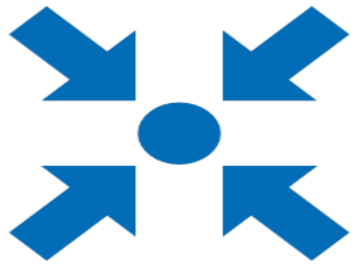


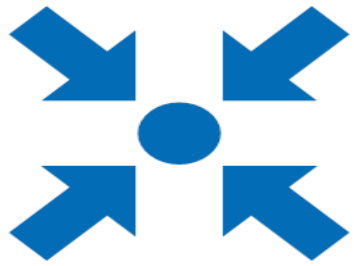


**Inter Agency Meeting –4 December 2015**



# AGENDA

- Update on Back-to-School from MEHE
- UNICEF/UNFPA mapping of youth interventions
- Resilience & Development Forum (RDF) by UNDP



# AGENDA

- **Update on Back-to-School from MEHE**
- UNICEF/UNFPA mapping of youth interventions
- Resilience & Development Forum (RDF) by UNDP



الجمهورية اللبنانية

وزارة التربية والتعليم العالي

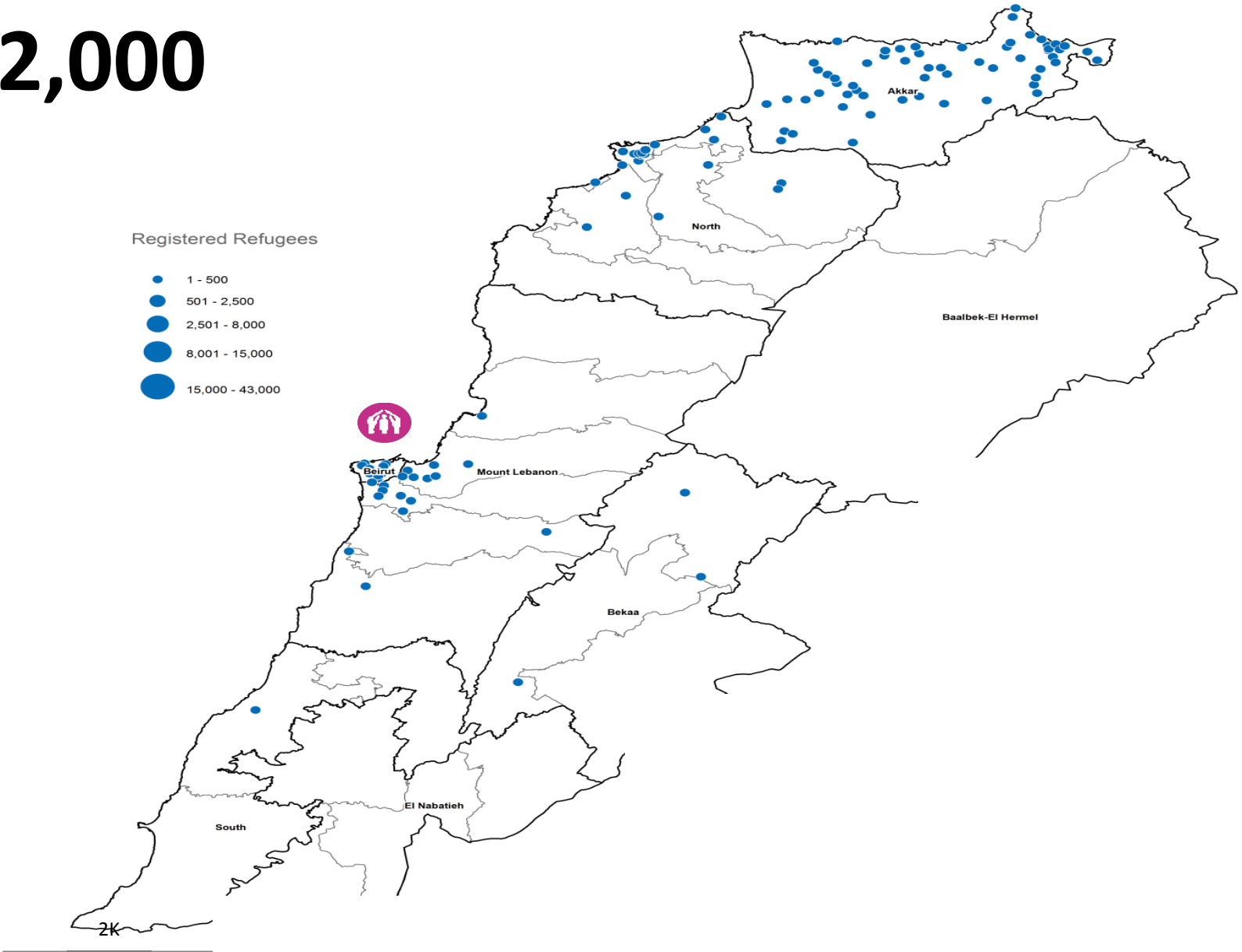
**R.A.C.E. Lebanon**

November 2015

June 2011



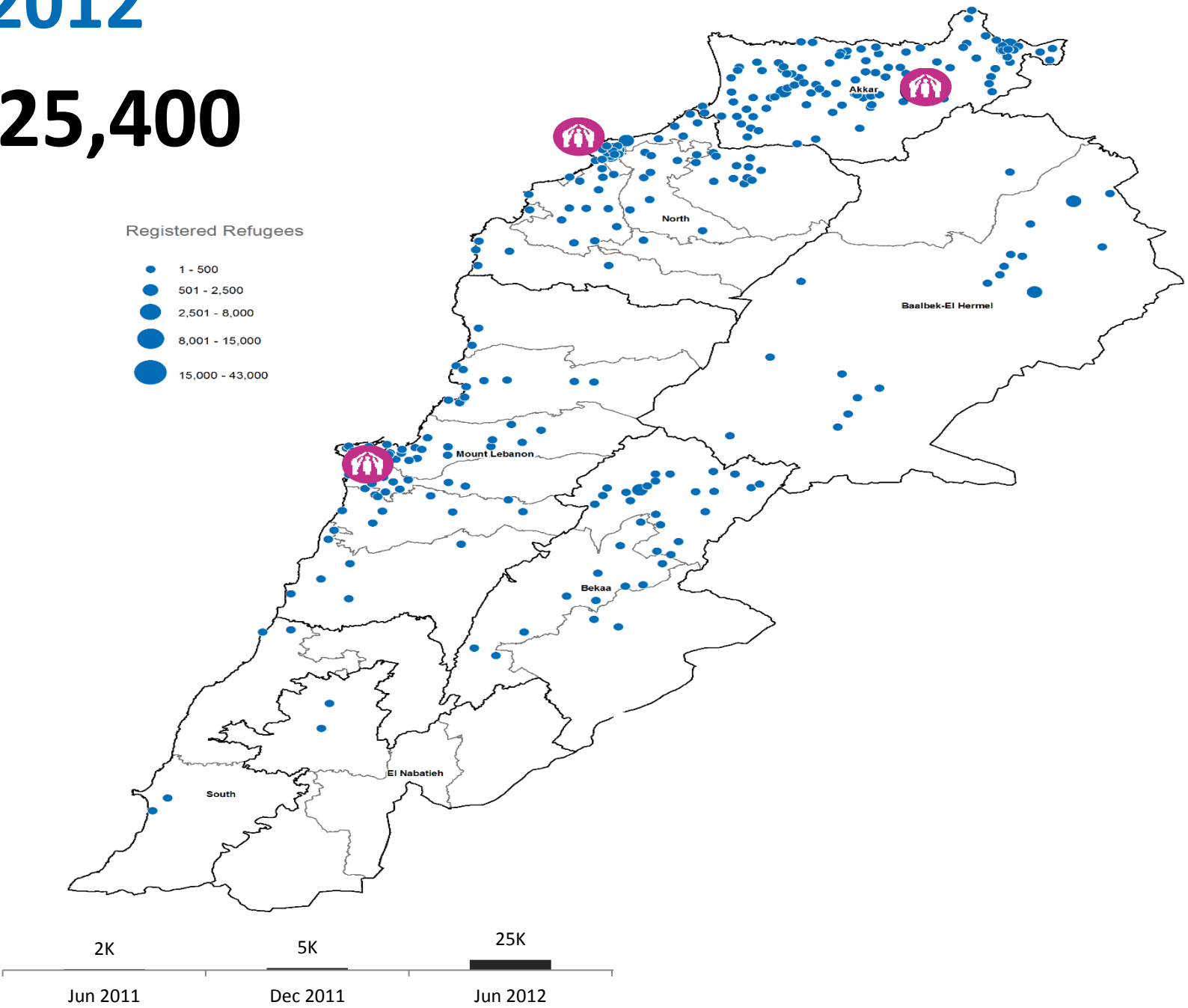
2,000



June 2012



25,400

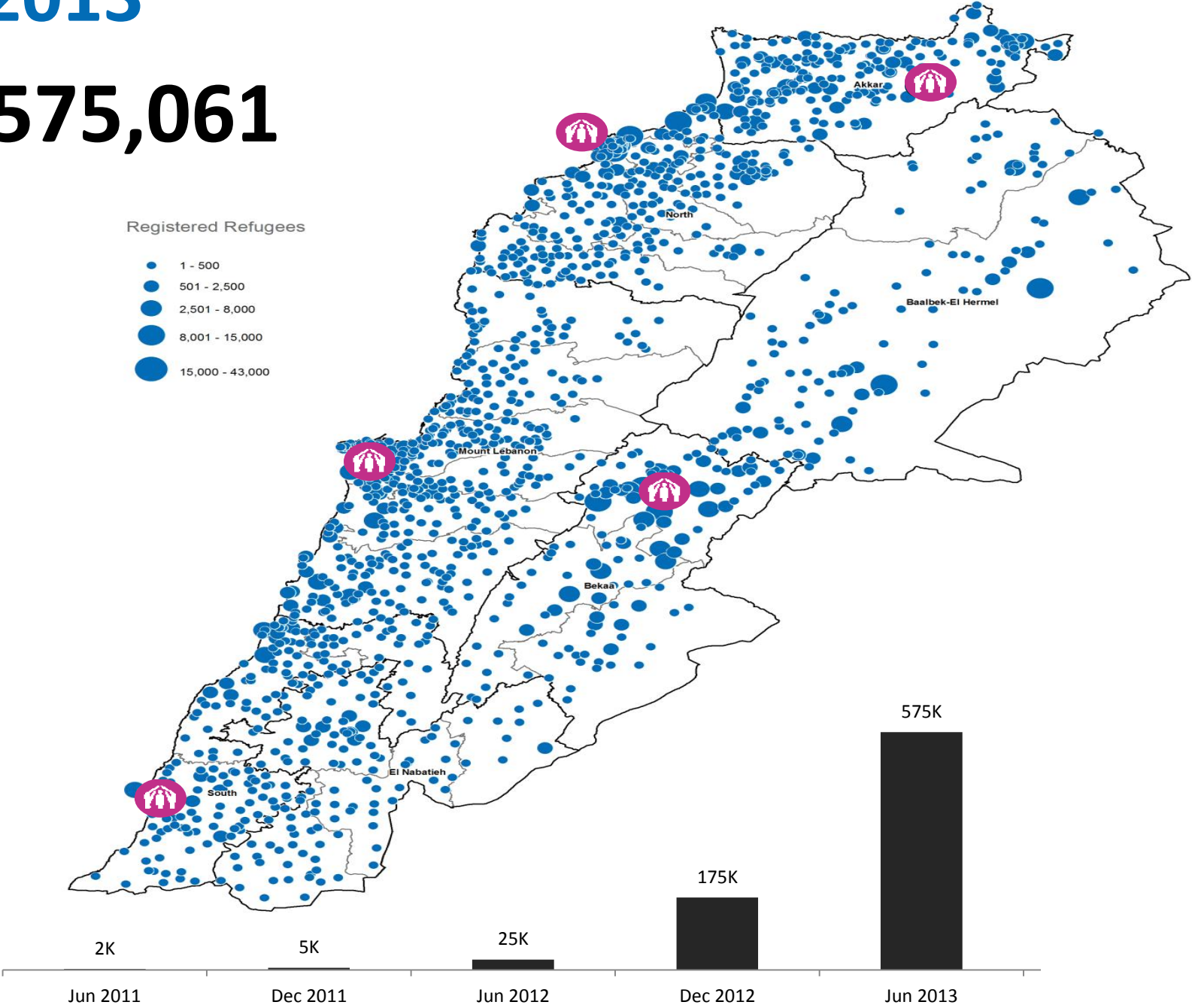




June 2013



575,061

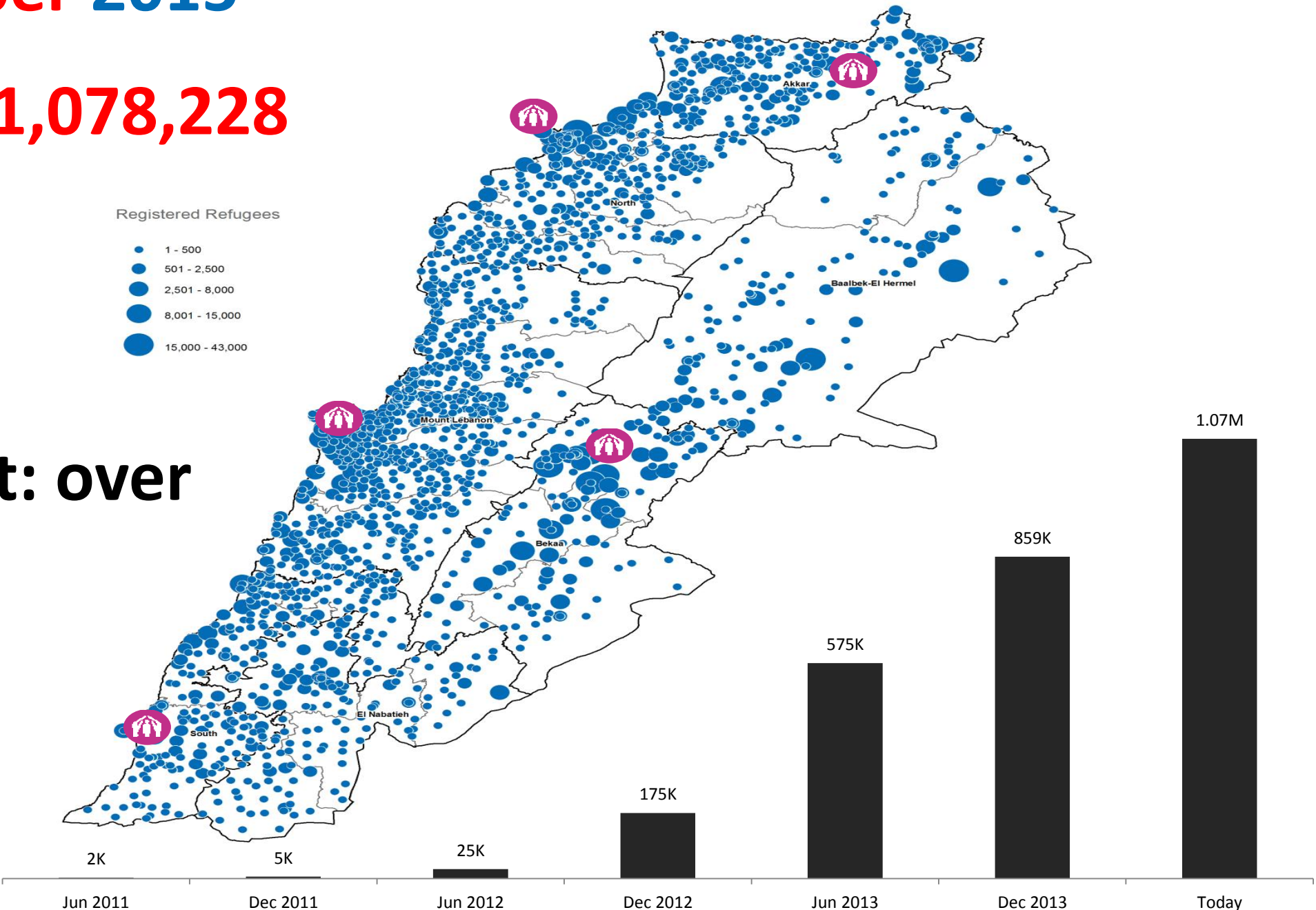


October 2015

 1,078,228

Registered Refugees

- 1 - 500
- 501 - 2,500
- 2,501 - 8,000
- 8,001 - 15,000
- 15,000 - 43,000



GoL est: over 1,5m

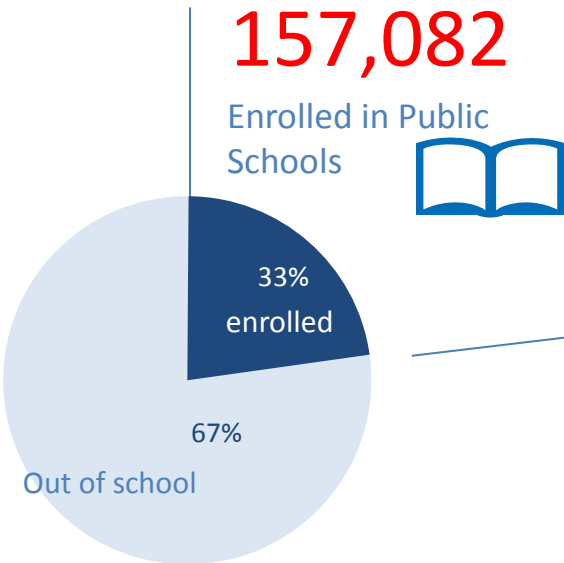


# Current Situation 2015 - 2016



482,034

School Aged  
Syrian Refugees  
350,045 (6-17)  
131,989 (3-5)



157,082

Enrolled in Public  
Schools

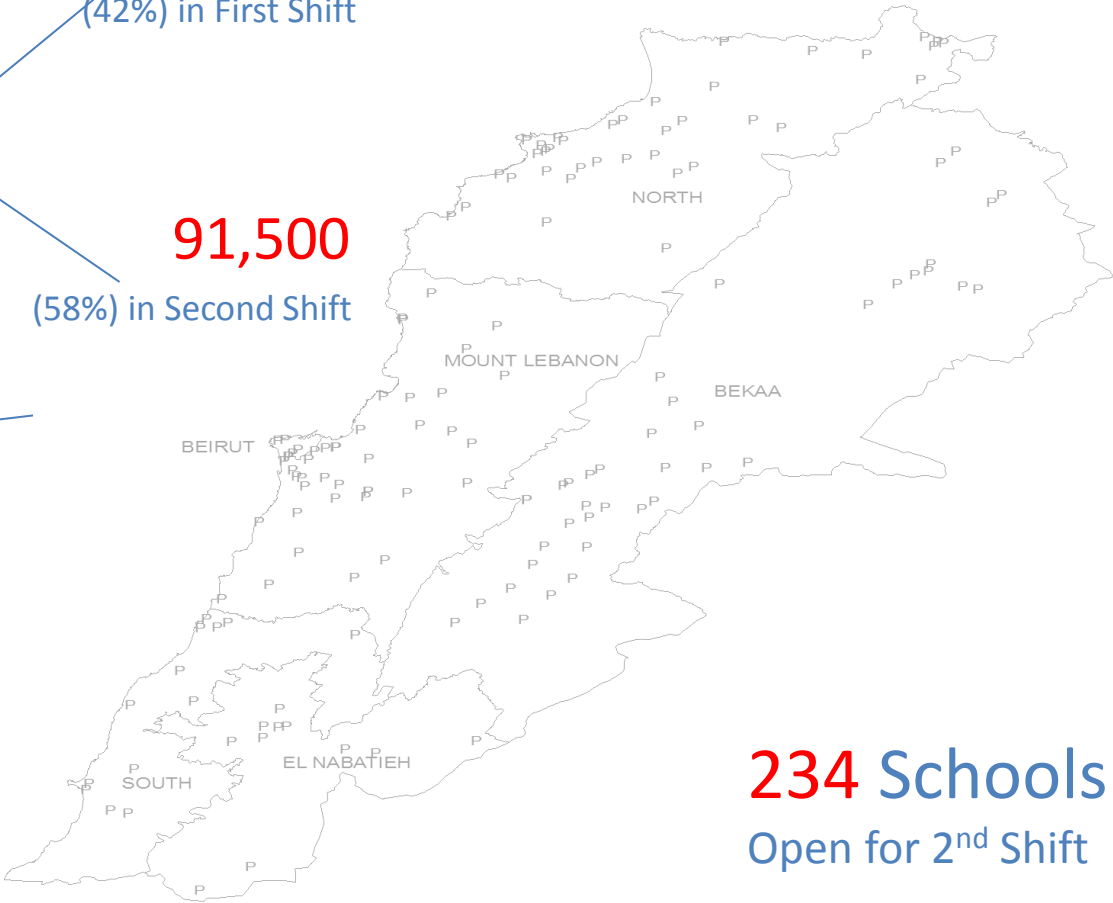


65,582

(42%) in First Shift

91,500

(58%) in Second Shift



234 Schools  
Open for 2<sup>nd</sup> Shift

# Current Situation 2015 - 2016

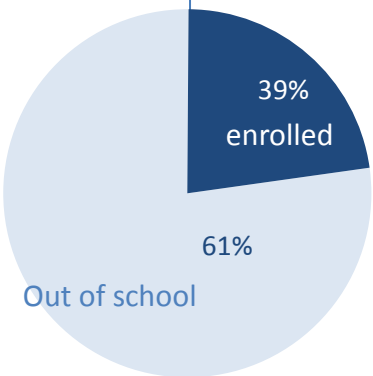


350,045

School Aged  
Syrian Refugees  
350,045 (6-17)

136,500

Enrolled in Public  
Schools

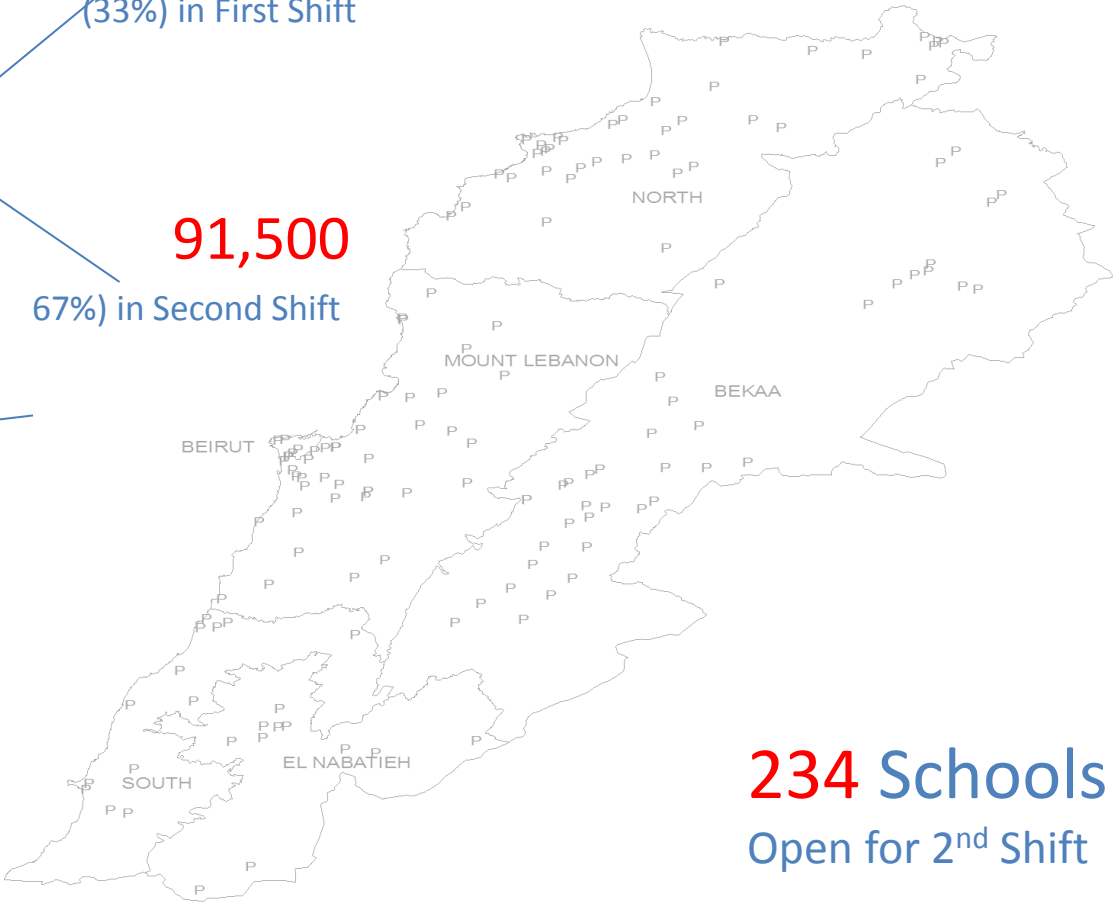


45,000

(33%) in First Shift

91,500

67%) in Second Shift



234 Schools  
Open for 2<sup>nd</sup> Shift

# Bekaa



164,497

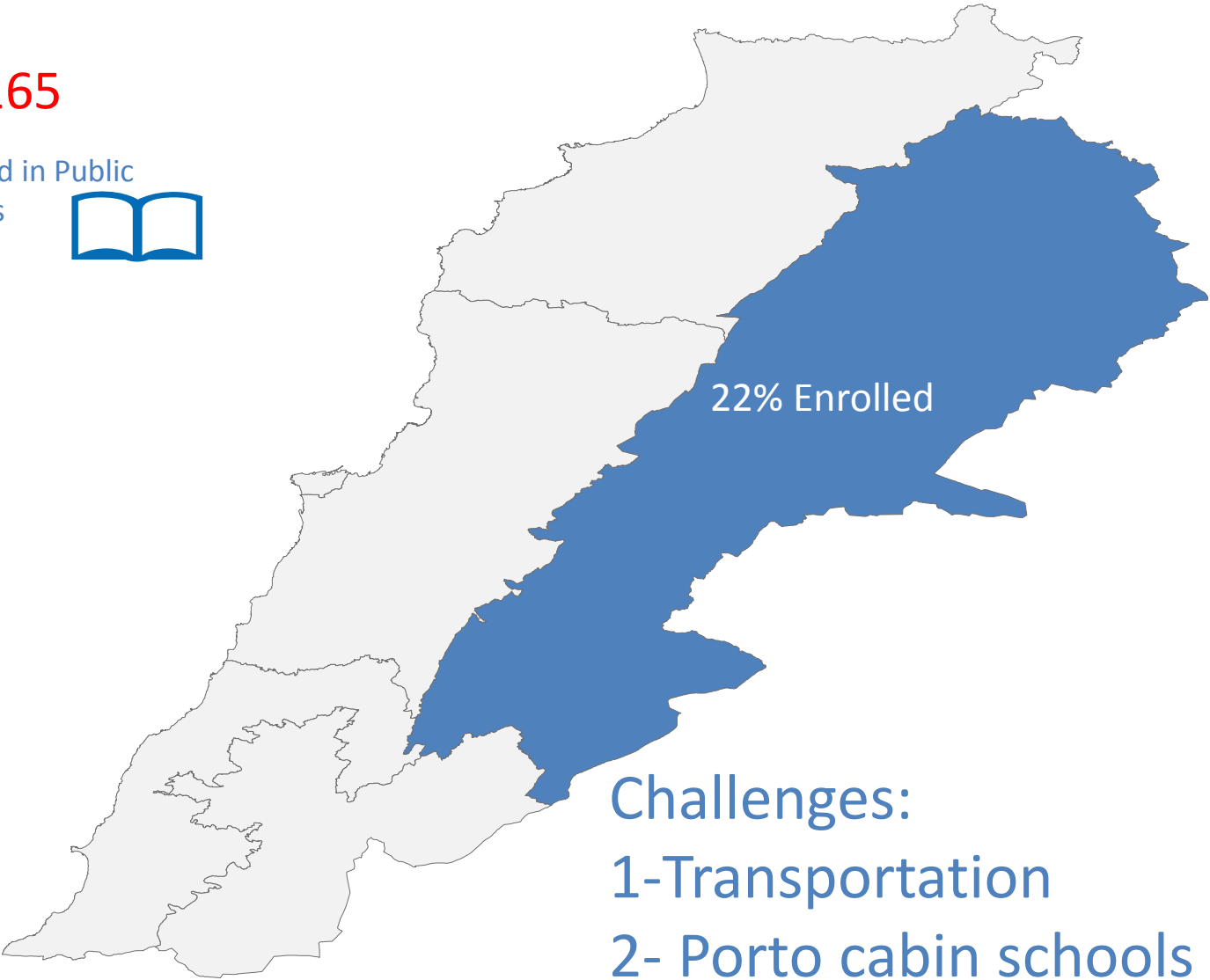
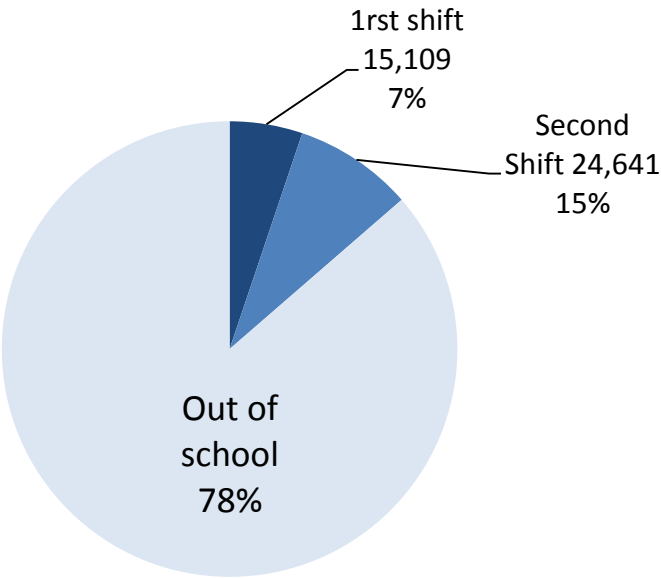
School Aged  
Syrian Refugees

31,966 (3-5)

132,531 (6-17)

36,165

Enrolled in Public  
Schools



- Challenges:
- 1-Transportation
  - 2- Porto cabin schools
  - 3- Equipment
  - 4- season child labor

# North



111,834

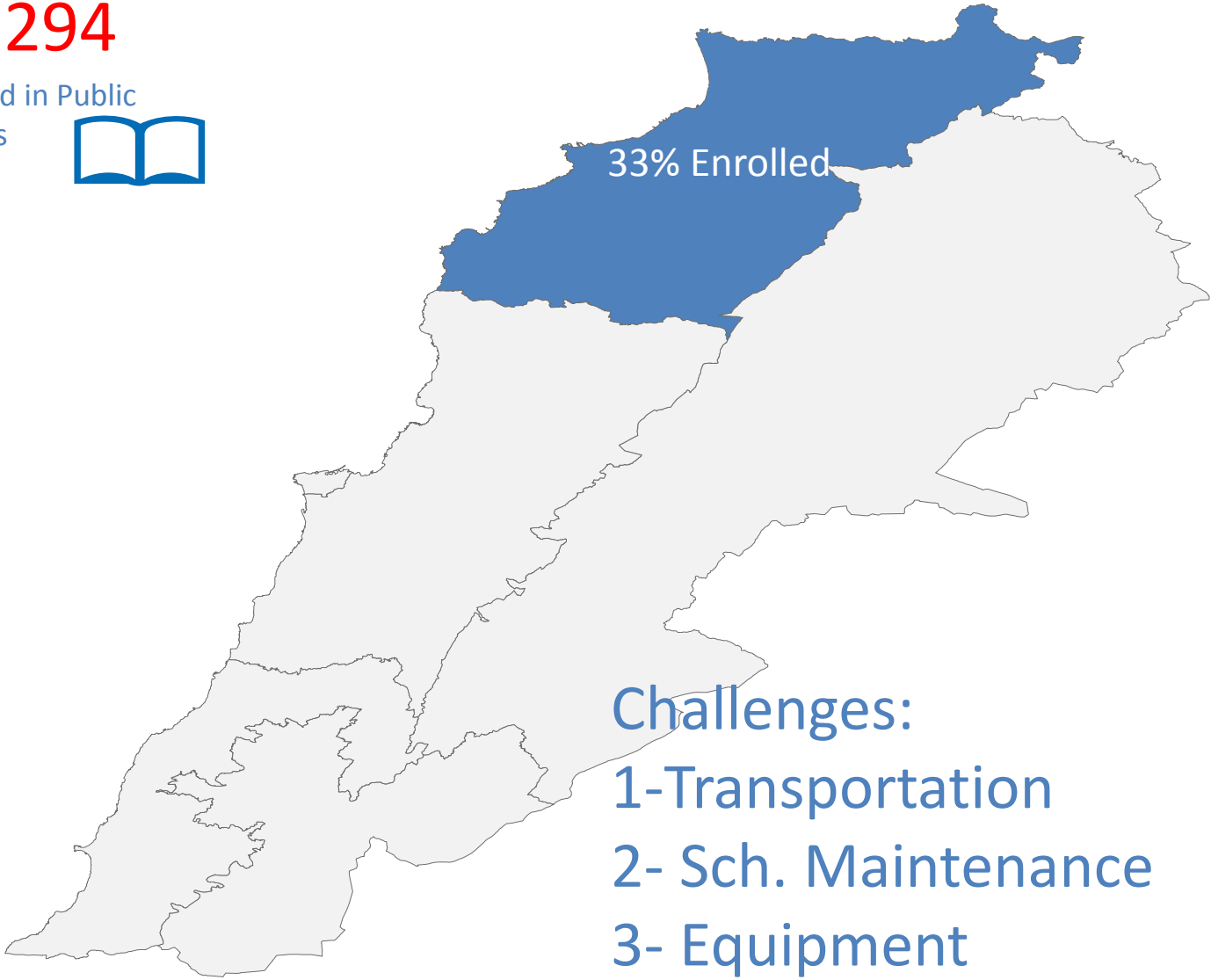
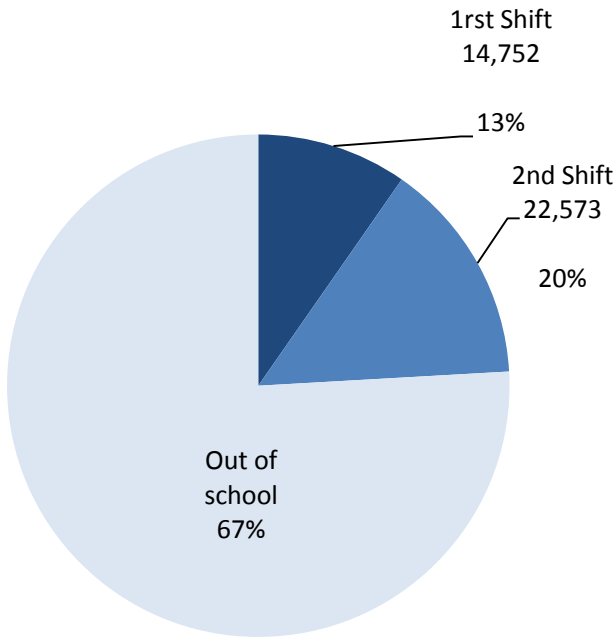
School Aged  
Refugees

29,506 (3-5)

82,328 (6-17)

37,294

Enrolled in Public  
Schools



- Challenges:
- 1-Transportation
  - 2- Sch. Maintenance
  - 3- Equipment

# Mount Lebanon

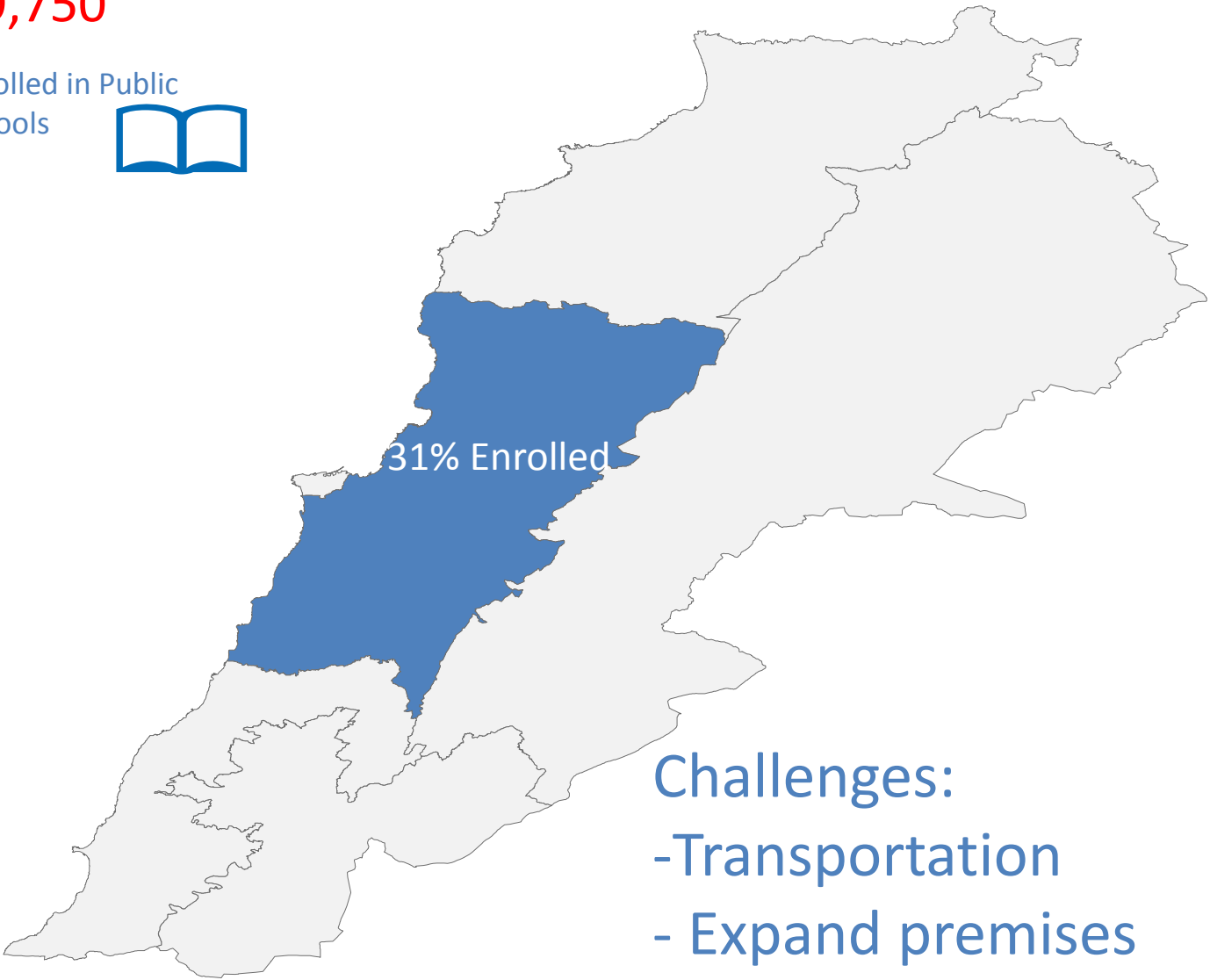
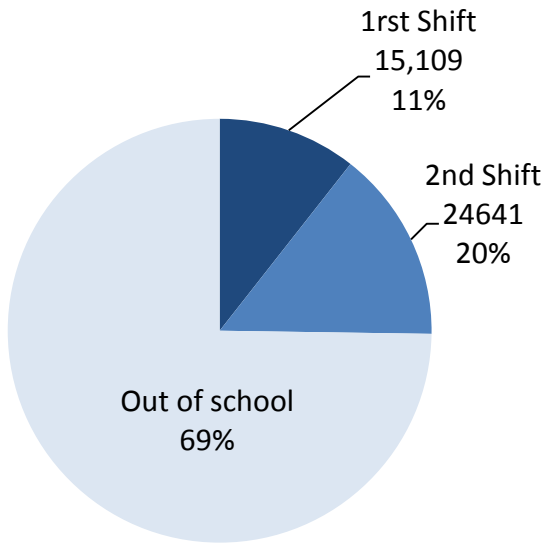


127,987

School Aged  
Syrian Refugees  
37,211 (3-5)  
90,776 (6-17)

39,750

Enrolled in Public  
Schools



- Challenges:
- Transportation
  - Expand premises
  - Sch. Maintenance



# South

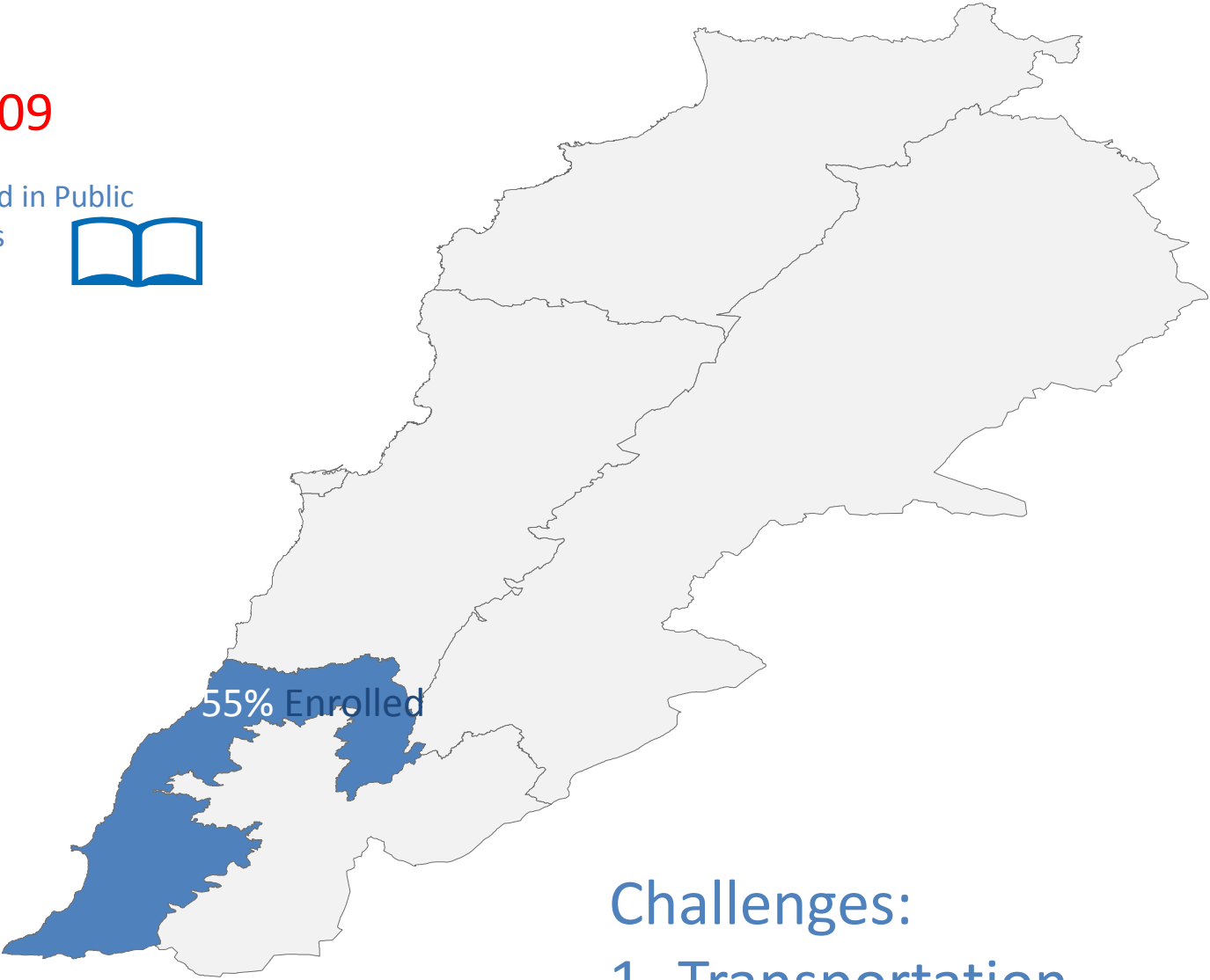
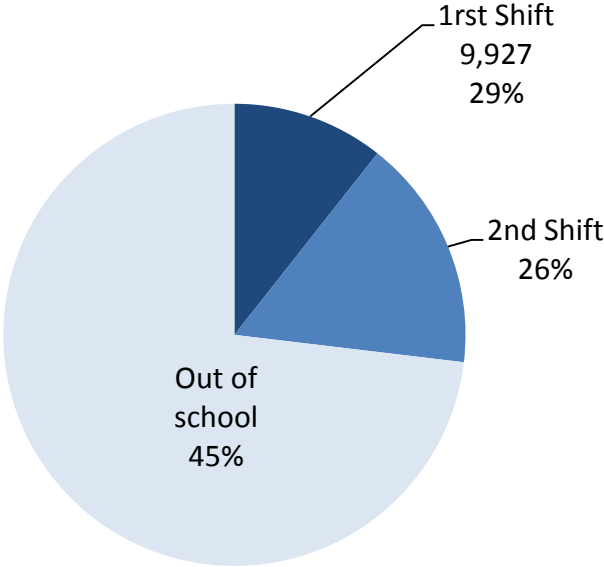


34,040

School Aged  
Syrian Refugees  
9,529 (3-5)  
24,511 (6-17)

18,709

Enrolled in Public  
Schools



Challenges:  
1- Transportation  
2- Equipment

# Nabatiyeh



21,520

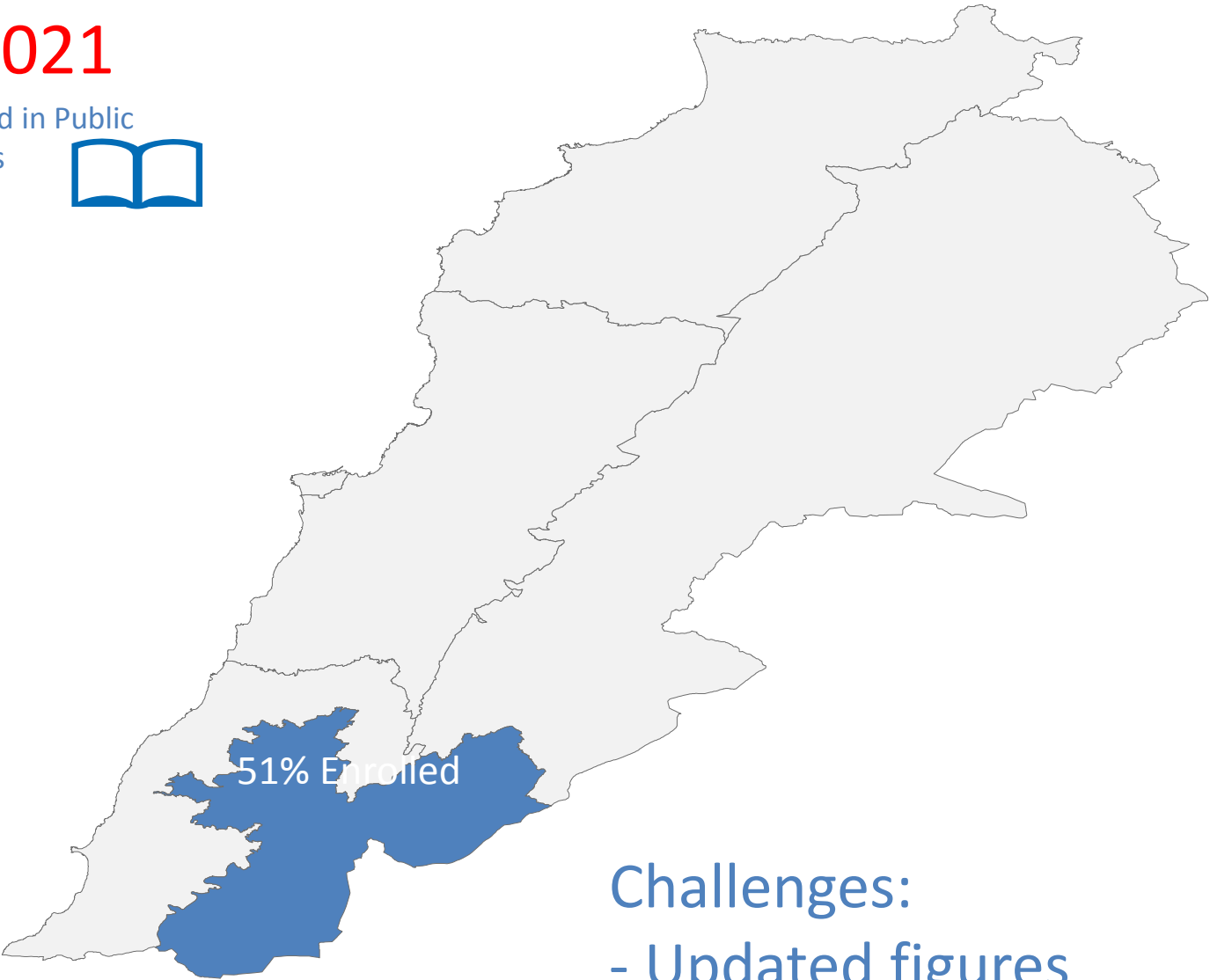
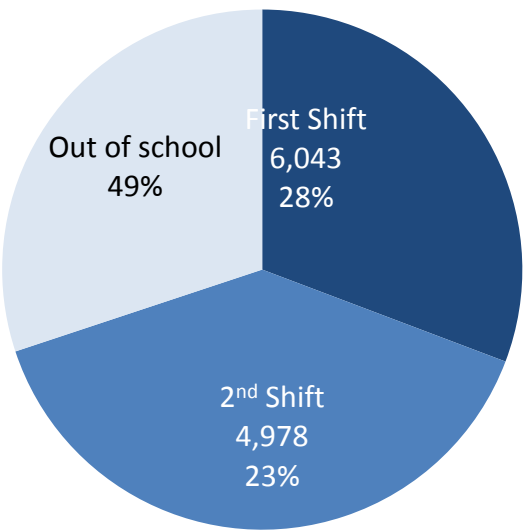
School Aged  
Syrian Refugees

6,432 (3-5)

15,088 (6-17)

11,021

Enrolled in Public  
Schools



Challenges:  
- Updated figures

# Beirut



11,487

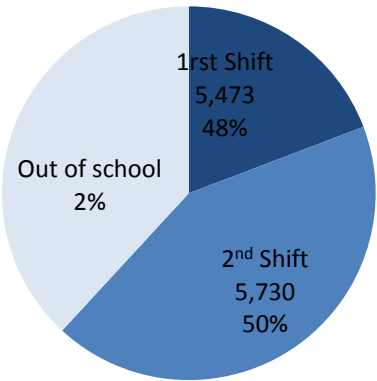
School Aged  
Syrian Refugees  
3,388 (3-5)  
8,099 (6-17)

11,203

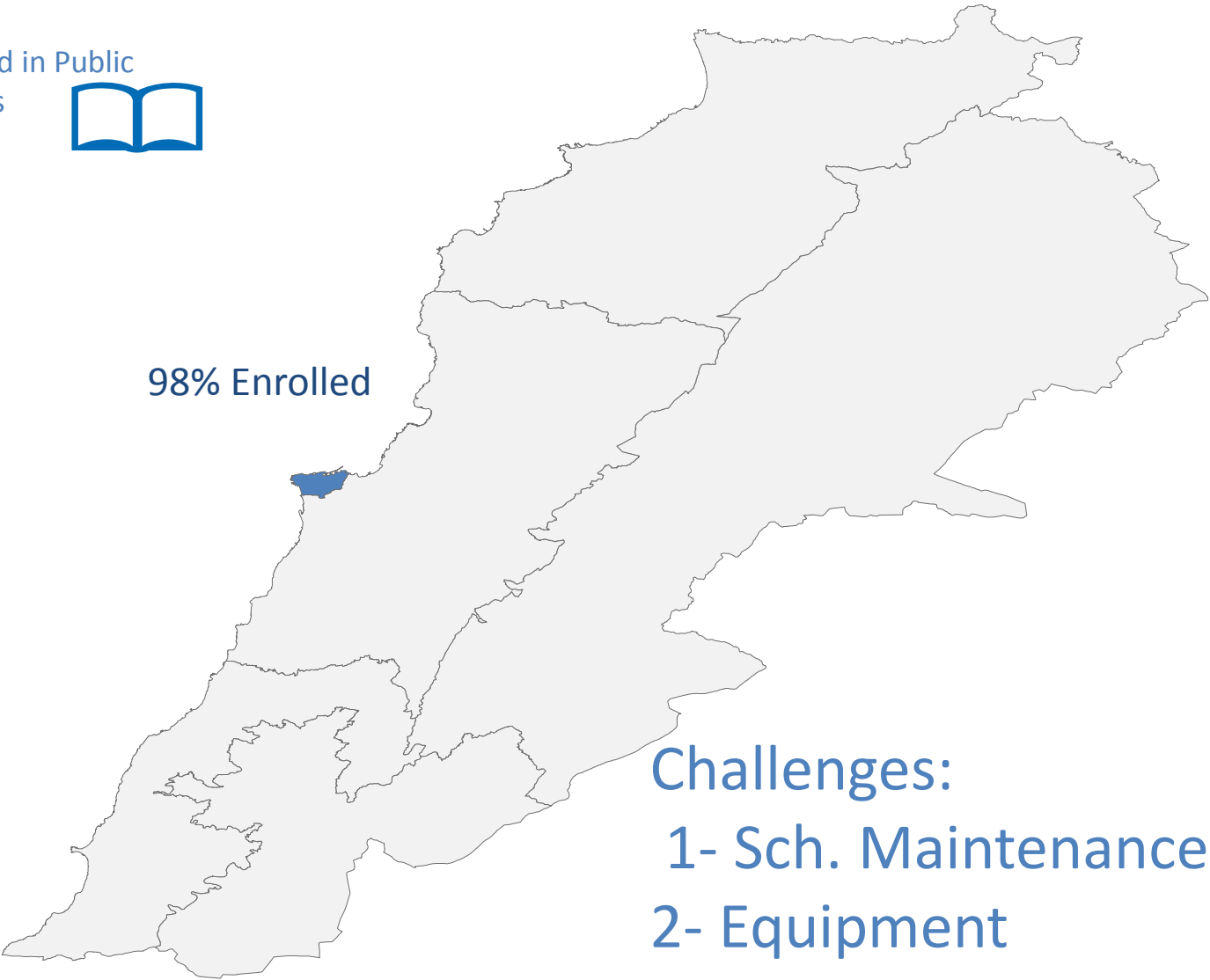
Enrolled in Public  
Schools



## Beirut



98% Enrolled



Challenges:  
1- Sch. Maintenance  
2- Equipment

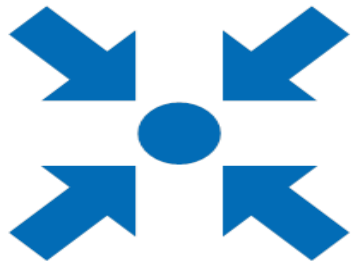
# Non Formal Education

- ECE : A preparatory program/activities that compiles the competencies of the three year of preschool, age 5 who have never been to pre-school.
- ALP for basic Education: level 1 – 9, for a period of 3 – 4 months providing languages, science, maths, life skills and psycho-social support.

# Non Formal Education

- BLN : taking into account disaggregating the age into 2 – 3 groups. (learning subjects and life skills.
- ALP for secondary Education





# AGENDA

- Update on Back-to-School from MEHE
- **UNICEF/UNFPA mapping of youth interventions**
- Resilience & Development Forum (RDF) by UNDP

**United Nations Population Fund (UNFPA)  
In Collaboration with  
United Nations Children's Fund (UNICEF)**

# **Mapping Youth Interventions and Actors within the Humanitarian Response in Lebanon**

**UNHCR Inter-Agency Coordination Meeting  
Presentation**

**December 4, 2015**

# ***Acknowledgements***

This mapping study has benefited from the generous contributions of time and input from various parties including:

- Participating organizations which shared their insights and experiences
- Concerned staff of UNFPA and UNICEF for their valuable contributions and support throughout the process
- Concerned members of the co-academic program at the Faculty of Health Sciences - University of Balamand
- Every member of the study team

*Hope this study contributes to supporting all efforts  
associated with addressing the needs of youth in Lebanon  
affected by the Syrian crisis*

*Dolly Basil*

## ***Study Rationale***

This mapping study was based on:

- Growing interest shown by various humanitarian actors in targeting young people affected by the Syrian crisis
- Emphasis of the Lebanon Crisis Recovery Plan on the fact that young people are a potential key factor for stabilization
- Need to ensure synergy among various actors working with and for youth affected by the crisis as well as harmonize material and resources
- Recommendations from the recent youth situation analysis carried out in Lebanon and the required more proactive and coordinated effort to translate those into strategic interventions

## *Specific Study Objectives*

- To map out actors (NGOs, INGOs, Youth Networks, Ministries, UN organizations) involved in the youth humanitarian response to the Syrian crisis to identify who is doing what and where
- To map out and review existing material (resources, packages, training modules, guidelines, etc.) used by youth groups, youth organizations or any organization working with/targeting the youth in humanitarian settings.



# ***Who are Adolescents & Young People***

## **UN Definition**

- Children: under 18
- Adolescents: 10 to 19
- Youth: 15 to 24
- Young people: 10 to 24

# *Methodology*

- **Qualitative approach:** Focus group discussions targeting 133 concerned youth identified by convenience from different areas in Lebanon based on a number of questions developed to answer the study objectives
- **Quantitative approach:** A cross sectional explorative descriptive survey designed to reach existing youth actors within the humanitarian response. Based on a detailed questionnaire developed with the aim of capturing thorough information about the targeted 36 youth actors (concerned local, national and international non-governmental and governmental organizations, UN bodies, and universities) involved with the humanitarian response to the Syrian crisis. Data collection tools were developed, reviewed, pilot-tested and validated

# Quantitative Study: Targeted Youth Actors by Type and Response Rate

Targeted Youth Actors	Number of Targeted Youth Actors	Number of Excluded Youth Actors (With No Related Programs)	Number of Youth Actors Not Interested to Join the Study	Number of Non-Responsive Youth Actors	Number (%) of Responding Youth Actors (For those with youth related programs within the humanitarian setting)
Governmental Bodies	2	0	0	0	2 (100% out of N=2)
NGOs/INGOs	48	6	6	10	26 (61.9% out of N=42)
UN Agencies	7	1	6	1	5 (83.3% out of N=6)
Universities	9	8	0	0	1(100% out of N=1)
Total	66	15	6	11	34 (66.7% out of N=51)

Geographical Area	34 Participating Organizations	
Mount Lebanon	1.	Armenian Relief Cross in Lebanon (ARCL)
	2.	Hoops Club
	3.	Cooperative Housing Foundation
	4.	Soins Infirmiers et Developpement Commuautaire (SIDC)
	5.	The Youth Group – Research Center at La Sagesse University (YG-RC/LSU)
	6.	World Vision Lebanon
South - Saida	1.	Developmental Action without Borders/Naba’a
	2.	DPNA
North – Tripoli	1.	Lamsat Ward
North – Akkar	1.	Danish Refugee Council (DRC)
Beirut	1.	Ministry of Public Health (MoPH)
	2.	National Volunteer Service Program – Ministry of Social Affairs (MoSA)
	3.	United Nations Development Programme (UNDP)
	4.	United Nations Educational, Scientific and Cultural Organization (UNESCO)
	5.	United Nations International Children's Fund (UNICEF)
	6.	United Nations Population Fund (UNFPA)
	7.	Resource Center for Gender Equality (ABAAD)
	8.	American Near East Refugee Aid (ANERA)
	9.	AMEL Association/Hamra
	10.	AMEL Association/Moussaitbeh
	11.	AMEL Association International
	12.	Caritas Lebanon Migrant Center
	13.	Danish Refugee Council (DRC) - Beirut
	14.	Civil Activism - CitiAct
	15.	RET, Protecting through Education Lebanon (RET Lebanon)
	16.	Digital Opportunity Trust - Lebanon (DOT)
	17.	Heartland Alliance International (HAI)
	18.	International Rescue Committee (IRC)
	19.	KAFA (enough) Violence & Exploitation
	20.	Medical Aid for Palestinians (MAP)
	21.	Mentor Arabia Foundation
	22.	Mouvement Social
	23.	Norwegian Refugee Council (NRC)
	24.	SAWA for Development
	25.	The Lebanese Association for Development – Al Majmoua
	26.	The Lebanese Organization of Studies and Training (LOST)

# *Main Study Conclusions*

## **Main Addressed Areas of Interventions**

- A sizeable number of organizations got involved especially in the humanitarian sectors associated with:
  - Employability/Skills Training;
  - Protection including PSS;
  - Non-formal Education;
  - GBV;
  - Distribution of NFI;
  - Human Rights;
  - Others.
- Less programming/project implementation is relatively noticed in targeting youth within the humanitarian context in what relates to the following:

General Health

Legal Support

WASH

Formal Education

Nutrition

Social Stability

RH

Shelter

Distribution of Food Items

Others

This is despite the fact that Health, Social Stability and Formal Education Re-integration are noted to be areas of needs to address in addition to other needs associated with employability and non-formal education.



# ***Main Study Conclusions –Cont'd***

## **Types of Involvement & Geographical Coverage**

- The particular types of involvement of these organizations within the humanitarian sectors are mostly associated with capacity development and public awareness and outreach activities
- The services provided by the targeted youth actors, since 2011 to date, covered almost all humanitarian sectors listed within the context of this study while reaching out to the eight districts in Lebanon. But important to note that the sustainability of these services over time was mainly influenced by the availability of funds

## **Types of Involvement During 2014-2015**

- During 2014-2015, all targeted organizations (except for National Volunteer Service Program–MOSA, Digital Opportunity Trust and IRC) reported providing humanitarian services to youth. The main reported current activities fall under the following main areas of interventions:
  - awareness/training activities on: GBV; Health issues including reproductive health; Life skills; Vocational training; among others
  - psychosocial support including recreational and art activities
  - educational support
  - access to microcredit
  - provision of food and non-food items.

# ***Main Study Conclusions –Cont'd***

## **Extent of Outreach**

The available services do not reach all youth in need of humanitarian services, in view of various reasons.

- Some of these reasons are related to youth actors themselves and include:
  - limited availability of funds to sustain or increase the scope of these programs
  - socio-cultural challenges faced to reach out to youth in general and young girls in particular
  - limited technical and human resources capacity and increased turnover of staff.
- Some other limiting factors are related to youth themselves and include:
  - limited commitment of those who usually have work obligations or are part of an itinerant family
  - increased tension between the Syrian refugees and hosting communities.
- The organizations attempted to bypass these challenges through:
  - Mobilizing the targeted communities and parents in particular
  - Providing youth with creative activities that fulfil their needs and acting within youth-friendly environments that respect the socio-cultural profile of the target groups.

# ***Main Study Conclusions –Cont'd***

## **Types and Nature of Activities Favoured by Youth**

- Youth usually favour engaging types of activities whereby they have an active role in their implementation, including recreational and peer to peer activities. They also have obvious needs relating to receiving in kind and psycho-social support as well as acquiring professional and social cohesion skills.
- The specific types of activities favoured by youth include awareness, training, and capacity building activities since these allow them to learn new skills that could be of benefit to them in their current and future lives, potentially promoting their wellbeing and enhancing their ability to access a wider range of employment opportunities.
- Youth dislike activities that require some long-term commitments from their side, activities that are purely technical in nature, and/or necessitate some prior technical knowledge and expertise.

# *Intervention Areas of Interest to Youth*

## **Awareness Raising**

- GBV including sexual abuse and early marriage
- Nutrition
- Substance abuse
- Children's rights and child abuse (physical and verbal)
- Environment
- Internet safety
- Sexual and reproductive health including STDs and AIDS
- Adolescence
- Gender related issues
- Community engagement and social cohesion

## **Life Skills Development**

- Communication
- Decision making
- Conflict resolution
- Negotiation
- Relationship with parents and friends
- Anger and stress management
- Self-confidence and self-esteem

## *Intervention Areas of Interest to Youth -Cont'd*

### **Other Skills Development**

- Community work including youth-led data collection methods and social cohesion
- Recreational activities development including theatre organization
- First Aid
- Social Media

### **Livelihood Development**

- Leadership and business development
- Vocational Training on: Computer software, tailoring, aesthetic, handcraft and arts

### **Direct Interventions**

- Provision of psychosocial support
- Conducting recreational activities (Animation and Sports such as football)

# ***Main Study Conclusions –Cont'd***

## **Means of Connection through Social Media**

- The use of social media platforms to connect with youth is limited among the youth actors despite their perceived value by all concerned, including youth themselves.

## **Coordination Among Youth Actors**

- Fostering accessibility and usability of the existing and/or prospective youth services depend on upgrading the existing coordination mechanisms among the different stakeholders and ultimately through making a structured set of interventions available to concerned service providers. This set of interventions targeting youth could be considered as a directing guide to all concerned.

## **Reported Organizations Achievements**

- Despite the challenges faced and noted, the mapped organizations have succeeded to a certain extent to promote social cohesion and stability within the targeted communities - as self-reported. Actors also mentioned the psycho-social wellbeing of youth and their families including upgrading their financial productivity and relationships between youth and their parents as main achieved results through their interventions.

## ***Main Study Conclusions –Cont'd***

### **Youth Volunteers**

- Youth actors noted the active involvement of volunteers (Syrians and Lebanese) in most of the humanitarian sectors except for protection/registration and in the different positions/activities mainly in peer education, data collection and entry as well as activity organization. The majority of these volunteers were provided with some incentives by the corresponding organizations. Nevertheless, some of them did provide their support without any incentive.

### **Youth Led Organizations & Type of Involvement**

- More than a quarter of the mapped organizations consider themselves as youth led and the majority of the targeted organizations are involved in the direct implementation of youth humanitarian projects.

## ***Main Study Conclusions –Cont’d***

### **Collaboration with UN Agencies**

- The collaboration of the mapped organizations with other NGOs/INGOs and UN agencies is emphasized within almost all sectors. Such collaboration is mostly apparent in the areas of provision of funds, technical and material support, as well as capacity development.
- Mapped youth actors primarily rely on UN agencies in addition to other donors as their source of funding for their youth humanitarian projects.
- Almost all the participating organizations indicate that they attend central and/or “field based” humanitarian meetings organized by UNHCR.



# ***Main Study Conclusions –Cont'd***

## **Organizations Humanitarian Work Approach**

- The assessment of the humanitarian work approach adopted by youth actors revealed that the majority of them usually base their priorities of interventions on needs assessment, rather than donor priorities. They also always develop project documents specifying the objectives, target groups, planned activities and milestones for their projects. They also make sure to inform their target groups about their rights to provide feedback and suggestions on received services and staff conduct and provide them with the needed explanations about the complaint procedure.
- They also usually document their evaluation and monitoring processes and systems within their project documents along with the needed indicators. The evaluation of their projects is almost always done internally and almost all of them do take into consideration the recommendations included in the conducted evaluations in their future projects.

## ***Main Study Conclusions –Cont'd***

### **Organizations Expressed Capacity Building Needs**

- The expressed capacity building (CB) needs of the youth actors and corresponding collaborating entities relate to every component the project cycle management as well as thematic areas that include gender based violence, substance abuse, awareness dissemination on HIV and reproductive health, advocacy, media and public relation, family planning and counselling, other SRH related issues, among others.

# *Main Study Conclusions –Cont'd*

## **Awareness and Training Material Produced By Participating Organizations**

- They covered the following main thematic areas:

GBV and Protection / GBV prevention in emergencies

Psycho-Social Support

Peace Building and Social Cohesion

Life skills / Employability Skills

Use of Steroid, Alcohol, Tobacco, other drugs

Health Awareness: Swine flu awareness, Adolescent Sexual and Reproductive Health (ASRH), HIV, STI, Condom Use Reproductive Tract Infections - RTI

Charity Campaigning

Advocacy and Lobbying

# *Main Study Conclusions –Cont'd*

## **Awareness and Training Material Produced By Other Organizations and Used by Participating Organizations**

- They covered the following main thematic areas:

GBV and Sexual  
violence prevention

**Sexual and reproductive health,**  
sex education to adolescents,  
HIV, sexual and RH in  
humanitarian settings

Active citizenship

Awareness on early  
marriage

Building Blocks for  
Early Childhood  
Education

Polio awareness

Rights, human rights,  
child rights

Advocacy

Inter and intra-  
communal social  
cohesion

# ***Recommendations***

Based on the study results, a set of recommendations are proposed relating to:

- **Youth humanitarian needs to be addressed**
- **Youth actors capacity building**
- **Material for youth and youth actors within the humanitarian response**
- **Programming approach for youth interventions within the humanitarian response that include a proposition for guiding frameworks and particular intervention approaches relevant to the context in Lebanon.**

# ***Recommendations – Cont'd***

## **1. Youth Humanitarian Needs to be Addressed**

- It is suggested within this context to sustain or introduce new programs aiming particularly at:
  - Fostering the livelihood of youth through vocational training, job placement and job creations and development of income generating opportunities;
  - Enhancing the physical and psycho-social health of youth through awareness raising, services provision, and rehabilitation. Particular issues and subjects to be addressed are noted in the below sections;
  - Reintegrating concerned youth into formal education and provision of non-formal education to those that cannot be re-integrated; and
  - Fostering social cohesion through life skills training and related community based activities.
- It is also suggested to target all areas in Lebanon witnessing clusters of Syrians as well hosting communities suffering socio-economically from the Syrian crisis.

# ***Recommendations – Cont'd***

## **2. Youth Actors Capacity Building**

A Humanitarian Capacity Development Program Targeting Youth Actors was proposed and included in the study (Refer to Attachment). The Basic Humanitarian Competencies required include:

- Knowledge about key issues and practices associated with humanitarian Interventions and Capacity to achieve effective and efficient humanitarian results;
- Application of humanitarian standards/principles;
- Capacity to develop and maintain collaborative and coordinating relationships within the Humanitarian response;
- Capacity to operate safely and securely within the humanitarian response; and
- Capacity to self-management in a pressured and changing environment.

# ***Recommendations – Cont'd***

## **2. Youth Actors Capacity Building – Cont'd**

It is recommended to plan a comprehensive CB program targeting youth actors taking into consideration the particular subjects of CB needs expressed by the mapped organizations. These relate mainly to the following main subjects:

**Project Cycle Management:** Specific subjects include:

- Community needs Assessment and Situation Analysis
- Program conceptualization and planning
- Program implementation
- Program leadership and management (Human and financial resources, Information)
- Program monitoring and evaluation
- Reporting
- Fundraising

**Thematic areas:** Specific subjects include:

- Gender based violence
- Substance abuse
- SRH including family planning and counselling
- Advocacy and Lobbying
- Media and public relation



# ***Recommendations – Cont'd***

## **3. Material for Youth and Youth Actors Within the Humanitarian Response**

### *a. Material **targeting youth** and associated with the following main subjects:*

- Life skills
- Employability skills
- Youth role and involvement in community development;
- Youth and Hygiene;
- Youth and Education;
- Youth and Personal Safety;
- Youth Resilience in Humanitarian Action; and
- Specific vocational skills that could be identified on target group basis and upon need.

# ***Recommendations – Cont'd***

## **3. Material for Youth and Youth Actors Within the Humanitarian Response – Cont'd**

### *b. Material **targeting service providers** and associated with:*

- Staff code of conducts within the humanitarian setting
- Development of awareness material
- Implementation of life-skills programming
- Psycho-social First Aid
- Case Management
- Information Management
- Development and implementation of community based rehabilitation (CBR) programs
- Youth related health and developmental needs (To double check with UNICEF)
- Communication, Advocacy and Media
- Justice for youth
- Protecting excluded youth
- Other humanitarian sectors related interventions (WASH, Shelter, Distribution, Camp Management, etc.)

## ***Recommendations – Cont'd***

### **4. Programming Approach for Youth Interventions Within the Humanitarian Response** (Refer to Attachment)

**a. Proposed Guiding Frameworks:** It is suggested that youth actors would adopt a holistic, cross-sectoral programming approach that would emphasize the following main areas of interventions:

- Risk Prevention
- Resilience
- Youth Asset Building
- Life Skills
- Youth Engagement

## ***Recommendations – Cont'd***

- **Programming Approach for Youth Interventions Within the Humanitarian Response – Cont'd**
  - b. Proposed Programming Frameworks:** to govern the programming of Youth interventions within the humanitarian response.
    - The proposed framework is intended to organize Youth interventions in humanitarian settings through establishing common principles and standards among those working with youth within the humanitarian response, and to strengthen coordination among them.
    - It is based on the SPHERE humanitarian principles and standards as well as The Minimum Standards for Child Protection in Humanitarian Action (Global Protection Cluster – Child Protection –<http://www.cpwg.net>).

## ***Recommendations – Cont'd***

- **Programming Approach for Youth Interventions Within the Humanitarian Response –Cont'd**  
Within the context of the proposed framework, emphasis is made on standards associated with the following:
  - Coordination;
  - Human Resources;
  - Communication, Advocacy and Media;
  - Program Cycle Management;
  - Information Management;
  - Dangers and Injuries;
  - Physical Violence and Harmful Practices;
  - Sexual and Gender Based Violence (GBV);
  - Psychosocial Distress and Mental Disorders;
  - Youth Associated with Armed Forces or Groups;
  - Child Labor (CL);

## ***Recommendations – Cont'd***

- **Programming Approach for Youth Interventions Within the Humanitarian Response –Cont'd**
  - Unaccompanied and Separated Children/Youth;
  - Justice for Youth;
  - Case Management;
  - Community-Based Mechanisms;
  - Youth-Friendly Spaces (YFS);
  - Protecting Excluded Youth;
  - Economy Recovery;
  - Education;
  - Health;
  - Nutrition;
  - Water, Sanitation and Hygiene (Wash);
  - Shelter;
  - Camp Management; and
  - Distribution.

## ***Recommendations – Cont'd***

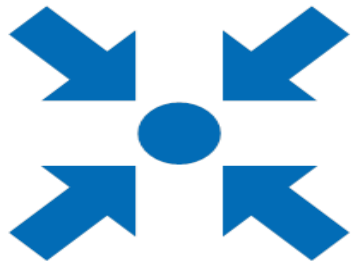
### **4. Programming Approach for Youth Interventions Within the Humanitarian Response –Cont'd**

#### **c. Suggested Particular Intervention Approaches Relevant to the Context in Lebanon**

- Mobilizing the targeted communities and parents in particular;
- Addressing the needs of youth through creative and engaging activities including recreational activities;
- Offering services within youth-friendly environments that respect the socio-cultural profile and time availability of the target groups;
- Adopting a proactive participatory approach with youth themselves throughout the different phases of related interventions;
- Providing youth with knowledge and skills that would contribute to promoting their physical and psycho-social wellbeing and enhancing their ability to access a wider range of employability opportunities;
- Relying on the Peer to Peer approach to spread awareness among youth;
- Using social media platforms including Facebook, Twitter, LinkedIn, and WhatsApp to connect with youth; and
- Upgrading the coordination mechanisms among the different stakeholders.

***THANK YOU***





# AGENDA

- Update on Back-to-School from MEHE
- UNICEF/UNFPA mapping of youth interventions
- **Resilience & Development Forum (RDF) by UNDP**

# Resilience & Development Forum

Dead Sea  
8 -9 November, 2015



# Why?



- To create a fundamental shift in the way the international community is responding to the continuing crisis in Syria and the surrounding region
- To create a platform for a **consistent and collective vision** that clearly articulates short, mid and long-term milestones.





# How?



Country consultations with government, UN, NGOs, civil society and private sector

Ministerial level Regional Forum with high level panels:

- Making Aid Architecture Fit for Resilience
- Social Stability
- Private Sector Engagement
- Resilience inside Syria



# What?



## *The Five Core Principles of the Resilience Agenda*

1. Increase synergies between humanitarian and development investments and approaches
2. Prioritise the dignity and self-sufficiency of affected populations
3. Reinforce, don't replace, local capacities
4. Generate new and inclusive partnerships to build resilience, foster innovation, and promote relevance, effectiveness, and efficiency
5. 5. Safeguard social cohesion to jointly foster resilience and peaceful cooperation.



# From Principles to Action: 10 Elements of the Resilience Agenda



1. Strengthen the resilience of people, communities, and response capabilities inside Syria.
2. Increase responsiveness and effectiveness by planning and delivering together.
3. Develop innovative, multi-year financing mechanisms and instruments to enhance financial predictability.
4. Strengthen local capacities by responding with and through local systems, institutions, and structures.
5. Expand the use of program-based approaches for basic service delivery





6. Engage the private sector in the resilience response and developing new approaches.
7. Expand opportunities by strengthening the enabling environment for established businesses and entrepreneurs.
8. Strengthen the legal and programmatic basis for – and dramatically scale up – economic opportunities for affected communities.
9. Cultivate capacities for dispute resolution among affected populations, public institutions, host communities, faith-based organisations, and other relevant entities.
10. Begin planning and building capacities to enable future reconstruction and recovery efforts



# Thank You!

