



## LIVELIHOODS SECTOR

<b>PEOPLE IN NEED</b>
 <b>202,359</b>
<b>PEOPLE TARGETED</b>
 <b>92,035</b>
<b>REQUIREMENTS(US\$)</b>
 <b>2020 275 million</b>
<b>PARTNERS</b>
 <b>60</b>
<b>GENDER MARKER</b>
 <b>2a</b>
<b>CONTACTS</b>
<b>LEAD MINISTRY</b> Ministry of Social Affairs (MoSA) and Ministry of Economy and Trade(MoET) Hiba Douaihy hibadou.mosa@gmail.com Johnny Matta jmatta@economy.gov.lb
<b>COORDINATING AGENCY</b> UNDP Carina Adada carina.adada@undp.org

### SECTOR OUTCOMES

#### Outcome #1 \$250.5 m

Stimulate local economic development and market systems to foster income generating opportunities and employment.

##### Indicators

Total number of decent jobs created/maintained (30 % created and 70% maintained).

Number of targeted Lebanese MSMEs and cooperatives that report increased performance and expanded market access as a result of programme activities.

#### Outcome #2 \$17.5 m

Improve workforce employability.

##### Indicators

Number of job seekers placed into jobs (at least 50% women).

Number of targeted vulnerable persons engaged in home-based income generation (at least 50% women).

#### Outcome #3 \$7 m

Strengthen policy development and enabling environment for job creation.

##### Indicators

Number of policies, regulations and strategies amended and/or proposed approved by the Government.

Increase in ranking of Doing Business (World Bank).

### POPULATION BREAKDOWN

POPULATION COHORT	PEOPLE IN NEED	PEOPLE TARGETED	51% Female  49% Male 	
 Lebanese	114,525	50,951	25,985	24,966
 Displaced Syrians	77,987	36,538	18,634	17,904
 Palestinian Refugees from Syria	2,953	1,364	696	668
 Palestinian Refugees in Lebanon	6,896	3,183	1,623	1,560

## Overall sector strategy

The overall objective of the Livelihoods sector strategy is to move from alleviating the socio-economic shock of the Syria crisis on the most vulnerable groups, especially youth and women, towards more longer-term recovery and stabilization, by improving their access to income and employment. The sector aims to do so by supporting the creation and preservation of 3,535 long term jobs (70 percent of which will be maintained and 30 percent created) and 15,000 short-term employment opportunities in 2020, whilst ensuring the respect of decent work conditions. In order to achieve this, multi-year funding is needed to facilitate the transition from humanitarian aid into recovery and stabilization. These investments would also be linked to the overall macro-economic drivers of the economic and employment situation in the country, such as CEDRE, World Bank investments, USAID programmes and others.

The theory of change underpinning the overall Livelihoods sector strategy is:

- If the sector focuses on bolstering market demand, contributing to the creation of new jobs and income-generating opportunities (particularly for youth, women, persons with disabilities, and the most socio-economically vulnerable);
- while working simultaneously with governmental institutions to enable the environment for job creation, reduce the gender gap in the economy<sup>1</sup> and enforce decent working conditions;
- then the livelihoods of vulnerable groups will be improved, contributing to alleviating a key source of tensions between Lebanese host communities and displaced Syrians.

To achieve this objective, livelihoods partners are encouraged to a) use a geographical and/or thematic approach to value chains, and b) explore area-based initiatives that aim to develop specific sectors with substantial growth potential, while simultaneously ensuring an integrated multi-dimensional approach.

The strategy focuses on translating national macro-level strategies and studies<sup>2</sup> into actionable policies and plans at micro and field level. This will be done with the support of the Ministry of Social Affairs (MoSA) and the Ministry of Economy and Trade (MoET) and by identifying the best sectors for interventions and investments at the local level in nano, micro and small enterprises as well as additional market analysis needed to re-address the response. Moreover, cooperatives will be encouraged to focus on inter-sectorial coordination within value chains, stimulate and scale up quantity and quality of local productions to replace imports, while also exploring international markets, hence contributing to economic development. These improvements would allow

partners to have a more market-driven approach when addressing the creation and maintenance of jobs for both women and men in the Lebanese labour force at large and for displaced Syrians, Palestinian refugees, and other nationalities in the productive sectors, in accordance with the Government of Lebanon's regulations.

The Livelihoods sector strategy aims to link all livelihoods interventions, such as vocational training, financial and business development support and labour-intensive activities to the development of value chains and to complement area-based approach initiatives. Concurrently, targeted interventions in vulnerable and high-tension areas, while ensuring dialogue alongside consultations around livelihoods programming, will also contribute functionally in reducing economic disparity and social tensions between different community groups.

## LCRP impact, sector outcomes, outputs and indicators

The sector's theory of change primarily contributes to LCRP Strategic Objective 4 ("Reinforce Lebanon's economic, social and environmental stability") by supporting SMEs development, job creation and income generating opportunities, workforce employability and the creation of an enabling environment, as means to transition vulnerable individuals towards self-reliance, which in turn is expected to enhance the country's stability and resilience to social and economic shocks. By improving municipal infrastructure through labour-intensive work, the sector supports economic development through longer-term benefits.<sup>3</sup> Labour-intensive activities also contribute to Strategic Objective 2 ("Provide immediate assistance to vulnerable population"), providing access to income/cash to the most vulnerable and supporting them to meet their basic needs. Furthermore, the strategy contributes indirectly to Strategic Objective 3 ("Support service provision through national systems") by supporting municipalities in infrastructure rehabilitation and vulnerable populations in accessing basic needs,<sup>4</sup> as well as enhancing the capacity of governmental institutions, such as MoSA's social development centres (SDCs) to provide services. Finally, it serves Strategic Objective 1 ("Ensure protection of vulnerable population") by providing awareness-raising sessions, promoting advocacy, encouraging policy development, and putting in place mechanisms to ensure accountability.<sup>5</sup>

The sector's interventions will support and align with the Government's national strategies and frameworks, in particular the Government of Lebanon Stabilization Roadmap, the upcoming Inter-Ministerial Livelihoods

(1) Lebanon ranked 138th out of 145 according to the World Economic Forum's Global Gender Gap Index 2015 and Labor Force Participation sub-index. Despite high literacy rates among women, their economic participation remains low.

(2) Such as the McKinsey, CIP, CEDRE and the World Bank Growth Model Recommendations among others.

(3) The sector contributes to higher yields and incomes, for example by developing irrigation canals.

(4) This includes schools' rehabilitation, hospitals and others.

(5) Examples are the complaint and feedback mechanisms that several organizations established at field level.

Plan, the strategy of the Ministry of Social Affairs,<sup>6</sup> the Ministry of Economy and Trade's Lebanon SME Strategy,<sup>i</sup> the Ministry of Agriculture' 2015-2019 Roadmap,<sup>7,ii</sup> and the Ministry of Labour's Decent Work Country Programme 2017-2020<sup>iii</sup> and the National Action Plan to Eliminate the Worst Forms of Child Labour In Lebanon by 2016.<sup>iv</sup> The sector will also support the Ministry of Industry's Vision as well as the Council for Development and Reconstruction. All interventions will be in line with the applicable legal frameworks on labour and employment, and with the Government policy paper on Syrian displacement to Lebanon. Of particular relevance for the Livelihoods sector is the economic opportunities and jobs component of the Capital Investment Plan (CIP) Vision for Stabilization and Development that the Lebanese Government presented during the Economic Conference for Development through Reforms with the Private sector (CEDRE) in Brussels in 2018. In this vision, The Government of Lebanon has emphasized the need to: "(i) meet the need of an expanded population and economy; (ii) generate meaningful employment opportunities for a large and growing youth population and for displaced persons; and (iii) stimulate long-term and sustainable economic growth."<sup>v</sup>

Interventions in the Livelihoods sector will remain rooted in the 'Making Markets Work for the Poor' (M4P) approach, which promotes the sustainability of economic gains and was the underlying basis of most activities of the sector in the past few years. Vulnerable groups face several market constraints in their capacity as employees, employers or consumers, including lack of information, skills, or quality products and services. M4P aims to change the way market systems work so they become more effective and sustainable for the vulnerable Lebanese to improve their livelihoods, and benefit displaced Syrians as well, within the legal framework. The M4P approach is founded on enhancing the capacity of local service providers,<sup>8</sup> as well as MSMEs, to increase employment opportunities and ensure inclusive and sustainable economic development. It also embeds the "do-no-harm" principle in limiting interventions that might distort markets, such as interventions providing support and new opportunities to a group of beneficiaries at the expense of another already established one.<sup>9</sup> This will also contribute to mitigating social tensions, as job competition is the most cited source of tensions,<sup>vi</sup> hence promoting the overall stabilization of social relations in most vulnerable communities and beyond.

By remaining focused on the demand side of the labour market, the Livelihoods sector will support the private sector in creating and maintaining jobs by

providing technical and financial support to MSMEs and cooperatives into identified value chains and/or contributing to complement area-based interventions. While recognizing that sustained job creation can only be achieved by the private sector,<sup>10</sup> the Livelihoods strategy is built on the premise that businesses need support to boost their development and their employment generation capacity, especially in the most vulnerable areas. The Livelihoods sector organized a roundtable on "How to build linkages with the Private Sector within the scope of the LCRP" in 2018 to take stock of partners' engagement with the business community in Lebanon. Livelihoods partners also developed "Recommended Parameters on Outreach, Identification and Selection of Beneficiaries", which provide recommendations to partners on how to identify, select and engage with businesses that present growth potential. In 2020, the sector will promote discussions around knowledge transfer surrounding the various mechanisms of formalization, while maintaining open dialogue and engagement with private sector institutions using a gender equitable approach, particularly in the field. Lastly, support to labour-intensive initiatives will also be potentiated to increase income opportunities for extremely vulnerable people, in response to the protests which started in October 2019.

With regard to the general enabling, gender sensitive and policy environment related to job creation, the sector remains committed to ensuring that it creates decent work opportunities.<sup>11,vii</sup> Recent findings on the work conditions of displaced Syrians and the increase of child labour are a testament to increasing protection concerns in an already largely informal economy.<sup>viii</sup> The sector will promote the development of recommendations on decent work conditions to guide partners on how to mainstream and implement decent work conditions across all interventions. This will include gender-relevant conditions, such as ensuring equal pay for women and preventing and responding to sexual harassment in the workplace. Moreover, special efforts will be made within the decent work conditions guidance to account for the particular and unique risks that women and children face in the work sphere, especially in the informal sectors where they predominantly work, such as agriculture (38 percent), occasional work (ten percent) and cleaning (four percent).<sup>12</sup> In addition to mainstreaming decent work aspects in its interventions, the sector will require close collaboration with the Ministry of Labour and its national and regional employment offices (NEOs). The Ministry, as the key administrative authority in the field of labour, responsible for employment conditions, labour relations, and for shaping employment policy, will be supported in developing and implementing labour policies within Lebanese laws. This will notably require

(6) It includes the national social protection policy, the National Poverty Targeting Programme (NPTP) and the Lebanon Host Communities Support Programme (LHSP).

(7) The Ministry of Agriculture Roadmap has been extended, and is therefore still valid.

(8) The performance and capacities of local implementers could be reinforced through tailored capacity-building activities developed in a way to fulfil internationally-recognized criteria such as the Core Humanitarian Standards (CHS) and the Minimum Economic Recovery Standards (MERS). For instance, besides TVET provision, local NGOs should be enabled to implement their programmes effectively and take decisions with a market-oriented approach in synergy with public and private sector stakeholders. This effort would feed into the localization agenda of the Grand Bargain – which multiple donors have committed to – and could ensure institutional sustainability in the long run.

(9) For more information on the M4P approach, see: <http://beamexchange.org/en/>.

(10) Therefore, the increasing need to create a policy-friendly environment for businesses development.

(11) Decent work has been defined by the International Labour Organization and endorsed by the international community as 'productive work in conditions of freedom, equity, security and human dignity.'

(12) VASyR 2018.

support to labour inspection capacity and system<sup>13</sup> so as to ensure enforcement of labour regulations.

Moreover, policy advice will be provided to various ministries to tackle legal and factual barriers to private sector development and increase coordination and collaboration between government, private sector and donors. While legislative reforms are expected to happen following CEDRE commitments, there are many technical issues to address and follow up that the sector could contribute to, such as the challenges in the TVET system which is being addressed through the Torino process<sup>14</sup> which was recently launched in collaboration with the Ministry of Education and Higher Education (MEHE). In addition to that, the sector will continue to collect data to evaluate impact of SMEs support, building on the work started by the Employment Task Force.<sup>15</sup> Furthermore, along with the objective to support vulnerable Lebanese in starting new businesses the sector will further explore areas related to access to capital and inclusive loans. The increased opportunity for multi-stakeholder dialogue on economic opportunities and jobs, and the existence of the sector Steering Committee<sup>16</sup> is also helping to build stronger ties between the sector and various ministries involved in Livelihoods at national level,<sup>17</sup> and with the chamber of industry, commerce and agriculture, local economic development agencies as well as with the private sector, to engage in constructive policy discussion on the current regulatory environment and the development of a national Livelihoods plan.

## Risks

The Livelihoods sector has analysed risks which could arise during the implementation of its 2020 sector response plan and which would undermine the quality and accountability of its interventions. The sector plans to address these risks through mitigation measures and collective efforts. Key risks and mitigating measures are detailed here:

(Risk 1) With the purpose of formalizing foreign labour in Lebanon, the Ministry of Labour (MoL) requires all foreign labourers, including seasonal workers, to have

work permits.<sup>18</sup> The enforcement mechanisms are not yet completed, especially for seasonal workers, which keeps certain workers at risk. Further efforts will be made to strengthen MoL's capacity in facilitating work permits procedures and reduce market informality, to ensure that safeguards of labours are in place and decent work conditions are applied and respected.

(Risk 2) There is a lack of multi-year funding to increase investment in market demand and generate long-term employment opportunities.<sup>19</sup> To mitigate this risk, the sector will divide the response of long-term activities into phases. Furthermore, limited timeframe funds will be used to cover the top priority needs as well as sections of the targeted value chains, based on assessed needs and prioritization of interventions. Lastly, advocacy with donors will be encouraged to request multi-year funding.

(Risk 3) The expected CEDRE funds are not available, due to Government's delays in implementing reforms to create an enabling environment for job creation. Efforts will be made to support the Government in its human resources development capacity and modernize the system while advocating for more active involvement of ministries.

(Risk 4) Employers lack the adequate knowledge and awareness needed to respect basic working rights of adults and adolescents, including knowledge of child labour laws and decent working conditions and regulations for safe working standards. In turn, there is also a risk that employees lack knowledge of their basic working rights, which may lead to continued poor conditions and hindered improvement of employee practices with harmful consequences. The Livelihoods sector will work to improve employers' technical knowledge and practices of basic working rights, including of child labour laws, upholding minimum safety standards for adults and adolescents while in the workplace. There will be specific focus on women at work to promote adequate accountability mechanisms and ensure that these are integrated into the decent work conditions guidance.<sup>20</sup>

(Risk 5) There is a risk that financial and technical support provided to MSMEs and cooperatives does not lead to job creation. Indeed, given the mandate of the majority of livelihoods implementing actors, many organizations support nano and small enterprises enabling them to survive in the local market rather than expand and create new jobs. This results in a very low job creation rate. Actions to overcome this include: a) shifting support towards small and medium enterprises that have growth

(13) An example could be improving communications around livelihoods interventions, in particular job creation, to positively impact negative perceptions around job competition and aid bias, thus mitigating two key sources of tension.

(14) The Torino process is an evidence-based approach to the analysis of Vocational Education and Training (VET), based on country ownership and participation of stakeholders from the public and private sector. It is focused on biennial monitoring of policy progress, through review of VET policies in countries, updating and expanding the pool of evidence and information on factors influencing demand for VET in the country, providing a robust base for the design, implementation and assessment of reform policies in VET, and finally raising the capacity of partner countries to set policy goals and adequate monitoring process to monitor the progress towards their achievement of goals.

(15) The Employment Task Force has been established in 2019 by the Beirut/Mount Lebanon Working Group to enhance the quality and rate of employment in the field and identify main challenges/way forward on job creation/maintenance and working conditions.

(16) The Steering Committee is composed by different stakeholders, such as representatives of UN agencies and ministries.

(17) The representation of the three different ministries in the Working Group and Core Group at national level is helping to build better understanding and contribute to easier planning.

(18) In June 2019, MoL launched the "Action Plan Against Illegal Foreign Employment on the Lebanese Territory", a plan that includes 13 measures to combat unauthorized labour, with particular emphasis on Syrian refugees. Consequently, the MoL has begun a crackdown on foreign labourers who do not possess work permits, inspecting businesses, issuing fines and warnings, and closing down shops. The Action Plan emphasizes the application of already existing policies, binding each foreign labourer to a valid work permit.

(19) This is particularly true for value chain interventions that require development funds.

(20) Moreover, the GoL is working towards the enforcement of labour rights. That was initiated in 2017 by MoL and, as part of the recent 2019 Plan, there has been an awareness raising campaign on labour rights, mainly protected by the issuance of work permits. In addition, the MoL inspection department will also work towards ensuring labour rights through inspection visits to businesses.

and job creation potential;<sup>21</sup> b) link small companies with bigger enterprises on the supply side; c) diversify supply and identify new economic sectors that have growth potential; and d) assist a few small enterprises with proven potential, allowing for longer incubation and business coaching phases.<sup>22</sup>

(Risk 6) The lack of adequate coordination regarding job creation initiatives in vulnerable areas risks exacerbating inter- or intra-community tension, as service delivery locations or types of services offered to benefit one village or community over another could result in perceived discrimination or favouritism.

The Livelihoods sector, working in close coordination with the Social Stability and Protection sectors, will ensure a conflict-sensitive, coordinated and complementary approach, encouraging implementing agencies to keep abreast of conflict analysis and coordinate at the local level with organizations before entering an area. The analysis of tensions mapped by the Social Stability sector, in combination with the mapping of vulnerable cadastres, will support prioritization of municipalities. Moreover, Livelihoods partners are encouraged to ensure a conflict-sensitive approach throughout the programme cycle. This includes continuously analysing project risks on the context and contextual risks which may affect the project, making necessary adjustments accordingly, and mitigating harm to host communities and displaced persons from Syria. The Livelihoods sector will also work with the Social Stability sector to provide tools for implementing the 'do-no-harm' framework which partners should adapt to their contexts to not only reduce tensions between communities, but also prevent the risk of perceived aid bias from growing. All initiatives under the Livelihoods sector will be implemented in alignment with the Government's laws and policies regarding employment and job creation.

(Risk 7) Beneficiaries may experience exploitation and abuse as a result of their participation in livelihoods interventions, and there is a risk that vulnerable individuals in need of specific services are not correctly identified and referred by Livelihoods partners. The Livelihoods sector will work towards establishing guidance for sector partners with minimum standards for having confidential and anonymous complaints and redress mechanisms in place, and for activating appropriate channels on the protection against sexual abuse and exploitation to support vulnerable individuals in having safe access to their work place. The sector may also explore establishing links with legal service providers and counselling for beneficiaries participating in work-based-learning opportunities. Moreover, with

(21) This should be done ensuring that small and medium enterprises that have growth potential are targeted, while guaranteeing that job creation does not destroy jobs within the competition at local level.

(22) At their inception phase, small enterprises need substantial technical and financial support to start their operations along with proper coaching and follow-up. It may be unrealistic to envision for nascent MSMEs creation of employment in interventions of one or two years (or even three). Business sustainability and profit-making require time, prototyping, investments, mistakes and constant tests in the market – even in normal conditions for entrepreneurs who are not vulnerable. It is highly advisable to align expectations to the realities of the market and the Lebanese economy. This could translate in fewer targeted MSMEs and beneficiaries in the short-run, but higher possibilities of success in the long-run.

the support of other sectors, the Livelihoods sector will continue to strengthen identification and referral capacities amongst livelihoods partners' staff.

(Risk 8) Gender barriers reduce equal participation of women in livelihoods interventions. Key gender barriers include unpaid domestic care work for women, patriarchal norms which prioritize men as breadwinners, gender discrimination, and strict social and legal norms affecting women's behaviour and their expectations about economic empowerment. In response to this, the Livelihoods sector requires gender equitable participation of beneficiaries in livelihoods programmes, and encourages all livelihoods partners to include access to child care services for women and men in their programmes.

## Sector outcomes, outputs and indicators

The Livelihoods sector framework is structured around three outcomes reflecting priorities in terms of employment/income generating opportunities, workforce employability and institutional support.

In line with the LCRP impact statements, the Livelihoods sector will provide a critical contribution to Lebanon's stability by **expanding economic opportunities benefiting local economies and the most vulnerable communities and individuals** in line with government's rules and regulations. Overall, the sector will also contribute in achieving decent work and economic growth (Sustainable Development Goal number 8), while working towards ending poverty (SDG 1) and ensuring gender equality (SDG 5).<sup>ix</sup> The impact of sector interventions will be measured according to the number of jobs created or maintained as a result of partners' interventions. All activities of the sector are grouped under three main outcomes which are aimed at fostering the creation of employment/income-generating opportunities and at improving workforce capability to find jobs employability as well as enhancing policy development/institutional support.

### Outcome 1 – Stimulate local economic growth and market systems to foster income-generating opportunities and employment

Under the first outcome, the work of the sector will be structured into three outputs, all aimed at stimulating local economic growth and market systems to encourage the creation and maintenance of short and longer-term employment opportunities to protect vulnerable individuals, particularly youth and women, against risks and shocks.

#### Output 1.1 – MSMEs strengthened to enable growth and decent job creation

Interventions aim to directly support 3,000 Lebanese nano, micro, small and medium enterprises, start-ups and cooperatives, which in turn will contribute to create/

maintain 2,235 jobs in 2020.

This will be achieved by fostering local economic growth in the most vulnerable areas, where Lebanese private sector actors need support to develop new commercial linkages with both traders and consumers, expand productivity, and improve quality and foster job creation and innovation through technology transfer and capacity building. Considering the high share of micro and small enterprises that operate in survival mode, MSME support would need to ensure that both financial and non-financial support mechanisms, such as access to inclusive loan products coupled with business development services, are accessible to these types of Lebanese entrepreneurs and not only for enterprises that have a strong potential even without support.<sup>x</sup> To promote sustainability and trigger systemic change, the Livelihoods sector will work more directly with the financial sector (especially microfinance institutions, incubators and venture capital funds) to identify and pilot innovative financial models which Lebanese MSMEs (not only high-level start-ups that are able to access existing accelerators, but also vulnerable micro-enterprises bearing more risks) might ultimately benefit from. Moreover, partners are encouraged to work on quality assurance and identify a fixed standard that allows to increase sales both locally and regionally. To boost market demand, it is key to minimize import and, in order to do so, prices of local products must be lower and quality improved.

### Output 1.2 – Competitive integrated value chains strengthened and upgraded

The target is to create/maintain 1,300 jobs in 2020, by strengthening and upgrading 16 local and four national value chains. This output will be measured by the number of integrated value chain interventions completed at local and national level, taking into consideration the core function of specific value chains (supply/demand, product quality, production technique), but also rules, regulations and support functions (skills and capacity, information, research and development). Based on the identified priority sectors, the following value chains and economic sectors would be the most promising<sup>23</sup> in terms of job creation: Agriculture, Industry, Tourism, Knowledge economy, Financial service, and Diaspora. Moreover, partners are encouraged to tailor their programming to optimize resources and complement ongoing interventions in identified value chains using the Interactive Value Chains Dashboard.<sup>24</sup>

Finally, to strengthen coordination with the Food Security sector on agriculture and agro-industry value chains, the Livelihoods sector organized an ad hoc technical working group in 2018 and the two sectors have now established formal Technical Working Groups on Agricultural Value Chains to discuss main challenges

(23) McKinsey report 2019.

(24) The Livelihoods sector has developed an Interactive Value Chains Activities Dashboard that tracks all activities that have been carried out under different Value Chains. Value Chains interventions have been identified in different sectors such as agriculture, agro-industry, manufacturing, construction and others. Link to the Interactive Dashboard: <https://app.powerbi.com/view?r=eyJrjoiY2RiZDg2ZjktNDE3ZS00N2E0LWFjM2MtyjY1ZzA5NGJmMWE4IiwidCI6ImZlZTVkYjVlTl5NDQ0tNDgzNy05OWY1LTc0ODhhY2U1NDMxOSIsImMiOj0h9>

identified, share lessons learnt and invite experts to support partners in the implementation work.

### Output 1.3 – Job creation in vulnerable areas fostered through labour-intensive investments in productive public infrastructure and environmental assets

Five hundred interventions are to take place within the 251 vulnerable cadastres with the aim of creating 15,000 short-term opportunities, 50 percent of which should benefit displaced Syrians and Palestinian refugees.<sup>25</sup> In total, 67,500 beneficiaries will benefit (both direct and indirect) from labour-intensive interventions.<sup>26</sup> Interventions will include small to medium-scale infrastructure upgrades in municipalities and villages (road rehabilitation, cleaning services), in the agricultural sector (irrigation canals, agricultural roads, rainwater harvesting), and environmental work and disaster risk reduction (solid waste sorting initiation projects, forestation, reforestation, cleaning of drainage, canals and rivers for flood prevention, construction of structures such as contour walls, checking of dams, and plantation of green areas in order to reduce flood risks). Such projects will be implemented in compliance with Lebanese laws and regulations and will primarily be used as an indirect modality, channelling investments through local third parties, such as private sector contractors, NGOs and municipalities who will be responsible for project delivery and workforce management.<sup>27</sup>

In addition, the sector will work on increasing engagement with the Ministry of Labour to establish a mechanism to provide guidance and follow up on these projects as per the legal framework. Labour-intensive interventions will provide temporary opportunities to the most vulnerable, including women and person with disabilities, reduce tensions by addressing local municipal priorities<sup>28</sup> and delivering tangible benefits to local host communities, and stimulate economic activities by rehabilitating productive assets (such as roads, irrigation canals, water catchments and land reclamation). Furthermore, using local resource-based technologies, such as infrastructure investments, have the potential to generate considerable indirect and induced job creation. Although the sector prioritizes a labour-intensive approach in public works, labour-intensive interventions involving investments in non-public works can also be considered as part of the Livelihoods sector. Finally, to ensure women's participation in labour-intensive programmes, implementing agencies are encouraged to design their projects taking into consideration women's needs and priorities and adjusting work spaces to meet these needs.<sup>29</sup> The work of the sector related to infrastructure

(25) As for support to businesses, these beneficiaries will need to be integrated in the tracking system of the sector and cross-referenced with other forms of humanitarian assistance so as to optimize complementarity and efficiency.

(26) a) Guidelines on Labour Intensive, ILO. Direct beneficiaries are working for at least 40 worker days-which may consist of several shorter placements. b) The total number of beneficiaries is the number of persons benefiting from direct job creation X 4.5 size of the household

(27) Procurement needs to make sure that it does not feed into political or sectarian clientelistic structures that empower/disempower certain groups.

(28) Notably the ones identified through the Map of Risks and Resources Process conducted by MoSA and UNDP in all 251 vulnerable cadastres over the past four years.

(29) An example would be to create child-friendly spaces where women can leave their children during working hours.

upgrading will be closely coordinated with the Shelter, Water and Energy sectors through proactive information sharing on planned interventions, and efforts will be made in all sectors to track the impact of investments in infrastructure rehabilitation and construction on job creation/retention.

### **Outcome 2 – Improve workforce employability**

Under the second outcome, the sector will focus on increasing supply capacities bridging the gap in the labour market through two main outputs aimed at expanding beneficiaries' skills needed in the Lebanese labour market through marketable and soft skills training as well as career guidance, job matching and work-based learning opportunities. The aim will be to prepare 2,000 people to find a job (of whom at least 50 percent women) and to engage another 2,000 people in home-based activities (of whom also at least 50 percent women). Home-based activities for displaced Syrians are in the three sectors, as per MoL policies.

#### **Output 2.1 – Vulnerable people have strengthened and appropriate technical skills to match the needs of the job market**

On the supply-side of the labour market, Lebanon is facing an important skills gap: despite high levels of tertiary education, Lebanese companies occasionally struggle to find the skilled labours they need.<sup>xi</sup> This mismatch is partly caused by the fact that educational programmes are insufficiently responding to the needs of the labour market.<sup>xii</sup> To address this issue, the Livelihoods sector will target 10,000 people in 2020, with short-term, accelerated courses aimed at quickly addressing gaps of the labour market and increasing employability of the most vulnerable (for example, by referring illiterates who are typically not able to join the formal system to Basic Literacy and Numeracy courses). This will be done in conjunction with supporting the capacity of the formal technical and vocational education and training (TVET) system and schools in collaboration with Education sector partners,<sup>30</sup> as well as line ministries (MoL, MEHE, MoSA, MoA). In particular, Livelihoods partners will complement these efforts by addressing gaps in the market demand not covered by existing education programmes.

Marketable skills training sessions will be integrated with soft skills training sessions (team working, clientelism orientation, etc.) as well as protection sessions (labour laws, rights, decent work conditions, etc.) to increase awareness and beneficiaries' chances to be retained in the labour market. The sector is working with the TVET Directorate of the Ministry of Education and Higher Education and with the Ministry of Labour to support ongoing efforts on reforming vocational education in Lebanon through the Higher Council of TVET at the MEHE

in partnership with MoL and MoSA.<sup>31</sup> Investing in existing public vocational training centres must be prioritized to support governmental institutions in improving the system (curricula, equipment, infrastructure) but also to ensure sustainability. In alignment with the do-no-harm principle, Livelihoods sector partners must provide training based on market demands and on topics in which beneficiaries have legal work opportunities for Syrians and non-Lebanese.<sup>32</sup> Beneficiaries will be periodically tracked and monitored, and their acquired skills will be adequately profiled. Furthermore, vocational training will be linked to work-based learning opportunities that enable them to be competitive in the labour market upon completion.

#### **Output 2.2 – Career guidance, awareness raising sessions, job matching and work-based learning opportunities offered to job seekers<sup>33</sup>**

The sector will target 11,000 beneficiaries in 2020. Partners are encouraged to link market-based skills training as well as work-based learning opportunities to support MSMEs that have been targeted through the value chains and/or area-based approach, contributing to complement other partners' interventions.

Lessons learnt from several years of experience in providing market-based skills training<sup>34</sup> highlighted the need to implement, as much as possible, integrated programmes. These include strong soft skills<sup>35</sup> support as well as work-based learning opportunities under a dual system to transition to the labour market, or at least employment services in the form of career guidance and job-matching. These programmes will prioritize targeting new entrants to the labour market, such as youth, but also women (including GBV survivors and female heads of households), whose ability to generate income will be crucial to lift themselves and their families out of poverty. Moreover, shared learning experiences, particularly for youth, could contribute to reducing tensions and improving relations between displaced Syrians and host communities. In particular, for displaced Syrians, such programmes will prioritize skills relevant to sectors in which they are allowed to work in Lebanon, namely agriculture, construction and environment/cleaning. This will be done alongside skills leading to home-based opportunities (within the sectors specified by MoL for displaced Syrians) with a conflict-sensitive approach ensuring that competition with host community is not exacerbated through such programmes. To harmonize the content and modalities of non-formal skills training, the Livelihoods sector has developed recommendations and guidelines to guide partners in the implementation

(30) In partnership with the Prime Minister's Office, relevant ministries (MEHE, MoL, MoA, MoSA), the National Vocational Training Centre (NVT), key NGOs and the private sector, UNICEF and ILO finalized the "National Strategic Framework on Technical and Vocational Education and Training (TVET) in Lebanon" which identifies the strategic directions for the improvement of TVET systems, including enhancing managerial and educational capabilities and linkages with labour demand market requirements. See: [https://www.ilo.org/beirut/publications/WCMS\\_633487/lang-en/index.htm](https://www.ilo.org/beirut/publications/WCMS_633487/lang-en/index.htm).

(31) Notably, UNICEF and ILO have established a joint initiative "Support of Technical and Vocational Education in Lebanon and enhancing enrolment in it". The sector will establish a platform bringing together the different ministries, agencies and partners working on short-term skills training to standardize their interventions, increase linkages with the private sector and market needs, and provide guidance to partners.

(32) Vocational training for displaced Syrians must be in the three specified sectors, as per MoL policy. Any other type of training – not linked to income generation – does not fall under the Livelihoods sector but under other sectors (such as Education and/or Protection) and must be appealed for and reported on under those sectors.

(33) Within the GoL regulations.

(34) See the report of the Livelihoods Sector Lessons Learnt Workshop on Market Based Skills Training, June 2016.

(35) Such as teambuilding, self-confidence, and communication skills.

of such training and ensure they are market-orientated.<sup>36</sup> It is also recommended that partners prioritize work-based learning opportunities in registered businesses to ensure traceability of decent work conditions.

### **Outcome 3 – Strengthen policy development and enabling environment for job creation**

Under the third outcome, the sector will strengthen policy development and the enabling environment for job creation through two complementary outputs.

#### **Output 3.1 – GoL enabled to approve decrees/regulations/awareness-raising material on decent work conditions developed and or/approved**

This output will be addressed by working with the Ministry of Labour, both at the policy and enforcement levels, with a particular focus on eliminating the worst forms of child labour, implementing the 2017-2020 Decent Work Country Programme,<sup>37</sup> and increasing labour inspection capacity. In addition, the Livelihoods sector will work with Lebanese-owned enterprises and cooperatives to improve decent work conditions (and support the formalization of businesses which should also contribute to this objective), while engaging in advocacy and awareness-raising activities focusing on minimum labour standards and regulations. Overall, seven decent work regulations and awareness-raising/advocacy events and/or research material on labour regulations will be developed: three will focus on decent work (out of which at least one will be approved by GoL), and four on advocacy events/awareness-raising and/or research material on labour laws, regulations and minimum standards.

#### **Output 3.2 – Policies, strategies and plans supporting job creation, MSMEs and livelihoods developed to improve the business eco-system**

The sector will bolster policy and strategy level development and institutional level support in order to improve the enabling environment for job creation. Overall, the sector aims at developing six policies, strategies and plans amended, formulated and/or proposed to the Government. The Ministry of Economy and Trade and its network of local Chambers of Commerce will be supported in the implementation of the Lebanon SME Strategy, and the Ministry of Industry will be supported in the development of industrial zones, paving the way for longer term development. This also includes conducting the necessary assessments and studies to address key data gaps in the sector, while promoting the harmonization of efforts. In doing so, the sector will make sure that it uses and builds the capacity of national systems, such as the Central Administration of Statistics, to enable them to conduct regular major surveys (such as labour force surveys) and avoid a fragmentation of assessments.

(36) The sector has developed National Recommendations on Financial Incentives for Vocational Training with the collaboration of MoSA and MoET, as well as Guidelines for Work-Based Learning that have been discussed with relevant ministries (MoSA, MoL and others).

(37) Signed between ILO, MoL, ALI and CGTL on 2 May 2018.

## Identification of sector needs and targets at the individual, household, institutional and geographical level

The Livelihoods sector aims to facilitate access to employment and income for vulnerable groups. The sector's population in need is, therefore, all those falling under the poverty line of US\$3.84 per person per day, and particularly those living in extreme poverty (below US\$2.40 per person per day). The Livelihoods sector has developed "Recommended Parameters on Outreach, Identification and selection of Beneficiaries." This document looks at the various livelihoods services/interventions, and provides recommendations for each of them on the best modalities and criteria to be used to identify potential beneficiaries. The sector assumes that at least one member in each poor household is in need of livelihoods assistance to raise the household over the poverty line. Job creation activities are expected to result in increased employment opportunities for vulnerable individuals who are close to accessing the labour market. For individuals dependent on direct humanitarian assistance, the sector aims to provide support through labour-intensive programmes, as well as empowerment activities such as a combination of market-based and life skills, with work-based learning initiatives that enable them to be competitive on the labour market. These activities can be integrated with psychosocial support and protection sessions, particularly when beneficiaries are highly vulnerable individuals that present post trauma and/or high levels of distress.

While the sector aims at adopting a value chains and/or area-based approach, this will need to be complemented by specific programmes prioritizing the most vulnerable such as female-headed households, households with persons with specific needs, and other severely vulnerable groups such as survivors of gender-based violence, persons with disabilities, but also families at risk of or engaging in child labour. National systems will be crucial in this regard, such as the (updated) NPTP database, as well as the livelihoods referral mechanism, and local information provided by SDCs, municipalities or local associations. In order to maximize its impact on stabilization and protection, the sector will prioritize youth (to keep them engaged in their communities and prevent marginalization) and women (who are marginalized and as such, more affected by poverty and unemployment, and for whom additional income is crucial, notably to counteract child labour). Moreover, coordination with the Basic Assistance sector will be strengthened to try to make data and information recorded in the RAIS database available to Livelihoods partners.<sup>38</sup>

The sector will use available data on poverty, tensions and deprivation as a basis for area-based targeting, and then analyse the situation in this area to identify

(38) Such information includes the socio and economic vulnerability of displaced Syrian households and the support they already received from other sectors.

which institution/private sector, entity/value chain to target. As per the value chains approach, the sector will use available data stored on the Interactive Value Chains Interventions Dashboard to identify ongoing interventions and advice implementing partners on how to complement activities. The national employment regional offices should play a critical role in matching vulnerable individuals with opportunities generated by these programmes, and will be supported through the third outcome of the sector strategy.

The mapping of the most vulnerable cadastres provides a good basis to identify areas where displaced populations are concentrated alongside vulnerable Lebanese. Both the poverty dimension and the host/displaced ratio are relevant for livelihoods interventions. Taking into account the specificities of rural and urban poverty in Lebanon, partners will need to focus both on acute rural poverty that might have been exacerbated by a sudden increase of the population, and on poor urban areas where the proportion of displaced might not be as significant but the total concentration of poor is most likely to lead to instability. Partners also have to take into consideration recent changes in the socio-economic demographic of the Lebanese population and the unemployment and poverty rate in the Lebanese host communities. Due to the October 2019 movement, unemployment and poverty rates are expected to increase exponentially. The sector will work with Child Protection partners to identify areas with higher prevalence of child labour, which should also be prioritized by livelihoods programming. Finally, the state of intergroup stability is another important lens for geographic targeting as perceived job competition remains a widely cited source of tension. The Livelihoods sector will direct partners towards working in high tension areas, based on the Social Stability sector's analysis and mapping of tensions,

where in line with the do-no-harm principle.

It should be highlighted that the Livelihoods sector is suffering from severe data gaps, particularly regarding Lebanese, which hamper its targeting and require partners to go through local assessments to inform programming. Other data gaps for the sector include detailed local market assessments to identify intervention types, and a national labour market assessment. Finally, other challenges for the sector generally revolve around selection criteria for SMEs, access to finance, skill/know-how, access to markets, infrastructure, legal framework, as well as illegal competition.

### Mainstreaming of accountability to affected populations, protection, conflict sensitivity, age and gender, youth, persons with specific needs and environment

The Livelihoods sector primarily contributes to social stability by alleviating competition for jobs as a source of tension between groups.<sup>39</sup> However, every livelihoods intervention needs to be carefully crafted to be conflict-sensitive and to ensure do-no-harm. Livelihoods programmes will particularly aim at filling gaps in the labour market while strictly following Lebanese labour laws, with an eye to avoid strengthening local clientelist networks or fuelling competition and tensions between groups. This will require partners to undertake careful situation and market analysis before developing programmes, ensure that selection criteria are fair and transparent and that MoL policies are complied with.

#### Total sector needs and targets 2020

Population Cohort	Total Population in Need	Targeted Population	No. of Female	No. of Male	No. of Children (0-17)	No. of Adolescent (10-17)	No. of Youth (18-24)
Lebanese	114,525	50,951					
Displaced Syrians	77,987	36,538					
Palestinian Refugees from Syria	2,953	1,364					
Palestinian Refugees in Lebanon	6,896	3,183					
<b>GRAND TOTAL</b>	<b>202,360</b>	<b>92,035</b>					

Type of Institutions	Total	Targeted
Municipalities	Over 1,000	500
Central Ministries		6 Ministries (MoSA, MoET, MoL, MoInd, MoAg, MEHE)
Micro, Small and Medium Enterprises		3,000

(39) ARK/UNDP perception surveys on social tension confirm that competition over jobs remains one of the most cited drivers of tensions between host and refugee communities.

Social stability data and analysis will be used to guide livelihoods programming in order to reduce tensions in areas where job competition over low skilled jobs is already prevalent, with particular focus on critical periods when seasonal labour is limited and/or at times of economic slowdown nationally. Youth at-risk will be prioritized, to ensure that livelihoods programmes are complementary to youth community engagement initiatives, and to mitigate risks of unmet expectations and frustration in the face of lacking livelihoods opportunities. Similarly, livelihoods programmes in highly vulnerable urban areas will need to be implemented in close cooperation to alleviate the multiple sources of pressure in these areas.

The Livelihoods sector takes a protection mainstreaming approach to address protection issues inclusive of gender, youth and persons with specific needs, through identification of risks to meaningful access, accountability and participation and taking steps to mitigate these. In this way, one of the key components, the Livelihoods sector will work on is improving decent work conditions for affected populations while ensuring that guidance is age and gender sensitive. This will also mean raising awareness on child labour amongst employers, and raising awareness of employees' rights and how to safeguard those. In this vein, specific focus will be paid to developing a harmonized complaint and feedback mechanism, inclusive of persons with disabilities, youth and women. Moreover, the sector will review and promote among its partners the use of the inter-agency minimum standards on complaints and feedback, drafted in 2019.

Youth and women remain specific priority target groups across all activities of the sector, taking into consideration their particular vulnerability and their higher unemployment rates. While the sector has successfully ensured that youth and women are the primary groups benefitting from skills training, further emphasis is needed to increase their access to income/employment, notably through specific business start-up and development schemes, and work-based learning programmes. The sector will therefore carefully review the type of job creation investments that it promotes, to ensure that these benefit both youth and women. For women, a particular focus will be made on providing targeted support to female-headed households and survivors of gender-based violence. This will mean emphasizing activities compatible with childcare, either through providing child-friendly spaces in livelihoods centres, working on home-based income generation and developing the mobile outreach of beneficiaries. Efforts will be made by livelihoods actors to use gender transformative approaches when feasible, and to engage women in non-traditional sectors.

For persons with specific needs, the sector will adopt a twin-track approach. First, partners will identify key economic sectors in which people with disabilities could work, based on previous market assessments and lessons learned. Specialized livelihoods programmes tailored to their needs will be developed and expanded to ensure

their meaningful access to the labour market (notably through specialized training, and equipment and devices allowing their full integration in the workforce). Such programmes currently exist but are very limited and will need to be scaled up by involving specialized agencies in the work of the sector. In parallel, the specific needs of persons with disabilities will also be integrated as part of the work of partners promoting decent work. Finally, households with a member with specific needs will be prioritized in targeting, reflecting their higher dependency ratio and care-taking duties, through the existing vulnerability assessments.<sup>40</sup>

To this end, and to ensure that protection is mainstreamed across livelihoods programmes, the Protection sector has conducted sessions for Livelihoods partners at field-level to familiarize

them with safe identification and referral. Moreover, the sector will encourage further training to improve data collection processes on persons with specific needs.<sup>41</sup> In return, Livelihoods partners would need to tailor their interventions ensuring that those are inclusive and secure access to everyone, particularly to vulnerable people. Specific attention will continue to be paid to improving the meaningful access of vulnerable groups to livelihoods support through the Livelihoods sector's referral mechanism<sup>42</sup> but also building on this, additional efforts will aim to strengthen referrals to other services.

The Livelihoods sector will continue to support environmental protection through the implementation of labour-intensive interventions, such as reforestation projects, soil conservation activities (e.g. restoration of terraces), water conservation (e.g. shallow ponds for conserving soil moisture, re-building of stone weirs), and litter cleaning campaigns (along waterways and roadsides). These cross-sectoral activities are aimed at preserving and maintaining the economic viability of rural and municipal livelihoods, while fostering job creation. To ensure that livelihoods activities do not affect negatively the environment, the Environment Task Force at the Ministry of Environment (MoE) has developed an "environmental marker" for the LCRP to ensure that environmental safeguards are applied to the LCRP's activities.<sup>43,xiii</sup>

(40) Partners can receive support from MoSA given its mandate.

(41) Such as the training provided on the Washington Group questions.

(42) The Livelihoods sector is monitoring the roll-out of the Referral System, and joint meetings have been conducted to identify challenges and improve the system.

(43) The MoE Task Force Guide has been distributed amongst Livelihoods practitioners, and presentations have been made during the National and Field Livelihoods Working Groups to support partners to familiarize with the new procedures. The Guide is also available online on the MoE website.

## Endnotes

- i. Ministry of Economy and Trade (2014), *Lebanon SME Strategy. A Roadmap to 2020*, <https://www.economy.gov.lb/media/10312/lebanon-sme-strategy-english-web.pdf>.
- ii. Ministry of Agriculture (November 2014), *Strategy 2015-2019*, <http://extwprlegs1.fao.org/docs/pdf/leb149670.pdf>.
- iii. Ministry of Labour and International Labour Organization (May 2018), *Decent Work Country Programme for Lebanon 2017-2020*, [https://www.ilo.org/beirut/country/WCMS\\_656561/lang--en/index.htm](https://www.ilo.org/beirut/country/WCMS_656561/lang--en/index.htm).
- iv. Ministry of Labour (November 2013), *National Action Plan to Eliminate the Worst Forms of Child Labour in Lebanon by 2016*, [https://www.ilo.org/beirut/publications/WCMS\\_229103/lang--en/index.htm](https://www.ilo.org/beirut/publications/WCMS_229103/lang--en/index.htm).
- v. Government of Lebanon (6 April 2018), *Capital Investment Programme*, CEDRE, <http://www.pcm.gov.lb/Admin/DynamicFile.aspx?PHName=Document&PageID=11231>.
- vi. ARK and UNDP (August 2016), *Regular Surveys on Social Tensions throughout Lebanon, Wave 6*, <https://data2.unhcr.org/en/documents/details/71599>.
- vii. ILO (June 2015), *Towards decent work in Lebanon: Issues and Challenges in Light of the Syrian Refugee Crisis*, [https://www.ilo.org/beirut/publications/WCMS\\_374826/lang--en/index.htm](https://www.ilo.org/beirut/publications/WCMS_374826/lang--en/index.htm).
- viii. NRC (January 2016), *Drivers of despair, Refugee Protection Failure in Jordan and Lebanon*, <https://www.nrc.no/globalassets/pdf/reports/drivers-of-despair.pdf>.
- ix. See: <https://sustainabledevelopment.un.org/sdgs>.
- x. GIZ (February 2016), *Employment and Labour Market Analysis (ELMA) – Lebanon*, <https://data2.unhcr.org/en/documents/details/43215>.
- xi. IRC (February 2016), *Market Overview, Small & Medium Enterprises in Beirut & Mount Lebanon*, <https://www.rescue.org/report/market-overview-small-and-medium-enterprises-beirut-and-mount-lebanon>.  
UNDP, *Labour Needs Assessment, The Construction, Agro-Food and ICT sectors in Lebanon* (pending publication).
- xii. GIZ (2016), *Employment and Labour Market Analysis (ELMA)*.
- xiii. See: <https://data2.unhcr.org/en/documents/details/69474>.



Construction of a retaining wall in a small farm.  
Photo Credit: FAO, Ralph Azar, 2019.

## Sector Logframe

**Outcome 1:** Stimulate local economic growth and market systems to foster income generating opportunities and employment

Indicator 1	Description	Means of Verification	Unit	Frequency
Total number of jobs created / maintained	New jobs created in supported Lebanese nano, MSMEs - Businesses and cooperatives who have hired new employees since the support was provided. Jobs maintained in supported Lebanese MSMEs - For nano and micro-businesses, it can be considered that any support provided helps the nano and micro-business to maintain the jobs in this business = the #employees of the micro-businesses they support as well as self-employed individuals (for micro-finance support). For SMEs this should be asked as part of the follow up underlined above.	Project reports from partners based on follow up individually (by phone or through visit) with all supported businesses after the support (grant, training) has been provided , 3 to 6 months after the support to the business ended.	Jobs	Quarterly

**Jobs**

Baseline	Result 2018	Result 2019	Target 2020
494			2,235

  

 Lebanese				 Displaced Syrians				 Palestinian Refugees from Syria (PRS)				 Palestinian Refugees from Lebanon (PRL)			
Baseline	Result 2018	Result 2019	Target 2020	Baseline	Result 2018	Result 2019	Target 2020	Baseline	Result 2018	Result 2019	Target 2020	Baseline	Result 2018	Result 2019	Target 2020
N/A			1,851	N/A			328	N/A			40	N/A			17

Indicator 2	Description	Means of Verification	Unit	Frequency
Number of supported Lebanese MSMEs and cooperatives that report increased performance and expanded market access (new clients, contracts, market access) as a result of programme activities	Supported Lebanese MSMEs and cooperatives who report increasing profitability / production / expanded market access (new contracts, clients, market) 6 months after receiving support	Project reports from partners based on follow up monitoring to supported Lebanese MSMEs, cooperatives activity info	MSMEs & cooperatives	Bi-yearly

**Lebanese Businesses**

Baseline	Result 2018	Result 2019	Target 2020
N/A			2,370

**Outcome 2:** Improve workforce employability

Indicator 1	Description	Means of Verification	Unit	Frequency
Number of job seekers placed into jobs (at least 50% women)	Job seekers placed into jobs (at least 50% women)	partners report in activity info	Individuals	Monthly

  

 Lebanese				 Displaced Syrians				 Palestinian Refugees from Syria (PRS)				 Palestinian Refugees from Lebanon (PRL)			
Baseline	Result 2018	Result 2019	Target 2020	Baseline	Result 2018	Result 2019	Target 2020	Baseline	Result 2018	Result 2019	Target 2020	Baseline	Result 2018	Result 2019	Target 2020
N/A	N/A	N/A	1,400	N/A	N/A	N/A	500	N/A	N/A	N/A	30	N/A	N/A	N/A	70

Indicator 2	Description	Means of Verification	Unit	Frequency							
Number of targeted vulnerable persons engaged in home-based income generation (at least 50% women)	Individuals using the skills gained in trainings for activities at home	partners report in activity info	Individuals	Monthly							
 Lebanese	 Displaced Syrians	 Palestinian Refugees from Syria (PRS)	 Palestinian Refugees from Lebanon (PRL)								
Baseline: Result 2018 Result 2019 Target 2020	Baseline: Result 2018 Result 2019 Target 2020	Baseline: Result 2018 Result 2019 Target 2020	Baseline: Result 2018 Result 2019 Target 2020	Baseline: Result 2018 Result 2019 Target 2020							
N/A		1,400	N/A		500	N/A		30	N/A		70

### Outcome 3: Strengthen policy development and enabling environment for job creation

Indicator 1	Description	Means of Verification	Unit	Frequency
Number of policies, regulations and strategies amended and/or proposed approved by the Government	Decree, regulation, policy and strategy in place to support livelihoods, job creation, MSMEs or business eco-system	Official Gazettes & Official document from GoL and partners report	Decrees, policies, strategies, plans	Quarterly

Baseline:	Result 2018	Baseline:	Result 2019	Baseline:	Target 2020
7		N/A		N/A	13 policies / regulations / strategies / advocacy/awareness raising materials (including 3 related to decent work, 4 to awareness raising/advocacy, and 6 related to the enabling environment)

Indicator 2	Description	Means of Verification	Unit	Frequency
Increase in ranking of Doing Business (World Bank)	Doing Business provides objective measures of business regulations (and their enforcement) and enables investors and entrepreneurs to assess the quality of a country's business environment	World Bank Doing business ranking	Score / ranking	Annually

Baseline:	Result 2018	Baseline:	Result 2019	Baseline:	Target 2020
rank 126		N/A		N/A	Gradual increase in ranking to pre-crisis level (120th)



Two children looking out a window, Tripoli.  
Photo Credit: OCHA, Sebastian Brandt, 18/12/2019.