



SOCIAL STABILITY SECTOR

PEOPLE IN NEED



PEOPLE TARGETED



REQUIREMENTS(US\$)



PARTNERS



GENDER MARKER



CONTACTS

LEAD MINISTRY

Ministry of Social Affairs (MoSA)
and Ministry of Interior and
Municipalities (MoIM)

Hiba Douaihy
hibadou.mosa@gmail.com,
Randa Hobeiche
randahobeiche@yahoo.com

COORDINATING AGENCY

UNDP and UNHCR
Fadel Saleh
fadel.saleh@undp.org
Rasha Akil
akil@unhcr.org

SECTOR OUTCOMES

Outcome #1

\$108 m

Strengthen municipalities, national and local institutions' ability to alleviate resource pressure.

Indicators

Percentage of people reporting positive impact of municipalities on their lives.

Percentage of people reporting competition for Municipal & Social services and utilities as source of tension.

Percentage of people who feel that they can voice concern with authorities in case of dissatisfaction.

Percentage of waste diversion rate.

Outcome #2

\$16.05 m

Strengthen municipal and local community capacity to foster dialogue and address sources of tensions and conflicts.

Indicators

Percentage of people able to identify conflict resolution mechanisms/actors in their community they would turn to.

Percentage of people identifying factors that could improve inter-community relationships.

Percentage of people displaying propensity for violence.

Outcome #3

\$2 m

Enhance LCRP capacities on tensions monitoring and conflict sensitivity.

Indicators

Percentage of partners reporting that they have their own mechanisms to ensure conflict sensitivity.

Number of LCRP sectors taking steps to ensure conflict sensitivity in their strategy and delivery of work plans.

POPULATION BREAKDOWN

POPULATION COHORT	PEOPLE IN NEED	PEOPLE TARGETED	Female	Male
Lebanese	1,005,000	1,005,000	499,485	505,138
Displaced Syrians	942,337	942,337	484,361	457,976
Palestinian Refugees from Syria	27,700	27,700	14,349	13,351
Palestinian Refugees in Lebanon	180,000	180,000	89,280	90,720

Defining Social Stability:

'A state of intergroup relations at the community level, where sources of tension between groups are addressed and managed through formal institutions or systems, so as to prevent them from resulting in collective violence, human rights abuses, or further loss of opportunities for vulnerable groups.'

Overall sector strategy

The sector strategy's **theory of change** is as follows:

1. If public service delivery, such as infrastructure and solid waste management, is improved in a participatory manner, then the legitimacy of public institutions – particularly municipalities – can be strengthened and trust will be built. This will alleviate pressure on resources and services which are a key point of tensions, while also strengthening social contracts between communities and the state.
2. If local communities, municipalities and national institutions have the capacities to address sources of tensions through dialogue and promote positive interactions, then connections can be strengthened, and divisions reduced which will assist in finding common solutions to grievances and will reduce propensities for violence, particularly amongst the most vulnerable.
3. If LCRP partners mainstream conflict sensitivity and do-no-harm approaches, and are provided with regular analysis on tensions, then LCRP partners can design and implement interventions that are sensitive to local contexts, minimizing harm and maintaining stability.

The overall objective of the Social Stability sector is to mitigate intercommunal tensions so that stability prevails throughout 2020 and mechanisms are in place to prevent violent conflict. The sector contributes to resilience building within the host community and displaced persons from Syria, bolsters accountable governance and builds social contracts between communities and authorities to support longer-term development. This happens by establishing and supporting local and national mechanisms to address and mitigate existing or emerging drivers of tensions.

The sector's strategy is built on the premise that other sectors' contributions to social stability need to be complemented by a dedicated set of interventions aimed at directly tackling both the causes and the manifestations of social tensions. Projects that deliver humanitarian assistance or basic services alone will not be sufficient to maintain social stability. Local institutions, host communities and displaced populations need to receive additional support to sustain the stability that has characterized relations between host and displaced communities thus far.¹ In particular, municipalities and other local service providers need to be empowered to provide services in a participatory manner that promotes real gains towards development and stabilization, while ensuring that those actors conduct their activities in a rights-based manner that does not infringe on the rights

of host communities and displaced persons, nor do harm to intercommunal relations between them.

To achieve these outcomes, the sector will be guided by a conflict prevention agenda. Effective and sustainable social stability outcomes will be achieved by strengthening municipalities in particular, as well as other local entities and capacities such as social development centres, public spaces, civil society organizations, associations, libraries, clubs, volunteers, youth, women and older persons. These entities will also be leveraged upon as key gateways to reaching communities in the most affected areas. The linkages between local level authorities and key ministries – in particular the Ministry of Interior and Municipalities (MoIM) and the Ministry of Social Affairs (MoSA) and Governorate offices - will be strengthened. The sector will also coordinate closely with the Ministry of Environment (MoE), Ministry of Energy and Water (MoEW), Ministry of Education and Higher Education (MEHE) as required.

The sector's response plan for 2020 builds on successful initiatives in supporting municipal services and delivering spaces for dialogue which have taken place between 2016 and 2019. The sector will scale up its engagement in mainstreaming social stability and conflict sensitivity with other sectors of the LCRP. It was envisioned that working on a four-year timeframe would have allowed the sector to emphasize the longer-term transformative element of its strategy, moving beyond quick impact interventions to address more structural governance issues at the local level and underlying drivers of tensions. However, many of the activities have been shorter term in nature largely due to funding modalities and thus not able to fully meet these objectives. In the last year of the strategy, the sector will aim to:

1. Improve peacebuilding dividends from activities conducted by actors in other sectors, particularly those working on service support and environmental issues;
2. Develop subnational authorities' capacities, investing in environmentally friendly and sustainable basic services;
3. Support the institutionalization of community policing;
4. Strengthen civil society capacity to build social stability;
5. Foster positive dialogue spaces for communities;
6. Work with media and academic institutions to create media spaces that are inclusive and reduce polarization; and
7. Improve objective reporting on issues related to displaced persons.

The sector will ensure that its efforts to support local authorities are coupled with communications

(1) Local institutions primarily include municipalities, social development centres, as well as governors' offices where relevant.

strategies through a common approach that convert the service and capacity-building support to achieve real, positive outcomes in terms of social stability. The sector recognizes the critical role that other sectors play in maintaining stability, and will work increasingly with other partners to ensure that the implementation of service support is accompanied by the relevant peacebuilding processes. These include multi-stakeholder consultations and dialogues to ensure that community bonds are strengthened through aid delivery. It will also seek to embed principles of conflict prevention in national systems, bolstering local impact and sustainability. This will entail, in particular, engaging with MoSA, MoI and MoE in their work with municipalities and other local governance structures. Efforts of the Social Stability sector are thus in line with key reference governmental documents related to the crisis, including the Government of Lebanon Stabilization Roadmap, the Lebanon Statement of Intent at the 2016 London Conference and the Vision for Stabilization and Development in Lebanon of the 2019 Brussels Conference, which all emphasize the need to support municipalities as the first responders to the crisis.

Looking ahead in 2020, the sector is considering several changes as the situational context may negatively affect the state of social tensions. Given the current socio-economic crisis, dedicated attention to the growing number of vulnerable Lebanese households will be accounted for in the strategy. Recent data demonstrates that the deteriorating economic conditions are already causing increased tensions in the most vulnerable cadasters where gaps in service provision heightens pressures on services and grievances between groups. If dedicated programming does not benefit vulnerable Lebanese, in addition to displaced persons from Syria, in these areas, the likelihood of increased and more entrenched grievances is high.

These risks and assumptions are detailed below. Given the assumptions, there is a strong need for a sound mitigation of the risks through activities by the Social Stability sector partners so that tensions will be mitigated in 2020.

The sector will implement its' work under three key pillars in 2020: **The first pillar** is the work to **support service delivery at the municipality level, as well as national and local government institutions** and strengthen their capacity to maintain social stability in their respective communities through a three-pronged approach: First, it will help local governments to conduct mapping and hold dialogues to identify key changes, risks and sources of tensions at the local level, ensuring participation of different vulnerable groups categorized by age and gender as well as inclusion of persons with special needs (PwSN) and lesbian, gay, bi-sexual, transgender and intersex (LGBTI) community. In cases where the direct inclusion of these groups is deemed unfeasible, alternative channels for their grievances will be established to ensure their participation in an ethical, rights-based and dignified manner.

The Mechanisms for Stability and Resilience (MSR)² and other similar participatory processes will be implemented and actively involve community stakeholders and MoSA social development centre staff. These processes are indispensable both for identifying community priorities and for strengthening the links and building trust between municipalities, social development centres, and the people they serve. Special efforts will be made to involve women and youth in these consultations, given that they tend to be underrepresented in these institutions. To mitigate this risk, sector partners will consider making available safe spaces where communities feel safe to share their feedback and enable the potential for closed complaint and feedback mechanisms to feed into the inter-sector. At the same time, a new emphasis on men at-risk³ will be made to address their deepening precarity.

Under this component, **social development centres will be strengthened through training and staff support to deliver important social and medical services to the local community** and develop the necessary activities and outreach services. This will empower them to play a crucial role in reducing competition for resources, absorbing local tensions and, critically, providing assistance towards vulnerable Lebanese. Supporting long-term capacity-building within these institutions is essential to ensure the sustainable impact of the Social Stability sector, as research demonstrates that residents' trust in their local authorities is a key component of social stability. Given the risk that staff working at social development centres may have biases that marginalize certain groups, a commitment to a rights-based approach to their work will be undertaken by sector partners to ensure inclusive participation and improve accountability. The sector will meet this objective by working closely with Protection sector partners on mainstreaming⁴ and code of conduct commitments.

Social Stability sector partners will also **boost service delivery at the municipal level to alleviate resource pressure while building public confidence** in that local officials are able to respond to their needs, thus contributing to supporting local social contracts. This will require enhancing meaningful access to services and ensuring that the diversity of needs – including gender-related needs – is reflected in the selection of priority project interventions. In this way, the sector will directly feed into the LCRP's Impact 4 on mitigating the deterioration in the economic condition of vulnerable populations, ensuring that they have equitable access to basic services (health care, education, water, energy, solid waste management, shelter, and moving towards

(2) Mechanisms for Stability and Resilience (MSR) are a new approach aiming at increasing local stability through targeting immediate community needs resulted from the impact of Syrian crisis (pressure in service delivery, population density, lack of resources, etc.) and enhancing the partnership between local authorities and local community. The MSR also aim to strengthen municipal capacities for basic services provision through Investment Projects and to promote safe and diverse spaces through supporting local groups in the targeted communities.

(3) This group refers to men, particularly young men, who are economically and socially marginalized, less likely to have legal residency, and more vulnerable to risky or violent behaviours.

(4) Protection mainstreaming will be prioritized by the Social Stability Core Group and conducted with a focal point from the Protection sector.

social safety nets) through national (public and private) systems as well as other service providers. Given the large number of municipalities in Lebanon and their limited resources, such activities will also target the level of clusters and Unions of Municipalities as a priority to achieve economies of scale and to facilitate planning of larger interventions.

To mitigate against the risk of inter- or intra-communal tensions as a result of service delivery locations, sector partners will ensure that thorough context analyses and risk mitigation strategies are developed prior to and during implementation. Renewed emphasis will be placed on the communication of activities and around the impartiality and neutrality of humanitarian action to target population groups. Previous evaluations of stabilization programming in Lebanon underline this need for any effect on local stability to be felt by population groups and to ensure sustainability and independence of necessary humanitarian action in the future.^{5,i} Research on the social media landscape in Lebanon points to the need to address the issues of the environment, returns, and crime, in particular, and the need to work much more closely in partnerships with national stakeholders in this regard.⁶ Recent events have also demonstrated that domestic issues of economic mismanagement and accountability are also key discussion themes both online and offline.

Support to municipalities will be provided in the form of training and resources to local police forces. Given that they are often the first responders to community issues, it is imperative that police officers act in a way that is sensitive to the needs of all communities, regardless of age, gender, etc., while ensuring that protection principles are embedded when engaging with vulnerable groups. As part of this initiative, MoIM has undertaken extensive consultations to develop new standards and codes of conduct that have the support of mayors, civil society, community representatives and municipal police themselves. Partners will also support MoSA's collaboration with local institutions and social development centres, as they play an important role in enhancing community solidarity through the provision of social services such as childcare and activities for the elderly.

Solid Waste Management

Under the first pillar, and given the tensions related to Lebanon's solid waste, investment in the management of solid waste is critical to address the potential for instability. As such, the sector will aim to improve integrated solid waste management in Lebanon in order to reduce social tensions. The various elements of such an integrated approach are:

- **Safe disposal sites** - Widespread and uncontrolled dumping causes a range of environmental impact on air,

(5) The 2016 Aktis Strategy report found that 'improving awareness and communication around service delivery is key to changing people's perceptions about the legitimacy of the municipality and [about] social stability'.

(6) UNDP & Build Up (April 2019), *Analyzing Refugee-Host Community Narratives on Social Media in Lebanon*, https://www.lb.undp.org/content/lebanon/en/home/library/Response_to_the_Syrian_Crisis/69992.html.

water and land, resulting in serious public health risks for vulnerable local communities. Uncontrolled dumping leads to increased contamination of land and soil, as well as surface and groundwater pollution. The sector will focus on improving integrated solid waste management practices including cleaning, collection, storage, treatment and final disposal. Open, unsanitary and/or illegal dumpsites will be tackled either by transporting waste to environmentally sound waste management facilities or to an alternative safe site.

- **Sorting at source** – Partners will prioritize awareness raising campaigns on sorting at source based on Decree 5605,⁷ to be implemented at both household level and in informal settlements. Partners will be encouraged wherever possible, to implement these activities using a participatory approach whereby communities are consulted, and needs are integrated in project activities. In addition, the sector will target both municipalities and Unions of Municipalities and will provide support at both levels: waste collection and waste treatment.
- **Waste collection** - Except for some isolated villages, the whole territory of Lebanon is currently covered with waste collection services. In this perspective, and given that waste collection is the responsibility of local authorities (municipalities or Unions of Municipalities), partners will provide support to local authorities in terms of infrastructures and collection logistics (provision of bins in specific locations, provision of collection trucks, setting up of scheduling and routing for waste collection, etc.). Clear solid waste management plans should be developed at the local level to improve the collection of solid waste including routing options, schedules, equipment needed and other aspects.
- **Municipal solid waste treatment** - Within the scope of municipal solid waste treatment, the sector is encouraging for large-scale interventions to be implemented in line with Government plans. In fact, the MoE strategy focused on the importance of the development of integrated solutions that involve Unions and consortium of Municipalities; small-scale interventions are not encouraged due to low efficiency and lack of economic scale. In this respect, and given the financial difficulties faced by municipalities, any intervention targeting treatment and/or disposal should provide a proper economic and financial analysis and demonstrate how operational and maintenance costs will be secured to ensure that sustainability is achieved.

To fulfil these objectives, it is essential that partners coordinate closely with MoE at each stage of the project cycle to ensure that interventions are in line with national plans and guidelines. This coordination will be achieved through the process outlined in Annex 1. Given that MoE is the lead ministry for the Solid Waste Management Task Force, other ministries such as MoSA and MoIM will coordinate closely with MoE on all activities.

It is vital that interventions are based on the National

(7) Decree on sorting at source, approved by the Council of Ministers on 27 August 2019.

Solid Waste Management Strategy (once endorsed by the Government), in line with the Road Map adopted by the Government, and that they follow the MoE's approval. If the approval processes are suspended, partners will coordinate closely on all activities including sites of safe disposals, with the Ministry of Environment and municipalities. In order to ensure sustainable solutions, all partner interventions must be designed according to the SWM hierarchy and will fall under an approved Local Solid Waste Management Programme of the local authorities, a requirement under Law 80 (Article 11). In addition, partners are encouraged to consider the mapping of social tensions in order to guide them on potential areas of interventions.

Finally, partners will implement training for municipalities and Unions of Municipalities based on the training programme to enhance environmental management, which is being finalized by MoE in collaboration with MoIM. This training targets municipal police, council members and municipal staff and covers key environmental responsibilities of local authorities in Lebanon. In urban areas and in Palestinian gatherings, Social Stability partners will join efforts of other sectors to focus on specific neighbourhoods in which the highest degrees of deprivation are concentrated. This support to local level institutions will be linked with increased support to key ministries' local crisis response capacities.⁸

The second pillar of the social stability strategy focuses on strengthening local and municipal dialogue mechanisms and initiatives to mediate disputes, build trust and thus improve intercommunal relations. Field consultations identify that despite the significant investment into service provision, some media outlets remain a key and often problematic actor in terms of propagating hostile sentiment and false information regarding displaced persons and response actors. To address the tensions described above, recent assessments show that residents themselves are keen to have better communication channels, not only between citizens and municipalities,ⁱⁱ but also between communities.ⁱⁱⁱ This willingness to reach out to others is encouraging and should be strengthened. If no initiatives to improve community relations are put in place, the potential for tensions to escalate is significant, particularly as rumours are easily spread by media channels and proliferate through social media such as Facebook, Whatsapp and Twitter. For this reason, a key element of the sector's strategy concerns training journalists and media students and engaging national, local and social media in defusing tensions through objective and balanced reporting.⁹ Working with these actors – importantly, in breaking down siloes of information to understand arguments that resonate – on these issues will be vital.

(8) This specifically includes the Ministries of Social Affairs, Interior and Municipalities, and Environment, as well as the Presidency of the Council of Ministers.

(9) In 2013, 34 Lebanese media outlets (newspaper, radio and TV stations) signed the Journalist Pact for Civil Peace in Lebanon. Social stability partners are monitoring the implementation of the pact by these outlets and organizing regular sessions between them.

Particularly focusing on localities where social tensions are high, partners with a longstanding presence in Lebanon and proven experience in conflict-prevention programming will therefore continue to support local dialogue committees.¹⁰ These committees bring together community members, local authorities and civil society with different community members, regardless of age, gender, etc., to resolve disputes and share their concerns.¹¹ This will include provisions made to be inclusive of persons with specific needs (PwSN) and lesbian, gay, bisexual, transgender and intersex (LGBTI) communities to ensure that their grievances are included and responded to, given that these groups face greater challenges in being accounted for in decision-making forums. In addition, staff will require further training on identifying sensitive protection cases in need of referral. Given the grievances of the host community, and the growing isolation of persons displaced from Syria, these mechanisms are an effective way of containing and – ideally – resolving tensions.

By meeting regularly and promoting dialogue, these committees foster local trust and solidarity, increase the outreach of municipalities, analyse drivers of tensions between and within local communities, identify risks of violence, discuss shared concerns, propose solutions, and alert authorities when needed. Following a significant downturn in the number of projects being implemented in 2019, a renewed focus on these mechanisms to rebuild the frequency and quality of intercommunal interactions is important. Using social media as part of local engagement and communications strategies should be considered to reach potential spoilers and engage opinion leaders. The sector should and will provide guidance to partners on these processes.

These efforts will include specific programmes targeting youth, who are particularly vulnerable to social marginalization and violence. For instance, 33 percent of those aged 18-24 characterize relations between displaced persons from Syria and host communities as 'very negative' or 'negative' – the highest proportion of any age cohort.^{iv} At the same time, many show interest in dialogue. Building on their capacities for peace and positive community change, the sector will create opportunities for participation and empowerment of Lebanese and non-Lebanese youth encouraging healthy lifestyles and active engagement in their communities. By participating in sports clubs, media activities, community service initiatives and cultural programmes among others, young women and men will build important social networks and friendships while also contributing positively to their communities. Social Stability partners will also provide diverse training initiatives to enable vulnerable youth to enhance their life and leadership skills. Importantly, these trainings should demonstrate clear pathways to mental health and psychosocial support initiatives for participants if identified by MoSA and other response partners. The

(10) See: Sector Glossary 2020.

(11) The 2013 Lebanon Roadmap states that 'special attention will go to the establishment of local level peace building mechanisms to mitigate tensions developed in conflict-prone areas hosting Syrian refugees.'

sector will focus on implementing youth initiatives¹² in the most vulnerable localities and areas of high tension over the next two years to harness the positive potential of youth to contribute to the development of their communities and become partners in bridging community divisions. Lebanese youth will be the primary beneficiary of activities aimed at fostering civic engagement,¹³ in line with the National Youth Policy.

Finally, the third pillar of work is the sector's support to response partners' contribution to social stability as a whole to maximize their positive impact on social stability and minimize the adverse consequences of their interventions. It will achieve this through continuing to provide guidance, analysis, and monitoring of qualitative and quantitative changes in social stability dynamics and intercommunal tensions, offering tailored recommendations at key entry points within the LCRP architecture. The sector is currently upgrading its tensions-monitoring system, examining tensions through quantitative and qualitative data from both offline and online sources of information. In addition, analysis of what types of programming result in the most positive changes in terms of reducing tensions will also be conducted in 2020, while further knowledge gaps exist on the link between gender dynamics and social tensions, the impact of external factors on tensions such as regional geopolitics, and the consequences of potential under-funding of humanitarian activities on the level of tensions. Protection concerns will be accounted for through all stages of the analysis produced, from data collection, analysis, to dissemination.

In addition, the sector will scale up conflict sensitivity and do-no-harm trainings to response partners so that they are able to incorporate findings into their strategy development, design and programming. A total of 162 individuals from 68 organizations were trained in 2019, and eight organizations underwent tailored mentoring on enhancing the conflict sensitivity of their programming through dedicated follow-up sessions during several months. At the same time, most partners recommended further trainings on conflict sensitivity for 2020, as well as guidance on how to resolve conflicts and build peace amongst stakeholders, in addition to the documenting best practices. The Social Stability Core Group will respond to these priorities and design interventions to support these needs accordingly. Indeed, as the crisis protracts further, and difficult strategic decisions must be made with funding and targeting, adopting a conflict-sensitive approach will become increasingly important. The plan for 2020 is to ensure that such an approach, equipped with robust do-no-harm tools and informed by detailed tension monitoring analysis, will be implemented in full by LCRP partners. This would lay the foundation for thinking around more future programming that seeks to integrate humanitarian, development and peacebuilding goals.

LCRP impacts, sector outcomes, outputs and indicators

The Social Stability sector strategy primarily feeds into the Strategic Objective 4 of the LCRP 2017-2020 by reinforcing Lebanon's economic, social and environmental stability. Given the sector's strong focus on support to municipalities, it is also contributing directly to Strategic Objective 3 by supporting service provision through national systems, and indirectly to the first objective, by creating a favourable environment for the protection of vulnerable groups. In terms of outcomes, the sector directly contributes to Outcome 6 of the LCRP which is aimed at the mitigation of tensions and the protection of the environment. In this way, the Social Stability strategy also serves Lebanon's longer-term development goals by contributing to Sustainable Development Goal 16.¹⁴ Through its work with target groups, the sector will also contribute to UN Security Council Resolutions 2250 (Youth, Peace & Security)^v and 1325 (Women, Peace & Security).^{vi}

The sector's overarching aim is to ensure that the impact of the crisis at the local level does not result in instability by strengthening municipalities, communities, systems, and institutions' ability to address potential sources of tensions, and prevent violent conflict within the response. The overall impact of the sector will therefore be measured by the level of tensions – both on the ground and online – and the occurrence of incidents in targeted localities, as well as the extent to which disputes have been addressed in targeted municipalities.

Outcome 1 - Strengthen municipalities, national and local institutions' ability to alleviate resource pressure, reduce resentment, and build peace

This contributes to the LCRP's Impact 3 (access to basic services) and Impact 5 (social stability strengthened). This Outcome represents the bulk of the appeal of the sector, given its strong focus on investments in municipal and local services.

Output 1.1 – Increased services based on participatory processes delivered at municipal level

Partners will implement community support and basic services projects (e.g. water, energy, rehabilitation of public spaces, public facilities, roads) with the municipality based on participatory processes to alleviate resource pressure.¹⁵

Output 1.2 – Integrated solid waste management services provided by partners to reduce social tensions

This output will address widespread concerns over solid waste management as a source of tensions. The full cycle of waste management will be taken into consideration, based on an environmental and social approach when

(12) Youth initiatives are understood here as a set of activities (trainings, recreational/sport activities, or community campaign) implemented over time with the same group of youth to sustain their local engagement rather than isolated, one-off initiatives.

(13) See: Sector Glossary 2020

(14) SDG 16: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels".

(15) Partners solely engaged in project implementation are supporting service delivery rather than social stability and should therefore do so directly under the relevant sectors.

assistance is provided to municipalities, to ensure that sustainable and feasible solutions are designed and implemented. This also means that assistance must not be limited to sorting of waste or the provision of equipment, but also has to involve the following: ensuring the availability and linkage to industries that would take the recycled material, building regional level facilities incorporating unions of municipalities, operationalizing capacity support for municipalities to run facilities, as well as raising awareness and undertaking environmental impact assessments when needed and as per the Environmental Impact Assessment Decree 8633.^{vii}

Output 1.3 – National government institutions' capacity to support local crisis response strengthened

This output reflects the much-needed push towards decentralization and institution building, building on the progress achieved by central government institutions. This will mean supporting the ministries of Interior and Municipalities, Environment, Social Affairs and Education and Higher Education to support relevant institutions' responses at the local level: municipal planning and service provision (including solid waste and environmental protection), governors' offices and their units working on social stability.

Output 1.4 – Municipal police capacity to ensure community security strengthened

Key to ensuring local security is the training of municipal police forces to ensure that they have the necessary resources to perform their functions. Scaling up community policing schemes in key municipalities, in line with MoIM codes of conduct, and establishing the related management systems will not only prevent alternative security arrangements from taking hold, but also support the institutionalization of a new approach in Lebanon. Establishing accountability mechanisms while strengthening these institutions will be vital.

Outcome 2 - Strengthen municipal and local community capacity to foster dialogue and address sources of tensions

This contributes to Impact 5 of the LCRP (social stability strengthened).

Output 2.1 – Capacity development support provided to municipalities and local actors for dialogue and conflict prevention

This output aims at strengthening local capacities for tension prevention and supporting activities to set up local community initiatives, coordinated with the local authorities and focused on conflict prevention and dispute resolution. It will also enable national organizations to substantively contribute to local dialogue initiatives.

Output 2.2 – Youth enabled to positively engage, participate in their communities and build bridges with youth across dividing lines

This output reflects the dedicated focus of the sector

on youth, both to harvest their positive contribution to social stability, but also to prevent their marginalization in the community. By engaging youth in activities which benefit the community while enhancing their skills, their communal belonging and role will be strengthened. In addition, activities aiming at building relations with youth in other communities will also be conducted. While the focus on 'youth at risk' will tend to target primarily young men, other peacebuilding initiatives will ensure meaningful participation of all gender groups. It will be important that actors working in this area have trained staff members on identification and safe referrals.

Output 2.3 – National, local, and social media engaged in defusing tensions

The sector will emphasize its media engagement given the media's influence on public perceptions of the impact of the Syria crisis. Work to promote objective reporting, counter fake news, and ensure that positive narratives are offered in the national discourse will serve to counter more hostile messaging often found in the media.

Outcome 3 - Enhance the LCRP's capacities on tensions monitoring and conflict sensitivity

This contributes to the fifth impact statement of the LCRP (social stability strengthened).

Output 3.1 – LCRP partners trained and provided with tensions monitoring analysis to enhance conflict sensitivity

This output reflects the sector's efforts to inform the response with tensions monitoring analysis as well as dedicated training to ensure conflict sensitivity and do-no-harm. The sector has enhanced its analysis capacities in 2019 by triangulating multiple qualitative and quantitative data sources, including quarterly perception surveys on social tensions and Tension Task Forces through the Social Stability Working Group and in other sectors.

In 2020, more is planned in terms of analysing the host community-displaced persons narrative on social media, in addition to further insights and analysis products to support partners in planning and targeting. This analysis will link with further trainings on conflict sensitivity and do-no-harm, to ensure that tools are provided for partners to make the best use of analysis in informing their programmes. In addition, the sector plans to conduct Protection Risk Analyses (PRAs) at the regional level to identify key regional issues that may cause harm, as another way in which a do-no-harm approach to the sector's activities can be implemented.

An emphasis will also be placed on sector partners to use the tools and the analysis themselves to conduct their own risk analyses so that their programmes are equipped with the necessary mitigation mechanisms if tensions escalate. Finally, the sector will also work to ensure a more reactive and agile response to the data on tensions that it collects, so that tensions can be alleviated early to prevent violent conflict.

Assumptions and risks

The strategy set out above has been formulated based on the following assumptions:

1. **Social relations in Lebanon are likely to deteriorate further in 2020.** This assumption has informed the core strategy which seeks to prevent violent conflict and ensure stability, while minimizing harm to community groups. The sector anticipates that there will be increasing pressure on displaced Syrians to return, alongside increasing economic frustrations.
2. While a deterioration in relations is expected, planning has been conducted on the assumption that **there will not be a large-scale intercommunal incident that fundamentally shifts relations** between host communities and displaced persons from Syria.
3. Finally, planning has also been conducted on the assumption that the space permitted by the Government of Lebanon for **LCRP partners to operate in country remains constant.**

Several key risks to partners are also salient for 2020:

1. First, there is a risk of **gaps in service provision due to the withholding of the municipal funds.** There were several incidents in 2019, due to the delayed disbursement of the independent municipal funds, resulting in temporary but nevertheless highly disruptive gaps in key services such as solid waste management. In turn, these shortfalls exacerbated pressure on services and indeed on LCRP partners.
 - To mitigate this risk, close coordination and communication with MoIM is required at the national and local levels so that gaps in service provision can be avoided.
2. The second risk relates to **unrest caused by further deterioration of socio-economic conditions.** Widespread economic anxiety was palpable in 2019. If the economy deteriorates further in 2020, sector partners should anticipate further tensions towards displaced persons from Syria at all levels as well as increased intra-communal Lebanese tensions. Given that a significant proportion of the LCRP are cash interventions, a disruption to the value of the currency or a severe downturn in economic conditions could put even more pressure on the perception of competition for jobs.
 - Partners should mitigate this risk by having a common approach to communication and advocacy prepared on key issues so that the protection space for displaced populations and the welfare of vulnerable Lebanese are not eroded further and stability prevails.
3. The third risk is that **intra-Lebanese relations continue to deteriorate,** which would have negative knock-on effects on perceptions of displaced populations in Lebanon. Dissatisfaction among host communities has grown in 2019, in relation to several issues, such as the environment

and the economy, to the extent of widespread unrest across the country. While the protests demonstrated some solidarity with displaced populations, the sentiment earlier in 2019 resulted in some cases in increased antagonism towards displaced persons from Syria.

- Partners should mitigate this risk with an effective and fact-based communication strategy that seeks to address misconceptions of the impact of the presence of displaced persons from Syria in Lebanon.
4. **Further isolation and reduced interactions** among displaced Syrians and host communities is also a key risk. The trend that host community members and displaced persons from Syria are interacting less, and less across multiple types of site in Lebanon, was first identified in 2018 and persisted in 2019. This is a key risk for stability in the medium and long term as trust erodes.
 - Partners should mitigate this risk by designing and implementing programming that seeks to encourage community interactions wherever in line with do-no-harm principles.
 5. The final risk is an increase in **arbitrary local measures imposed by municipalities** on displaced persons from Syria. Harsh actions and rhetoric against displaced Syrians in some municipalities risk making it increasingly difficult for donors to provide support to those host communities, during a time of growing economic challenges for host communities and municipal authorities.
 - Partners should mitigate this risk by strong advocacy at all levels around the imposition of arbitrary measures, particularly collective evictions, which outlines the threat to stability that these measures pose.

Identification of sector needs and targets at the individual/HH, institutional and geographical level¹⁶

There are three key dimensions to targeting which are to be considered by Social Stability partners in 2020. First, social stability interventions have typically targeted institutions and communities in vulnerable areas. However, analysis has found that social tensions are only weakly correlated with vulnerability as defined in the 'Inter-Agency Vulnerability Map',^{viii} which identifies the most vulnerable cadastres as measured by a composite of socio-economic, demographic and service access indicators. This means that, while in general the cadastres which are the most vulnerable are more tense, there are many areas with high tensions that are outside of the most vulnerable. In this sense, while the Inter-Agency Vulnerability Map will remain a key reference for the sector to identify cadastres where persons displaced

(16) This can include governorates, districts, cadasters, villages, etc.

from Syria and vulnerable Lebanese are concentrated, and where the ratio of displaced to host population is the highest, an additional layer of analysis that measures social tensions will be needed to ensure that high tension areas are addressed. This additional layer of analysis will be provided to partners in 2020 in the form of a detailed and frequently updated tension map, to support the targeting of the Social Stability sector, as well as the broader inter-sector response.

Second, to ensure that the sector delivers impact at scale and equivalent treatment of geographically and socially interconnected places, targeting will also increasingly apply a cluster or area-based approach. The rationale of the approach is that geographically linked areas, which share common problems and a willingness to address them jointly, should be targeted through shared projects by Social Stability partners. In fact, to develop sustainable solutions to their problems and ensure economies of scale, a cluster approach which engages surrounding municipalities is often indispensable. This is also confirmed by perceptions surveys, which demonstrate that the positive effects of intervention are in the aggregate, and that geographic targeting of assistance to the most vulnerable areas is critical to maximize the impact of social stability programming.^{ix}

Third, and in line with the sector's efforts to ensure protection concerns are accounted for, Social Stability partners will ensure that efforts are made to target marginalized individuals and individuals that are at particular high risk of violence. This will mean paying attention to the representation of women and girls, persons with specific needs and LGBTI, as well as youth and men at-risk. Robust referral pathways to case management agencies or trained social workers are essential in order for this to happen in a way that does not risk causing harm. Active efforts will be undertaken, for example, by partners holding separate sessions to account for the fact that barriers for their substantive engagement may exist in existing conflict dialogue initiatives, to ensure the views of these cohorts are accounted for. This will be done through protection risk analyses, and the inclusion of questions on this topic within the annual Conflict Sensitivity and Do-No-Harm Mainstreaming Survey.

Mainstreaming of social stability, gender, age, youth, protection and environment

Conflict sensitivity: Conflict sensitivity is core to the sector strategy. Interventions will be based on a thorough understanding of the context with a combination of rigorous tensions monitoring analysis and do-no-harm tools being applied by partners throughout their programme cycles. Sector partners will provide thought and skills leadership in this area by leading the implementation of a do-no-harm approach in the response. Conflict sensitive measures – including, but not

limited to substantial support to vulnerable Lebanese populations – will characterize all interventions within the sector, while partners will promote these practices with other sectors too.

Environment: The primary environmental focus of the sector will be through solid waste management activities that seek to improve environmental conditions in localities to alleviate social tensions. The sector will increasingly benefit from the engagement of the MoE's Environmental Task Force on this matter, and to mainstream environmental considerations in other programmatic areas. This is particularly the case for the capacity support provided to municipalities, which need to be able to take environmental safeguards into account when planning for service delivery. Training, guidelines and capacity support will be provided to ensure that municipalities are able to implement these safeguards themselves. Assistance should encourage conflict-sensitive approaches, and possible additional peacebuilding activities related to solid waste management, such as dialogue platforms between citizens and local authorities.

Protection and accountability: The Social Stability sector strives to ensure inclusion and meaningful participation of different groups in the forum and dialogue spaces that it establishes. Therefore, mainstreaming protection into social stability activities will be necessary for all partners, with specific attention paid to those conducting community and group-level activities with persons with specific needs and youth-at-risk. Given the nature of those activities it is necessary that, to mitigate harm, frontline staff are adequately trained to communicate and respond to individuals at risk, strong referral pathways are in place to case management agencies and service providers, and agencies have strict safeguarding policies in place – including complaint mechanisms for physical sexual exploitation and abuse. To this end, the Social Stability sector will focus on three key areas to mitigate harm next year:

Firstly, referrals, linking individuals identified to be at-risk to service providers, will be strengthened through reviewing and adopting minimum standards on referrals by sector partners, safe identification and referral trainings provided to partner staff (including child protection), and adequate service mapping across sectors to be provided to partners so that they will know how and where to refer in a timely and effective manner. A well-trained social worker should always be present during activities conducted with individuals at high risk of violence, so that concerning behaviours can be noticed and addressed.

Secondly, barriers to accessing quality social stability activities which indirectly undermine social stability and protection outcomes, will be identified and addressed through a protection risk analysis exercise or a survey with partners to identify partner capacities in ensuring meaningful access and delivering accountable and participatory projects.

Total sector needs and targets for 2020

Population Cohort	Total Population in Need	Targeted Population	No. of Female	No. of Male	No. of Children (0-17)	No. of Adolescent (10-17)	No. of Youth (18-24)
Lebanese	1,005,000	1,005,000	499,485	505,138	313,058	164,217	
Displaced Syrians	942,337	942,337	484,361	457,976	506,035	181,871	
Palestinian Refugees from Syria	27,700	27,700	14,349	13,351	11,171	4,770	
Palestinian Refugees in Lebanon	180,000	180,000	89,280	90,720	62,604	27,507	
GRAND TOTAL	2,155,037	2,155,000	1,087,000	1,067,000	893,000	378,000	

Type of Institutions	Total	Targeted
Municipalities	over 1000	251 municipalities and 53 Unions
Governors office	8	8
MoEnv	1	1
MoIM	1 1	
MoSA	1	1
MoSA/ SDCs	233	233
Prime Minister Office	1	1
Security forces	1	1

166 Thirdly, the sector will review and provide feedback on the inter-agency minimum standards checklist for complaints and feedback, and partners will be encouraged to self-assess their organizations against these standards. This includes having proper codes of conduct and safeguarding policies in place for child protection and the prevention of sexual exploitation and abuse (PSEA).

Gender: It will be key to engage women in dialogue mechanisms. Partners are encouraged to mainstream gender across programmes, including incorporation in programme design (including where possible gender-disaggregated data, gender-specific outputs, and design of specific activities to meet the different needs of men, women, girls and boys), and implementation and evaluation. In addition, referrals pathways to SGBV services will be developed as part of the broader work to strengthen referrals in the sector.

Tensions can also have an important gender dimension (especially in terms of perception of safety, relationships with security forces, intercommunal contact, etc.) which needs to be part of any analysis by Social Stability partners. Gender mainstreaming is systematically integrated into partners' interventions such as participatory planning and conflict analysis, humanitarian principles and action, or human rights training for security forces. Additional

information is also required to understand how gender itself (roles, norms, practices) is intersecting with and influencing the identified drivers of tensions, and accordingly adapting partners' programmes so they may maximize their gender impact. Within this, it is important to consider how the respective programmes respond to masculine identities (norms, perceptions and attitudes/ behaviours).

Age: It will be vital to ensure active participation of young men at-risk who have limited opportunities to express themselves and build social networks, particularly if they are displaced men from Syria who are less likely to be registered with UNHCR than women, and are more exposed to security controls that limit their interactions. Much of such support will be related to life skills training, as well as building links to the Livelihoods sector for referrals for job creation activities.

Persons with disabilities: Partners are encouraged to mainstream the inclusion of persons with disabilities (PWDs) across programmes, including incorporation in programme design (including where possible PWD-disaggregated data, PWD-specific outputs, and design of specific activities to meet the different needs of PWDs), and implementation and evaluation.

Annex 1: Coordination process with the Ministry of Environment

Partners will coordinate closely with MoE, through each stage of the project cycle, to ensure that interventions are in line with national plans and guidelines. This coordination will be achieved through the following process:

1. Initial formal request of support from the municipality, including intended commitment.
2. Commitment of municipality (through an official letter) towards the project based on a Municipal Council decision.
3. Commitment of the municipality (through an official letter) to sustain or cover O&M costs partner in the projects in case of the construction of a facility.
4. Strategic assessment of the municipality's (or Union's) needs. In case of developing a municipal solid waste management plan, this could be extended to a detailed assessment.
5. Consultation with MoE on the type of intervention and location through official communication (submission of official letter to MoE).
6. With support of MoE, conduct the following mapping in order to determine most appropriate intervention type, based on existing and or planned capacities/ infrastructure:
 - a. municipal capacities;
 - b. national plans;
 - c. existing accessible facilities; and
 - d. existing potential channels for recyclables (recycling companies, agriculture, etc.).

MoE would also inform, at the first stage, about potential level of environmental assessments required (IEE EIA or none).

7. Detailed assessment of the municipality's current situation. This could be done at the beginning, as part of the needs/gaps analysis while developing the municipal waste management plan.
8. Project feasibility in coordination with MoE, including financial capacity and sustainability, waste characterization, mapping of waste generation, etc.
9. Scoping in case of needed environmental assessments (based on EIA decree 8633).
10. Identification of the needed environmental and required by MoE (see EIA decree 8633)

Endnotes

- i. Aktis Strategy (May 2016), *Impact Evaluation Report, Lebanon Host Communities Support Project*, <https://www.daleel-madani.org/ar/file/impactevaluationreport-aktisstrategy-2016pdf>.
- ii. Aktis Strategy (June 2018), *Endline Report: Lebanon Host Communities Support Project (LHSP)*, <https://www.lb.undp.org/content/lebanon/en/home/library/poverty/aktis.html>.
- iii. UNHCR (2018) *Participatory Assessment Findings*.
- iv. UNDP & ARK (July 2019), *Regular Perception Surveys Throughout Lebanon: Wave VI*.
- v. Available at: [https://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/2250\(2015\)](https://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/2250(2015)).
- vi. Available at: [https://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/1325\(2000\)](https://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/1325(2000)).
- vii. *Environmental Impact Assessment Decree*, MoE Decree 8633 of 2012, <http://erml.moe.gov.lb/ViewLegislations.aspx>.
- viii. Accessible at <https://data2.unhcr.org/en/documents/details/45715>.
- ix. ARK (2017), *Regular Perception Surveys on Social Tensions throughout Lebanon, Wave I: Narrative Report*, at ii.

Sector Logframe

Outcome 1: Strengthen municipalities, national and local institutions' ability to alleviate resource pressure

Indicator 1	Description	Means of Verification	Unit	Frequency
Percentage of people reporting positive impact of municipalities on their lives	This indicator measures the legitimacy and effectiveness of municipal institutions through the perceptions of affected communities	Perceptions Survey	Percentage	Quarterly

Baseline Sep 2017	Result 2018	Result 2019	Target 2020
71%	Leb 81% Syr 74%	Leb 71% Syr 71%	Leb 71% Syr 71%

Indicator 2	Description	Means of Verification	Unit	Frequency
Percentage of people reporting competition for services and utilities as source of tension	This indicator measures how prominently 'competition for municipal and social services and utilities' feature as a source of tensions	Perceptions Survey	Percentage	Quarterly

Baseline Sep 2017	Result 2018	Result 2019	Target 2020
34%	Leb 39% Syr 24%	Leb 28% Syr 15%	Leb 28% Syr 15%

Indicator 3	Description	Means of Verification	Unit	Frequency
Percentage of people who feel that they can voice concern with authorities in case of dissatisfaction	the indicator measures accountability of local authorities	Perceptions survey	Percentage	Quarterly

Baseline Sep 2017	Result 2018	Target 2019	Target 2020
59%	Leb 37% Syr 46%	Leb 50% Syr 42%	Leb 50% Syr 42%

Indicator 4	Description	Means of Verification	Unit	Frequency
Percentage of Waste Diversion rate		SWM TF Coordinator	Percentage	Quarterly

Baseline Sep 2017	Result 2018	Result 2019	Target 2020
0-10%			10-25%

Outcome 2: Strengthen municipal and local community capacity to foster dialogue and address sources of tensions and conflicts

Indicator 1	Description	Means of Verification	Unit	Frequency
Percentage of people able to identify conflict resolution mechanisms/actors in their community they would turn to	The indicator measures whether a conflict resolution infrastructure exists at the local level through formal and informal institutions that local communities feel comfortable to turn to for dispute resolution as per the perceptions of affected communities	Perceptions Survey	Percentage	Quarterly

Baseline Sep 2017	Result 2018	Result 2019	Target 2020
89%	Leb 82% Syr 75%	Leb 95% Syr 82%	Leb 95% Syr 82%

Indicator 2	Description	Means of Verification	Unit	Frequency
Percentage of people identifying factors that could improve inter-community relationships	The indicator measures the percentage of people who identify 'factors of peace' that could help to improve relationships between Syrians and Lebanese thereby evincing a mindset geared towards cooperation and dialogue	Perceptions Survey	Percentage	Quarterly

Baseline May 2017	Result 2018	Result 2019	Target 2020
54%	Leb 69% Syr 82%		40%

Indicator 3	Description	Means of Verification	Unit	Frequency
of people displaying propensity for violence	The indicators measure propensity for violence	Perceptions Survey	Percentage	Quarterly

Baseline May 2017	Result 2018	Result 2019	Target 2020
50%	Leb 78% Syr 49%	Leb 61% Syr 41%	Leb 61% Syr 41%

Outcome 3: Enhance LCRP capacities on tensions monitoring and conflict sensitivity

Indicator 1	Description	Means of Verification	Unit	Frequency
Proportion of LCRP partners reporting that they have their own mechanisms to ensure conflict sensitivity	Percentage of partners reporting reading and using conflict analysis material	Conflict Sensitivity & Do No Harm Mainstreaming Survey	Percentage	Yearly

Baseline Sep 2017	Result 2018	Result 2019	Target 2020
75%	46%	62%	62%

Indicator 2	Description	Means of Verification	Unit	Frequency
Number of LCRP sectors taking steps to ensure conflict sensitivity in their strategy and delivery of work plans	LCRP sectors (10 in total) that take steps/initiative to integrate social stability consideration in their work - i.e. by including specific activities related to tensions in their strategy or in the approach (targetting, training, SoPs, M&E framework etc...).	Sectors strategies	Number of Sectors	Yearly

Baseline Sep 2017	Result 2018	Result 2019	Target 2020
1	5	4	6

