



# Livelihoods Working Group



26 April 2016

# Agenda

1. Welcome and introduction
2. Sector update
  - a. Field Update
  - b. Quarter 1 results and progress
  - c. Steering committee update.
3. Preliminary analysis of Market-based skills trainings provided by LH partners
4. Discussion on Private sector engagement
5. Lessons learnt from existing Value Chain programmes.
6. AoB

# Reporting highlights

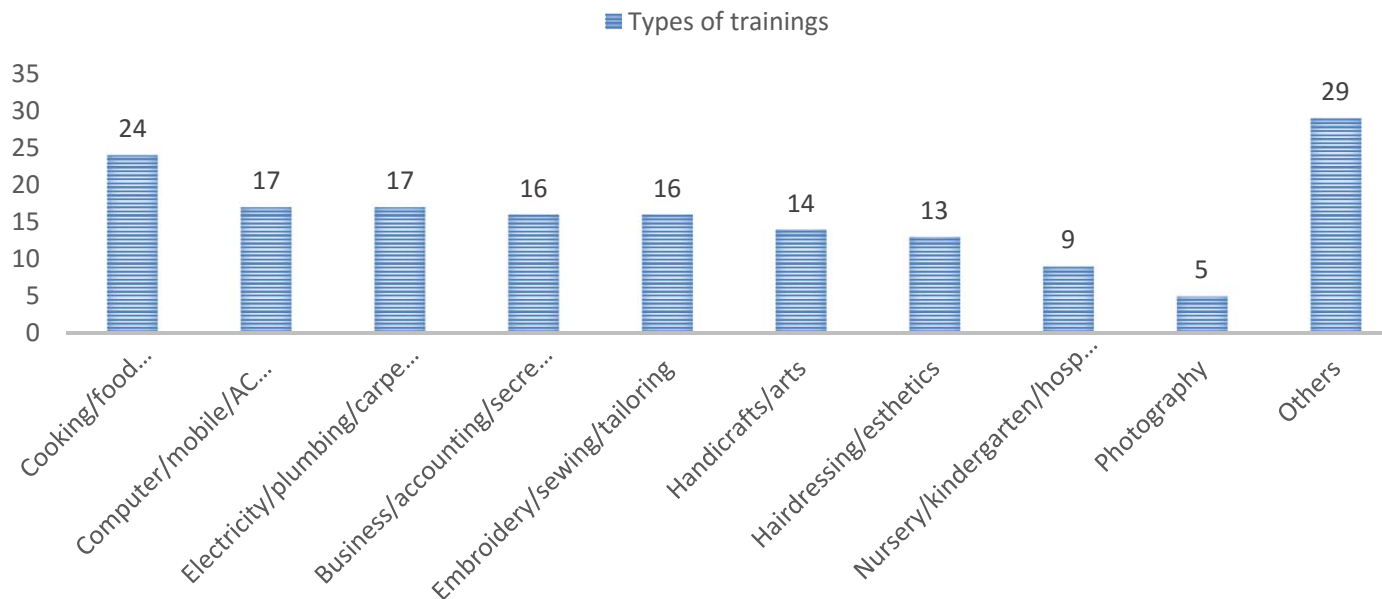
- Funding remains low – 8mUSD of new funding received.
- More results achieved in Q1 2016 than in whole 2015 for MSMEs & Value chain interventions
  - 180 MSMEs supported (primarily micro-businesses).
  - 389 entrepreneurs trained/coached.
  - 11 Value Chain interventions completed.
- Over 4,000 people engaged in public work or employability programmes.
- 18 active partners.
- Key gaps:
  - Baalbek area; West Bekaa & Rachaya; South; T5 outside Tripoli; BML outside Beirut.
  - Palestine Refugees – less than 50 people reached overall.

# Skills training analysis

## Key findings – Market-based skills trainings

- **20 partners** provide market-based skills trainings in Lebanon: B&Z, STC, ACA, SPARK, ACTED, SIF, AMEL, CLMC, INTERSOS, IRC, UNRWA, Youth For Development, DRC, LEDA, ILO, IECD, UNDP, Al Majmoua, YNCA, AVSI.
- **More than 50 different types** of trainings proposed : cooking/food processing/ agriculture; computer/mobile/AC maintenance; electricity/plumbing/carpentry; business/accounting/secretariat; embroidery/sewing/tailoring; handicrafts/arts; hairdressing/esthetics; nursery/child/hospice care & photography are the most common.

### TYPES OF TRAININGS



# Key findings – Market-based skills trainings

- **Target groups** :
  - Teenagers and young adults (17-35) from both refugee and host communities (64% are opened to youth below 18).
  - Women (almost 50% of trainings either focus or are reserved to women).
- **Design/content** : from market studies and/or at participants' requests (40% are strictly based on market studies - 9 partners concerned : ACA, AMEL, B&Z, IRC, YFD, LEDA, UNDP, IECD and ILO).
- **Cost** : around 94% are either free or require the payment of a symbolic fee.
- **Stipend** : Stipends provided in 45% of cases (from less than 10\$ up to 300\$).
- Transportation costs either partly / fully covered for approximately 60% of trainings.
- **Duration** : on average between 2-4 months.
- **Qualification** : almost 60% of trainers have either obtained certificates in their area of expertise or hold university-level diplomas.
- **Certification** : provided in 84% of trainings (50% of certificates are recognized by Lebanese authorities).
- **Prerequisite** : none for 57 % of MBVT. Otherwise, most common prerequisite is being literate (in around 30% of programmes).

## Key findings – Market-based skills trainings

- **Geographical areas** (all types of trainings are proposed in all regions):
  - **BML** (71% of trainings available): Chouf, Aley, Beirut, Mar Elias, El Metn, Bourj Hammoud, Jbeil, Palestinian camps in Beirut surroundings...  
All types: carpentry, hairdressing, cooking, maintenance...
  - **Bekaa/Baalbek** (26% of trainings available): Bar Elias, Majdal Anjar, Deir Zanon, Zahle, Aarsal...  
All types: sewing, food processing, maintenance, handicrafts, electricity...
  - **North/Akkar** (41% of trainings available): Bebnine, Tripoli, Halba, Batroun, Diniyeh...  
All types: sewing, food processing, maintenance, handicrafts, electricity...
  - **South/Nabatieh** (17% of trainings available): Saida, Marjayoun, Hasbaya, Bint Jbeil, Tyr...  
All types: agriculture, sewing, handicrafts, hairdressing, electricity...

## Key findings – Market-based skills trainings

- **Pathway to employment**: support in finding a job is provided in more than **80%** of MBST programmes through :
  - Job placement/ career services: 65% on trainings
  - Internship/apprenticeship opportunities: 43% of trainings
  - Specific trainings and CB : 30% of trainings**17 partners** involved : ACA, STC, B&Z, ACTED, SIF, AMEL, IRC, UNRWA, YFD, LEDA, INTERSOS, IECD, ILO, AVSI, YNCA, UNDP, Al Majmoua.
- **Pathway to entrepreneurship**: almost **63%** of MBST programmes offer entrepreneurship-related support through : provision of grants/loans, career guidance & employment service centers, entrepreneurship / business management trainings...  
**14 partners** involved : B&Z, STC, ACA, SIF, AMEL, INTERSOS, IRC, UNRWA, Al Majmoua, SPARK, LEDA, UNDP, ILO, AVSI.



# Key findings – Market-based skills trainings

- **Main identified challenges :**
  - High training costs;
  - Limited financial support from NGOs (insufficient amount of grants/loans provided);
  - Fear and alienation from the host community - tensions with refugees;
  - Security concerns (i.e. in the camps);
  - Lack of previous experience, motivation & commitment of trainees;
  - Challenges related to legal status;
  - Outreach issues (men need to work to feed their families, difficulty for women to attend if there are no children spaces...);
  - Limited economic opportunities in poor areas.

## Key findings – Basic employability skills trainings

- **7 partners** deliver basic employability skills trainings : B&Z, STC, ACA, AMEL, CLMC, IRC and SPARK.
- **Types of trainings**: literacy & numeracy, languages classes (English, Arabic, French...), computer skills, employability...
- **Target groups** :
  - **Vulnerable youth** from refugee and host communities
    - On average between 14-35
    - 60% of training programmes are opened to teenagers below 18
  - **Women** : almost 60% of trainings target them more specifically
- **Costs**: 86% of trainings are free
- **Geographical coverage**:
  - **BML** : Metn, Chouf, Baabda, Beirut & Camps...
  - **Bekaa/Baalbek**: Zahle, Baalbek (Aarsal)...
  - **South**: Saida...
  - **North/Akkar**: Tripoli...

## Key findings – Other training programmes

- **3 partners** are delivering other types of trainings : STC, AMEL and IRC.
- **Focusing on**: PSS and recreational activities for children, protection, music, puppet creation, humanitarian traineeship programs...
- **Target groups**: youth (14-35), women, vulnerable groups
- **Cost**: all free
- **Geographical areas**: predominantly BML (Metn) and Bekaa

# Next steps

- Consolidate additional information
- Organize specific meetings between partners to look at:
  - Market assessments & pathways to employment;
  - Possibilities to harmonize some modalities.

# Private Sector Engagement

Initiative by MoSA 2016

# What is private sector engagement?

- Corporate social responsibility or charity actions
- Securing a place for private sector in assessment, design and through the whole program life cycle.

# Who are the targeted private sectors?

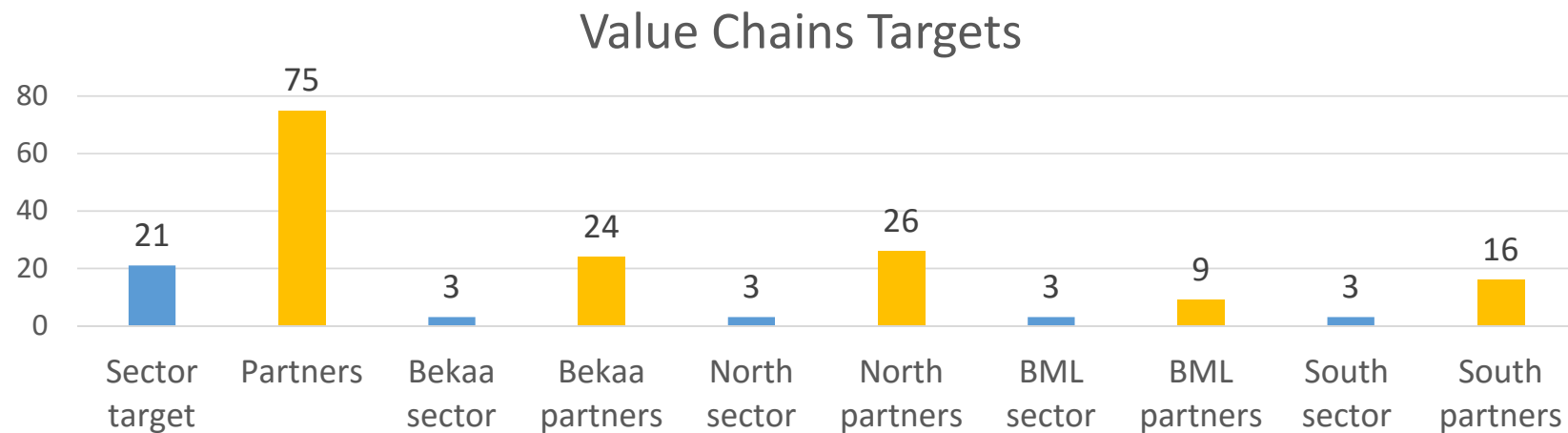
- It includes all sizes from the micro small and medium enterprises up to regional and multinational corporations.
- All stakeholders at a defined value chain or service providers in different value chains.





# Livelihoods sector work on value chains

- Most underdeveloped last year with 1 partners and 3 interventions completed.
- High interest for this year – 15 partners expressed interest: ACF, ACTED, AlMajmoua, Care, CESVI, Concern, DRC, ICU, ILO, Mercy Corps, OXFAM, PU-AMI, RI, UNDP, UNIDO.



# ILO Interventions in the Potato and Leafy Greens Value Chains in Akkar

Lessons learnt presentation – Livelihoods Working Group 26 April



# Overview of the programme

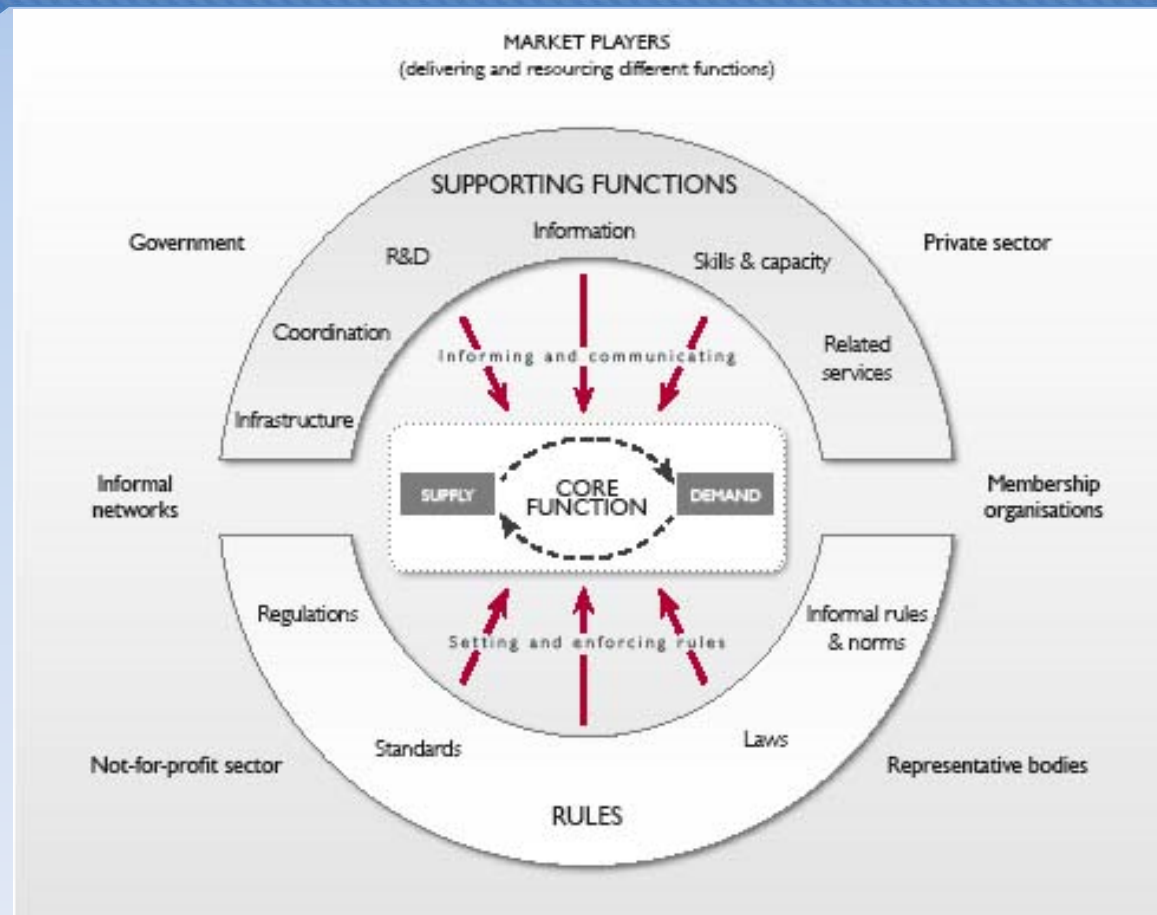
- Potato and leafy greens value chain development part of the ILO's project "Enabling job resilience and protecting decent work conditions in rural communities affected by Syrian refugees crisis in northern Lebanon" Project (started July 2014, until December 2016)
- Value chain analysis from November 2014 to March 2015
- Value chain interventions address all levels within the market system (i.e. value chain core function, supporting functions and rules) as per M4P approach
- Project Steering Committee: North LEDA, Safadi Foundation, Rene Moawad Foundation, Mada Association and Akkar Network for Development
- Other partners: MoA & LARI, MoL, UNICEF, IRC, Souk el Tayeb, CCIAT, BIAT, AVSI
- Donors: ILO & Government of Italy

# Identification of value chains and targeted interventions

- Criteria:
  - Potential for achieving large-scale impact (large numbers of poor people).
  - Labour-intensive sector with potential for employment creation
  - Sector with potential for achieving improved growth and access.
  - Feasibility of achieving systemic change within the short to medium term
- Shortlist of 4 sectors, LED dialogue/workshop for stakeholders to select sectors
- VCA research team (now steering committee) trained in VCA, participatory process
- Stakeholders trained in identification of LED priority interventions; prioritisation of interventions during stakeholder workshop



# Market System (M4P approach)



# Value chain development interventions

## Value Chain Core Function (supply & demand)

- Potato: Vertical diversification – introduction of new varieties (demoplots with seeds provided by Dutch company) and linkage to input providers
- Potato: Market diversification: Linkages to importers in Netherlands for new entry point in EU (collaboration with Embassy of the Netherlands and Netherlands Enterprise Agency)
- Leafy greens: Market research on domestic demand
- Leafy greens: Strengthen farmers' knowledge and capacity to cultivate varieties in high demand (starting May/June)
- Leafy greens: Support linkages of farmers to high-end traders and support promotion of niche leafy greens at retail level (starting June)
- Export oriented capacity building to Traders-Wholesalers-Processors-Exporters, including awareness on export logistics

# Value chain development interventions

## Supporting functions

- Extension services: Good agriculture practices training for targeted cooperatives; Awareness raising sessions about GLOBALGAP certification and others for better market opportunities
- LARI certification of new potato varieties
- Strengthen Chamber of Commerce, Industry and Agriculture of Tripoli and North Lebanon in provision of export support service
- Steering Committee and capacity building of local organisations providing support services
- Strengthening capacity of four targeted cooperatives:
  - Capacity needs assessment
  - Capacity building regarding cooperative management and self-sustainability & business management training (starting May)
- Vocational Training in agriculture for youth: Enhancing curricular for short term MoA vocational training for youth agriculture workers (adding additional training on potatoes and leafy greens); better involvement of private sector and expanded internship opportunities
- Capacity building of local organisations on child labour in agriculture

# Value chain development interventions

## Rules

- Advocacy for extension of EU derogation of import ban on Lebanese potatoes
- Improving farmer's informal cultivation norms (through training, demoplots etc)
- Child labour: changing behaviour through awareness raising, incentives, good agriculture practices training etc
- Invisibility of women: targeted women empowerment activities



# Lessons learnt from implementation

- Participatory approach pays off but requires investments (time and resources)
- Local partner organisations: Key, but capacity stretched. Investment in building their capacity is critical!
- Fostering collaboration between local partners – lead by example
- Do not by-pass government institutions, but involve them, strengthen their role, promote collaboration
- Gender equality: mainstreaming vs. targeted actions
- Integrate combatting child labour
- Leveraging resources: Examples IRC partnership on women empowerment & AVSI partnership on agriculture vocational training

# Reflecting on results & impact

- Successful and sustainable value chain development needs to address the entire market system of the targeted value chains
- Understanding the market system is key: You can only address the root causes of underperformance if you know them (requires continuous analysis)
- Impact in terms of employment & income improvements takes time to show

# For more information



- Contact: Annabella Skof ([skof@ilo.org](mailto:skof@ilo.org))
- Additional information on the project:
  - Project website: [http://www.ilo.org/beirut/projects/WCMS\\_234666/lang--en/index.htm](http://www.ilo.org/beirut/projects/WCMS_234666/lang--en/index.htm)
  - VCA report: [http://www.ilo.org/beirut/publications/WCMS\\_449868/lang--en/index.htm](http://www.ilo.org/beirut/publications/WCMS_449868/lang--en/index.htm)
  - Situation of farmers (video): [http://www.ilo.org/beirut/media-centre/fs/WCMS\\_370362/lang--en/index.htm](http://www.ilo.org/beirut/media-centre/fs/WCMS_370362/lang--en/index.htm)
  - Women empowerment intervention (video): [http://www.ilo.org/global/about-the-ilo/newsroom/features/WCMS\\_453247/lang--en/index.htm](http://www.ilo.org/global/about-the-ilo/newsroom/features/WCMS_453247/lang--en/index.htm)
- Resources on VCD/M4P:
  - <https://beamexchange.org/> (M4P guide, explanation of market systems and systemic approaches)
  - <http://www.value-chains.org/> (DCED)
  - Value Chain Development for Decent Work: [http://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS\\_434362/lang--en/index.htm](http://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS_434362/lang--en/index.htm)
  - A Rough Guide to Value Chain Development: [http://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS\\_366005/lang--en/index.htm](http://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS_366005/lang--en/index.htm)
- **Thank you!**



# Solid Waste Management & Recycling (SWM/R) Value Chain – Mercy Corps

Lessons learned presentation – Livelihoods Working Group 26 April

# Overview of the programme

- Solid waste management and recycling (SWM/R) sector: focused on increasing employment opportunities for Lebanese under the program Improved Networks, Training and Jobs (INTAJ) – UKAID
- 6 month pilot since September 2015 – 2 year extension until March 2018
- Targeting Collection, Sorting, SME competitiveness, Market Development through
  - Co-Funding Local Partners
  - Technical Assistance/In-kind grants for SMEs
  - Workforce skills development with SME's

# Identification of value chain and targeted interventions

- Sub-sectors prioritized by:
  - Likelihood of generating long-term sustainable employment
  - Level of private sector engagement available across the value chain
  - High proportion of the value chain activities take place in Lebanon
  - Country-level demand driven market opportunity



# Lessons learnt from implementation

- Challenges:
  - Limited technical experience at a regional scale (Caza)
  - Lack of government incentives
  - High energy needs
  - Lack of successful household model.
- VC interventions & Successes:
  - HH and Municipal collection, upgrading of sorting facilities
  - Energy audits
  - Marketing & organizational audits

# Lessons learnt from implementation

- Key Factors of Success:
  - Using local partners (NGOs, local gov...)
  - In-house Value Chain Assessment
- Key gaps:
  - Lack of financial and technical resources for local government
  - Capacity of local partners
- Key actors:
  - Unions of Municipalities
  - Local partners with regional ties
  - Local businesses



# Reflecting on results & impact

- Recommendations:
  - Increasing Supply of Raw Materials
  - Improving competitiveness
  - Supporting access to new markets
  - Improving work conditions
- Impact to date:
  - 259,000 Residents in 44 Municipalities
  - 34 New Hires

# For more information

- Contact us at:
  - [intaj@lb.mercycorps.org](mailto:intaj@lb.mercycorps.org)
  - [+961-1-425-466](tel:+961-1-425-466)
- Nour Sobh & Gabriel Bayram
- Thank you!

# Value Chain Interventions

Pickles and dairy products – Akkar  
Tomato paste – Bekaa



# Overview of the programme

## ➤ **Value chain/location – Phase I**

- Bekaa: 1 value chain: Tomato paste
- Akkar: 2 value chains: Shanklish\* and pickles

## ➤ **Duration of the programme**

From March 2015 until October 2016, including two phases of project implementation.

Phase 1: March 2015 - March 2016

Phase 2: April 2016 – October 2016

## ➤ **Donor - DFID**

## ➤ **Project objective: Home Based Skills Development (HBSD)**

Providing IDPs and host communities (primarily women) with an opportunity to produce semi-processed food products, which are marketable with traders, packers or other processors in Lebanon.

# Identification of value chains and targeted interventions

- **Value chain selection process**
  - In-depth analysis/interviews with market actors to better understand market demand
  - Workshop with key informants, community leaders, suppliers, buyers, private sector and local NGOs representatives to prioritize value chains
  - Lead interviews
  - Organised Focus Groups Discussions with women
- **Priority gaps identified**
  - Women in need of income generation opportunities
  - Unmet market needs for the considered products
  - Norms and customs
  - Lack of access to technical knowledge on food processing and food hygiene best practices
  - Lack of access to finance (credit)
  - Lack of market access

# Identification of value chains and targeted interventions

## ➤ Interventions implemented to address noted gaps

### ▪ Horizontal linkage

- Grouping of women by pairs ( 1 Leb + 1 Syr) within their community
- Formation of home based micro enterprises
- External unmet demand for product quality and quantity
- Product selling

### ▪ Vertical linkage

- Lead firm inputs
- Entrepreneurship and financial training
- Technical training on food processing and quality standards
- Provision of seed grant
- Provision of set-up kit
- Technical assistance through technical monitoring visits and curriculum provision
- Linkage of women with interested buyers to sale their product

# Lessons Learnt

## Identification of beneficiaries

### What went well?

- Beneficiaries were heavily involved and consulted throughout the process; including participation in FGDs prior to the value chain meeting, in the design of set-up kits and training needs
- The Lebanese beneficiaries chose the Syrian women with whom they would work- within their neighborhoods, which encouraged IDP and host communities working together.

### What did not go so well?

- Some beneficiaries lost interest due to the length of time between the registration of beneficiaries and the launching of activities, therefore some of dropouts occurred.
- Some of the women's' husbands were not supportive of participation in the project and stopped them from completing activities.

### What are the lessons learnt?

- Clear communication with the beneficiaries needs to be made prior to the registration about project modalities (meeting, key messages etc.), to ensure their understanding and buy-in
- Awareness raising for male family members on the importance of women taking part in HBDS training and generating an income.
- Involve husbands in CSP or other IGA programems tailored for men.



# Lessons Learnt

## Identification of relevant and feasible value chains

### What went well?

- The value chain workshop was an opportunity to discuss and identify potential value chains with the community, key market actors and stakeholders
- Women were consulted in the selection of the value

### What did not go so well?

- Seasonality of the products within the value chain constituted an issue  
Example of Keeshik for Bekaa: this value chain has been selected in summer but due to implementation delays, the activities started in autumn which was not the appropriate season to produce keeshik.

### What are the lessons learnt?

- Seasonality of the value chains and potential risks related to project implementation should be carefully taken into consideration when choosing the product and the corresponding value chain.
- Consider selection of a variety of value chains which cover the season calendar and can be used as a backup.
- Ensure the beneficiary participation in overall project cycle to ensure ownership of the project.



# Lessons Learnt

## Trainings Provided: Entrepreneurship and financial

### What went well?

- The technical trainings received by women were successfully adapted to their level of ability and knowledge; translated best practices in their work, as such women were able to successfully produce the item within a home based concept
- Provision of incentives (refreshments) ensured continuity of attendance

### What did not go so well?

- Lack of incentives (such as certificates) which caused some demotivation among participants
- Women need empowerment (life skill training), as the cultural norms weighed down on them.

### What are the lessons learnt?

- Consider providing an incentive to participants (e.g. certificate of attendance, calendar for project, transportation allowance)
- Provide life-skills sessions aiming to empower women and increase their self-confidence.
- Not limiting technical trainings to only one product i.e. cheese derived from dairy production.

# Lessons Learnt

## Provision of cash grants, in-kind kits and technical support

### What went well?

- Highly qualified Expert in tomato processing (owner of bio product company) paste were hired to deliver processing trainings.
- Provision of the cash (250 in 2 installments), which the women found motivating and useful. Transfer was calculated based on the milestone cost including cost needed as transportation to the market, communication cost, raw materials etc.
- Transfer of funds via ATM machine was successful.

### What did not go so well?

- Given that the participants selected into this programme are considered the most vulnerable, some were unable to buy raw materials prior to the delivery of cash grants. Urgent food and non-food needs were prioritised. Therefore the provision of cash grants after production mile stones are reached may not be the most appropriate approach.
- Providing kits to a group not an individual presented challenges. Some women changed the location, or the women's home could not accommodate the materials

### What are the lessons learnt?

- Provide cash payment before the start of production and after reaching the milestone.
- Split cash grant 80 – 20%. Put in place a strong monitoring system.
- Provide raw materials equally to every woman in the group to avoid conflicts or tension

# Lessons Learnt

## Income Generation from HBSD activities

### What went well?

- Some beneficiaries were able to sell their products in their communities; the most successful story in North, is in Akroum where all 33 women sold some of the products (quantity varied between groups) and 58% sold a significant quantity from dairy products

### What did not go so well?

- Products are not branded/registered with Chambre of commerce, which limits access to markets.

### What are the lessons learnt?

- Facilitate the market access for women beneficiaries.
- Establish women's support groups
- Provide traineeships opportunities in factories
- Link the women to micro-finance institutes (MFIs), which could ensure sustainability of their small enterprises after the activities end

# Reflecting on Results & Impact

- Horizontal linkages through the constitution of cooperatives to provide long-term arrangements
- On vertical linkages:
  - Through marketing trainings and capacity building activities
  - Access to finance
- Impact on access to income and jobs for vulnerable groups
  - Additional source of income for vulnerable women, particularly heads of household
  - Business development capacities
  - Predicted positive impact on business attitudes and values and technical skills

Thank you ...



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