



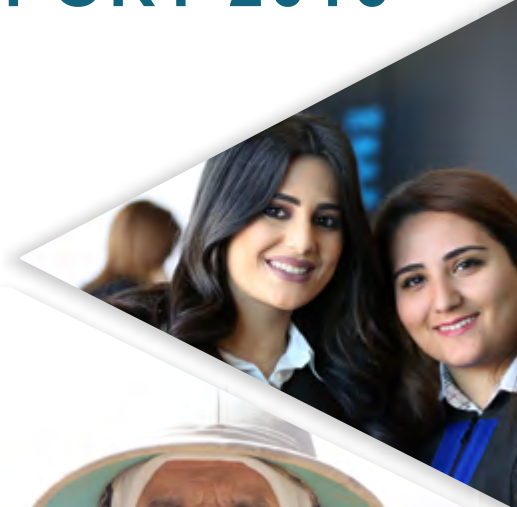
Empowered lives.  
Resilient nations.



Republic of Lebanon  
Ministry of Social Affairs

# LHSP

## LEBANON HOST COMMUNITIES SUPPORT PROGRAMME ANNUAL REPORT 2016



# PREFACE

The Lebanon Host Communities Support Programme (LHSP) was developed as a partnership between the Ministry of Social Affairs (MoSA) and the United Nations Development Programme (UNDP) to enhance stability and to strengthen the resilience of communities affected by the impact of the crisis in Syria. It is an integral part of the Lebanon Crisis Response Plan (LCRP), with MoSA playing a leading role in the coordination of the response to the crisis.

The Lebanese people have demonstrated enormous generosity to the Syrian refugees since the onset of the crisis. The protracted nature of the crisis as well as the increased and continuing burden on the provision of services, the economy, and weak infrastructure, are seriously putting the resilience of the country to the test.

The LHSP has been one of the pillars of support for host-communities in Lebanon, aiming to increase stability and development opportunities across all Lebanese regions affected by the crisis. Its strength lies in its ability to respond to the tangible needs of communities impacted by the Syria crisis, working on multiple sectors, such as improving infrastructure, support local economic growth, enhancing social stability, and improving the quality of life for both Syrians and Lebanese. The results achieved through the LHSP would not have been possible without the commitment of all our donors and partners to support host communities and their trust in MoSA and UNDP.

Looking ahead, it is important that our support to the Lebanese host communities is strengthened, to address growing vulnerabilities and to contribute to stabilizing the country. It is our belief that the LHSP is the platform for such scaled up assistance and investments.

H.E. Pierre Bou Assi

Minister of Social Affairs



Philippe Lazzarini

UN Resident and Humanitarian Coordinator  
UNDP Resident Representative



**LEBANON HOST COMMUNITIES  
SUPPORT PROGRAMME  
ANNUAL REPORT 2016**

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# List of Acronyms

<b>BSS</b>	Beirut Southern Suburbs
<b>CDR</b>	Council for Development and Reconstruction
<b>GoL</b>	Government of Lebanon
<b>LED</b>	Local Economic Development
<b>LCRP</b>	Lebanon Crisis Response Plan
<b>LHSP</b>	Lebanon Host Communities Support Programme
<b>MoA</b>	Ministry of Agriculture
<b>MoE</b>	Ministry of Environment
<b>MoEW</b>	Ministry of Energy and Water
<b>MoET</b>	Ministry of Economy and Trade
<b>MoIM</b>	Ministry of Interior and Municipalities
<b>MoSA</b>	Ministry of Social Affairs
<b>MRR</b>	Maps of Risks and Resources
<b>MSMEs</b>	Micro, Small and Medium Enterprises
<b>MSS</b>	Mechanisms for Social Stability
<b>NGOs</b>	Non-Governmental Organizations
<b>PHCC</b>	Primary Health Care Centre
<b>SDC</b>	Social Development Centre
<b>SME</b>	Small and Medium Enterprises
<b>TG</b>	Technical Group
<b>UNDP</b>	United Nations Development Programme
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UoM</b>	Union of Municipalities

# Situation Analysis

The conflict in Syria has significantly impacted Lebanon's social and economic growth, caused deepening poverty and humanitarian needs, and exacerbated pre-existing development constraints in the country. Since the outbreak of the conflict, the main economic and social sectors that have been affected are: land, water, sanitation, waste management, jobs, education, and health care. Despite efforts from local and international actors during recent years, the large influx of displaced Syrians is still placing enormous pressure on the country and its people, especially on the most vulnerable.

While in April 2012, 32,800 displaced Syrians were registered or awaiting registration with UNHCR, by December 2016 this figure soared to 1,011,366 registered displaced Syrians. Lebanon, a country with an estimated 5.9 million inhabitants in total, has the highest per-capita concentration of displaced Syrians worldwide, where one person out of four is displaced from Syria or a Palestine refugee.

The presence of an estimated 1.5 million displaced Syrians – of which around 54 percent are children – has increased demand on infrastructure and social services, unequipped to meet increasing needs. The distribution of the displaced Syrian population in areas with a high concentration of poor Lebanese has also compounded an already problematic economic situation, increasing poverty and social tensions between different communities while deepening the country's socio-economic disparities.

The macroeconomic ramifications of the crisis were projected as severe, having pushed an additional 170,000 Lebanese into poverty and deepened poverty where it already exists. The increase of the workforce due to the presence of displaced Syrians has increased competition for low-skilled jobs, and worsened work conditions.

There is a significant lack of data in Lebanon with regards to poverty rates. According to data from 2005, 8% of the Lebanese population lives in extreme poverty (the 2015 target was 4%), while 28% are considered relatively poor. While poverty rates are around 5.85% in Beirut, they are 52.57% in North Lebanon (Akkar and Tripoli), of which 17.75 % are estimated to live in extreme poverty. By 2016, 251 of the most vulnerable municipalities were hosting the major number of Syrian displaced. The main areas include North and Central Bekaa, Wadi Khaled, Sahel Akkar, Mount Lebanon, and increasingly suburban areas of main cities (Beirut, Tripoli, Tyr, and Saida). The graph below shows the portion of displaced per area:

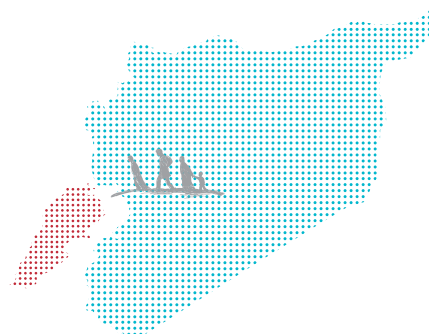
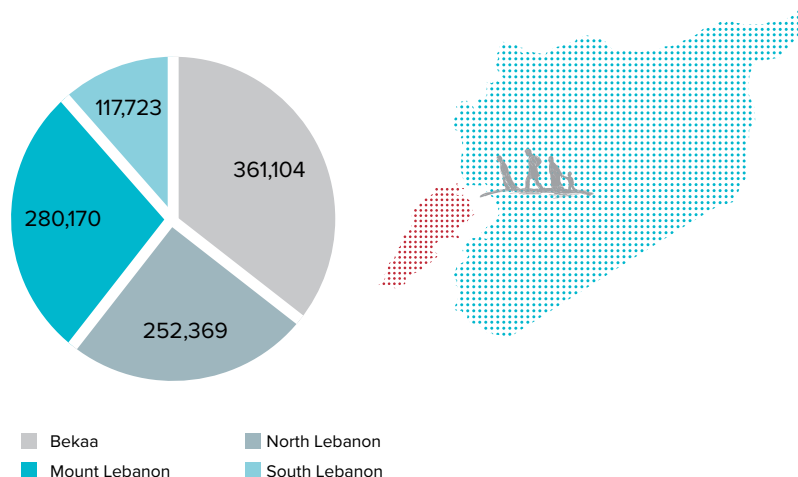
## KEY FIGURES December 2016

**5.9 million**  
estimated population  
currently living in Lebanon

**3.3 million**  
estimated people in need

**2.3 million**  
targeted for service delivery,  
economic recovery, and  
community services

## Displaced Syrians per Area



**1.5 million**  
Vulnerable Lebanese

**1.5 million**  
Displaced Syrians

**309,487**  
Palestine Refugees

**1 in 4** is displaced from Syria or a Palestine refugee

# MoSA and UNDP Response Strategy (LHSP)

Since 2013, the Lebanon Host Communities Support Programme has been implemented jointly through a MoSA – UNDP partnership as a comprehensive, coordinated, and durable response to the needs of the host communities during the Syrian Crisis given its implications on the country.

LHSP grew into one of the pillars of the Lebanon Crisis Response Plan (LCRP) and is the main UNDP contribution to the response plan. It is also by far UNDP Lebanon's largest project in the country.

The government of Lebanon has signaled LHSP as one of its main programmes in response to the Syrian Crisis, and the main platform for international assistance to Lebanon.

LHSP is governed by a Steering Committee that provides strategic direction and ensures proper implementation of the Programme. It is chaired by MoSA and composed of representatives of the Ministry of Interior and Municipalities (MoIM), the Council for Development and Reconstruction (CDR) and Office of the Prime Minister (PMO). Main donors are occasionally invited to sit in on meetings as observers. In addition, a Technical Group is formed to operationalize the Steering Committee, as well as review and approve the proposed interventions to ensure the consistency with national strategies and avoid duplication.

The Programme targets localities characterized by high levels of pre-crisis poverty, high pressure based on ratio of displaced to Lebanese, and patterns of increased social tension using the 251 most vulnerable cadastres.

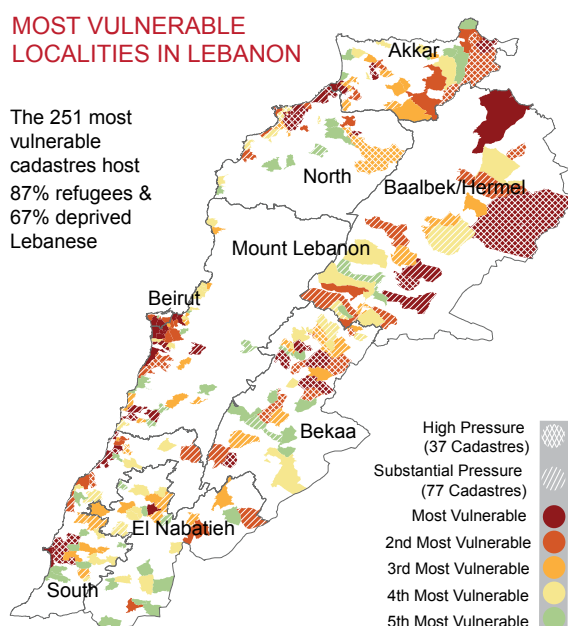
The interventions aim at:

- 1) Improving the delivery of basic services within the municipality or union of municipalities;
- 2) Supporting livelihoods and economic opportunities;
- 3) Preventing conflict and building stability.

The project is developed under a number of guiding principles, which are:

- Efficient utilization of funds by targeting the most vulnerable host communities;
- Ensuring stakeholder participation in the affected areas in the identification, implementation, and monitoring of interventions in a transparent manner;
- Treating social well-being as both a targeted activity as well as a cross cutting theme;
- Strengthening capacities of local government institutions in order to manage interventions upon completion of projects and ensure their sustainability.

Through a participatory conflict sensitive methodology called the Maps of Risks and Resources (MRR), the communities can identify their most relevant problems and define alternative solutions and projects, which are consolidated in the Municipal Multi-Sectorial Action Plan. Building capacities for participatory planning, which begins with the MRR, is followed up with continued assistance to the municipalities in the form of Mechanisms for Social Stability (MSS).



Interagency vulnerability map, March 2015

# Donor Contribution to LHSP

Donor - 2013	Contribution (USD)
UNHCR	\$ 6,316,000
EU	\$ 1,614,000



Donor - 2014	Contribution (USD)
Ecuador	\$ 500,000
Kuwait	\$ 1,887,000
LRF-Germany	\$ 2,850,000
UK-DFID	\$ 8,160,000
Japan	\$ 1,300,000

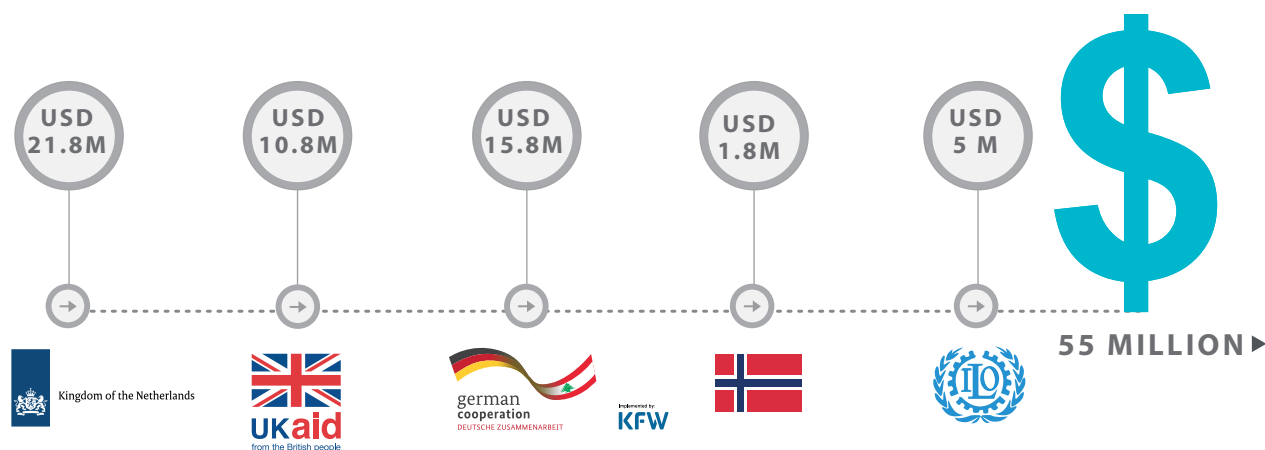


Donor - 2015	Contribution (USD)
Norway	\$ 1,751,000
Waldensian Church (Italy)	\$ 576,000
United States (BPRM)	\$ 7,000,000
Netherland	\$ 10,053,000
UK-DFID	\$ 13,963,000
RDPP-DANIDA	\$ 2,444,000
Italy	\$ 3,531,000
KFW (Germany)	\$ 21,154,000
Japan (EGA fund)	\$ 1,000,000



In 2016, LHSP received new contributions with an overall value of **\$ 55,065,000** to be implemented between 2016-2019. Additional funds are in the stage of soft and hard pipelines.

## New Agreements Signed in 2016 (USD)



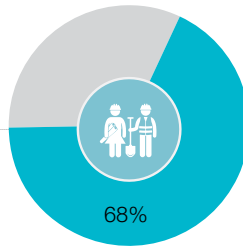


# LHSP Contribution to the LCRP

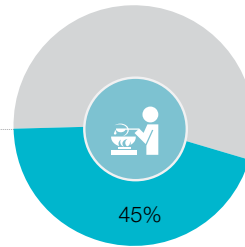
LHSP is implemented under the overall umbrella of the Lebanon Crisis Response Plan (LCRP).

The LCRP is a joint plan between the Government of Lebanon (GoL) and its international and national partners, aiming to respond to the challenges resulting from the Syrian Crisis in a holistic, comprehensive manner through longer-term, multi-year planning. Its strategic objectives are: ensuring the protection of vulnerable Lebanese, displaced Syrians, and Palestine Refugees; providing immediate assistance to vulnerable populations; strengthening the capacity of national and local service delivery systems to expand access to and quality of basic public services; and reinforcing Lebanon's economic, social, and environmental stability.

LHSP is one of the leading Programmes of the Social Stability (SS) and Livelihoods (LH) sectors and has contributed to the sector achievements in 2016 as follows:



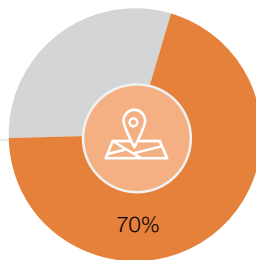
**1,214** out of **1,771** beneficiaries of environmental assets improvement reached



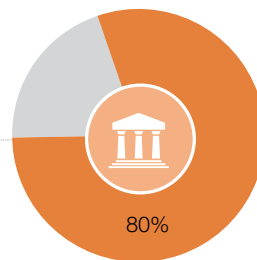
**10** out of **22** cooperatives supported

LHSP contribution to the LCRP - Livelihood

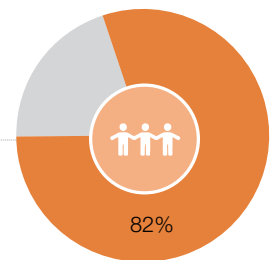
Other partners contribution to the LCRP - Livelihood



**125** out of **170** local participatory planning processes (MRR) implemented



**157** out of **230** projects implemented



**31** out of **37** new Mechanisms for Social Stability (MSS) established

LHSP contribution to the LCRP - Social Stability

Other partners contribution to the LCRP - Social Stability

# Overall Achievements

In 2016, LHSP contributed to reducing the level of tension between host communities and displaced Syrians, strengthening local mechanisms for dispute resolution and enhancing social stability, building trust between local and national authorities, and their communities.

The impact analysis conducted in 2016 highlighted how the support to livelihood is crucial for economic and social stability, since the increasing competition over jobs represents one of the main causes of tensions between displaced Syrians and host communities. The Programme improved **livelihoods and economic opportunities (output 1)** in the targeted communities through the investment in labor intensive reforestation and forest management initiatives, the rehabilitation of agricultural and community infrastructures, the support to existing Micro, Small and Medium Enterprises (MSMEs) and cooperatives, the establishment of start-ups, and the implementation of dual vocational training programmes.

In addition, the impact analysis indicates that the **delivery of basic services (output 2)** continues to be a central issue in people's lives, contributing to social stability and improving the living conditions of both host communities and displaced Syrians. The study highlights the important role of the municipality in the provision of services to the community, which reflects the positive impact of the projects implemented by LHSP through the municipality. As a result, municipalities are increasingly viewed as both, trusted to take the right action and able to do so when they develop open channels of communication with their residents. This confirms the importance of involving the community in the definition of priorities through the Maps of Risks and Resources (MRR) needs assessment. Finally, **local level dispute resolution and community security were improved (output 3)** through the establishment of the Mechanisms for Social Stability (MSS), carried out in full partnership with MoSA.



**Beneficiaries reached:**  
**822,010** most vulnerable people,  
of which **522,409** are **Lebanese**  
and **299,601** are **Syrian**

**F 420,032**  
**M 401,978**

**Most vulnerable communities targeted:**

**121** located in the South, Nabatiyeh, North, Akkar, Baalbeck-Hermel, Bekaa and Mount Lebanon Governorates (map) and **6** Union of Municipalities (UoM)

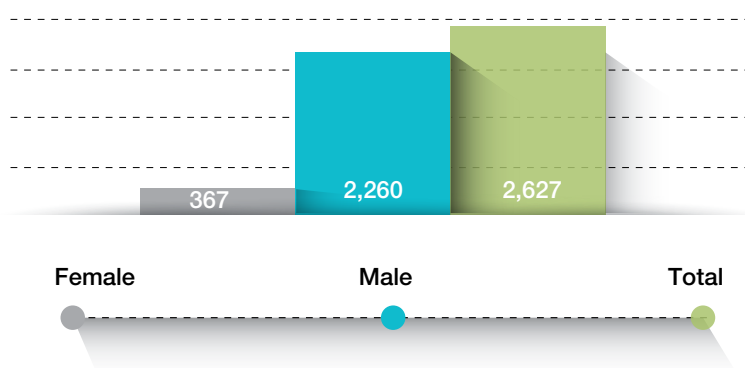


**125** communities mapped through the MRR

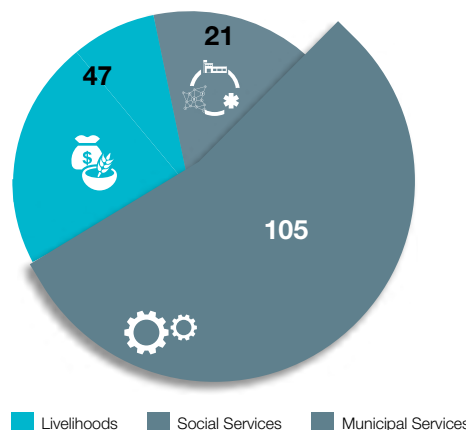


**48** communities involved in the MSS

Jobs created through infrastructure and environmental projects



**173** projects (completed by 2016)



# Advancing Gender Equality

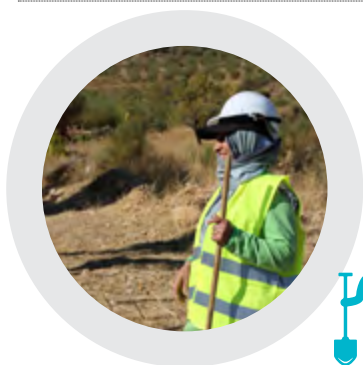
In 2016, LHSP implemented several projects supporting youth and women, and took specific actions to promote gender equality.



50

women directly benefitted from the support provided for the development of two community kitchens in South Lebanon.

- The projects contributed to strengthening women's knowledge in food production, safety procedures, and business development.



366

women were engaged in the implementation of reforestation and forest management activities.

- The projects enrolled **1,214** workers in total and promoted women's role in preserving the environment.



188

Lebanese women benefitted from dual vocational training programmes, consisting of market based skills training and internships in North, Bekaa, and Mount Lebanon.

- The projects enrolled **390** youth in total, and helped them improve their employability and expand their income opportunities. **88** youth, of which **47** are women, obtained employment at the end of the internship.

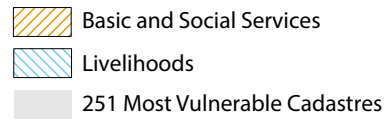
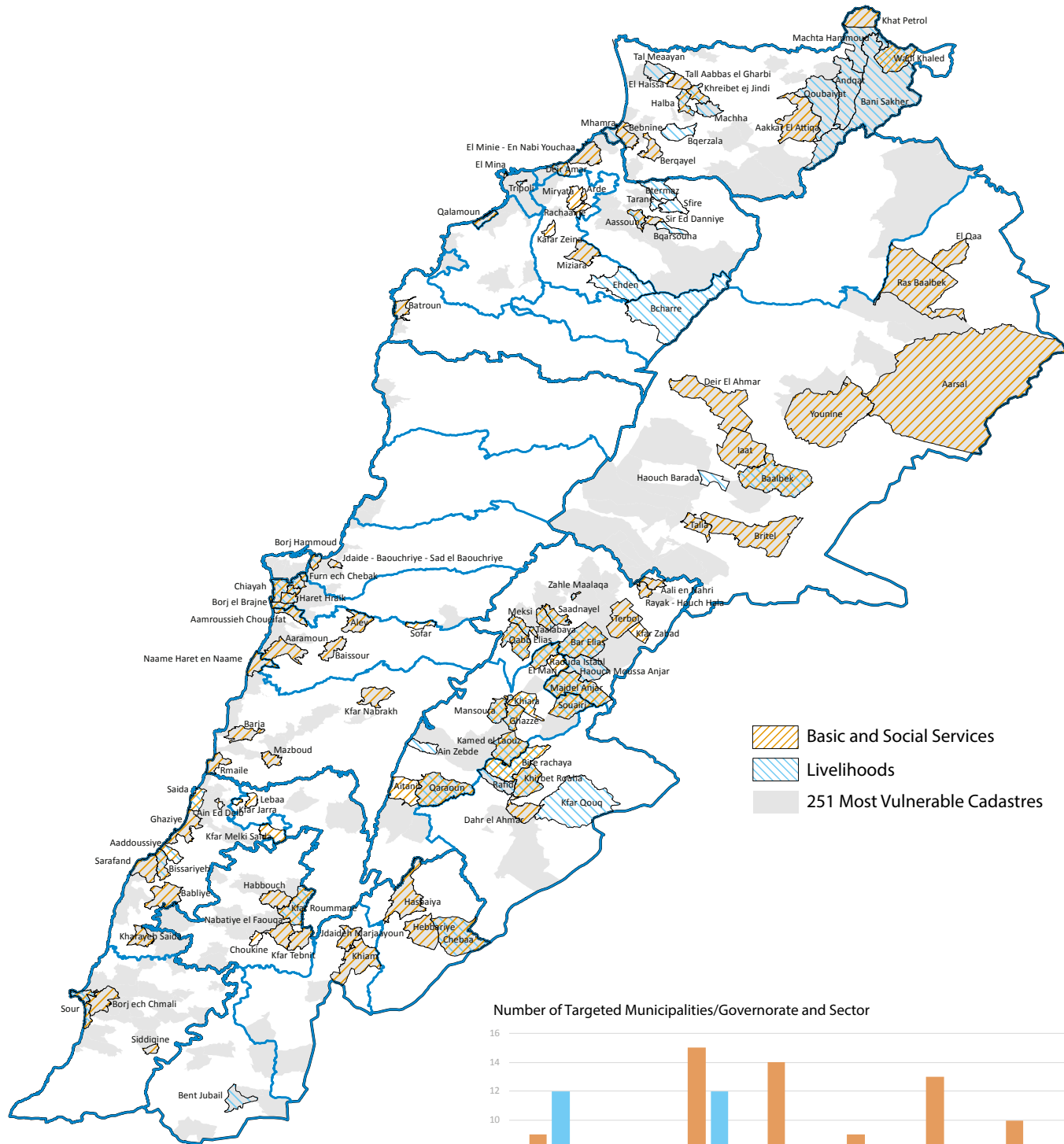


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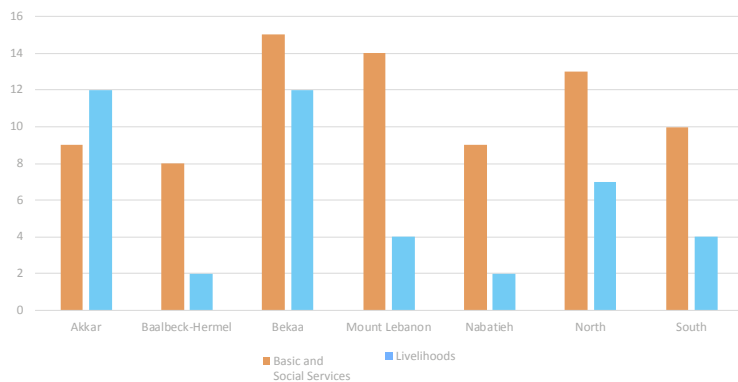
women benefitted from initiatives in the agro-food sector across the country.

- The projects aimed at improving agro-food production through the marketing of traditional food, training on food safety, hygiene promotion, and provision of equipment.

# 121 Targeted Municipalities



Number of Targeted Municipalities/Governorate and Sector





## Outcome

Improving community security, economic recovery, and social stability in the most vulnerable communities





Training of farmers and the construction of irrigation canals in the village of Qabb Elias- Bekaa



## Output 1 : Livelihoods and economic opportunities increased

In 2016, LHSP implemented 47 livelihood projects, benefitting 18,791 Lebanese and 7,071 displaced Syrians, and focused on the revitalization of the Lebanese economy by strengthening livelihoods and creating jobs for host communities. All the projects were designed and implemented in close collaboration with the line Ministries, particularly the Ministry of Economy and Trade (MoET), the Ministry of Agriculture (MoA), and the Ministry of Social Affairs (MoSA), and the involvement of the private sector was encouraged and ensured when possible.

The Livelihoods and Local Economic Development (LED) strategy focuses on vulnerable youth and women, through promoting decent work, creating new job opportunities, improving quality of jobs, and facilitating the transition of women and youth to more value-adding functions within productive sectors.

The initiatives under the Support to Livelihoods and LED opportunities in Host Communities in Lebanon, reflect short, medium, and long-term interventions of the UNDP Livelihood and LED Strategy.

### Short-Term

The Short-term initiatives focus on the economic stabilization of the most vulnerable communities affected by the crisis through labour intensive programs that create temporary jobs. The areas of interventions are identified through the MRR process and through regional and national assessments and governmental strategies.

The support to community infrastructure initiatives consisted of the construction and rehabilitation of six public markets in Barr Elias, Bourj Hammoud, El Marj, Ghazze, Halba, and Tripoli. The projects benefitted a large number of farmers and dealers, giving them the possibility to sell their agricultural products. The interventions aimed at revitalizing the local economy and improving the economic opportunities of the inhabitants.

25 projects in support to the agricultural infrastructure sector consisted of the rehabilitation of irrigation canals, the rehabilitation of 62,875 m agricultural roads, and the provision of agricultural equipment to the municipalities. These interventions facilitated farmers' access to their land, decreased transportation costs, and increased the surface of lands cultivated.

The Environmental Protection and Disaster Risk Reduction initiatives consisted of the expansion of green spaces and prevention of forest fires through the implementation of nine reforestation and forest management projects in 25 localities in the North and Bekaa. These initiatives are in line with the Ministry of Agriculture (MoA) Strategy of 2015-2019, Lebanon Reforestation Project for 40.000.000 trees, aiming to increase green spaces by 5% by 2019.

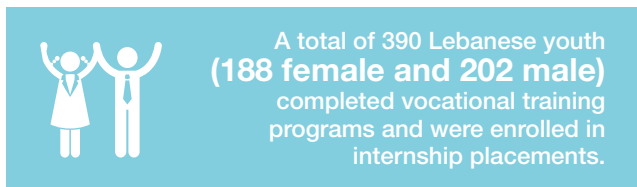


The projects engaged **366 female** and **848 male workers** in the implementation of reforestation activities (covering 116 hectares) and forest management activities (covering 178 hectares).

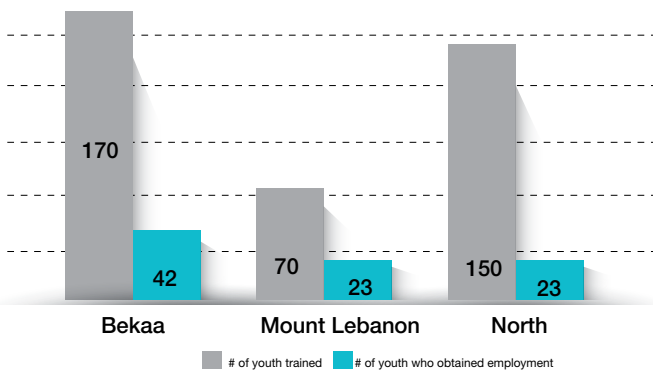
## Medium-Term

Medium-term interventions include market development, strengthening of new and existing enterprises, job creation in both the public and private sectors, and local recovery mechanisms for individuals, communities, authorities, and institutions. The projects support MSMEs, cooperatives, and the establishment of start-ups.

The **Paid Internship and Capacity Development of Employment Seekers** component consisted of the implementation of vocational training and paid internship initiatives in the Bekaa, Tripoli, and Beirut Southern Suburbs (BSS). The youth received technical and soft skills trainings covering topics such as Carpentry, Hospitality, Mechatronics, Building Electricity, Computer Services, Time Management, Verbal Communication, Online Job Search, Interview Skills and Networking, and Sales and Customer Service. Following the vocational training, the participants were supported through paid internships, creating direct connections with the labour market. Moreover, the youth received job-matching support and career guidance to support them in finding a job upon completion of the training, and internship placements.



### Youth integrated in the labour market



The **Support to Local Entrepreneurs in the Establishment of Start-ups** initiative was carried out in Tripoli and Mount Lebanon. Following a business competition, nine startups, within the sectors of creative industries, education, tourism, agro-food, and ITC, were supported with cash grants and incubation support services, such as training, mentoring, and temporary provision of office facilities.

The **Support to Existing MSME's and Cooperatives** was realized through four interventions in Akkar, Bekaa, Tripoli, and BSS. In 2016, the Union of Cooperatives of Joumeh, supported since 2015, received additional equipment in support of its capacity building efforts. In West Bekaa, several training sessions on business development and cooperatives' work were carried out benefitting 737 farmers from 12 villages.

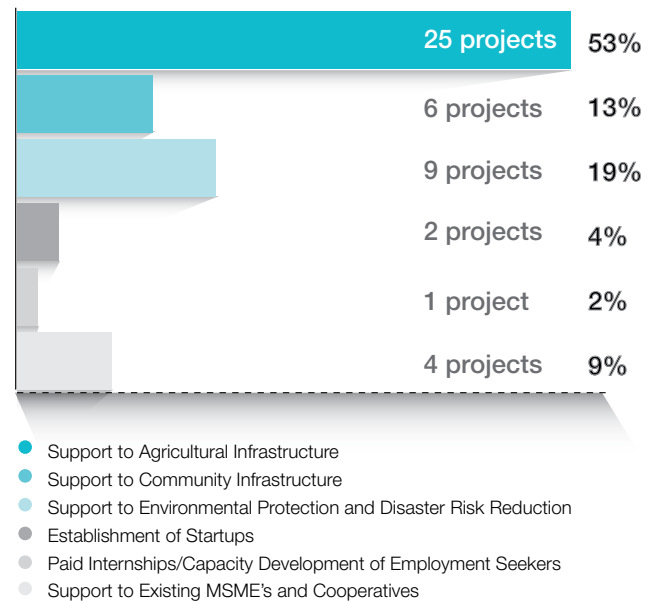
A business competition was also held in the South and the Bekaa areas where 10 cooperatives were shortlisted to receive cash grants and training in topics such as access to finances, legal framework, proposal writing, business development, marketing, and quality control and safety.



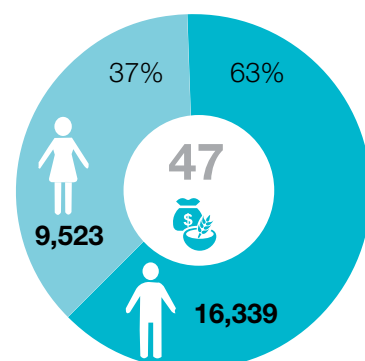
## Long-Term

Long-term interventions contribute to the creation of sustainable employment through a more enabling policy environment such as reforms of legislations on employment. In 2016, LHSP focused on the development of a labor needs assessment in the construction, agro-food, and Information Communication Technology (ICT) sectors, and an economic impact assessment of public markets.

### Livelihood Projects



### Livelihood Beneficiaries





Installation of a solar-powered street lighting system in Old Saida - South Lebanon



## Output 2: Capacity of local actors strengthened in the delivery of basic services

LHSP, in close collaboration with government authorities and international and local partners, continues its support to the most vulnerable local communities, particularly investing in the sectors prioritized by the local community through the MRR. These initiatives play a critical role in mitigating the risks of social conflict between local and displaced communities. In 2016, LHSP contributed to strengthening the capacity of national and local actors in the delivery of basic services through the implementation of 105 municipal services projects in the sectors of energy, municipal infrastructure, water management, wastewater management, recreational spaces, solid waste management and flood risk management in highly vulnerable municipalities across the country. Moreover, in the past year, three Primary Health Care Centers (PHCC), eight Social Development Centers (SDC), and ten Public Schools were supported.

In 2016, the implemented projects covered the following priority categories:

- **RENEWABLE AND GREEN ENERGY:** To improve the safety and security of the local communities, eight projects providing new lighting systems were implemented across the country. 339 solar powered street lighting systems were provided to Qaraoun, Talia, Kfar Jarra, Marjeayoun, and Saida; 500 LED lighting systems were installed in the villages of Bebnine, Bani Sakher, and Barja. Finally, 10 emergency lighting inverter systems were installed in common public spaces in Tripoli. The interventions aimed at providing efficient, sustainable, and environment-friendly lighting solutions

- **WASTEWATER MANAGEMENT:** 18 projects were implemented across the country, consisting of the construction of wastewater networks in Baalbeck, Ghazze, Nabatieh el Fawka, Lebbaa, and Tal Abbas el Gharbi, the rehabilitation of the Aitanit treatment plant, the construction of a septic tank in Saida, and the provision of maintenance equipment to the Union of Municipalities of Saida Zahrani, Sahel Zahrani, and Sour, and to eight additional municipalities across the country. The implemented projects contributed to reducing health and environmental risks.

- **WATER MANAGEMENT AND FLOOD RISK MANAGEMENT:** 13 water management projects were implemented across the country, consisting of the construction of three ground water tanks in Bissariyeh, Habbariyyeh, and Old Saida, three elevated water tanks in Kharayeb, Babliyyeh, and Choukine, and the construction and rehabilitation of 13 km of water networks in six different municipalities. The projects increased regulated access to potable water in the villages. Moreover, storm-water drainage canals were constructed in seven villages and a retaining wall was constructed in Bar Elias in order to protect households and agricultural lands from flood related damages.

- **CULTURAL AND RECREATIONAL SPACES:** 21 projects were implemented in order to provide host and displaced communities, particularly youth and women, with a space to interact, strengthening social cohesion. The projects consisted of the construction and/or rehabilitation of five public parks in Minnieh, Ali el Nahri,



Bourj Hammoud, Barja, and Talia villages; the construction and/or rehabilitation of nine mini-football fields, two football fields and the construction of two sports complexes in Terbol and Qabb Elias, the rehabilitation of Hadanet el Tofl Orphanage in Zahle, the construction of a theatre in Al Marj, the rehabilitation and establishment of two Cultural Centres in Saofar and Naame, and the rehabilitation of a public hall in Dahr El Ahmar. In Tripoli, a childrens playground was constructed in the Jabal Mohsen neighbourhood and public common spaces located between the conflict areas of Tabbaneh, Jabal Mohsen and Qobbeh were rehabilitated.

• **SOLID WASTE MANAGEMENT:** 22 projects in the solid waste management sector were implemented in order to support local authorities in collecting and disposing the waste, and garbage bins and pickup/compactor trucks were provided to 21 municipalities across the country. In Minnieh, the Solid Waste Sorting Facility was equipped and in the South, a sorting-from-source awareness campaign was conducted in the villages of Sarafand, Addousieh, Kfar Jarra, and Siddiqine.



Equipping a non-organic waste sorting facility in Sarafand - South Lebanon

• **MUNICIPAL INFRASTRUCTURE:** In line with the overall objective of strengthening local authorities capacities to deliver services to their communities, 16 municipal infrastructure projects were implemented across the country, consisting of the provision of maintenance equipment to the municipalities: five sweeper trucks, six backhoe loaders, five skid steel loaders, one water tanker.

• **SUPPORT TO EDUCATION:** The interventions supported 10 public schools in Mount Lebanon, the North, and Akkar through rehabilitation and provision of equipment.

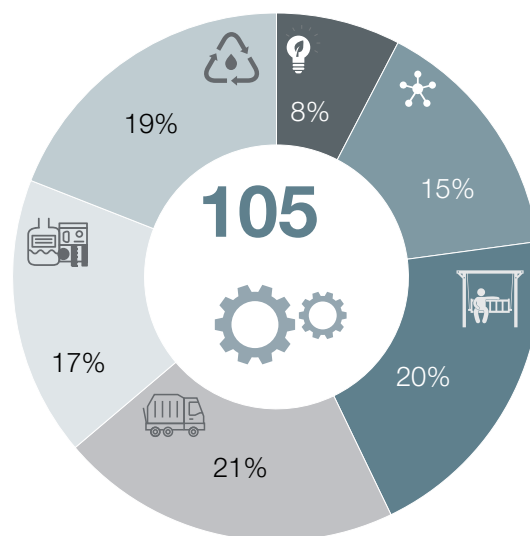
• **SUPPORT TO SDC:** The interventions supported eight Social Development Centres (SDCs) through the rehabilitation of two SDCs, Myriata in the North and Zahle in the Bekaa, the provision of equipment and furniture to the SDCs of Al Hissa, Khaybet el Jindi, Qobbe (Tripoli), Syr Dannieh, and Myriata in the North and Akkar, and the provision of three mobile clinics to the SDCs in Kham, Al Hissa, and Marj.

• **SUPPORT TO PRIMARY HEALTH CENTRES:** The interventions supported Al Mreyjeh PHCC, Karagheusian PHCC, and Haret Hreik PHCC through the provision of furniture and medical equipment, improving public health services within the respective municipalities.



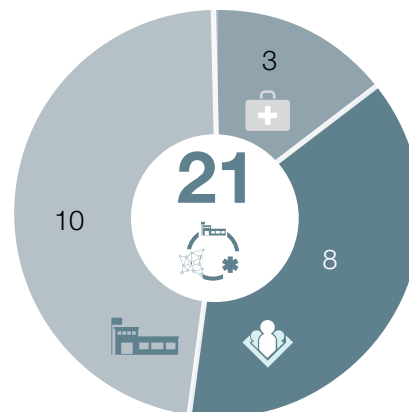
Rehabilitation of the Karagheusian Primary Health Care Center and provision of medical equipment and furniture Bourj Hammoud - Mount Lebanon

### Municipal Services Projects

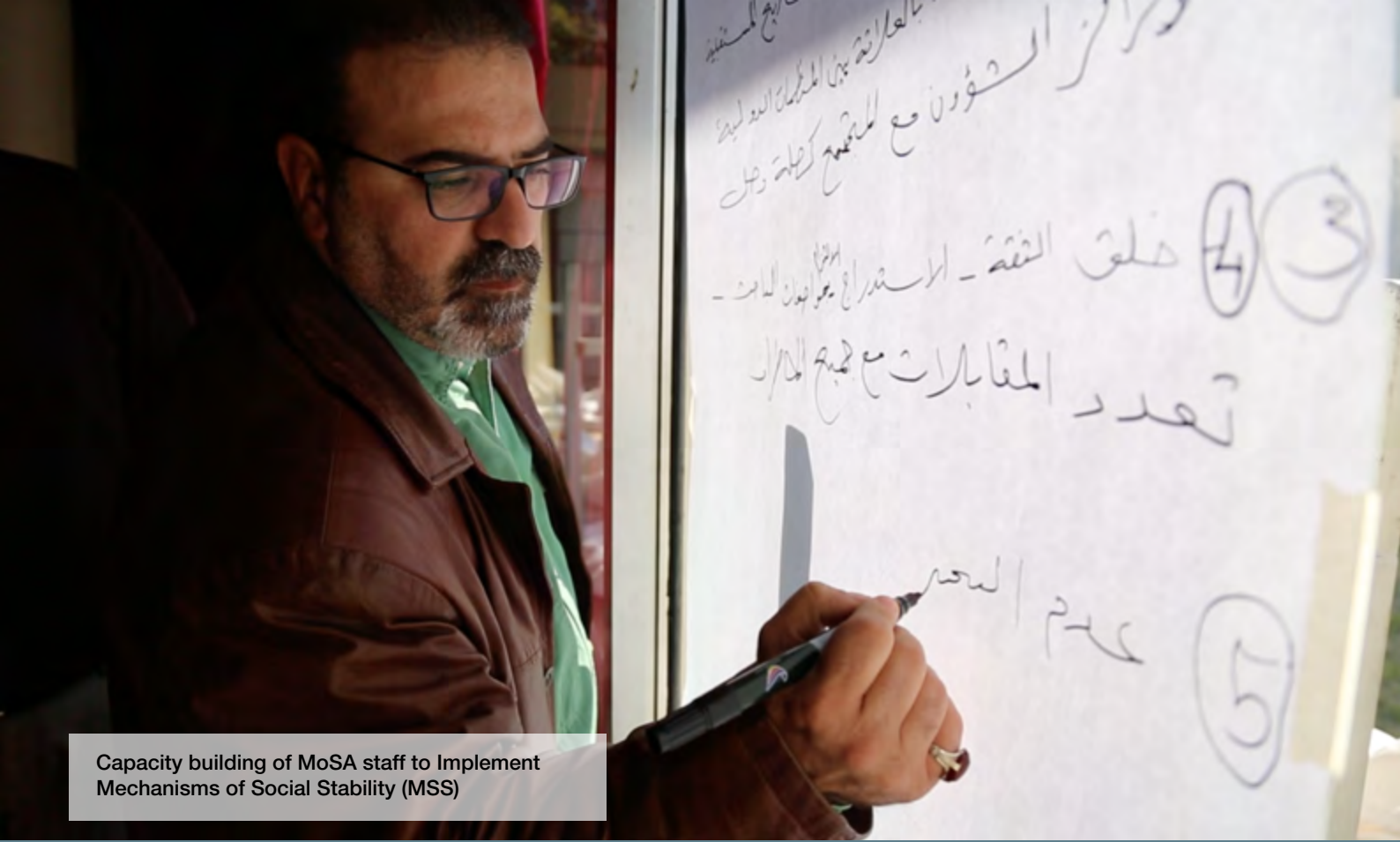


- Renewable and Green Energy (8 projects)
- Municipal Infrastructure (16 projects)
- Cultural and Recreational Spaces (21 projects)
- Solid Waste Management (22 projects)
- Wastewater Management (18 projects)
- Water and Flood Risk Management (7 projects)

### Social Services Interventions



- Public Schools
- Social Development Centers
- Primary Health Care Centers



Capacity building of MoSA staff to Implement Mechanisms of Social Stability (MSS)



## Output 3: Local level dispute resolution and community security improved

This activity aims to support and strengthen local mechanisms for solving disputes related to the influx of displaced Syrians at the local level through dialogue. It aims at improving mediation and leadership skills of local actors and authorities building trust and confidence among the population while reducing tensions among Lebanese communities, and between host and displaced communities.

Under this activity, the Mechanisms for Social Stability (MSS) were established with the following objectives: widening participation of local actors in local governance processes and building trust between local authorities (municipality and MoSA's SDCs), promoting social stability by addressing social and cultural challenges faced by both Lebanese communities and displaced Syrians, and enhancing local actors and local authorities' role (including mayors, municipal council members, and MoSA local staff) as inside mediators in their communities. The villages are chosen based on the vulnerability criteria adopted within the LCRP.

The MSS methodology starts with an introductory phase. A village profile is prepared for the area and a meeting is held with the mayor to get the initial support. This phase

includes a mapping of main stakeholders to identify a reference group to conduct a participatory conflict analysis for the locality targeted.

This process helps develop the mechanisms in each locality based on the conflict analysis results, taking into consideration not only the impact of the current Syrian crisis but also the historical background and the root causes of conflict.

The approach ensures support to local actors in the implementation of the mechanisms. These mechanisms can take the shape of working groups or committees who have the mandate to monitor tensions and intervene when needed, creating a positive environment in the village through dialogue-encouraging activities.

It is worth mentioning that capacity building is streamlined throughout the process and different sessions are organized throughout the cycle targeting the local group to build its skills in negotiation, mediation, conflict resolution, peace building, communication, proposal writing, management, etc. In addition to the vulnerability criteria, the following is taken into consideration in the selection of the villages to be targeted: villages in conflict, or prone to conflict,





MRR session in the presence of the mayor, local stakeholders, civil society organizations, public sector representatives and members from the community of Baakline - Mount Lebanon



## Output 4: Capacity of the Government of Lebanon to respond to the influx of displaced Syrians strengthened

This output aims at building linkages between the activities carried out at the local level and the government response to the Syrian Crisis at the national level. The purpose of this activity is to support national actors and to strengthen their capacity in responding to the crisis and coordinating the response in a conflict sensitive way.

The main results included:

- LHSP technical group meeting on its increased strategic involvement in the Programme;
- Support the Ministry of Social Affairs and train MoSA staff through providing capacity building workshops to respond to the influx of displaced Syrians (MRR and MSS);
- Involvement of government staff in coordinating and monitoring of projects' activities implemented at the local level.

With the objective of improving the role of the members of the Technical Group and ensuring a close alignment

between the different line ministries and LHSP, a workshop for the Technical Group members (CDR, PMO, MoSA, MoIM) organized by MoSA took place on December 1, 2016. During the workshop, the Ministry of Energy and Water (MoEW), Ministry of Environment (MoE), Ministry of Agriculture (MoA), and Ministry of Economy and Trade (MoET) presented their respective sectorial guidelines. Several decisions were adopted, such as promoting the strategic role of the Technical Group and benefitting from the MoSA field coordinators for alignment of intervention at the local level.

The Maps of Risks and Resources (MRR) is a conflict sensitive needs assessment methodology, implemented to facilitate the dialogue and collaboration between stakeholders at local level in order to identify risks, needs and resources, and find possible responses to solve them. The MRR fosters the participation of local authorities, civil society organizations, and public sector representatives, organized in a working group to identify risks and propose solutions, translated into a Multi-Sectorial Municipal Action Plan for projects identification. The MRR was conducted in three phases: the first phase took place between March and June 2014, the

second between October 2014 and March 2015, and the third between January 2016 and July 2016.

In 2016, the methodology of the MRR was improved and expanded targeting 125 additional communities. The assessment is currently led by MoSA and is implemented over a five-day period. Overall, 127 staff from MoSA are directly involved in the MRR in the field and at central level. On July 11, 2016, the Minister of Social Affairs Rachid Derbas endorsed the MRR methodology during an official ceremony. In the same day, the Prime Minister Mr. Tammam Salam launched the MRR website which makes the data collected from the MRR exercises available.

As a result of the MRR phase 3, a total of 125 communities were mapped and the respective Inter-Sectorial Municipal Action Plan was developed. The population of the mapped villages amounts to around 1.2 million Lebanese and 450,000 displaced Syrians.



A number of MRR analysis reports have been generated and published on the web portal designed on the MoSA website for the purpose of analyzing the sectoral needs and priorities of each governorate. The latest MRR for 49 municipalities was updated on December 2016.

Moreover, in 2016, it was agreed to implement the MRR at the cluster level to address collective and common problems. The collected data can contribute to project identification with a long-term developmental impact.

In December 2016, the MRR Cluster Methodology was drafted by MoSA with the technical support of UNDP. In total, 14 clusters were identified to be piloted across the country in early 2017. The exercise is expected to complement the MRR Needs Assessment at a municipal level, allowing the identification of common problems between several municipalities.

In order to evaluate the level of satisfaction of the MRR Methodology, a questionnaire was given to the participants, including representatives of the municipality, the private sectors, cooperatives, women, and youth groups.

The participants highlighted how the representatives of the

villages participating in the MRR had an active role in defining the priorities and needs of the community, without imposing projects. Moreover, they emphasized how the MRR gave the opportunity for the local communities to participate in decision-making process and prioritize the needs of their village.

The participants agreed that the MRR exercise is an effective way to assess risks and problems, and to identify solutions that can mitigate the impact of any future crisis the community might face. Moreover, they strongly agreed that they were given the opportunity to actively contribute to the discussion and express their opinions and suggestions.

The participants indicated that this was the first occasion in which they were invited to participate in a workshop related to planning local development. Usually, meetings and workshops were only discussed at the municipal council level consulting just few members of the local community.

*"It is the first time we are invited to participate in a meeting like the one you organized. We were happy to take part and it was a useful meeting. If they continue with this project Al Qoubaiyat will see more activities."* - Andre Al Hamawi, beekeeper - Qoubaiyat, North

The participants showed a high interest in attending meetings with local actors in order to regularly update the information related to the needs of the community. In their evaluation, participants also stressed on the need and importance of the follow up of the projects handed over by MOSA and UNDP team.

The results of the evaluation show a high level of satisfaction from the participants concerning the MRR process.

*"The meeting was very positive. You can see that the people now realize what the needs and problems of their village are. People have concerns and they need to talk about them."* - Nawal Chaaban, Area Coordinator Nabatiyeh - MoSA

*"This is the first time a project is based on input from the village residents."* - Dr. Claude Iskandar, Deputy mayor of Qoubayat

*"When we have a group discussing the needs of their village, and when they agree on these needs, this means that these needs are real and urgent."* - Mohammed Nesar, Mayor of Kfarsir

*"If the Municipality has an action plan signed by the local community it would be stronger."* - Alia Chaaban, Area Coordinator, Akkar - MoSA

*"This new vision can help us identify our points of strength and weakness so we can work on them."* - Nouha Al Ghoussainy, Mayor of Baakline



# Challenges and Successes

**1. Capacity of local actors to deliver services:** Municipalities have been the primary beneficiaries of these projects and, as such, have experienced significant development of their capacity to deliver services; although, probably still somewhat short of the total investment needed. Service delivery projects continue to be important for promoting social stability and improving the living conditions of both host and displaced communities.

**2. Participatory needs assessment:** The MRR process and resulting projects have had a number of other positive benefits for municipalities, including improving their attitudes to participatory processes and developing their confidence to develop project proposals and present them to donors. It is important to continue to encourage municipalities to engage regularly and openly with the community.

**3. Capacity of the Lebanese government to respond to the crisis:** LHSP has had a very positive impact on MoSA. The ministry has fully embraced its leadership of the programme at the national level and local level (via its Social Development Centres). The technical capacity of SDC staff have been enhanced. The full ownership of the counterpart is reflected in a smooth program implementation.

**4. Livelihoods and economic opportunities:** Impact within this sector has been somewhat constrained by short-funding timelines and the hesitance of some donors to fund comprehensive, “whole of value-chain” interventions. The overall objective is to plan for more long-term economic goals, such as securing employment, and prioritizing economic stability.

**5. Coordination to avoid duplication of efforts:** The programme is involved in coordination at the national level, via UNDP and LCRP structures, and at the regional level, via inter-agency LCRP working groups. Municipalities, as well as international and local organizations, are using MRRs as coordination tools.

**6. Role of line Ministries:** The Programme has strong leadership and ownership from national authorities, especially MoSA. The Programme’s Technical Group (TG) serves the very important purpose of linking locally-defined priorities to national level policies and plans. The alignment with guidelines and policies of the line ministries can guarantee sustainability and ensure the operation and maintenance of the projects.



## Looking ahead: 2017

**1. Long term economic initiatives (value chain approach):** The implementation of initiatives to strengthen value-chain development is crucial to enhance economic development, generate job opportunities, and support inclusive economic growth. The Livelihoods and Local Economic Development Strategy under LHSP includes holistic interventions to strengthen value-chains, in relation to the deteriorating economic conditions in the country and the increasing unemployment rates, poverty levels, and consequently social instability, particularly in the most vulnerable host communities. Activities include supporting both domestic value-chains (e.g. strengthening and linking rural producers with urban markets) as well as linkages to international / global value-chains (e.g. upgrading and linking domestic producers with firms abroad).

**2. Local participatory mechanisms for service delivery and conflict prevention:** LHSP is planning to continue its support to MoSA in the regular updating of the MRR in the 251 most vulnerable communities; moreover, the MRR at cluster level (municipalities with socio-economic and geographical uniformity) will be finalized in an initial 14 pilot locations and further expanded. The capacity development work initiated in 2016 with MoSA on the Mechanisms of Social Stability (MSS) will continue in 2017; the MSS, which will be linked more and more with the MRR process, is expected to be handed over to MoSA and will continue to serve as the main instrument to promote conflict resolution mechanisms and reduce social and economic tensions at local level.

**3. Platform for coordination and dialogue between local and national actors:** LHSP will continue to offer a platform and framework for coordination and strategic implementation of interventions, which promote stability preventing tensions in the most vulnerable communities, in alignment with national policies and strategies; this will be ensured through the existing mechanisms of dialogue and consensus-making between municipalities and communities (MRR, MSS), national government (Technical Group), and donors' community (Steering Committee).



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