while linking humanitarian interventions with a development-oriented approach:

- The EI approach provided job opportunities to vulnerable populations
- The infrastructure investment provides needed community infrastructure

- The local resource-based approach mobilised local resources including local labour while preserving quality of works and reducing the cost
- The Social Safeguards Framework ensured productive, fair and safe work
- Implementation was optimised through training and skills development
- Private sector contractors participated in the implementation of work
- Ownership and sustainability were enhanced by working through and with national partners
- Sustainable procurement procedures were adopted

Contribution to LCRP:

- Expanded economic and livelihood opportunities through promoting job creation for Lebanese and displaced Syrians, and supporting local businesses
- Created infrastructure assets that stimulated local economic development
- Reduced social tension within stressed communities
- Strengthened policy through publishing national EIIP guidelines

EIIP Lebanon results since 2017:

- 12,000 Lebanese and displaced Syrian women and men, directly benefitted from an income generating opportunity, and 50,000 people benefitted indirectly
- 400,000 worker-days generated
- 4,500 Jobs created (40 days of work considered as 1 job)
- 87% of the workers whom the EIIP had reached out to, were either unemployed or in search of work
- 2,800 women benefitted directly from an income generating opportunity. In the past year women's participation reached 30% due to a more gender sensitised approach and implementation of the social safeguard framework. 75% of the women on the project perceived that the skills they acquired on the EIIP would be helpful to land better jobs in the future
- 55 municipalities benefitted from 27 infrastructure projects, including agricultural roads, irrigation networks, water reservoirs, vegetable markets, storm water drains, sidewalks, road maintenance etc.
- 80 private sector companies received training and capacity building on EIIP methodology, with a total of 400 participants
- 15 private sector companies directly contracted
- Access to safety measures provided to workers and contractors on the EIIP including COVID-19 training
- Vast majority of the communities found that the wages provided on the EIIP projects are appropriate and had a positive spill over effect on the surrounding community

Scalability/replication:

ILO's EIIP approach is implemented worldwide, and in the region; it is implemented in Jordan, Iraq, Yemen and Lebanon with future plans for Syria. The EIIP approach can be applied to most infrastructure development projects in Lebanon and by any development partner involved in the sector. The ILO made this feasible through publishing comprehensive guidelines on the EIIP methodology, and by offering technical training to stakeholders and partners, including World Bank, UN Agencies and NGOs.

Reducing the direct economic downturn impact on vulnerable Communities in Lebanon – UNDP

LCRP Strategic Objective 4 – Reinforce Lebanon’s economic, social and environmental sustainability

The project has been implemented by the United Nations Development Programme (UNDP) since 2020, in collaboration with the following national and international NGOs: ACTED, Rural Delight, The Lebanese Organization for Studies and Training (LOST), Al Majmoua, Lebanese League for Women in Business, World Vision, Lebanon Reforestation Initiative, Association for Forest Development and Conservation, Cedars Shouf, Shield, Caritas, Arc en Ciel, AVSI, Rural Entrepreneurs, Mouvement Social, and Awareness and Consolation Association.

Description:

To help address the compounding impact of the economic crisis and COVID-19 on vulnerable communities in Lebanon, UNDP adapted its livelihoods programme in 2020 and launched a large-scale intervention that combines short-term cash for work support to vulnerable workers, with sustainable capacity building to MSMEs, cooperatives and farmers. The intervention prioritizes the agriculture, food production and personal protective equipment (PPE) production (sub-)sectors, given their relevance and importance in the current context and their ability to generate employment. The intervention has two interlinked elements:

1. Generation of short-term employment opportunities for Lebanese population and displaced Syrians. Interested participants undergo a socio-economic assessment to understand vulnerabilities, with the aim to select those with medium to high vulnerability for participation. Workers also participate in capacity building activities to support their employability beyond the lifetime of the project
2. Support to cooperatives, MSMEs and farmers is provided through the provision of labour (linking to component 1) to reduce the cost of production, as well as inputs, technology transfer, access to market and capacity development based on needs identified to help sustain their business in the long-term

UNDP's approach aims to support both the demand and supply side of the labour market and combines addressing immediate needs with a medium-term development approach. In doing so, it furthermore aims to reduce tensions and support peace in vulnerable communities.

Results:

To date, almost 9,000 workers, of which more than 47% were women, have benefited from the cash for work support in productive sectors through more than 330,000 worker-days, allowing them to enter or remain in the labour market. For example, in PPE production, which entails mainly sewing with 80% of workers being women, it was found that the project helped to support their families and stop the use of negative coping mechanisms such as child labour that they had reverted to. Participants highlighted that for their age (older than 35) work opportunities are scarce and valuable, and that they have learned new skills, which will be useful to them beyond the lifetime of this intervention. Moreover, participation in these activities has been found to create a sense of community and collaborative working. It was also observed that this type of work became more appealing to Lebanese towards the end of the project in comparison to the initial outreach in mid-2020.

More than 300 MSMEs and cooperatives and 2,300 farmers were supported with the provision of labour and inputs essential to sustain and expand production during the crisis. To ensure commitment and sustainability, the supported MSMEs, cooperatives and farmers have to contribute 20% matching funds.

This intervention therefore contributes to the LCRP livelihoods sector objectives through sustaining and fostering income generating opportunities in targeted (sub-)sectors, and by improving the employability of workers through training and work experience.

Partners reported qualitative results on the livelihoods of beneficiaries: through these projects, unemployed groups benefited from short-term job opportunities that helped them to secure basic needs for their families. At the same time, they have acquired skills that will in the long run provide improved access to job opportunities. As a result of the economic crisis, many farmers were at risk of abandoning part of their lands due to lack of funds. However, through the support they received they could continue to cultivate their lands and not miss out on a harvest season. Where possible, in the case of sewing for example, the project also adopted a work-from-home modality to reduce the risk of COVID-19 infection and provide flexible working conditions especially for women.

Scalability/replication:

This approach can be scaled-up in Lebanon through increasing the number of beneficiaries or by adding further sectors, in which a need for short-term support as well as needs pertaining to medium to longer term capacity development support (including access to markets etc.) have been identified. Improved features based on lessons learnt could also be applied to the mechanism. UNDP can play a role among actors in this area by providing guidance and lessons learnt, and by avoiding duplication of activities while ensuring geographic inclusion.

Abjad Centre – UN-Habitat

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; 2 - Provide immediate assistance to vulnerable populations; and 4 – Reinforce Lebanon’s economic, social and environmental sustainability

The Abjad Centre is one of the components under a project entitled “Respond to the sudden and urgent multi-dimensional humanitarian crisis in Tripoli through the human security approach” that has been implemented from 2017 to 2020 by UN-Habitat jointly with UNICEF and UN Women, in collaboration with the Municipality of Tripoli and Ministry of Social Affairs (MoSA).

Description:

The Abjad Centre, operated by the local NGO Utopia, is located in Syria Street, linking two disadvantaged neighbourhoods in Tripoli, Tabbaneh and Jabal Mohsen, that are often in conflict. It targets women, youth and children with the aim to improve the quality of their lives.

During the 1st year of implementation, the detailed assessments and analysis that were conducted as part of the UN-Habitat and UNICEF Neighbourhood Profiling project in the neighbourhoods of Tabbaneh and Jabal Mohsen, helped map the needs and the gaps in both areas (<https://lebanonportal.unhabitat.org/>, see also the best practice describing the neighbourhood profiling methodology selected as part of Grand Bargain thematic area). Participation of the partners in the profiling exercise has led to the identification of a number of priority interventions that were considered by the project. Data showed that a hub is needed in the area to serve the communities, who were seeking a safe space where they can learn and improve their living conditions.

Informed by the neighbourhood profile data, the project was designed to address the needs of the communities without targeting a specific population group, thus enhancing social stability. The centre, established in 2018, offers an opportunity for both communities to meet and join in activities. As such, the centre provides services to and acts as a safe space for children, youth and women of different nationalities. The close interaction between Syrian and Lebanese populations facilitated by the project has helped break down invisible barriers that had caused significant social tensions between the refugee and host communities.

The centre’s activities relate to education, child protection, youth, local economy and livelihoods. Furthermore, the centre works to promote accountability for women’s rights in conflict areas. The centre moreover offers skills and competencies development to women and youth with a focus on self-empowerment. This approach aims at introducing transformational changes in the lives of beneficiaries to help them become skilled and productive members of their communities with the capacity to participate in socio-economic activities. The project is able to support preventive and protection mechanisms of the communities through the provision of, among others, referral services, psychosocial support, gender-based violence awareness sessions and basic services in addition to non-formal education (basic literacy and numeracy) to children.

After the end of UN-Habitat’s project, Utopia continued operating the centre and intensified efforts in project proposals and partnerships since the establishment. Due to its financial and human resource capacity, Utopia was able to undertake a proper development of the centre, and further efforts were put in place to ensure that there are no cuts in funding. Several donors funded the activities in ABJAD centre given its importance in being the only hub hosting communities from vulnerable neighbourhoods, the type of activities provided and the huge number of people in need benefiting from its services.

The project has also built the institutional capacity of national counterparts and civil society organisations. For this purpose, the Shankal Group composed of local NGOs was created, aiming to enhance coordination and prevent duplication of activities within an area-based approach. NGOs were using the centre to deliver intersectoral activities to promote resilience and human security to reduce tensions through economic

empowerment, the provision of youth skills development training sessions, support to income-generation, disability/inclusion, child rights and participation of children, education, sanitation, health and hygiene, positive parenting and protection from sexual abuse and exploitation including code of conduct.

The three UN agencies developed and implemented integrated responses using the human security approach and complementing the response, reaching the whole family (women, men, children). Such an integrated approach contributes to good urbanisation, which in turn helps reduce tensions and contributes to sustaining peace. A neighbourhood-wide referral system has also been established, encouraging joint coordination where partners referred cases, exchanged expertise and teamed up to address cross-sectoral social issues.

The comparative advantage of the three UN agencies working together implementing a multisectoral intervention shows the big impact in terms of coordination and alignment of interventions. This in turn translates into enhanced livelihoods and empowerment of participating communities holistically.

Involvement of the municipality and partners since the design phase of the project has increased the commitment of all parties.

Results:

An evaluation report from 2019 highlighted that the Abjad centre contributed to social stability in an area that was known for its conflict and instability. The Abjad centre managed to bring together communities that have been in conflict for decades and created a positive and sustainable engagement between them. The evaluation found that human security and safety in the two targeted neighbourhoods have been considerably enhanced.

The 2019 evaluation report furthermore highlighted that the project's approach to collaboration and coordination of the different partners and stakeholders proved to be effective and efficient. The Abjad centre was found to act as a socio-cultural hub which gathered local and international NGOs, community-based organizations (CBOs), service providers, municipalities and ministries, and local communities to collaborate on realizing positive change in the area.

Beyond these community benefits, the basic IT training was found to be a need in the community since a lot of women have used this knowledge, not only to increase their chances of getting a job but also to help and support their children in their education.

In terms of employment and income generation impact, an assessment found that 30% of the 50 women beneficiaries have increased their income between November 2019 and May 2020, with all of them stating that this was due to the job placement programme that they started following the market-based skills training. Furthermore, 34% or 8 women reported that they have found employment following the job placement programme.

Scalability/replication:

The project enhanced multisectoral and integrated collaboration and coordination among MoSA, the municipality, local NGOs, private sector, and UN agencies. These established partnerships and lessons learnt can facilitate replication in other areas within and outside the Tripoli area where UN-Habitat and UNICEF neighbourhood profiles are available, providing evidence on the needs and priorities based on a multisectoral, multicohort analysis within an area-based approach.

Water network connection - connecting communities to work, peace, trust and ownership – LebRelief

Implementation of water infrastructure projects in Tripoli's Red Zone through community engagement

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; 2 - Provide immediate assistance to vulnerable populations; 3 - Support service provision through national systems; and 4 – Reinforce Lebanon's economic, social and environmental sustainability

LebRelief has been implementing its approach to improving the water infrastructure and usage in Tripoli's Red Zone (Tabbaneh, Jabal Mohsen and Qobbeh) since 2017 with the engagement of communities throughout the project.

Description:

When the Tabbaneh community heard about the projects taking place in Qobbeh and Jabal Mohsen, they started to advocate for a rehabilitation water project in their area. That advocacy, supported by UNICEF and the UN Resident Coordinator, resulted in the approval of the rehabilitation of water pipes reaching Tabbaneh. LebRelief's analysis of the discussions and field research showed that to sustainably improve the water and sanitation situation of Tabbaneh, soft components would be needed as part of the project, in addition to the physical improvements in the water and sanitation network. First, to ensure sustainability of the water and sanitation network, the strong engagement of municipal services was required. Secondly, LebRelief realised that the people did not have a keen sense of responsibility and ownership for their community.

LebRelief also aimed to contribute to the social cohesion in the community. Functioning water, sanitation and hygiene (WASH) systems and public service cooperation can bring a sense of security, stabilisation, and normalcy to the community. Functioning WASH reduces the daily frustrations that people face, especially those created by infrastructure damages from the clashes or because of the lack of official interest in the area. Even international NGOs and donors avoided most of these areas as red zones, and funding opportunities did not target the needs and priorities of residents.

To address the lack of ownership and responsibility by the community LebRelief developed a play on the subject of water conservation called "Stop Wasting Water" performed by children from Tabbaneh, Qobbeh and Jabal Mohsen. The children represented themselves as a committee having requests for LebRelief and water establishment in the play. Similar roles that implied togetherness and cooperation were also part of the play. The show was successfully staged twice with parents and other members of all communities in the three neighbourhoods attending.

Moreover, youth were also identified and trained in WASH skills and subsequently employed by the contractors to work on the WASH infrastructure projects. LebRelief also established and trained neighbourhood committees to disseminate integrated messages within their communities.

LebRelief furthermore held a "Water Day" in Qobbeh and Jabal Mohsen to raise awareness on water pollution and other issues related to water, sanitation and hygiene awareness in the targeted neighbourhoods. For example, university students taught the youth interactive methods for testing water quality.

Results:

The play "Stop Wasting Water" was a remarkable success. Already rehearsals proved to foster social cohesion and friendships between the children from all communities, while gradually inducing changes in behaviours and attitudes. The play allowed community members to experience a sense of togetherness. After the show, community members from Qobbeh approached LebRelief to intervene in the wastewater situation that also affected other neighbourhoods. In this way, the children's play managed to mobilise an entire community.

With time and daily engagement by the LebRelief WASH social team, LebRelief earned the trust of community members. LebRelief also closely coordinated with the responsible area officer of the Lebanese Armed Forces (LAF). Through this coordination and collaboration, LAF agreed to remove physical barriers between the communities.

The interactive approaches fostering community engagement proved successful not only in terms of raising awareness on the issues at stake – water, sanitation and hygiene and inducing behavioural change, but also contributed to strengthening social cohesion between communities.

Scalability/Replication:

Similar approaches like the children’s play or the “Water Day” run by university students can be adapted to support awareness raising on a multitude of issues, also beyond water.

Reflections on best practices in the Humanitarian-Development-Peace Nexus thematic area

Innovation

All of the nexus best practices appear to constitute innovative approaches in Lebanon. They are however not innovations beyond Lebanon. For example, the ILO implements its Employment Intensive Investment Programme in numerous countries around the world, including in Jordan for example.

Sustainability

The thematic group on the Humanitarian-Development-Peace Nexus paid significant attention to ensure that only submissions with clear provisions to ensure sustainability were accepted. All four best practices promise sustainable solutions, however through different means. LebRelief aims at behavioural change of users while improving infrastructure. UN-Habitat handed over the running of the Abjad centre to a local organisation. The ILO for example includes institutional anchorage as part of its approach and includes training for contractors and on-the-job training for workers to ensure long-term benefits. UNDP's approach to economic emergency assistance combines short-term interventions with capacity-building of both workers and employers. However, given the regulatory restrictions for access to work for refugees and the current context of very high unemployment in Lebanon, the sustainability of skills development of workers is very limited. A one-off training, with no opportunity to use the newly acquired skills in the short to medium term beyond the temporary employment, is unlikely to provide long-term benefits.

Impact

While all of the nexus best practices were to some extent able to show results at the outcome level, none of them have measured the impact of these interventions.

Replication

All of the best practices are replicable in Lebanon and beyond. The ILO's approach is likely to require support to new implementing agencies but given the ILO's willingness to provide training and support in the use of its methodologies, replicability is likely.

Grand Bargain

Leveraging Community for Safe and Sustainable Service Provision – Helem

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

The approach “Leveraging Community for Safe and Sustainable Service Provision” has been implemented by the NGO Helem since 2019 as part of Helem’s project “Psychosocial Support, SGBV case management and Capacity Building Activities for LGBTIQ persons”.

Description:

Helem has spent the better part of the past five years working on strengthening community bonds through shared spaces, programmes, services, and celebration between LGBTQ refugees and host communities, particularly those from the working class, in order to build power with a greater number of individuals united by shared identity and experience against societal and governmental discrimination. This communal infrastructure was systematically and carefully nurtured and reinforced to strategically allow for new avenues of services and protection programming to occur, particularly those that maximised limited resources to benefit both refugee and host communities.

Helem nurtured a critical mass of queer Lebanese individuals with access to safe and inclusive housing as well as queer business owners, in order to match LGBTQ refugees with access to housing and labour and, in turn, double the impact of available funding for emergency housing and cash for work programmes in the aftermath of the COVID-19 pandemic and the Beirut port explosions of 4th of August 2020. The approach allows not only safe and inclusive spaces for vulnerable queer individuals to live and work without discrimination, but also recycles available resources within impoverished queer communities and cyclically reinforces the community bonds between two subpopulations who would have otherwise been at severe odds, due to rapidly decreasing standards of living in Lebanon and the anti-refugee rhetoric promoted by the Lebanese political establishment.

Results:

This approach was adopted out of the necessity to address rising tensions between host and refugee communities given the sharp drop in the economic and social wellbeing of LGBTQ Lebanese in the months following the October 2019 revolution and the subsequent events of 2020. The ability to double the utility of the funds made available to refugees in order to benefit host communities stabilised an otherwise rapidly devolving economic crisis. It allowed community bonds to remain, while providing host communities with access to basic food security, medication, and the maintenance of their own housing. Queer-owned small- and medium-sized enterprises and civil society organisations also benefited from replacing a decimated labour market with new and skilled employees to help stabilise their operations in the aftermath of a crisis. Helem maximised the available funds and decreased the massive pressure on Lebanese civil society to provide a parallel source of funding for Lebanese communities, especially at a time when banks were making cash availability difficult. Helem has relied on community solidarity in the past, as more prosperous Lebanese queer people used to regularly employ or host refugees in their homes pro bono, and it was an added value to see that refugee presence helped maintain that cohesion when the tables turned. This program not only ensured the protection of queer refugees in familiar, safe and queer-identified environments - it ensured that protection and assistance was immediately available.

Helem was able to match more than 70 refugees over the 2020/2021 period with LGBTQ members of the host community in Lebanon. Payments were made directly to landlords and individuals with houses using UNHCR’s Emergency Cash Assistance, when housing needs were approved by both Helem’s case workers and UNHCR’s case workers approving the applications.

Scalability/Replication:

The reason why this worked is because it was decentralised and allowed hosts to link community and sustainability directly. Other countries with queer refugee populations who do not have the benefit or support of family/community (and shelters don't fix that gap) can benefit from this model. The model not only provides queer refugees with life-saving and invigorating access to community, but also helps disenfranchised queer hosts where both are equally mistreated by homophobic/xenophobic structures.

IJMAA: Supporting Communities to Address Local Tensions – Mercy Corps

LCRP Strategic Objective 4 – Reinforce Lebanon’s economic, social and environmental sustainability

The approach of using local “Key Focal Mediators” (KFM) to address local tensions was implemented by Mercy Corps since 2019 as part of the IJMAA programme.

Description:

Mercy Corps Lebanon’s IJMAA programme strengthened horizontal and vertical peacebuilding and collaborative mechanisms at a local or sub-national (Municipalities or Unions of Municipalities (UoM)) level through strengthened institutional and community capacity to foster dialogue and address sources of tension.

The programme built the capacity of local authorities to manage budgets and resources and to improve relationships with host and refugee communities by assessing capacities and providing tailored training, coaching, and tools for improved municipal management, good governance, accountability, and transparency.

Municipalities and UoMs were supported to organise and hold town hall meetings to enhance participation, transparency, and accountability and enable dialogue. They were given tailored communications training and coaching, including mass and social media to complement these efforts. This focused on transparency (sharing of budgets, fiscal statements, and decisions online); participatory governance (municipalities consulting their communities); and feedback mechanisms.

The programme collaborated with municipalities to select local mediators from already trusted members of host and refugee communities, built their capacity to address disputes using negotiation and mediation methodologies, and supported them to resolve disputes. Multiple representatives under each municipality were selected; preferably including a municipal representative acting as a mediator, as well as Lebanese and Syrian community members identified by their communities as local mediators, ensuring that host-host, refugee-refugee, and host-refugee disputes can all be resolved effectively through proper representation. The mediators were selected through an in-depth community profiling process to identify dynamic individuals already engaged in conflict resolution or well-positioned to lead or assist in mediation efforts. The selected mediators were provided with intensive capacity building through a Masters’ level academic course tailored to their community context in year 1, followed by coaching/mentoring in the form of a series of Community of Practice (CoP) sessions focused on emerging drivers of tension based on local context that they have identified. Thus, during the second year, mediators covered themes related to employee-employer disputes, tenant-landlord disputes, marital disputes, communal disputes, as well as sessions focused on mediation with students and pedagogy of nonviolence. Throughout the programme, mediators played multiple roles which included active participation in local mediation efforts addressing conflicts within the community, supporting the municipalities in identifying emerging needs and/or drivers of tension, conducting rapid verification of potential interventions to address local needs and/or tensions, and supporting in the spread of nonviolence messages within the community, among other activities.

The programme furthermore provided direct hard support to municipalities through a coordinated rapid response to establish or enhance access to basic needs and/or address an emerging need that impacted tensions.

Results:

Due to social media for good governance training, two municipalities launched Facebook pages, two shared their budgets on social media, and Bouhayra UoM launched a website and published their budget for the first time. 8 municipalities held virtual town hall meetings as a new method to engage with residents. Municipal representatives expressed greater commitment to transparent and accessible communication with communities, and netnography documented a higher quantity and quality of Facebook posts at endline. 9

rapid needs projects were launched with reports of resulting tension reductions. The installation of an odour control system in Bouhayra UoM solid waste management facility also reduced tensions in the union as protests and complaints regarding the waste odour ceased once the community was informed of the project and works were visible.

Syrian, Lebanese, female, and male KFMs mediated 129 disputes, of which 92 were resolved by end of programme. Interviews with KFMs provided details that some mediations likely prevented further conflicts and even violence. Participants demonstrated a solid understanding of mediation concepts and differences between mediation and other forms of conflict resolution. Several KFMs improved their relationship with the local municipality, and all municipalities are aware of the role of KFMs in their area. Participants expressed positive personal changes such as increased patience and listening skills and the application of mediation and non-violent communication principles in their familial and professional settings. Upon completion of the academic course in year 1, the mediators were provided with the opportunity to sit for an exam that would allow them to obtain an official certificate of completion of the university course; 48 of 64 KFMs opted to sit for the exam and all passed. Baseline/endline surveys showed that 84% of mediators reported an increase in their capacity to address community disputes within their communities at the endline. By the end of the programme, 72% of attempts by KFMs to resolve disputes were successful, and 53% of KFMs reported actively resolving disputes within their communities.

The impact evaluation that was conducted at the end of the programme confirmed that the KFMs improved their skills and were likely to continue using the mediation practices they learned from IJMAA as opposed to the methods of conflict resolution they had used previously. They showed a significant sense of ownership in their role as community mediators. There were many examples throughout the programme where the mediators embraced their role and moulded it to the shifting context. The arson attack against a Syrian refugee settlement in Bhanine was a major escalation in inter-communal tensions in the Minnieh UoM. The KFMs of IJMAA mobilised to respond to the best of their abilities to the incident. Among them were Syrian KFMs, Lebanese KFMs, and municipal KFMs from the village of Bhanine. Some of the Lebanese KFMs also launched voluntary fundraising campaigns to assist those in need, as well as impromptu psychological support sessions for the Syrian refugee children that were affected during the attack, in addition to social media campaigns to denounce violence and express solidarity with the victims. One Syrian sheikh, who is also a KFM, prepared a Friday sermon about conflict resolution, while other mediators who work in the academic setting created class content on nonviolent communication to be provided to students. Multiple mediators attributed not only their new skills to the programme but also their empowerment to mediate larger-scale tensions, whereas before they were more inclined to intervene in one-on-one or minor disagreements. One of the mediators was able to successfully mediate a potentially volatile situation between two large clans, resulting in peaceful resolution of the conflict.

Scalability/Replication:

The programme can be scaled-up or replicated easily given capacity, enough team members, and high-performing local partners. Time is needed to fully profile the community and to dissect existing linkages and collaborations, and broken relationships (including core causes) to tailor interventions. This is therefore a long-term programme, not a one or two-year programme. There is merit to partnering with other organisations as a consortium to achieve scale.

Temporary Cash Assistance – Oxfam

LCRP Strategic Objectives 2 - Provide immediate assistance to vulnerable populations; and 3 - Support service provision through national systems.

The Temporary Cash Assistance (TCA) has been implemented since 2016 by Oxfam in collaboration with the Ministry of Social Affairs' Social Development Centres (SDCs) and the local NGO Utopia in alignment with the National Poverty Targeting Programme (NPTP) of the Government of Lebanon through a variety of projects.

Description:

The Temporary Cash Assistance programme is an example of localisation as a best practice - working within and strengthening the capacity of government systems and local actors to provide inclusive and holistic support during an economic crisis. Oxfam, in partnership with local NGO Utopia and the National Poverty Targeting Programme (NPTP), have implemented Temporary Cash Assistance in Tripoli since 2016. To date, 1,294 vulnerable Lebanese and 1,293 Syrians experiencing a socio-economic shock have received 4 months of multi-purpose cash and referrals to help them meet basic needs and increase resilience while coping with the shock. TCA provides a cash safety net to families not receiving multi-purpose cash to help them avoid negative coping strategies that could lead to a downward spiral as they respond to a shock. The duration provides time to recover, e.g. to get medical care, new employment, or receive case management services. Targeted weekly, beneficiaries receive their first payment of 400,000 LBP and referrals within 10 days. Families are identified using community-based targeting through Social Development Centres (SDCs), Utopia's community focal points, and referrals for other agencies. Lebanese are assessed by a NPTP Social Worker and Utopia at an SDC, while Syrians are assessed by Utopia, both with support from Oxfam. A weekly panel with all partners is held to determine inclusion based on gender-sensitive and protection-based vulnerability criteria and having a shock in the past 6 months. This model was partially replicated in Beirut as part of the blast response.

Oxfam works with the NPTP, SDCs, and Utopia to align TCA with the government's social protection system, support capacity needs, use community-based approaches to target Lebanese and Syrians, and to advocate for the implementation of a comprehensive social safety net. TCA is designed to align with the services provided through Lebanon's social protection program, the NPTP, and the SDCs that implement it. The purpose is to work with and support the improvement of government interventions, instead of creating less sustainable parallel systems.

Results:

Oxfam's TCA model demonstrates how multi-purpose cash can be implemented as part of the NPTP, and also provided the opportunity to build the capacity of the NPTP/SDCs according to their needs, including cash program management and monitoring and evaluation. At the same time, this approach allowed Oxfam to learn about community concerns and access beneficiaries benefiting from the NPTP/SDCs. The project partnered with Utopia to conduct assessments, monitor and disburse cash using a community-based approach to identify households in need but not receiving assistance. The aim is for partners to be able to implement cash independently over time and Oxfam's partner has already started applying for other sources of funding for this purpose. An evaluation found that the TCA model constitutes a best practice in cash assistance, particularly its reliance on local community structures to achieve project outputs and build capacity for local institutions in providing cash assistance and protection services.

The approach also allows for advocacy, including a policy brief 'Without a net' that advocated for the improved delivery and targeting of assistance and highlighted community challenges.

With regards to the model's effectiveness in providing the most vulnerable communities with access to cash that was used to meet their basic needs while coping with a shock, the final evaluation reports identified the following achievements:

- TCA was able to meet 43% of the basic needs of Lebanese households, either fully or mostly, 55% somewhat, and 2% not enough
- TCA was also able to meet 43% of the basic needs of Syrian refugees, either fully or mostly, 53% somewhat, and 4% not enough
- Between 47 and 69% of households reported reduced reliance on livelihoods coping strategies due to the TCA (depending on the project)
- 55% of households that report reduced reliance on debt in one project; 70% of Lebanese households and 12% of Syrian refugees reported a reduced reliance on debt in another.
- 83% of the referrals were answered while 17% did not receive any feedback from the agencies referred to after 3 months of follow-up
- 12 community focal points (5 men and 7 women; 2 Lebanese and 10 Syrian refugees) were recruited to conduct safe identification and referrals of protection and GBV cases, as well as refer vulnerable beneficiaries coping with a shock (both Lebanese and Syrian) for the TCA component of the project

Scalability/Replication:

The best practice emulated by the TCA programme is to support the capacity of local and government-led initiatives to provide cash safety nets and referrals, consistently and at scale, to vulnerable Lebanese and Syrian refugees. In a context of increasing poverty, INGOs and UN agencies should ensure that the support provided contributes to strengthening Lebanese-led systems over the long-term. Increasing the quality and number of partnerships to bolster locally driven support should be a top priority for the coming years.

Inter-Sector Service Mapping Platform

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations and 2 - Provide immediate assistance to vulnerable populations

The Inter-Sector (IS) Service Mapping Platform has been operational since 2020 and is administered by the LCRP Inter-Agency Coordination Team.

Description:

The Service Mapping was developed in early 2020 to consolidate all Excel- or Word-based sector 5Ws (Who's doing What, Where, When and for Whom) within a single online platform, updated in real-time to improve accessibility to information on available services under the LCRP for front-line workers, partners, coordinators and donors. It strengthens inter-sectoral and cross-sectoral coordination by harmonizing 5W reporting requirements for partners across the response, using a standardised reporting template to capture information on the service, location, eligibility criteria, referral protocol and contact focal point for each service. The platform is a key part of the LCRP Inter-Sector's work on protection mainstreaming and Accountability to Affected Populations (AAP) by facilitating the timely referral of at-risk individuals and households to service providers with the capacity to accept new referrals; highlights which services are in high demand by beneficiaries and where capacity gaps lie, which informs advocacy for expanding service provision where needed, especially for local providers. The platform also contributes to greater response transparency by providing a publicly accessible overview of available services for vulnerable beneficiaries in Lebanon, which contributes to the identification of gaps and overlaps in service provision and allows for any service provision changes to be reflected in a timely manner. It has been adapted to include Blast response services, disability services by non-LCRP partners and COVID-19 services.

Results:

It is now the main platform used in Lebanon to capture information on available assistance across all sectors and governorates, with 148 organisations feeding into the platform and over 14,000 services listed.

The platform has been quickly updated by partners during lockdowns to ensure transparency on which providers remained operational. This enabled timely referrals when needs escalated and beneficiaries faced high risk of negative coping mechanisms. The updated information fed into questions and answers (Q&As) and guidance for national and local hotline workers and front-liners. This information also supported beneficiary communication messaging during lockdowns on service continuity and closures, enhancing operational continuity/predictability for both partners and beneficiaries.

The mapping also links to complaint and feedback mechanisms mapping used to identify complaints and feedback mechanisms (CFM) gaps and develop guidance and support initiatives for local partners on how to develop and strengthen their CFMs and general AAP efforts. It has also contributed to increased support for national and local responders through regular training and outreach to ensure inclusion of local service providers and non-LCRP partners in the mapping, which supports access to their services and informs advocacy for greater funding for local partners' on-the-ground service delivery in high needs areas.

User and service figures are tracked using the online monitoring dashboard, which consolidates results from the IS Service Mapping reporting on ActivityInfo by all partner organisations. The dashboard is used to identify changes in the number of participating organisations and service listings; organisations with expired services; those who haven't updated their services on the database in the last 6 months; or those who have missed reporting a known service provided by their organisations in specific governorate. The Inter-Sector Working Group reviews the monitoring info on a monthly basis to inform outreach and support to partners, especially local partners, to regularly update service mapping to enhance the completeness and accuracy of the platform.

Scalability/Replication:

Efforts are ongoing to scale-up the use of the service mapping platform by all partners in Lebanon who are providing humanitarian assistance in Lebanon. This requires extensive engagement with responses and partners outside of the LCRP to encourage its use and mitigate the need for parallel service mapping mechanisms. It can be replicated anywhere in the region or globally given its links to traditional SWs reporting; however, requires dedicated staffing resources to maintain.

Neighbourhood Profiles of Disadvantaged Areas in Lebanon – UN-Habitat and UNICEF

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; 2 - Provide immediate assistance to vulnerable populations; 3 - Support service provision through national systems; and 4 – Reinforce Lebanon’s economic, social and environmental sustainability

The methodology for Neighbourhood Profiles of Disadvantaged Areas in Lebanon has been developed by UN-Habitat and UNICEF and was used throughout the period of 2017 until 2021.

Description:

Lebanon is highly urbanised, but there is a long-standing scarcity of data on cities. In a context of ever-growing pressure to maximise efficiencies in intervention funding, there is an urgent need for reliable information. The UN-Habitat–UNICEF neighbourhood profiles (NPs) are assessments of the living conditions of Lebanese and non-Lebanese in disadvantaged (mostly urban) neighbourhoods in Lebanon, containing multisectoral, multicohort, spatialised data that is collected through a mixed-methods approach and analysed holistically within an area-based framework. They include quantitative, qualitative and mapped data covering different issues and sectors, spanning governance; population; safety and security; health, education; child protection; youth; local economy and livelihoods; buildings and housing; water, sanitation and hygiene; electricity; and access and open spaces. Since 2017, UN-Habitat and UNICEF have jointly undertaken 28 profiles (participatively with municipalities and other stakeholders), publicly available on an [online portal](#). They have also organised over 15 workshops for municipalities and other local actors, provided presentations among sectoral working groups, and published materials (such as a [toolkit](#) and [videos](#)) to promote uptake.

Adopting an area-based approach to data gathering and synthesis, where a defined territorial unit is the point of entry rather than a particular sector or beneficiary cohort, NPs inform integrated programming for urban areas in ways that benefit all residents in the long term. This has the potential for mitigating vulnerabilities for all residents living together in an area and for enhancing social stability. NPs can be used by national and local authorities, sector specialists, and multisector practitioners for evidence-based programming and coordination. This may be both for alleviating immediate needs and, taking into account the neighbourhood’s embeddedness in the wider city, for longer-term sustainable urban development planning.

Results:

1. Well-developed methodology: The UN-Habitat–UNICEF NP methodology and data collection-analysis tools (briefly described in [this document](#)) have served as a basis for other area-based assessments. For example, in 2019, UN-Habitat partnered with [RELIEF Centre](#) to profile Hamra, a neighbourhood in Beirut that is not disadvantaged (i.e. it is not in the list of [498 identified most disadvantaged areas](#) ranked nationally by UN-Habitat and UNICEF as part of the NP project, out of which the 28 areas were selected for profiling by UN-Habitat and UNICEF). However, it is a diverse area with pockets of vulnerability. The UN-Habitat–UNICEF NP methodology and tools (with some modifications) were used to profile Hamra; thus, the [Hamra NP](#) can be used as a comparator to the more disadvantaged neighbourhoods profiled by UN-Habitat and UNICEF to show diverse levels of vulnerability in Beirut City.

2. Evidence-based decisions and enhanced social stability: NPs have helped direct intervention funding to areas and people most in need. They have informed sectoral and multisectoral programming (by municipalities, UN agencies, local/international NGOs) in ways that have helped mitigate vulnerabilities for residents living together in an area and reduce community tensions, such as host-refugee ones. By encouraging data-led decision-making, NPs have thus promoted transparent and accountable governance; evidence-based decision-making is central to baselining and evaluating the impacts of interventions on the lives of vulnerable populations, especially women, youth and children.

Several case studies of how the NP data available on the social, economic and built environment conditions in profiled neighbourhoods has informed evidence-based (multisectoral) programming by and in coordination among various state and non-state actors (see next sub-section) are available. Adopting an integrated area-based approach based on NP data, several of these projects have helped enhance social stability:

- Improving human security through neighbourhood upgrading and economic empowerment of vulnerable refugees and host communities in Tabbaneh and Jabal Mohsen, Tripoli (see the best practice of the Abjad Centre described as part of the Humanitarian-Development-Peace Nexus category);
- Improving the well-being of host and refugee populations through enhanced access to social and basic services in Sabra (El-Jazzar Street), Beirut; and
- Improving the well-being of host and refugee populations through enhanced environmental and hygiene conditions in Maraash, Bourj Hammoud.

More information about these and other case studies can be found in a [toolkit](#) published by UN-Habitat and UNICEF on how to read and use the NPs (pp. 82–86).

3. Coordination: NPs have also served as a framework for coordinated actions between state and non-state partners involved in addressing vulnerabilities. This has helped reduce overlaps/duplication and increase intervention funding efficiencies. A couple of NP-related coordination case studies are: 1) the North Lebanon Neighbourhood Approach Task Force; and 2) Shankal Coordination Group, Tabbaneh and Jabal Mohsen, Tripoli. Details about these and other coordination case studies are available in the toolkit (pp. 87–90).

4. Resilience and recovery: The availability of multisectoral evidence for planning helps build the resilience of urban areas/communities, including local authorities, to a range of natural or human-made crises and stresses (e.g. demographic shifts, infectious diseases, damaged/insufficient/aging infrastructure, climate change, etc.), as well as their ability to recover from them. An example of how the NP data has contributed to recovery efforts is that it has served as an important source of subcadastral-level, multisectoral, disaggregated and spatialised information that has been included in the analysis of the UN-Habitat Beirut City Profile (BCP) (published in 2021). The BCP makes use of existing available information on multiple cross-cutting structural challenges and the effects of overlapping crises to provide a diagnosis through a whole-of-city approach, of key factors relevant to the response, recovery and reconstruction efforts. It also provides a lens to think holistically – and spatially – around recovery efforts across the city scale – even beyond the Beirut Port explosions. The report also seeks to shed light on potential threats to further socioeconomic deterioration and increased tension.

Scalability/Replication:

The NPs can be further used and the NP methodology can be scaled up and replicated in the following ways:

- Update the list and ranking of the [498 disadvantaged areas](#) across Lebanon (completed as part of the NP project in late 2017–early 2018) and map all of their boundaries.
- Develop different NP methodology modules (with different levels of granularity/sectoral focus, for example) and innovative data collection-analysis tools, and build the capacities of municipalities and other stakeholders to undertake new NPs and update existing ones.
- Expand the [online NP portal](#) to create a central repository of all collected comparable NP data.
- Support municipalities and others to develop programmes in areas where NP evidence exists.

Bekaa cross-sectoral collaboration on mass mobilisation of refugees in COVID-19 awareness raising - Bekaa Protection Sector Coordination

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

The approach to mass mobilisation of refugees in COVID-19 awareness raising was coordinated by the Bekaa Inter-Sector Working Group, engaging primarily Health, Protection and Water, Sanitation and Hygiene (WASH) sectors. The following partners have contributed to the awareness raising effort in 2020 and 2021: ABAAD Resource Center for Gender Equality, Action Against Hunger, Amel Association International, Anera, AVSI Foundation, Caritas Lebanon, Gruppo di Volontariato Civile, Himaya, International Medical Corps, INTERSOS, International Rescue Committee, Lebanese Organisation for Studies and Training, Lebanese Red Cross, Medical and Global Nutrition Aid, MEDAIR, Mercy Corps, Médecins Sans Frontières, Medical Teams International, Norwegian Refugee Council, OXFAM, Relief International, SAWA for Development and Aid, Solidarités International, Terre des hommes, UNHCR, UNICEF, World Vision International.

Description:

With the onset of the COVID-19 pandemic in Lebanon, the Bekaa inter-sector working group rapidly engaged key sectors with strong community-based networks to mobilise refugees in the mass sensitisation of communities on COVID-19 health precautionary measures, response and home isolation measures. Key sectors engaged were health, protection, water, sanitation and hygiene (WASH), child protection, gender-based violence and education. Sectors mobilised a range of refugee volunteers including: health Outreach Volunteers (OVs), protection OVs, education OVs, community health volunteers, Education Community Liaisons, WASH committees, WASH community mobilisers.

To mitigate the risk of exposure of community members to the virus while ensuring efficacy and impact, remote and hybrid modalities were introduced using innovative approaches, such as the provision of internet bundles to volunteers and virtual communication trees. Weekly virtual consultations with refugees (through remote focus group discussions) enabled continuous feedback from communities on perceptions, impact of the situation and information needs.

Results:

As a result of these collective and participatory efforts, over 16,995 COVID-19 related awareness sessions were conducted reaching more than 506,045 refugees (as of November 2020). Among these, 11,085 sessions were conducted by protection OVs, education OVs and protection partners. 4,830 sessions were conducted by WASH committees, WASH community mobilisers and WASH partners. 1,080 sessions were conducted by health OVs, Community Health Volunteers and health partners. Community volunteers mobilised across the sectors include: 199 protection and education OVs; 1589 Site Community Groups; 343 Community Health Volunteers and Health OVs; 243 WASH committees; and 1063 WASH community mobilizers and focal points.

The coordinated effort of all implicated sectors was key to ensuring maximum outreach to communities. The participation of affected populations in awareness raising was crucial to ensuring a multiplier effect tailored to the information needs and perceptions of communities. Health, Protection and WASH sector coordinators met on a regular basis to coordinate and update on progress and impact. Implicated sectors reported progress made on a monthly basis for the production of joint external reports. These were produced in both English and Arabic and proved crucial to lending much needed visibility to the ongoing collective efforts of LCRP actors and refugees during interactions with local authorities and Government counterparts.

Scalability/Replication:

This approach has the potential to be replicated, particularly for other critical issues needing mass information sharing and rapid sensitisation of persons of concern. In the Bekaa, this is already underway presently for the vaccination campaign.

Protection Monitoring Programme (PMP) – UNHCR

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

The Protection Monitoring Programme (PMP) has been implemented by UNHCR in partnership with Caritas, Intersos, Social, Humanitarian, Economical Intervention for Local Development (SHEILD) and until December 2020 with the International Rescue Committee (IRC).

Description:

Applying strong methodological approaches, UNHCR implements a wide-scale national PMP to collect regular data on the protection environment. This data enables monthly analysis of trends and timely understanding of the impact of the socio-economic crisis and COVID-19 on affected populations to ensure that programmatic interventions across the sectors are evidence-based and responsive to the needs of persons of concern.

The PMP's main component is the monthly household questionnaire conducted to analyse protection environment trends and risks that refugees face. The monitoring uses random sampling of refugee households and is representative at the regional and national levels. Protection monitoring partners conduct interviews with households using a standardised questionnaire to capture feedback on the overall protection environment. Partners also conduct a number of interviews with diverse key informants to complement the quantitative analysis from the questionnaire. When needs for specific services, assistance or information are identified during interviews, partners make referrals to required services as needed.

Since March 2020 the PMP has consulted 41,593 households and 1,245 key informants.

Results:

PMP data was used to develop the situation analysis for the 2021 LCRP Update, which informed sector response plan development across all sectors. PMP data and analysis also supported the development of sector-level protection risk analysis, as part of the LCRP's protection mainstreaming priorities.

The PMP is also a foundation of the Protection Sector response. PMP data is widely shared with partners each month through both the national and regional protection working groups, ensuring the continuous and regular sharing of the voice and concerns of refugees in planning and response across sectors.

Additionally, inter-agency referrals have been strengthened by the PMP by facilitating the identification of vulnerable households during survey collection who are then referred for appropriate services. This has been particularly important during the COVID-19 outbreak due to the interruption of regular field visits and in-person protection services. For example, since October 2020, 2,370 vulnerable households have been referred through the PMP for assistance. In the South, 41% of PMP household surveys have resulted in referrals.

Initially questionnaires were to be gathered in-person. However, to address the COVID-19 outbreak the PMP showed adaptability by shifting to virtual modalities through regular and remote phone assessments. This ensured the safety of persons of concern and staff, improved cost-effectiveness, and allowed for meaningful protection monitoring despite the pandemic.

Scalability/Replication:

The PMP methodology is unique globally and would help any national refugee response. However, it requires the prioritisation of sufficient resources or the use of a more flexible methodology for operations with more limited resources.

The LOUISE Platform, an operational modality to deliver humanitarian cash and voucher assistance – UNICEF, UNHCR and WFP

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

LOUISE, the Lebanon One Unified Inter-Organisational System for E-Cards, has been operational since 2016 and is jointly administered by UNICEF, UNHCR and WFP. As of 2021, several participating agencies have joined or are in the process of finalising their agreements to join the LOUISE platform, namely: Arc en Ciel, Shield Association, Terre des Hommes, PUI-AMI, International Rescue Committee (IRC) (application currently on hold by IRC), UNFPA, ACF, Relief International, and six Italian Cooperation funded NGOs rolling out cash for work programmes across the country.

Description:

LOUISE is an operational model that was launched in December 2016 by three United Nations agencies in Lebanon, UNHCR, UNICEF, and WFP, in addition to the Lebanon Cash Consortium (LCC). The LOUISE model supports the design, delivery and monitoring of Cash and Voucher Assistance (CVA) through a joint delivery mechanism, the LOUISE common card. Since 2016, LOUISE agencies have utilised one Financial Service Provider (FSP) to provide a single common card, meaning that CVA recipients receive all their assistance on one card. One of the main strengths of LOUISE is that it allows for autonomy in programmatic design and targeting approaches, so that each agency is able to deliver its respective programme(s). LOUISE is also supported by joint approaches to card distribution, training, and communication.

Results:

In Lebanon's current financial and economic crisis, the LOUISE agencies have collaborated with their current bank to safeguard LOUISE operations and programmes rolled out through the platform. Several mitigation measures have been adopted to ensure that beneficiaries continue to receive life-saving assistance in this acute crisis. Mitigation measures include ensuring timely replenishment of automated teller machines (ATMs) in light of banking sector restrictions, staggering of upload schedules, installation of 20 new ATMs in under-served areas since the onset of the crisis, allowing LOUISE beneficiaries to use the card at the level of all merchants (open-loop modality), constantly negotiating a preferential exchange rate on LOUISE funds to limit losses to value for money in the context of a multiple exchange rate regime, and developing COVID-19 related guidance at ATMs. Through safeguarding the LOUISE platform, redemption rates have remained at 99%, while allowing for a substantial increase in the number of beneficiaries served despite the acute challenges.

Scalability/Replication:

In Lebanon, any registered organisation can join LOUISE to roll-out its intended CVA program especially since LOUISE has proved to be an efficient model that offers powers of negotiation and coordination to implement mitigation measures in times of crisis, as well as streamlined CVA. The platform can also be replicated in various contexts given its success in ensuring the most vulnerable populations are adequately served in crises contexts.

Referral Management System – UNHCR

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

UNHCR's digitised Referral Management System has been implemented since 2018 by UNHCR and its Shelter sector partners Première Urgence - Aide Médicale Internationale, Solidarités International, Concern Worldwide, Norwegian Refugee Council, and Polish Center for International Aid.

Description:

Since the start of the Syrian refugee crisis in Lebanon, an InterAgency referral form, which was developed by the LCRP Inter Agency Coordination Team, was shared among relevant partners by email. While emails are read daily, this approach to referrals created three main challenges to the system and with regards to accountability to persons of concerns:

- Cases were lost in midst of the large number of emails received and sent per day
- Referral feedbacks were not being shared back systematically with the initiators
- Frontliners were unable to know if a referral or a counselling was conducted to the given case which led to same referrals being sent multiple times to the focal points

To address this unsatisfactory situation, the Shelter sector with the support of the Information Management (IM) team tailored the Refugee Assistance Information System (RAIS) referral module to meet the needs of the Northern Lebanon operation in 2017. Given that a need for such a referral system was found in all sectors and UNHCR units, the referral system was adapted to all sectors by the IM team and has been internally piloted by UNHCR in 2019. Based on feedback from current operation, the referral system is being continuously improved in collaboration with Branch Office registration, IM branch office and RAIS regional team. After the pilot in the North, a core team was identified to develop the system and standardise the business logic of the referrals. The Referral Management System has been recently rolled out other offices including the Bekaa.

The advantage of using RAIS for this activity is that RAIS is already being used by partners, as well as regionally in other countries, and has proven to be a useful tool that is easy to use and that captures the information needed and tracks the process.

Results:

The use of the RAIS referral system has enabled both colleagues and management to track the number of referrals initiated, completed, and to find some bottlenecks within the pathway which could be further improved. Some business flows were adapted to facilitate the work of colleagues managing the referrals, to provide to the extent possible the response in the most efficient manner. Moreover, this system allowed sector leads to manage resources of the sector through maintaining an overview on the referrals sent. The system furthermore allowed frontliners to cross check if the case was previously referred, if a response was conducted or is in progress, or if the case was declined, which enabled frontliners to better counsel or re-initiate a referral if additional information were presented.

Scalability/Replication:

The system was finalised during the 1st quarter of 2021 and deployment to other offices is in progress. An expansion to include Health and Basic Assistance sector partners in the referral management systems is currently in process. Other partners can join by signing a data sharing agreement with UNHCR and will receive training on the use of the module.

Reflections on best practices in the Grand Bargain thematic area

Innovation

As with the nexus group, the best practices in the Grand Bargain thematic area appear to constitute innovative approaches in Lebanon. Some examples, like Helem's community approach or UNHCR's protection monitoring programme, are likely to be innovative also beyond Lebanon. LOUISE constitutes innovation at the global level and has triggered similar initiatives in other situations.

Sustainability

Many of the best practices in the Grand Bargain thematic area are humanitarian interventions, or improve coordination of the LCRP itself. Nevertheless, some initiatives, such as Oxfam's approach to temporary cash assistance, include elements of sustainability by increasing the capacity of national institutions. However, given the severe stress that government institutions are under, it is unclear how much uptake and long-term use of that built-up capacity will materialise. Those approaches that also target social stability, such as interventions by Helem, UN-Habitat and Mercy Corps, are likely to create sustainable benefits for the communities. There is also an element of sustainability when the capacities of individuals are built, potentially in lieu of institutions, for example training in mediation techniques and community-based targeting.

Impact

Similar to the nexus best practices, the best practices selected under the Grand Bargain thematic area show some measure of results at the outcome level. While there is a likely impact in terms of increased effectiveness or efficiency gains, it is unclear to what degree this impact has been achieved because no impact assessments were provided as evidence of impact.

Replication

All of the Grand Bargain best practices are replicable in Lebanon and beyond. Outside Lebanon, some will require adaptation to fit the local contexts. LOUISE is quite uniquely suited to the local context, but includes clear principles in its operational model that can be replicated in most contexts. To foster this replication, a learning review was conducted in 2020.

Programme Effectiveness

The thematic group on programme effectiveness decided to group accepted submissions in three sub-categories: protection; cash assistance and targeting; and strong multi-sectoral approaches. Two further submissions were accepted given their high performance, even though they do not fit these three sub-categories.

Furthermore, a number of submissions accepted under the Grand Bargain thematic area were also accepted as part of Programme Effectiveness. These are: LOUISE, as part of the sub-category on cash assistance and targeting; Bekaa cross-sector awareness raising on COVID-19 as part of strong multi-sectoral approaches; and the UNHCR Protection Monitoring Programme as part of the protection sub-category.

Cash assistance and targeting

Joint econometric targeting based on assessment and administration data – UNHCR & WFP

LCRP Strategic Objective 2 - Provide immediate assistance to vulnerable populations

This targeting methodology has been used by UNHCR and WFP since 2017, building on earlier collaboration by the two agencies to determine the economic vulnerability of beneficiaries through an econometric formula.

Description:

Since 2015, UNHCR and WFP have been selecting beneficiaries based on an econometric formula (desk formula), using per capita expenditure as a mean to determine economic vulnerability and to rank and select Syrian households for assistance. Since 2017 the formula has been applied as well to the UNHCR registration database given Lebanon's large caseload, which makes household visits ineffective. The formula was based on household data collected through the yearly Vulnerability Assessment of Syrian Refugees in Lebanon (VASyR) and the Vulnerability Assessment of Refugees of Other Nationalities (VARON). Following the application of the formula to the registration database, the most vulnerable households are selected for assistance in a bottom-up approach and split between the partners for the different types of assistance. The results are also used by NGOs to select beneficiaries for their assistance.

As the use of an econometric formula still has an error margin, WFP and UNHCR have introduced over the years several additional tools to increase accountability to the population and address exclusion errors. One such tool is score improving household visits (SIHV), which serve to address the population who are not detected by the targeting model. The other tool is the grievance redress mechanism (GRM), which allows refugees themselves to log claims to be included (via hotline or online form). These calls are then analysed for their socio-economic vulnerability, and a certain number of cases are included for future assistance.

Results:

Given the large refugee population and the limited funding, this method allows an effective targeting of the socio-economically most vulnerable population. The additional inclusion mechanisms increase accountability to the population and address the exclusion error. By using the registration data and the information collected through the annual VASyR and VARON, which are representative at national and subnational levels, an assessment of the entire refugee population is not necessary. This decreases the costs and allows for efficient allocation of resources. This finding was confirmed by an external validation, which found that the econometric approach using existing administrative data performs approximately equally to the more cost-

and resource-intensive approach of a Proxy Means Test (PMT) requiring a short-form survey of the entire potentially eligible population through household visits.¹

Building on the 2020 experience, and to improve the process and strength of the econometric model, WFP and UNHCR are also looking to expanding the targeting model and to test how well it can predict other vulnerability dimensions such as food insecurity or specific livelihood coping mechanisms, as well as analysing the "minimum meaningful difference" in predicted scores.

Scalability/Replication:

The approach can be used to scale up the assistance in case of expansion, by including the next ranked families in the assistance. The targeting scores can also be used by other partners to prioritise their own assistance.

As for replication in other countries, the targeting process can be applied in refugee contexts to other countries if certain important criteria are met, such as having an annual representative assessment of the refugee population, and an updated registration database.

¹ Altindag et al. (2020): *Targeting humanitarian aid using administrative data: model design and validation*. Development Analytics, 26 July 2020

The use of unconditional cash transfer (UCT) to maintain food assistance to vulnerable households in livelihood programming during national COVID-19 lockdowns and major shocks – WFP

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 4 – Reinforce Lebanon’s economic, social and environmental sustainability

The use of unconditional cash transfers to maintain food assistance to vulnerable households in livelihood programming during pandemic related lockdowns has been implemented in 2020 and 2021 by WFP and WFP's livelihood partners: Lebanon Reforestation Initiative (LRI), Association for Forests, Development and Conservation (AFDC), Social, Humanitarian, Economical Intervention For Local Development (SHEILD), Lebanese Organization for Studies and Training (LOST), LebRelief, World Vision, Al-Shouf Cedar Society (ACS), American University of Beirut (AUB), Forum Of The Handicapped (FOH), Secours Islamique France (SIF), Chamber of Commerce Industry and Agriculture Zahle and Bekka (CCIAZ) and Care.

Description:

The multiple crises, including the Syrian refugee crisis, the economic and financial crisis, the Beirut Port explosion and the COVID-19 Pandemic have had a serious economic impact on all households, particularly the most vulnerable. During the March to June 2020 period the Government of Lebanon issued a lockdown to curb transmission of COVID-19 and in line with the Government directive, WFP temporarily suspended livelihoods activities, including Food-Assistance for Assets (FFA) and Food-Assistance for Training.

To mitigate the impact from the loss of income, WFP provided a one-time unconditional transfer equivalent to one month of participation in WFP activities to already enrolled participants. Therefore, participants received a much-needed transfer during a precarious economic situation that did not allow them to generate income through for example daily-wage jobs. The exceptional unconditional transfers were meant to ensure vulnerable households continued to receive food assistance despite being unable to actually participate in works or training, which include, but are not limited to construction of irrigation canals and agriculture roads, and training in digital skills, and food processing.

Results:

WFP’s livelihood post-distribution monitoring confirmed that participants had an overall acceptable food consumption.

Scalability/Replication:

The approach has been widely adopted within the LCRP’s Livelihood Sector with WFP being one of the first organisations to implement UCTs in lieu of lost opportunity costs. Global replication in similar situations is possible as long as agencies are set up to provide unconditional cash transfers.

Strong multi-sectoral approaches

WASH/Shelter integration in collective shelters ensuring comprehensive response to needs – Intersos

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; 2 - Provide immediate assistance to vulnerable populations; and 3 - Support service provision through national systems.

Intersos has started adopting its approach of addressing shelter and WASH upgrading in parallel in 2018.

Description:

The necessity for rehabilitating the common areas in collective shelters in parallel with upgrading the WASH elements was adopted in 2018, after realising that these components are by default interconnected and interrelated and cannot be separated. Prior to this, the intervention was focused exclusively on upgrading the shelter elements of the collective shelters. The satisfaction level of this single-component approach would always have been low by not achieving a holistic improvement, and oftentimes intervening in one component in spite of the other leads to further deterioration. The integration of the two components resulted in an effective holistic impact on the occupants of the collective shelters, by tackling their needs and providing a dignified space where their basic shelter and WASH needs, as well as safety, are met.

The first step in achieving results is conducting clear needs assessments and developing a detailed Bill of Quantities for these needs. Usually, the structure and layout of the collective shelters dictates the method of implementation of both components complementary to each other, for example the upgrading of the roof waterproofing necessitates the removal and the rearrangement of WASH elements. Additionally, during the first steps of implementation, a lease agreement and a Memorandum of Understanding are developed and include waivers such as rental freezes or even free rental or debt cancellation, as additional benefits.

Results:

Integration of WASH and Shelter components brought added value to the occupants of collective sites. Primarily, it allowed safety improvements within the premises through different approaches such as: controlling the entrances of the building by adding lockable doors and windows that prevent external threats or theft; securing the areas of high falling risk such as open staircases and roof/balcony parapets; upgrading the common lighting system for better vision at night that improves protection; and provision of sufficient water to all residents through upgrading the water connection systems and water tanks, which also reduces the tension between families over shared water resources. Upgrading the sanitation system reduces health-related risks and diseases, which can also be achieved by reducing leakage of water through waterproofing.

Such holistic interventions elevate the quality of life of the occupants by providing safety, health and protection. A post-implementation-monitoring survey is conducted at the end of each project, as a test of whether the related works achieved the expected results, and that the needs were met. These surveys show that not only the WASH and shelter needs of collective sites are addressed with improved infrastructure, but that these interventions also help to significantly reduce tensions. Deteriorated water and shelter infrastructure often leads to tensions between occupants and well as between the occupants and the landlord. These interventions thus can have a protection impact through for example reducing the threat of eviction.

Scalability/Replication:

A common approach of all actors and organisations within respective sectors is necessary to further scale up and replicate this approach. This approach can also be replicated for other rehabilitations such as the rehabilitation of individual shelters, or of school and health facilities.

Area Based Approach in Lebanon – Norwegian Refugee Council (NRC)

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations.

The area-based approach was piloted by NRC in the Ein El Helweh camp in Lebanon in 2020.

Description:

Ozo sub-neighbourhood is considered as one of the most disadvantaged areas in the Ein El Helweh camp by the popular committees. Due to pre-identified needs and ability to achieve clear boundary demarcation, NRC targeted the area to pilot an Area Based Approach (ABA) in Lebanon. Through adopting an ABA, NRC was able to identify key risks, vulnerabilities and associated needs by undertaking assessments with multi-sectoral considerations that were analysed using GIS. This enabled NRC to map and analyse findings, followed by visual presentations to the community for their input and prioritisation with regards to shelter assistance. The key lessons from the ABA are:

- Be geographically defined.
- Enough resources (staff, technology, tools) and lead time should be set aside to enable multi-sector needs assessments to be conducted.
- GIS should be at the core of data analysis to enable visual representation and improve spatial planning of assistance.
- Referral systems need to be strong.
- Ensure a communication plan for surrounding areas.

Results:

During the ABA piloting in Ozo, community events defined the following work priorities:

- Replacing zinc roofs with sandwich panels, thus providing better endurance, weatherproofing and insulation.
- Improving natural lighting and ventilation (reducing dampness) by enlarging windows, introduction of new elevated openings, and lowering the height of buildings to enhance air flow in street alleys.
- Rehabilitation of drainage gutters to reduce overflowing of stormwater water during rainy seasons.
- Improvement of electrical connections and sanitation conditions at property level.

As the mapping phase had enabled clear identification of the locations where work was needed, implementation was much more efficient. Furthermore, community ownership and acceptance were significantly increased with communities feeling that their opinions had been acknowledged and addressed.

NRC was also better equipped to undertake referrals with regards to non-shelter needs and vulnerabilities, by having to engage with specific partners that supported the location.

Scalability/Replication:

Whereas the Ozo response was undertaken by engaging with only local community groups, the expansion into other areas of Lebanon will require increased engagement with municipalities. Whilst the geographic area can be scaled-up, caution should be taken so as not to increase the defined boundary to a level that achieves excessive delays between assessments and assistance. Concerns around COVID-19 will likely require adjustments to assessments that reduce the duration of household level engagement.

Integrated minor shelter rehabilitation & Cash for Rent with a livelihood component - Premiere Urgence Internationale

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

Premiere Urgence Internationale (PUI) has been implementing its approach to integrate minor shelter rehabilitation and cash for rent with a livelihood component since the end of 2020.

Description:

Under US Government funding, PUI implements an integrated approach to shelter and protection topped with a small-scale livelihood activity. PUI is providing case management for Persons with Special Needs and facing protection threats, complemented with emergency cash assistance, along with minor rehabilitation and cash for rent (CfR) to improve living conditions and tackle risk of eviction, to the most vulnerable households in four governorates: South, Akkar and North Lebanon (Tripoli) and Mount Lebanon.

PUI has developed a common profiling assessment tool taking into account needs pertaining to different sectors (shelter, livelihoods, protection, health). Based on profiling results, individuals and/or households are redirected to a more technical assessment to better address their needs (shelter and/or protection). This tool allows for a better support and tracking of persons of concern benefiting from complementary types of support and strengthens the ability to refer them to the most relevant internal and external services.

Thus, based upon the identified needs, living conditions (meeting shelter minimum standards or not) and imminence of risk of eviction, PUI proposes the most appropriate assistance such as cash for rent or minor shelter rehabilitation implemented by a mixed Shelter-Protection team, along with negotiation with the owner to decrease or freeze rent. In complementarity, PUI provides support in crisis budget management through coaching sessions, aiming at building skills in managing debts, incomes and savings, and preparing for the end of the assistance.

Results:

Thanks to its integrated protection-shelter lens, PUI has developed an intervention responding to the multifaceted needs and risks faced by refugees and host communities, notably women-headed households, and households with members with specific needs or disability. Through various identification pathways (hotline, outreach, internal and external referrals) and assessment, identified needs are better addressed. The mixed shelter-protection teams, trained on safe identification and referral, refer to complementary internal (household budget management, life skills, case management, health) or external services. Through proposing several modalities to improve living conditions and to tackle the risk of eviction, such as negotiation with owners, minor rehabilitation, Cash-for-rent of 3 to 6 months, paid to the owners or the tenants, persons of concern are able to secure their tenancy and reduce harmful coping strategies (debt, downgrading shelter or food consumption, etc), and are better equipped to face shocks. The intervention mitigates, prevents or directly responds to protection risks, including of living in sub-standards conditions, eviction, exploitation or abuse from owner, gender-based violence, child protection risks, etc. It allows improved relationships between owners and tenants and decreases tensions at both the household and community levels. The integration of the livelihood activity enhances the sustainability of the approach by empowering and preparing the end of assistance. It thus improves protection and resilience of the most vulnerable populations.

Scalability/Replication:

PUI will disseminate findings, lessons, best practices and recommendations it draws from implementing this integrated approach to relevant sector working groups, to enable replication by other agencies. PUI recommends geographically scaling-up this triple integration of shelter, protection and livelihoods by adopting a multi-sectoral lens, mainstreaming protection, proposing flexible and tailored intervention modalities, expanding the livelihood component, and enhancing the participation of persons of concern.

Cross-sectoral shelter emergency response – Solidarités International

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; 2 - Provide immediate assistance to vulnerable populations; and 4 – Reinforce Lebanon’s economic, social and environmental sustainability

Solidarités International (SI) has been implementing its approach to emergency responses in shelter throughout the period of 2017 until 2021 in Northern Lebanon in coordination with UNHCR.

Description:

SI’s emergency response can be divided into three main components: The distribution of kits, shelter and WASH emergency rehabilitations and the provision of emergency cash assistance (ECA). These services are provided in informal tented settlements as well as in sub-standard building units, targeting Syrian refugees as well as vulnerable Lebanese.

SI uses a mixture of tools and approaches in order to respond to emergencies. SI has emergency teams on stand-by throughout the week and during weekends to assess any emergency situation and provide relevant assistance within 72 hours in cases that require non-food items (NFI), shelter kits and emergency cash assistance (ECA). Whenever an emergency occurs, a referral is received and SI team heads to the sites to conduct the needed assessments. These assessments are linked to a scoring system that also takes into consideration the field observation. The scoring system confirms the required assistance. The response is coordinated with UNHCR through the SI emergency focal point.

Due to the large area of intervention and the big number of referrals that SI receives, SI collaborates with UNHCR who, in turn supports by providing kits. However, SI keeps a contingency stock of the needed kits to be deployed whenever needed, in addition to a pool of staff and enumerators always on stand-by.

In addition to the distribution of kits and emergency cash, SI provides emergency shelter rehabilitation, mostly to beneficiaries living in sub-standard building units whose shelters got affected by the emergency (predominantly fire). In these cases, in addition to the emergency assessment, the team conducts a technical field assessment and designs the intervention jointly with the beneficiaries. A detailed Bill of Quantities (BoQ) is prepared, and a contractor is selected to conduct the works. SI implements the rehabilitation through a contractor-led approach to ensure the rapidity and quality of the works. However, where possible, SI advocates for the contractors to hire skilled individuals from the affected population.

Shelter rehabilitation is rarely considered as an immediate need by beneficiaries. Beneficiaries generally state they would prefer cash because they consider other immediate needs such as food, health and rent more important than shelter rehabilitations. However, degraded shelters have the potential to very quickly become a major immediate need, which is suddenly far more expensive, leading to debt as a negative coping mechanism. The timely shelter rehabilitations considerably decrease the affected populations’ chances to experience and deal with a major shelter crisis and thus prevent beneficiaries from resorting to negative coping mechanisms. For this reason, SI always provides shelter rehabilitations as part of the daily activities outside of emergencies.

Emergency response showed the importance of improving and harmonising assessments, response criteria and tools to ensure proper quality of the response and better accountability toward the affected households. SI is doing so in coordination with UNHCR and other agencies.

SI has one focal point for each type of emergency and assistance (distribution of shelter kits, distribution of NFIs, provision of ECA, emergency shelter or WASH intervention), whether it’s in informal settlements or in urban areas. This ensures supervision of the emergency response, oversight and centralisation of data.

Results:

Post-distribution and post-intervention monitoring surveys in 2020 and 2021 found the following results:

- 78% among beneficiaries reported that the distribution of NFIs helped them recover from the emergency.
- 70% of the beneficiaries who received assistance reported having their resilience increased against future shocks.
- The majority of beneficiaries (72%) stated that they preferred in-kind assistance rather than cash.
- 77% of HH received shelter kits within 72 hours after the shock.
- The majority of beneficiaries who received emergency cash assistance (ECA) (82%) stated that the ECA helped them cope with the emergency
- 94% among interviewees who received ECA stated that the assistance was appropriate to the needs of their community
- The majority of beneficiaries who received ECA (89%) stated that they received the assistance in a timely manner to overcome the emergency.

Scalability/Replication:

Replication by other agencies is possible. However, these agencies should ensure to have the following prerequisites in place:

- good coordination and communication flow between actors
- a focal point for referrals and coordination with other actors in each relevant collaborating agency
- a high level of harmonisation in assessment, response criteria and tools among partners subject to agreement of all partners
- sufficient stock, staff on stand-by and a pool of trained contracted workers

Protection

Northern Lebanon Emergency Cash Assistance Coordination Group – UNHCR

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

The coordination group on Emergency Cash Assistance in North Lebanon has been managed by UNHCR throughout the period of 2017 until 2021.

Description:

Emergency cash assistance (ECA) and protection cash assistance programmes (PCAP) have been implemented under the Protection sector response strategy since the beginning of the Syrian refugee crisis.

In the North, under the umbrella of the Protection Sector Working Group, approximately 16 ECA and PCAP partners have been meeting on quarterly basis since 2017. Some of the partners are not involved in protection response programming per se but rather in emergency responses such as non-food items (NFI), shelter or Water, Hygiene and Sanitation (WASH). Involved partners discuss issues around harmonisation of approaches and procedures. The North has the only dedicated coordination forum of this kind countrywide. The meetings have triggered a good amount of interest among partners, who are willing to work on harmonisation.

Prior to the commencement of the working group, partners would often choose ad hoc or non-harmonised approaches to their ECA disbursements, particular in emergencies such as floods, fires and collective evictions. This led to tensions in communities over unequal targeting, ineffective aid programming because of assistance duplication, and other problematic effects.

Results:

Notable achievements were:

- A. Contribution to the drafting process, and active coordination around the "Protection Sector Guidance Note on the Use of Cash for Emergency Protection Responses" (at Inter-Agency level). This guidance note is addressed to agencies that implement ECA programmes with the objective to address a serious harm or protection risk. This process commenced in 2019. Over time, it has been expanded, e.g. to address the COVID-19 pandemic and lockdown measures (2020). This guidance note established a framework and minimum standards for agencies. Overall, good alignment to this guidance is observed, which resulted in a more organised and harmonised rapid response.
- B. Drafting of the "Northern Lebanon Guidance on ECA Provision in Emergencies". The note established an ECA response framework in cases of emergency shocks (extreme weather, fire, collective evictions), complementing the national Inter-Agency guidance for individual protection situations. This initiative also includes the establishment of an ECA partner geographical division of labour for better preparedness. This more detailed guidance document is geared towards preparing partners to rapidly respond to large scale "emergency" events in a coordinated, harmonised manner. As such, it includes agreement on the targeting approach, harmonised amounts of assistance, review of complementary assistances, avoidance of unintentional double-payments through focal point tracking, coordinated reporting, functioning referral pathways, and harmonised messaging to communities. This type of response is linked with the Lebanon operation-wide emergency response mechanism.
- C. Mapping of services, best practices and arising challenges:
 - Ensure that referral pathways are complete and reliably functioning;

- Share best practices, so that especially smaller, less cash-specialised agencies have the knowledge to access e.g. the most efficient payment and cash-out modalities, in times of COVID-19 and volatile financial markets;
- Detect instances where programs deviate from established guidance, such as in the case when a number of protection agencies were found to disburse ECA in USD not in LBP, or exceeding established ECA ceilings, against the advice of the sector.

Scalability/Replication:

The Northern Lebanon ECA Coordination Group has been a successful coordination model that could easily be replicated in other areas or regions. It sets an example of how inter-sector coordination and harmonisation can be stepped up when focusing on a certain theme, rallying partners around joint interests and goals.

Legal Mobile Unit – INTERSOS

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

The INTERSOS Bekaa Legal Team has been operating its Legal Mobile Unit in 2020 and 2021.

Description:

During March 2020 the INTERSOS Bekaa Legal Team experienced significant operational constraints, in particular related to the closure of public institutions and courts and the INTERSOS Legal Desks that shifted to work entirely remotely. When the public institutions and offices partially re-opened in April, the communities who needed to access their services continued to face movement barriers. In light of this situation, INTERSOS launched a Legal Mobile Unit (LMU), composed of two Legal Assistants and Outreach Volunteers (OVs). The general objective of the LMU was to give continuity to the assistance by functioning as a bridge between the court and other institutions, and the beneficiary (e.g. taking and delivering back the documents provided by the community members).

The legal mobile unit started as an adaptation of the INTERSOS programme's working modality and effectiveness. INTERSOS mainly utilised pre-existing logistics and human resources to establish the Legal Mobile Unit, consisting of two legal assistants, OVs, one rented car, megaphone, services notes, legal leaflets, Personal Protection Equipment (PPEs such as masks, gloves and sanitisers) and a hotline.

The specific activities carried out included the provision of legal counselling, legal assistance on birth, marriage and death registration, residency, House, Land and Property (HLP), labour, and mediation in case of eviction threat. In doing so, the LMU contributed to the LCRP protection sector objectives related to the respect to the fundamental rights of women, men, boys, and girls; and to the support in maintaining their dignity and resilience to shock.

The movements of the LMU team have been planned based on needs and priorities and were coordinated with INTERSOS Security Focal Points. The LMU has received support from the Site Community Groups (SCGs – established by UNHCR in Informal Tented Settlements) and Shawishes for case pre-identification. In addition, the Municipality Support Assistant (MSA), OVs and SCGs helped to arrange field visits and to ensure adherence to COVID-19 precautionary measures, including physical distancing during activities as per WHO guidance.

Results:

During a pilot phase from August to end of 2020, the legal mobile unit carried out a total of 75 visits in different Informal Tented Settlements located in the Zahle and West Bekaa districts. During these visits the INTERSOS legal unit managed to provide counselling for 653 vulnerable Syrian individuals on different topics. 537 Syrian persons of concern benefitted from awareness sessions on various legal topics. Furthermore, 346 Syrians were assisted with regards to civil documentation or other issues; 380 Syrians received their documents after completing the assistance procedures through the LMU.

Scalability/Replication:

A service provision through a mobile modality allows a degree of flexibility and ensures continuity of assistance. The practice can be scaled up, even as part of a multi-sector approach, if the advocacy with the authorities at country level is strengthened in order to facilitate movement and access. Key for successful programming is the centrality of the community involvement (OVs and SCGs in the INTERSOS case), starting during the planning stage.

Adaptation of Emergency Cash Assistance (ECA) guidance through the revision of sector guidance incl. criteria, among and disbursement modalities to address increasing needs and accessibility challenges – Caritas Lebanon, Danish Refugee Council (DRC) and Oxfam

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

The adaptation to the ECA modalities has been undertaken by Caritas Lebanon, DRC and Oxfam in collaboration with the International Rescue Committee (IRC) and UNHCR in 2020 and 2021.

Description:

In the aftermath of the Beirut Blast, and in response to COVID-19 and the changing economic climate in Lebanon, a dedicated Inter-Agency ECA for Protection Task Force was established with key actors providing ECA and cash for protection assistance. Later endorsed by the Protection Sector Core Group and presented to the national Protection Sector Working Group, the Task Force drafted guidance notes for partners, which included amended criteria, payment modalities, currency, an increased ceiling and guidance for remote service delivery. The aim was to increase coherence between partners in the provision of ECA and ensure the responsiveness and adaptation to an ever-changing context.

Following the Beirut port explosions the Task Force modified existing guidance by expanding targeted groups and nationalities in order to ensure that all vulnerable people were able to benefit from the same level of protection cash support regardless of location or nationality.

While the Task Force was initially established to develop technical guidance and support for the multiple cash actors after the Beirut port explosions, the Task Force went beyond this objective by amending the overall cash guidance within the protection sector. Specifically, it developed new guidance notes for ECA that centred on the use of cash in response to the new and emerging protection concerns, widened the targeted populations, and specified the amount and currency that actors should provide in order to promote harmonisation and coordination at a national level.

The approach using a Task Force furthermore allowed broader advocacy, by other actors as well as directed towards donors.

Results:

The expansion of the ECA criteria has proven effective in responding to the most urgent needs during COVID-19 and following the Beirut port explosions. The Task Force managed to deliver within a short timeframe. Through the tailored guidance, protection implications for cases usually not covered could be addressed and ECA was used to complement essential and life-saving services provided to all target groups.

Scalability/Replication:

The best practice of establishing a specialised task force that is ready to mobilise in an emergency response and continue to work together on specific emerging issues relating to protection cash is easily scalable in other regions or globally. It is key that such a task force collaborates with agencies involved in ECA for protection activities and that these actors have the capacity to actively contribute to the outcomes of the task force.

Encouraging refugees to regularise their stay based on the fee waiver – UNHCR

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

The activities to encourage refugees to obtain a residency permit based on the Government of Lebanon's fee waiver has been implemented by UNHCR across Lebanon since 2019. While the submission was made by the Field Office in Tyre based on their implementation in the South, it was clarified during the workshop that similar practices are also implemented by other UNHCR offices in Lebanon.

Description:

In July 2019, UNHCR began accompanying Syrian refugees to the General Security Office (GSO) centres to lodge residency renewal applications based on the fee waiver granted by the Government of Lebanon in 2017 on residency fees for certain categories of displaced Syrians. This exercise was implemented by all UNHCR Field Offices in Lebanon. In the South, through concerted outreach efforts and by creating a tool linked to its database, Field Office Tyre identified, counselled, and encouraged eligible refugees to proceed on their own, with a specific focus on females, and also accompanied refugees who had failed to lodge applications or expressed fear of approaching the GSO on their own. This resulted in increased awareness of the importance of residency and renewal procedures, particularly among female refugees, and improved the process by resolving several local barriers due to varying practices at GSO centres. After the suspension of field missions in January 2021 due to the COVID-19 pandemic, Field Office Tyre continued to counsel refugees on regularisation, focusing on female refugees who were unaware and/or hesitant to approach the GSO on their own, and refugees whose UNHCR certificates were about to expire and were therefore more likely to take action.

Results:

Unfortunately, across the country, households in which none of the members had legal residency increased considerably from 20% in 2015 to around 70% in 2020 according to the VASyR 2020. It also found that rates of legal residency continued to decline in 2020, with only 20% of individuals above the age of 15 holding legal residency permits compared to 26% in VASyR 2017. Females across age groups had lower residency rates than males, despite the fact that regularisation contributes to refugee women's self-reliance as it improves their ability to access services and employment opportunities, by reducing the risk of arrest and detention due to legal status.

UNHCR Field Offices focused on targeting more females in counselling and accompaniment to GSO. In this regard, in the South, women and girls accounted for 68% of the total number of refugees who were identified and consented for accompaniment by Field Office Tyre, noting that some of them had expired residencies for over two years. In comparison, at the national level, 65% of the total number of accompanied refugees were females with 90% successfully submitting their residency applications and 89% renewing their residencies. The overall success rate of this accompaniment exercise for males and females across Lebanon is 86%.

Between January and April 2021, during the suspension of missions, UNHCR Field Offices focused on counselling eligible cases and targeted mainly females who are eligible for fee waiver to increase their awareness on their capability to renew their residency based on the fee waiver on their own independently of their partners or parents and their regularisation status. In the South, women and girls constituted 54% of the total number of cases counselled on residency renewal procedures and expressed their intention to approach the GSO as soon as the COVID-19 precautionary measures would allow. Some of the women also indicated they were not previously aware they could do so on their own, and also reported their intention to regularise the residencies of their children. This has resulted in the improvement of residency rates for female refugees and specifically in the South and Nabatieh Governorates.

Scalability/Replication:

Due to COVID-19, UNHCR Field Office Tyre and others shifted resources to the identification of eligible cases through their database, counselling, prioritising refugees with soon-to-expire UNHCR Registration certificates, particularly women. Through counselling, awareness-raising, and accompaniment, eligible women and girls are encouraged and empowered to approach the GSO to renew their residencies, regardless of the husband or father's residency status. The engagement with eligible women and girls can be expanded and increased through improved outreach by UNHCR and partners, with a particular focus on reaching female refugees.

Increasing Provision of Legal Assistance in House, Land and Property (HLP) Matters Through Remote Modalities – Danish Refugee Council (DRC)

LCRP Strategic Objective 1 - Ensure protection of vulnerable populations

DRC has been providing legal assistance on HLP through remote modalities in 2020 and 2021.

Description:

As of March 2020, the pandemic caused country-wide lockdowns and great disruption to humanitarian service delivery. In the immediate days following the government decisions, humanitarian actors worked to determine how best to deliver essential services and maintain contact with persons of concern who were also impacted by this crisis. At the same time, Lebanon was on the precipice of an impending economic crisis impacting the most vulnerable households the most. While in 2019 DRC legal teams had provided one-to-one counselling on a range of legal issues, by mid-2020 this service became overwhelmed with individuals and households requiring legal advice on how to deal with threats of eviction and increasingly unmanageable debt as a result of the need to pay rent. The intersection of remote service delivery development, and escalation of need in dispute resolution with landlords, necessitated adaptation to the virtual environment, collaboration with stakeholders and improving the capacities of frontliners.

To help reduce eviction threats in the circumstances described, five things that DRC has found to be effective are (i) investing in developing a hybrid way of working and equipping staff with technology to enable them to contribute equally, regardless if they are working in the office or dialling in from home, (ii) enhancing the capacities of the legal team with Alternative Dispute Resolution training conducted by the international law firm Herbert Smith Freehills and organised by DRC, (iii) using collaborative techniques with landlords and tenants requiring investment of time and creative thinking rather than confrontational procedures such as sending legal notices and lawsuits, (iv) referrals of eviction threat cases to cash, shelter and livelihood programmes, and (v) close monitoring of the outcomes of these cases through follow-up with persons of concern built into the legal action plans, auditing the legal response, and conducting monitoring, evaluation, accountability and learning (MEAL) surveys to make sure that a positive impact was made.

Results:

In the period 1 April - 30 June 2020, DRC conducted a total of 66 negotiations with landlords for eviction cases across different locations in North Lebanon. None of these landlords sent a formal written notice to tenants requiring the vacation of premises. Out of the 66 negotiations, 65 have been successful by putting an end to the eviction, even if for a short period, and achieved temporary or permanent reductions of rental fees or grace periods.

Scalability/Replication:

This approach can be easily scaled-up and replicated by other agencies. The following issues should be taken into consideration when doing so:

- Feedback is vital, as is tracking Alternative Dispute Resolution techniques and quality through legal assistance forms, including action plans and creative solutions using collaborative approaches.
- Increased emphasis on soft skills training for lawyers in the humanitarian field, to enhance their negotiation skills.
- Regularly consulting with staff and persons of concern, to obtain feedback on remote services, including their perception of the advantages and drawbacks, is important to ensure that concerns are heard and actioned.

Honourable mentions

The thematic group on programme effectiveness furthermore agreed on two submissions to constitute best practices even though they did not fit into the three sub-categories of protection, multisectoral approaches, or cash assistance and targeting.

Addressing Child Labour through Child Protection, Education and Cash during COVID-19 – World Vision Lebanon

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 2 - Provide immediate assistance to vulnerable populations

World Vision Lebanon (WVL) has been implementing its child labour project from 2018 until 2020, the adaptations due to changed circumstances resulting from the pandemic were implemented during the project's last year in 2020.

Description:

COVID-19 forced the closure of schools and learning spaces, and community engagement and activities came to a complete halt as Lebanon went into its first lockdown in early 2020. WVL Education and Child Protection face-to-face programming was impacted, and the most vulnerable children World Vision serves were mostly unreachable. Change was inevitable and the only way forward was to make agile adaptations through stewardship. WVL developed a multi-sectoral national response plan focusing on Child Protection, Education, Water, Sanitation and Hygiene (WASH), Food Security and Livelihood. In alignment with the plan, WVL adapted its two-year US Government project, the goal of which was to “Protect the most vulnerable Syrian refugee children from child labour and ensure their participation in quality education”, addressing child labour across individual, family, community, private sector, and governmental levels².

Over two years of project implementation, the education component targeted children aged 3 to 5 years through the Early Childhood Education programme, and children 10 to 14 years through a Basic Literacy and Numeracy programme that enabled them to acquire the knowledge needed to enrol and be retained in formal education. Child Protection programming targeted children involved or at risk of child labour including Worst Forms of Child Labour, and their caregivers, employers and duty bearers. During the second year, WVL successfully responded to the COVID-19 pandemic through adapting to the remote modality amidst various challenges. All education and Child Protection sessions were provided to both children and caregivers remotely along with the distribution of age-specific education and psychosocial support material to be implemented by children and their caregivers at home. The distributed material included specific themes related to COVID-19 prevention measures, managing distress and heavy emotions, mitigating familial and interpersonal tensions, engaging children with creative, fun and productive activities at home during lockdown or confinement, healthy parenting techniques, early childhood education and basic literacy and numeracy activities for children, as well as child protection topics which included tips on safe identification and referral to prevent and report abuse, neglect, exploitation and violence against children. 660 households received multipurpose cash assistance.

Results:

The end of project evaluation revealed that with regards to the project's adaptations to COVID-19, 74% of caregivers reported decreased signs of psychosocial distress, 98% of caregivers were highly satisfied, 67% of caregivers were shown to apply positive parenting practices.

² More information on the project can be found in the following links to case studies and stories: [COVID-19 adaptation, education, case study](#)

Overall, the evaluation of the project signalled an increase in knowledge of the consequences of child labour and a shift in beneficiary attitudes. Caregivers and their children were better able to identify the possible risks and dangers of child labour and tried to prevent it. At the same time, given the dire economic situation that Syrian refugees are facing due to COVID-19 as well as the economic crisis, caregivers are still forced to have their children engage in child labour. In comparison to the baseline findings, the evaluation shows a decrease of 20%age points in terms of reported child labour (from 39% to 19%). Simultaneously, the evaluation reveals a decrease in school dropouts in comparison with the baseline (a decrease by 10%age points from 18.7% to 9%). The evaluation also noted an increase of 28% in caregivers who prioritise education for their children from baseline period (95% in comparison to 67% in the baseline). Similarly, caregivers exhibited negative attitudes towards child labour and early marriage, with an increase by 18%age points in comparison with the baseline (90% in comparison to 72%). In regard to the provided early childhood education sessions, 37% of the surveyed caregivers expressed that one of the benefits of having their children attend these sessions is that it lowered the pressure on the child to engage in child labour.

Scalability/Replication:

Cross-sectoral collaboration to address child labour can be successfully scaled up at the national or regional levels with auxiliary support from the concerned ministries, and through healthy partnerships with community-based groups. Aiming for a holistic approach and further sustaining the impact of interventions on beneficiaries amidst the calamitous economic and health crises, it is crucial to augment the role of cash and livelihood support, as well as the health sector, due to the highly volatile context in Lebanon.

Cost Improved and Sustainable Wastewater Solution – Action Contre la Faim (ACF)

LCRP Strategic Objectives 1 - Ensure protection of vulnerable populations; and 4 – Reinforce Lebanon’s economic, social and environmental sustainability

The wastewater solution has been implemented by ACF in collaboration with LOST and Solidarité International since 2020.

Description:

The installation of on-site wastewater treatment systems in Informal Tented Settlements (ITS) aims to reduce the environmental impact of wastewater generated in ITS, as well as decrease the need for desludging for the refugee population, thus reducing their dependency on international aid.

The installed systems treat black and grey wastewater through primary, secondary, and tertiary treatment stages until water is safely disposed. The primary treatment that has shown better results is the anaerobic baffled reactors (ABR), which require no electrical energy, have low maintenance costs and simple operation, while bringing about a high reduction of Chemical Oxygen Demand (COD) and Biological Oxygen Demand (BOD). Additionally, different secondary and tertiary treatments have been tested such as up-flow filter, biological aerated filter, sand filters or ultraviolet disinfection. To ensure adequate installation and operation of the systems, ACF through its community engagement approach, aims to ensure community acceptance and to empower populations living in ITS to take ownership of the network and treatment systems installed.

The project consists of a sedimentation unit at household level collecting black and grey water connected through a non-conventional sewer to a primary treatment of an ABR, consisting of an iron tank divided into chambers. The use of the iron tank allows for tailored dimensions that minimise the space required and also prevents the pop-up effect when the water table is high.

Results:

The installation of on-site wastewater treatment systems in ITS builds upon previous pilots implemented by ACF and other partners. These systems also reduce the environmental impact of wastewater generated in ITS and contribute to reduce the tensions with host communities due to inadequate sanitation management. The capacity to adequately treat wastewater on-site in ITS reduces the desludging needs in ITS, thereby decreasing the dependency on international aid and reducing the amount of wastewater discharged into Lebanese wastewater treatment plants.

Considerable achievements were reached from the use of the systems presented above. One of the most important achievements is their lifespan, lasting for more than 10 years with proper maintenance. The desludging costs are also reduced, decreasing the pressure on national wastewater treatment plants dependent on the municipalities and/or the Ministry of Energy and Water. It is estimated that the needs of desludging are reduced by approximately 85-90%. Finally, there is reduced risk of overflowing pits, providing an adequate management of wastewater and protecting the community from waterborne disease.

The first measurable indicator is the reduction of the desludging cost and frequency required in the ITS where the on-site wastewater treatment system has been installed. For a population of 285 people in Ghazze 008, desludging was reduced from 12 m³ per month for total cost per year of USD 1,240, to desludging every one to two years with the use of the ABR.

Further tests and analysis to measure efficiency are required, but previous data from similar types of interventions in Lebanon has shown promising results, setting the ground for an optimistic outcome.

Scalability/Replication:

The installation of on-site wastewater treatment systems in ITS will be scaled-up in Lebanon following environmental and cost-recovery prioritisation criteria, building on lessons learnt from previous systems installed as pilots. Given the limitations of the existing Lebanese wastewater treatment plants and the capacity to operate them, the scale-up of decentralised wastewater treatment can contribute to improving the water cycle management and the protection of the environment.

Reflections on best practices in the Programme Effectiveness thematic area

Innovation

The Programme effectiveness best practices selected overall show innovation within the Lebanon response and creative approaches to adapt to newly emerging needs and realities due to the multi-layered crises. The complex crisis situation in Lebanon required projects and programmes to be highly and rapidly adaptive to be successful, creating a ‘disruption’ opportunity which has triggered innovation. However, it is likely that many of these approaches or methods have been deployed outside Lebanon. In particular, the innovations in cash assistance and targeting are part of a global movement to innovative cash assistance. At the same time, some of the approaches within protection, in particular those within the protection–shelter nexus around reducing eviction risks, could be products of Lebanon’s unique environment.

Sustainability

To a large degree the best practices selected under the umbrella of Programme Effectiveness are humanitarian relief interventions. In particular within the shelter and WASH sectors, sustainability is limited by government policies constraining LCRP partners from seeking more permanent solutions. With regards to interventions that directly or indirectly address eviction threats, the continuously worsening economic situation and the nature of the rental market restrict long-term sustainability, even though the interventions achieve positive outcomes in the short term.

Impact

Unfortunately, many best practices cannot report on results beyond the output level, and impact assessments have only been found for approaches or methods deployed within cash programming. Multi-sectoral approaches appear to leverage their investment by addressing a problem from several angles, aiming at a holistic response. While some multi-sector approaches show outcome-level results, it seems likely that lasting impact could be achieved.

Replication

Many of the best practices included in the Programme Effectiveness thematic area are solutions to unique issues found in Lebanon. Nevertheless, they all include elements or principles that can be replicated outside of Lebanon and are likely to provide good examples for learning. Within Lebanon, most of the best practices can be replicated by other LCRP partners, or scaled-up.

Conclusion

More than half of the showcased best practices constitute multi-sectoral approaches. This stands in stark contrast to the otherwise rigid and siloed sector approach of the LCRP. Multi-sector approaches fare better in particular with regards to adaptability, as they are more flexible to respond to new realities brought about by the various crises facing Lebanon. These multi-sector approaches are also more likely to achieve the desired outcomes as they address a problem from several angles. Given the context, many of these multi-sectoral approaches explicitly or otherwise implicitly address protection and social stability.

Innovation

The LCRP best practices included in this compendium include a fair degree of innovation, in particular within the boundaries of Lebanon. Much of this innovation was necessitated by the complex, multi-layered crises that make the Lebanon response so unique. Even before COVID-19, the Beirut port explosions and the recent severe financial and economic crises, Lebanon's context was favourable to innovation in particular within cash assistance and targeting, and there is evidence that this triggered learning globally.

Sustainability

The showcased best practices, as well as the process that led to this compendium, confirmed what the LCRP Strategic Review found: long-term resilience and sustainability are constrained by policies and regulations that the Government of Lebanon put in place, in particular with regards to WASH and access to work. Interventions that include or are based on institutional strengthening are constrained by the ability of these institutions to absorb the service provision, in particular within the current context of stressed public service delivery. As a result, more individual capacities may be built than institutional ones.

Furthermore, the currently continuously worsening situation, in particular with regards to the shrinking purchasing power of households and resulting negative coping strategies, as well as high unemployment, limit the long-term resilience that even these best practices can achieve.

Nevertheless, some LCRP partners have found creative ways to consider sustainability in their interventions. Especially promising are those interventions that anchor sustainability in community engagement.

Impact

Given the lack of thorough impact assessments it is next to impossible to make judgements as to whether these best practices are likely to achieve the desired impact or not. Only with regards to cash programming are there impact assessments that highlight the effectiveness of approaches, methodologies and operational models. The lack of thorough impact assessments has also been flagged by the LCRP Strategic Review.

While the majority of best practices are able to demonstrate results at the outcome level, some do not go beyond the output-level reporting on activities.

Lastly, as highlighted earlier, multi-sectoral approaches appear to be better placed in achieving their goals in terms of outcomes and potentially impact.

Replication

The vast majority of the showcased LCRP best practices are replicable within Lebanon, as part of the LCRP and other response plans. Some require the collaboration of the originating LCRP partner agency in terms of training or other support such as access to data, which is available for most of the best practices included in this compendium.

Even though a number of the best practices were designed to respond to Lebanon's unique challenges, or to tap into opportunities only found in Lebanon, even these approaches, methods or models display elements of replicability outside of Lebanon. While it is unlikely that these practices can be applied 'as they are' to other contexts, all of them include principles or core elements to methodologies that can be used in other crisis responses across the world. At the very least, many of the LCRP's best practices will trigger learning.

In summary, the LCRP's best practices showcased here can be replicated within Lebanon and also beyond the LCRP's boundaries. Most of the best practices are also replicable in other countries, with local adaptation.

Localisation

As was highlighted earlier, only 10 submissions (out of 73 or 14%) were received from local or national organisations. Out of these, two were selected by the thematic groups to be featured in this compendium. In other words, only about 8% of the featured best practices were designed and implemented by a Lebanese organisation.

However, with regards of involvement of Lebanese organisations, the LCRP 2017-2021 best practices fare much better. The majority are of the featured practices are implemented in collaboration with a Lebanese organisation. The degree to which these organisations were involved in the design is unclear, as it is for most best practices unknown as to whether the collaborating Lebanese organisations are increasingly taking on responsibility to ultimately to implement without an INGO or an UN agency.

The two best practices by Lebanese organisations demonstrate good examples in terms of incorporating sustainability concerns and measures by embedding their implementation in local communities. This points to international organisations needing to learn how to anchor their interventions with local communities to increase chances of sustainability in Lebanon's volatile context.

Therefore, with regards to localisation there is still room for improvement. This mirrors a finding of the LCRP Strategic Review, which recommends developing and implementing a specific localisation plan for Lebanon.

Annex: Lessons Learnt and Good Practices Evaluation Check List

1. Identification of submission

Title of Submission	
Submitting organization	
Co-submitting organization(s)	
Thematic area	
Lessons Learnt or Best Practices	

2. Rating per criteria

Criteria 1: Alignment to at least one of the 3 Thematic Areas	
To which thematic area and sub/are is the submission aligned to? Enter none if not aligned	0 or 1
Criteria 2: Clear contribution to the LCRP strategic objectives or sector outcomes	
To which LCRP Strategic Objective(s) is the submission contributing to?	0 or 1
To which LCRP Outcome(s) is the submission contributing to?	0 or 1
Criteria 3: Documented and evidenced:	
For lessons learnt: does the submission includes proof of implementation?	0 or 1
For best practices: does the submission includes evidence of outcome level results (changes for the population.	0 or 1
And what does the evidence say about the changes (for the people, value for money, improve sustainability, other operational or programmatic...) Rating scale from 1 to 3	1 to 3
Criteria 4: Potential for scale-up and/or replication (including by other organisations)	
On a scale from 1 to 3, can you rate the potential for scale up either in terms of target groups and/or geographically of the LL/BP 1= very little potential: eg would require major investments to increase operational capacity, very specific to target group/geographical area 2= some potential: eg: medium-level investments to increase operational capacity, only slight adaptation required to include other target groups/geographical areas 3 = high potential: eg: existing in-house capacity, general donor interest, outreach to increase target group/geographical area easy Provide a brief justification:	1 to 3
What would be the potential for replication (in-country or at regional level)? 1= very little potential: eg: other organisations unlikely to have/acquire necessary technical expertise 2= some potential: eg: with some investment in learning/through recruitment of specialised experts other organisations could implement this LL/BP 3 = high potential: eg: LL/BP does not require specialised expertise Provide a brief justification:	1 to 3

Criteria 5: The example demonstrates an innovative approach – for best practices only	
<p>On a scale from 1 to 3, how innovative do you consider this approach to be?</p> <p>1= little innovation 2= some level of innovation (not fully new, but introduces some new ideas, or modalities) 3 = highly innovative (never/rarely seen before)</p> <p>Provide a brief justification:</p>	1 to 3

3. Overall decision

Overall decision:	Not accepted Accepted
To be presented at the Plenary LL/BP Workshop:	Yes/No
Overall comments/justification:	



This report was commissioned by the Lebanon Inter-Agency Coordination Team.



**Inter-Agency
Coordination**
Lebanon