



Minutes of NATIONAL INTER-SECTOR MEETING
5 October 2018, 10:00-12:00
UNHCR, S&K building, B1 Conference Room, Beirut

Chairperson(s)	Natasha Sarkis – MoSA Carol Ann Sparks – UNHCR Margunn Indreboe Alshaikh – UNDP
Minutes Prepared by	Hiba Taha – UNHCR
Agenda of the Meeting	<ul style="list-style-type: none">• Theory of Change• Mainstreaming Environment

Summary of Discussions and Action Points

1. Theory of Change (*Jean-Charles Rouge, Inter-sector M&E Specialist*)

Key Presentation Points:

- The objective of the presentation is to have a common understanding on what is the Theory of Change (ToC).
- It is defined as being the process of how change will take place within the sector activities given a set of assumptions. It is a representation of How and Why.
- The value of the ToC lies in its capacity to explain complicated interventions and their underlying effect. It is the logic behind the programmes that explains what they are supposed to achieve.
- In the context of the LCRP planning, articulating the ToC helps the coordinator in i) thinking through the causes of the challenges that their sector is facing ii) using research to understand how the change is created and ii) developing strategies with the relevant stakeholders to reach the desired end goal.
- A ToC can be represented as a diagram or a picture to show the different steps that are required to achieve the desired change, based on assumptions, risks and stakeholder analysis.
- The key steps to create a ToC for each sector:
 - a) Identify the high-level change the sector intends to contribute to in the current context, which is fairly well articulated in the situational analysis of all the sectors;
 - b) Identify what is needed for the desired development change to happen;
 - c) Establish the key assumptions and major risks that should be taken into consideration;
 - d) Identify partners and actors who will be most relevant for achieving each result, taking into account the related risks and assumptions.
- Creating a theory of change requires a backward mapping of the activities needed to achieve the desired change along with a clear understanding of the causal linkages between impact, outcomes and output.
- Articulating assumptions, risks and mitigating measures is critical to explain why the intended end goal has not been achieved and how the sector plans to respond in this case.



- The stakeholder analysis:
 - Outputs are short term results that are within the sphere of control of the sector.
 - Outcomes are medium term results within the sphere of influence of the sector.
 - The impact is outside the sphere of influence and control of the sector.
 - A thorough mapping of stakeholders enables coordinators to understand the sector's sphere of influence, who are the stakeholders who influence it and how it can be expanded. The ToC helps identify where collaboration is necessary and how to avoid overlapping in order to use resources more efficiently.

Key Discussion Points:

- Sector coordinators are not expected to develop a ToC diagram for their sectors, rather reflect the theory of change in the strategy and analysis.
- Sector coordinators should capitalize on the identified research questions and the outcomes of the multi-stakeholder workshops, particularly on Risk Assessment to articulate their theory of change.

Action Points:

- Send the quality assurance checklist to sector coordinators.
- Sectors to use the checklist in the planning process.

The presentation is accessible on the portal through this link:
<https://data2.unhcr.org/en/documents/details/66489>.

2. Mainstreaming Environment (Lamia Mansour, ETF Coordinator)

Key Presentation Points:

- The Environmental Task Force (ETF) reports to the inter-sector response management team of the LCRP and sits at the Ministry of Environment (MoE).
- The objective of the ETF is to help sectors mainstream environment into their response.
- An environmental consultant, Jeff Tschirley, has recently joined the ETF for a period of five months to strengthen environment mainstreaming within the different initiatives under the LCRP.
- It is currently working closely with the Food Security, Social Stability, Energy and Water sectors and the objective is to collaborate more closely with the Shelter and Livelihoods sectors.
- In 2017, the environmental component has been incorporated into the LCRP under strategic objective number four, which is “reinforce Lebanon’s economic, social and environmental stability” and impact number six “mitigated environmental impact of the Syrian crisis, to avoid further degradation of the natural eco-system and ensure its long-term sustainability”. The two impact indicators identified are i) the level of adoption of the environmental marker and ii) %reduction in emissions of Particulate Matter.
- There are environment indicators at sector level in Energy, Water, Social Stability and Food Security logframes.



- Last year, sector leads and coordinators have concluded that it is very difficult to track output indicators at the sector level and that the ETF would track them. However, due to shortage of resources, it was not possible.
- It is feasible to track and monitor these indicators, what is missing is the general interest and effort to do so.
- Next steps concerning environment mainstreaming within the 2019 LCRP:
 - By end of November: Review LCRP sectors' strategies including the environmental indicators focusing on priority sectors including: Social Stability, Water, Energy, Food Security, Livelihoods, and Shelter.
 - By mid-December: operational modalities for monitoring the environmental indicators of the LCRP including establishing baselines/targets for all outcome and output indicators.
 - Develop guidelines for introducing the "Environmental Marker" within all the LCRP sectors.
 - By February 2019: Provide training to adopt the Environmental Marker.

Key Discussion Points:

- The main objective of Jeff is to assist the sector coordinators in developing the environmental narrative and indicators.
- Jeff to assist in the drafting of the chapeau of the LCRP, particularly in mainstreaming environment into it.

Action Points:

- The ETF focal points to reach out to the relevant sector coordinators for bilateral meetings to discuss environment mainstreaming.
- The planning figures along with the resource package to be shared soon with the sector coordinators.

The presentation is accessible on the portal through this link:
<https://data2.unhcr.org/en/documents/details/66490>.

3. A.O.B

- The IS workshop will take place 11 & 12 October at Movenpick. Its objective is i) to go through the criteria used in the response to identify vulnerability, ii) what vulnerability means for each sector, iii) identify and strengthen cross- sectoral linkages.
- Some guiding questions ahead of the workshop:
 - a) How do you understand vulnerability in your sector?
 - b) How do you target your response based on that?
 - c) What are the linkages with other sectors?
- Donors will not be invited to this workshop, they will receive a draft of the sector chapters to review.
- Sector coordinators are urged to finalize their quarterly dashboards.
- The LHIF has launched the call of proposals for the 2nd standard allocation.



- The sector coordinators are encouraged to start using, [ContactHub](#), the new web application developed by the IM team for the management of the various mailing lists. Kindly reach out to Hiba (taha@unhcr.org) or Cyrille (ble@unhcr.org) for any inquiry.
- Dr.Lamia Mansour and Jeff Tschirley can be reached at: lamiamansour1@gmail.com, jeff.tschirley@outlook.com.