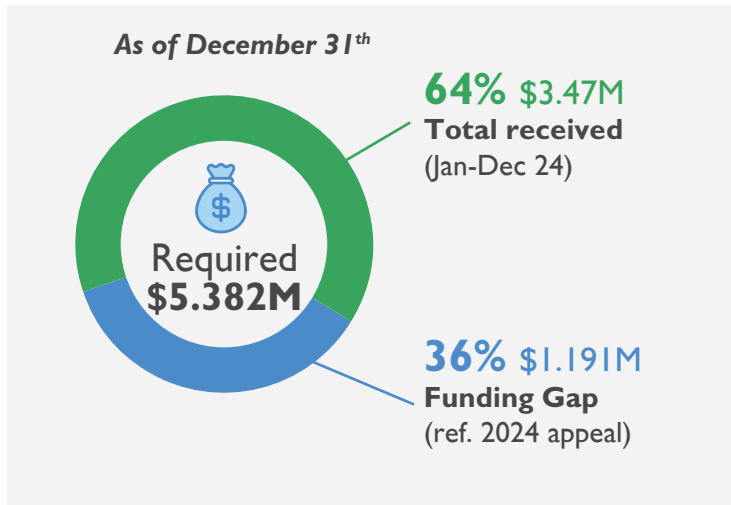


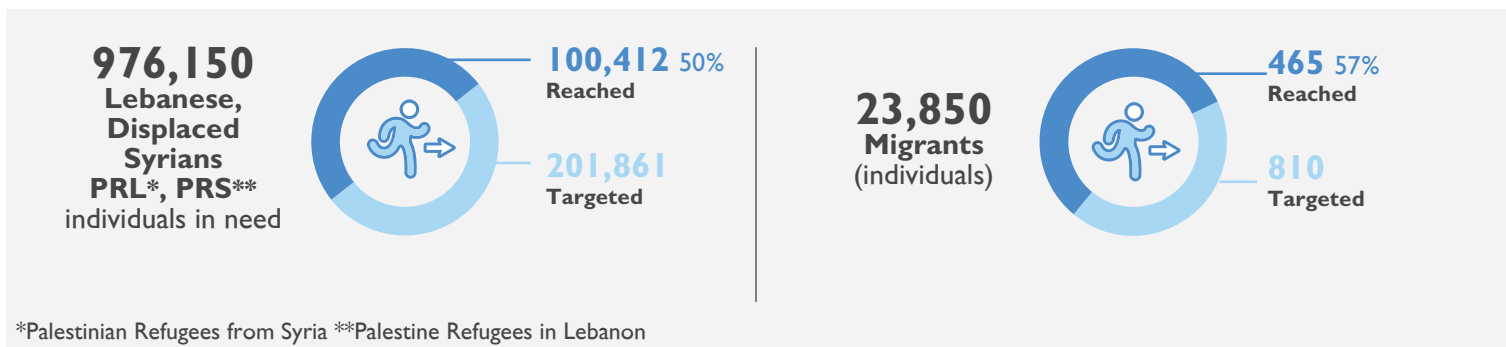
2024 Sector Funding Status



2024 Population Reached



2024 Population Figures by Cohort



Progress against targets

In 2024, the Site Management and Coordination (SMC) sector was activated under the Flash Appeal after the escalation of hostilities and mass displacement. Through its partners, the sector conducted activities in 483 collective sites supporting 100,877 Internally Displaced Persons (IDPs).

A key focus of the sector's response was capacity building aimed at strengthening the capabilities of local actors, service providers, and displaced communities, strengthening coordinated and accountable site management. A total of 28 training sessions were conducted, targeting a wide range of stakeholders. Fifteen trainings were held for SMC partners to standardize practices and strengthen partner's operational capacity. Six sessions supported by Lebanese Red Cross Disaster Risk Reduction (LRC/DRR) team focused on government actors, particularly staff from the Ministry of Social Affairs (MOSA), the Ministry of Education and Higher Education (MEHE), and the Disaster Risk Management (DRM) unit to equip them with the tools and knowledge to manage collective sites and coordinate services effectively. Seven trainings targeted 174 members of the displaced and host community, and focused on leadership skills, roles, and participatory site management processes. A highlight of these efforts was the Training of Trainers session, which prepared 22 UNRWA staff members to cascade knowledge within their organization. Overall, these trainings reached 152 individuals (54% men and 46% women), including 23 government officials, 77 staff from UN and NGOs, and 52 community representatives. These initiatives reflected a commitment to fostering local ownership, enhancing knowledge transfer, and building sustainable site management capacity in Lebanon.

Community engagement played a vital role in the sector's activities. A total of 174 community members were trained in communication, participation, and self-management, enabling them to take active roles in site-level decision making processes. Through 208 community engagement initiatives, the sector strengthened participatory approaches and ensured that residents' voices were integrated into site level governance structures. To enhance accountability, SMC agency specific Complaint Feedback Mechanisms (CFMs) were established in 14 sites, allowing displaced populations to raise concerns and receive timely responses.

In addition to capacity-building and community engagement initiatives, the sector prioritized site monitoring to support monitor minimum sector standards and inform site level gaps. Monitoring efforts covered 831 sites, identifying gaps in site level multi-sectoral service provision.

Following the cessation of hostilities, 246 closed sites were assessed for potential decommissioning, and 111 were decommissioned. Eleven sites underwent safety audits to identify safety and security concerns. Minor repairs were carried out in 14 sites and 19 sites were equipped with care and maintenance toolkits.

Preparedness was another key focus, with tailored evacuation plans developed for collective sites in collaboration with the Lebanese Red Cross and the Disaster Risk Management Unit. The sector also identified and assessed potential evacuation and reception centers to ensure displaced families could be relocated quickly and safely in case of emergencies. These efforts demonstrated a proactive approach to risk mitigation and resilience building, addressing immediate needs while laying the groundwork for sustainable solutions.

These interventions were supported by the development of the Site Management Guidance Document and enhanced site monitoring templates, which provided standardized frameworks for operations.

KEY CONTRIBUTIONS OF THE SECTOR TO LRP OUTCOME AND IMPACTS

The outputs achieved by the SMC sector in 2024 directly contributed to the Flash Appeal and therefore to the Lebanon Response Plan (LRP) outcomes and key strategic objective 1 "Provide immediate humanitarian assistance to vulnerable populations to ensure critical needs are met" and strategic objective 3 "Ensure protection of the vulnerable populations", by addressing displacement challenges through scalable site management operations, community empowerment, and enhanced preparedness.

Preparedness measures enhanced the government of Lebanon's ability to address current and future displacement scenarios. Standardized tools, including the Site Identification, Verification, and Assessment Standard Operating Procedures (SoPs), were instrumental in supporting the identification of potential contingency sites during the preparedness phase. The development of evacuation plans for high-risk sites and the identification of reception centers demonstrated a proactive approach to risk mitigation. Site Monitoring, safety audits and rapid assessments provided critical data to inform response and early recovery planning, ensuring that interventions were targeted and effective. Technical site and information management capacity complemented with capacity building support, contributed to enhancing the national system's capacity of ensuring an effective site management response that addresses the protection needs of displaced population, which falls under the LRP strategic objective 2 "Support service provision through national systems including national rapid response capacity".

The deployment of SMC Sector partner mobile site management support teams across 16 districts strengthened site and area level coordination efforts contributing to harmonized site level service delivery and coordination with local authorities. Other key documents such as the Site Management Guidance document, coordinated by the National Disaster Risk Management (DRM) Committee provided a standardized framework and best practices for managing sites effectively and in aligning efforts across the 483 sites reached with SMC Sector mobile support, supporting scalable and efficient site management operations.

Community engagement initiatives further advanced LRP strategic objective 3 of ensuring the protection of vulnerable population by embedding inclusivity and accountability into site coordination and governance practices in Lebanon. The training of 174 community members and the implementation of 208 engagement initiatives including focus group discussions, community consultations and meetings, information sharing, skills building and development amongst others empowered IDPs and volunteers from the host community to participate in decision-making. The establishment of Complaints and Feedback Mechanism (CFM)s in 14 sites reinforced the operational accountability of site management and multi-sectoral service providers. building and development amongst others empowered displaced and volunteers from the host community to participate in decision-making. The establishment of CFMs in 14 sites reinforced the operational accountability of site management and multi-sectoral service providers.

CHALLENGES, RISKS AND MITIGATION MEASURES

Despite achievements, several challenges have impacted on the sector's ability to deliver timely responses:

Funding constraints emerged as a significant obstacle, restricting the sector's ability to scale interventions and address the growing needs of displaced populations. Advocacy efforts were intensified, with a focus on engaging donors and highlighting the urgency of funding gaps. Despite these efforts, resource limitations persisted, affecting the pace and scope of some activities.

Limited technical capacity in site management among local actors posed additional challenges. Many partners lacked the expertise required for effective site management, necessitating substantial investment in training and knowledge transfer. The sector addressed this through its extensive capacity-building program, which included 28 training sessions and a Training of Trainers (ToT) program, ensuring sustainable knowledge dissemination.

Political and structural complexities posed challenges to coordination efforts. The roles of key government entities in site management and coordination required further clarification, which at times led to delays in decision-making and variations in site governance. The development of Terms of Reference and the facilitation of regular coordination meetings contributed to better role definition and improved stakeholder alignment.

Security concerns, particularly in high-risk areas, limited access and impacted service delivery timelines. To address these challenges, the sector adopted alternative strategies, including the deployment of mobile site management teams and remote monitoring tools. Additionally, preparedness measures—such as developing evacuation plans and identifying alternative reception centers—helped ensure displaced populations could receive timely and safe support.

CASE STUDY

Title: Promoting community participation through in-kind and skills building

Theme: Community engagement and communication with communities

Author: Action Against Hunger (ACF)

In September 2024, escalating hostilities led to the displacement of over 800,000 individuals, the majority of whom sought refuge in collective sites repurposed to host displaced populations. Montana was one such site, initially established before the September escalation to shelter internally displaced persons (IDPs) fleeing border villages in search of safety. During the hostilities, the site accommodated more than 98 households, totaling 463 IDPs.

The Disaster Risk Management (DRM) Committee in Sahel El Zahrani appointed a site administration focal point responsible for registration and regular needs assessments. Action Against Hunger (ACF), as a Site Management partner, provided mobile capacity support to the DRM-appointed focal point, assisting with regular site monitoring, service referrals, care and maintenance, and community participation efforts.

To strengthen community engagement, ACF's Site Management and Coordination (SMC) mobile team conducted Focus Group Discussions (FGDs) with residents of the Montana collective site. During these discussions, community members expressed concerns about limited livelihood opportunities and a prevailing sense of idleness and disengagement. Many voiced an interest in small-scale carpentry, specifically repurposing wooden pallets left over from food distributions.

Based on the FGDs' recommendations and a subsequent skills-mapping exercise, ACF provided a carpentry kit to the site. A total of 12 skilled workers utilized the kit to transform abandoned wooden pallets into wooden crates, which could be used as wardrobes or storage for IDPs' clothing and belongings. This was complemented with regular follow up, meetings and community consultation as well as skills building and information sharing campaigns conducted by ACF SMC teams as part of their community engagement and communication with communities' efforts that benefited not only skilled workers but all IDPs in the site.

This initiative significantly boosted IDPs' sense of participation and engagement. "Now we have something to fill our time with and that could support us financially," shared one of the skilled workers when asked how the project helped him cope with displacement and regain a sense of purpose.

The Head of the DRM Committee in Sahel El Zahrani welcomed the initiative and pledged support for IDPs to showcase and sell their hand-made items in the local market.

