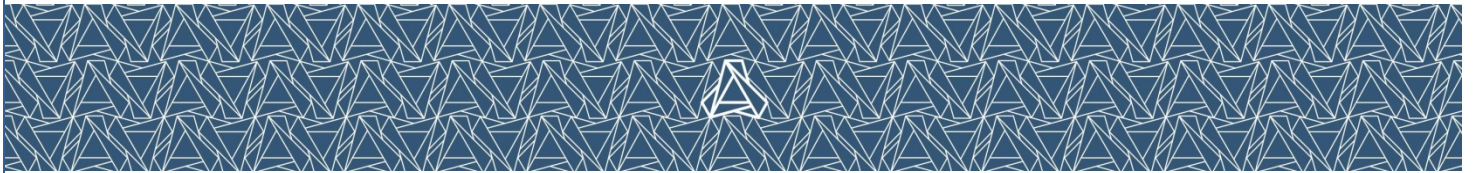


MID TERM REVIEW OF THE LEBANON CRISIS RESPONSE PLAN
(2017-2020) AND UNITED NATIONS STRATEGIC FRAMEWORK
(2017-2020)



FINAL REPORT – LEBANON CRISIS RESPONSE PLAN (LCRP)

25 September 2019

Joint Venture Composed of



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Acronyms

CEDRE	Conference Economique pour le Developpement, par les Reformes et avec les Entreprises
CIP	Capital Investment Program
ECOSOC	Economic and Social Council
DAC	Development Assistance Committee
GoL	Government of Lebanon
HDPN	Humanitarian-Development-Peace Nexus
ISF	Internal Security Forces
LCRP	Lebanon Crisis Response Plan
MoA	Ministry of Agriculture
MoEW	Ministry of Energy and Water
MoET	Ministry of Economy and Trade
MoIM	Ministry of Interior and Municipalities
MoL	Ministry of Labour
MoPH	Ministry of Public Health
MoSA	Ministry of Social Affairs
MRR	Maps of Risks and Resources
MSR	Mechanisms for Stabilization and Resilience
MSS	Mechanisms for Social Stability
MTR	Mid Term Review
NPTP	National Poverty Targeting Programme
PIST	Public Institutions Report
RACE	Reaching All Children with Education
SDC	Social Development Centers
SDG	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
TOR	Terms of Reference
TVET	Technical Vocational Education and Training
UN	United Nations
UNDS	United Nations Development System
UNSF	United Nations Strategic Framework
WB	World Bank
NWOW	New Way of Working
MSR	Maps of Stability and Resilience
VASyR	Vulnerability Assessment for Syrian Refugees in Lebanon

Introduction

This is the report of the mid-term review of the Lebanon Crisis Response Plan (LCRP). It complements the accompanying common introduction, the report of the mid-term review of the UN Strategic Framework (UNSF) and the strategic note on the inter-linkages between the UNSF and the LCRP. While each report contains several cross-references, they each have a dedicated purpose. The common introduction sets an overall context for both the LCRP and the UNSF and presents the broad methodological approaches and limitations. The LCRP and UNSF reports focus on the results and processes associated with each instrument. The strategic note explores the inter-linkages between the two and proposes options for evolution that seek to further strengthen the complementarities between the two instruments (see Terms of Reference in annex for further details on articulation between the three reports).

LCRP MTR Headlines

8 years into the response, and midway through its current iteration, **the LCRP's dual focus on humanitarian and stabilization support continues to be highly relevant** to the needs of the populations it serves and to the context of Lebanon.

Over half of the population of Syria remains displaced with more than 5.6 million outside of the country¹, including 1.5 million in Lebanon and another 6.2 million displaced within Syria's borders. Their humanitarian needs, including those related to protection, are acute, and the impact on Lebanon, and the host communities in particular, requires significant stabilization responses.

Over the years, the Government of Lebanon (GoL) and its local and international partners have made significant investments and demonstrated leadership in responding to a crisis of historic proportions. The LCRP remains one of the best-funded appeals globally. It is supported by an annual international conference and a framework of mutual commitment by the international community and the Government of Lebanon to support and share responsibility for hosting 1.5 million Syrian refugees.

On the ground, the response has consistently delivered many results at scale, providing assistance to over 1.6 million people in need, in a complex environment. In particular, the enhanced targeting and cash response have provided a social safety net that has prevented a further deterioration in food insecurity and poverty levels for many vulnerable refugees and communities.

The response is also marked by an increased emphasis on supporting host communities and on linking assistance into more sustainable, institutionalized approaches, notably for social protection. In many sectors, the LCRP is genuinely implementing the global commitments around the New Way of Working (NWOW), by bringing together

¹ World Bank, Mobility of Displaced Syrians, 2019, executive summary

government, development and humanitarian actors (including donors and NGOs) around common objectives.

The response has been facilitated by a range of factors, including: the integrated nature of the planning process; the willingness to innovate; the use of national systems for service delivery; the inclusivity of its governance and coordination structures; a structured approach to planning and monitoring through a very rich set of information sharing tools and platforms; disaggregated data and reporting, notably on gender and to some extent on disabilities, and; very active support at the inter-sector level.

However, despite these considerable efforts and achievements, **the LCRP is under stress**. Basic humanitarian needs and gaps remain significant. Tensions with host communities and populations, the prevention and mitigation of which is a critical LCRP achievement until now, are increasing. The LCRP is now subject to competing narratives and conflicting concerns, about the needs of the refugees on one hand, the needs of Lebanese, and the impact on the political and socio-economic situation in Lebanon on the other.

At the same time, for a crisis of this scale and duration, the need for some adjustments is to be expected, at various levels. At the operational level for example, there is scope for reduced transaction costs and inefficiencies, notably through more joint work between and across sectors and co-location. Furthermore, given the scope of the response, the current set up at the inter-sector level is modest, compared to other responses. To sustain progress, and increase joint analysis and cross-sectoral responses, capacities for work at the inter-sector level need to be strengthened, notably in terms of analysis and communication. Measurement systems could also be improved to reflect consistent and more accurate reporting of outcomes and impacts particularly on capacity building and system strengthening.

Beyond these operational matters, the MTR team would like to stress three key messages.

First, the data heavy narrative around the LCRP does not fully and adequately reflect its achievements and its limitations. It often understates the real impact of the LCRP in providing assistance to one of the largest refugee populations (per capita), in preventing tensions, and in strengthening Lebanon's institutional, economic and physical infrastructure. At times, it may overstate results, notably in terms of the sustainability of its work on developing human capacity, notably because of absence of common approaches, including on definitions and exit strategies.

Second, the LCRP's success is highly vulnerable to the broader environment in which it operates. This environment includes a set of national and/or sector policies that either enable or prevent the design and implementation of more sustainable approaches and the achievement of agreed results, notably in shelter and water. It also includes the set of longer-term reforms and approaches, including those by the Government, development actors and private sector that are needed to help reinforce Lebanon's social, economic and environmental stability, complementing the LCRP's action and objectives.

Those two points lead to the fourth key message: **the need to reinforce and adjust accountabilities** at two levels.

First, between the actors of the LCRP, there is a need to strengthen the practice of mutual accountability through actions from each set of ‘actors’: inter alia, **more cross pillar work and efficiencies on the part of UN and NGOs; more predictability and stability in funding and policy support from donors, and more strategic leadership and policy coherence from government.** In this regard, the Brussels Commitments² offer important benchmarks that should be fully integrated and reported on by all.

Second, there is a need to recalibrate what should be expected from the LCRP itself vis a vis the broader context, needs and actors. Many of Lebanon’s challenges predate this crisis, the solutions to which the LCRP can contribute, but only to a certain extent. Therefore, while the LCRP must continue to be supported to deliver on its vast and ambitious objectives, there are needs and responses that lie beyond, for which rapid progress is required, and for which responsibilities are widely shared. **In particular, the scale of assistance to vulnerable Lebanese needs to increase, within the LCRP but also, and at greater scale, beyond the LCRP, through broader development efforts, based on access to reliable and comprehensive data, integrated social protection strategies embedded in national systems and budgets.**

In a context of economic difficulties and increasing concerns over the protracted nature of the crisis, when fatigue or anxieties set in, it is essential to stress the inherent compatibility between the LCRP’s protection, stabilization and sustainable approaches with humanitarian needs. As recent studies have shown³, and other refugee situations have illustrated, **these different responses, if and when combined, provide mutual benefits: to the refugees by meeting their dire needs and preparing them with the means for return; and at the same time, and for host communities and countries in strengthening their resilience and building their own systems that enable a broader and more long term development trajectory.**

Therefore, maintaining the integrity of the LCRP’s dual purpose on humanitarian and stabilization in the coming years is essential. This will require both a sustained **level of humanitarian assistance to ensure protection and provision of basic needs of the most vulnerable, and more sustainable approaches through stabilization programming and capacity building at the level of national institutions, host communities, municipalities, and individuals.** And the LCRP’s success will require real traction on the broader political and development reforms, to tackle the challenges that the LCRP did not create and can’t solve alone.

² See Brussels Commitments monitoring matrix

³ See for example: <https://www.worldbank.org/en/country/syria/publication/the-mobility-of-displaced-syrians-an-economic-and-social-analysis>

1. Purpose

1.1 Purpose, limitations, caveats and methodology

As stated in the introduction, the purpose of the mid-term review was to take stock, through contextual lenses, of the progress made through the LCRP, and to provide recommendations on actions that need to be taken in order to achieve the strategic objectives by 2020 and beyond. As part of this purpose, the MTR assessed the existing response coordination model, including the interface with the UNSF, and proposes actions for increased efficiency, stronger accountability and the operationalization of the humanitarian-development-peace nexus. **The set of issues related to the interface with the UNSF and proposed actions for increased efficiencies and stronger accountabilities are answered primarily in the strategic note of the MTR as presented in the approved inception report.**

The review sought to answer the following questions put forward in the Terms of Reference: 1) what progress has been made towards expected outcomes and impacts? Is the response on track? 2) Which are the key factors contributing to the realization and non-realization of the response intended results? 3) How duplication of activities has been prevented? 4) What innovation has the response triggered in service delivery systems, public policies? 5) Is LCRP M&E system sufficiently robust to gather evidence to show that targeted impacts, outcomes and outputs have been achieved? 6) How modalities used to fund the response impact it? 7) What capacities are built within national institutions, communities, and at individual level? What steps are taken to ensure a coherent exit and/or transition? 8) Has the response operationalized the humanitarian-development nexus? What are the key success factors or constraints?

However, the MTR team decided to restructure the final LCRP MTR report by consolidating answers to several of these questions and changing the sequence, in order to avoid redundancies, improve the flow, and shorten the length, all to enhance readability.

1.2 Limitations and caveats

In addition to the common limitations listed in the joint introduction report, the review of the LCRP faced the challenge of having to review the collective work of 10 sectors, 65 partners with a target population of 3 million and a budget of \$3 billion dollars over two years, in a fairly limited timespan and resources.

As such, the MTR was not designed and conducted as an evaluation of outcomes and outputs and therefore the intent was **not to undertake a sector-by-sector analysis** at all levels of activities. It also attempts to eschew, or at least limit description, to avoid telling

most readers what they already know or what they can find in the vast repository of reports that the LCRP produces.

Rather the exercise, and this report, provide an independent review at the strategic level of results achieved through the LCRP, how the response is being conducted, and of options for the way forward.

1.3 Summary of methodology

As a strategic review, the MTR for the LCRP it is based on highlights from key documents, interviews and focus group discussions. The findings and conclusions were also informed by feedback provided by the Joint Task Force to a preliminary presentation.

As stated in the MTR team's proposal, where and when deemed relevant by the team, a number of findings were benchmarked against other responses of similar scale (e.g. Pakistan, Myanmar, Somalia). Insights provided by interviews and focus groups were triangulated against other sources, and against the MTR team's own experience in such areas of work and in Lebanon.

Document Review: Key documents were reviewed, primarily the LCRP annual reports, all sector dashboards, PIST annual reports, sector logframes, VASyR reports, in focus analysis reports, vulnerability and prioritization analysis and power points, 2018 results presentation, minutes of key meetings, World Bank presentations and World Bank report on Mobility of Syrian refugees, and other main documents, including reviews (CIC, IASC) on the nexus.

Key Informant Interviews: Interviews included all primary stakeholders, including Heads of UN agencies and senior officials, NGOs, Donors, sector coordinators, the inter sector team, policy institutes, government officials at national and municipal level.

Focus Group Discussions and Group Discussions: Focus group discussions were held with the Inter sector coordination group, NGOs and group discussions with donors and UNSF pillar 3.

A complete list of documents and meetings can be found in the Annex and in the LCRP MTR drop box.

2. Main Findings Regarding the LCRP Mid Term Review

Is the LCRP on track in achieving its intended outcomes and impacts of reaching the most vulnerable population? What progress has been made towards expected outcomes and impacts?

The MTR's review of progress made against outcomes and impacts must take into account two important variables: context and data.

First, the context in which the LCRP is being implemented is characterized, inter alia, by:

- An increasingly difficult economic context in Lebanon, with minimal growth in recent years impacting public finances and community/individual coping mechanisms⁴
- An evolution of the conflict in Syria, but one that is marked by persistent violence and uncertain content of a potential political settlement
- A rise in tensions in the region, beyond the Syrian conflict
- A stronger policy environment for humanitarian and development responses, notably with the Global Compact, efforts to implement the New Way of Working (NWOW) and UN reform

This highly complex context informs the assessment of results achieved, recognizing that many of the contextual factors have an impact on the LCRP, in terms of policy space, expectations management, funding etc.

Second, while the LCRP is data heavy and deep, it does rely on incomplete data; the inaccessibility in particular of data on the Lebanese population is a significant gap and undermines efforts (of this review, but more importantly of LCRP actors) to better understand the impact of the situation and the impact (direct and indirect) of the response.

With these parameters in mind, the MTR team found that significant achievements have been made against the four LCRP strategic objectives. Through the LCRP, the government, donors, NGOs and the UN have delivered at scale to meet both humanitarian and stabilization needs over the last two years.

While there are tensions, gaps and limitations (to be explored later in the report), it is clear that the LCRP represents a genuine partnership between a varied set of actors, mobilized jointly to provide a multi-dimensional response to a situation of historic proportion (Lebanon hosting the largest number of refugee per capita).

From a humanitarian perspective, the response has **mitigated a further decline into poverty for Syrian refugees in 2018 reversing the 2017 downward trend**. Improvement was also made in the economic condition of vulnerable populations through

⁴ See for example www.worldbank.org/en/country/lebanon/overview

the work of 65 partners, which mitigated deteriorating vulnerabilities across ten sectors, but did not halt them completely.

Cash as a modality for social safety nets has contributed to poverty reduction and the use of enhanced targeting approaches has led to greater results in reaching the most vulnerable and stabilizing food security levels. Targeting and cash have evolved through the response to become an effective tool for social protection that should be further enhanced/maximized in the coming years. There is also some improvement in the situation of women, girls and female-headed households.

Yet essential humanitarian needs remain with 69% of Syrian refugee households still below the poverty line. Challenges remain in meeting basic humanitarian needs of the most vulnerable in certain sectors (shelter, water and sanitation, protection) as indicated by the Inter Sector 2018 results analysis.

From a stabilization perspective, the LCRP is on track for achieving stabilization-focused and system strengthening objectives. Notable efforts are found across the response, ranging from capacity enhancement of social development centers to social protection systems for vulnerable Lebanese including child protection systems, the public education system, the public health system, as well as direct support to municipalities for social infrastructure, improvements in water systems and agricultural institutions for agriculture/food security systems including some direct support to Lebanese farmers. To consolidate these gains, the investments in Lebanese public services and local institutions, which increased by 16% last year, will need to be sustained.

However, these gains are fragile. Tensions are rising, social protection coverage remains limited. The LCRP is also unable to deliver livelihoods support at scale.

Overall, from an analysis of the data collected and consultations undertaken, the MTR would suggest the following conclusions:

1. The LCRP is delivering significant humanitarian and stabilization achievements notably reaching over 1.6 million vulnerable displaced Syrians and Lebanese people in 2018 with multi sector services delivered through government and humanitarian systems.
2. The response has a stabilizing effect, averting further deterioration in many sectors
3. However, exposure and vulnerability to shocks remain significant for many Syrian refugees; Protection needs in particular continue to be significant
4. Vulnerability is multi-dimensional and interconnected: the analysis shows links between deterioration / improvement in one sector (e.g. shelter, protection) and deterioration / improvement in others (e.g. education).

The LCRP and the Nexus

By combining a results-based focus on both humanitarian needs and service delivery through national systems, and by including efforts to manage social tensions, the response has in effect **operationalized the Humanitarian Development-Peace Nexus**.

When the LCRP is benchmarked against the global objectives of the Nexus, the MTR team concluded that:

The LCRP is aligned with global objective 1: reinforcement rather than replacement of national capacity; with the following caveat: exit strategies to avoid dependency on external support for maintenance of capacity need to be strengthened across all relevant sectors.

The LCRP is aligned with global objective 2: integrated multi-year predictable planning and funding; with the following caveat: funding volatility in several sectors (see section below) undermines predictable planning and implementation.

The LCRP is aligned with global objective 3: prevention (including through contingency planning); notably through the inclusion of conflict prevention/tension monitoring analysis and interventions in the LCRP and the contingency plans developed by the UN and its partners, including support to Lebanese emergency preparedness and response capacities.

To substantiate these conclusions, the MTR team reviewed and interrogated results from the sector dashboards, the Inter-Agency (IA) results framework and what is presented in the annual report. The highlights are presented below:

Mid Term at a glance- response at scale / highlights

Strategic Objectives	Outcomes	Impacts
1. Ensure Protection of Vulnerable Populations	<ul style="list-style-type: none"> • 80% of target population received protection services in 2017. • 1.3 million reached in 2018 with legal assistance, child protection and SGBV services • Improving birth registration • Services to children at risk proved effective • Women and girls in underserved areas were reached contributing to basic rights and protection needs of displaced Syrians • Improved child protection • Reduced risk of SGBV • technical support for the Ministry of Interior and Municipalities (MOIM) General Security Office and to the municipal police 	High protection risk for Syrian refugees with 91.9% of all displaced Syrian families found to be with a protection risk in 2018.
2. Provide Immediate	<ul style="list-style-type: none"> • Relative improvement in economic vulnerability, food security and access to water in 2018. 1.3 	Persistent difficulties in meeting basic

Assistance to Vulnerable Populations	<ul style="list-style-type: none"> million (47% Lebanese) benefitted from increased access to water, sanitation and hygiene Mitigated further decline into poverty of Syrian refugees in 2018 through targeted interventions and maintained assistance to vulnerable Lebanese households Food security levels were stabilized for 1,003,210 people in 2018 \$497 million cash-based interventions were injected in local economy in one year 	humanitarian needs for Syrian refugees and vulnerable Lebanese as 69% of Syrian refugee households remain below the poverty line Social protection systems in need of sustained support, integration and expansion to cover more vulnerable Lebanese
3. Support Service Provision through National Systems	<ul style="list-style-type: none"> Support to Lebanese public institutions to deliver services continues to increase by 20% since 2015 Increased access to education, primary health care, safe drinking water and sanitation The “Reaching All Children with Education” (RACE) II strategy joint framework for sustainability of the education system assisted 213,000 Lebanese and 217,000 non-Lebanese to enroll into basic public education in 2018/19 school year (554,834). Three percent increase in enrolment of Lebanese children. 1.6 million primary health care consultations were subsidized and access to primary and secondary healthcare provided 	Public services and systems strengthening requiring sustained attention Social protection systems in need of sustained support, integration and expansion to cover more vulnerable Lebanese
4. Reinforce Lebanon’s Economic, Social and Environmental Stability	<ul style="list-style-type: none"> 65 partners mitigated deteriorating vulnerabilities across 10 sectors, supported activities in 227 host communities and municipalities including reaching over 50,000 youth Monitored stability across Lebanon and capacitated Ministry of Environment task force to follow up on environmental complaints Youth activities reached an impressive scale in 2017 with over 50,000 youth were participating in community engagement and inter-community dialogue initiatives and 24,378 in 2018 including programs that build life skills. 	Difficult access to income generating activities Deteriorating inter communal relations Negative impact of the crisis on the environment

Fig 1.1

Another dimension of results analysis relates to target achievements, as provided in the following tables:

Sector achievements against targets

2018 - Only shelter, water and energy below 50%

Sector / cohort	In need	Targeted	Reached	Reached vs. Targeted	Sector funding coverage
Basic Assistance	2,200,000	1,354,000	908,790	67%	46%
Education	1,100,000	532,682	554,834	104%	74%
Energy	3,000,000	1,119,172	334,575	30%	1%
Food Security	2,000,000	920,821	1,033,210	112%	59%
Health	2,400,000	1,564,800	851,526	55%	46%

Livelihoods	182,169	60,663	55,987	92%	32%
Protection	3,200,000	1,890,000	1,315,172	69%	94%
Shelter	1,720,000	596,144	238,833	40%	25%
Social Stability	251 ⁵	251	227	90%	57%
Water	3,300,000	1,560,550	738,403	47%	41%

Fig 1.2

2017- Only shelter and energy below 50%

Sector / cohort	In need	Targeted	Reached	Reached vs. Targeted	Sector funding coverage
Basic Assistance	2,241,000	1,276,000	943,530	74%	32%
Education	1,232,883	543,616	526,712	97%	70%
Energy	3,309,487	1,119,171	114,290	10%	3%
Food Security	2,013,213	961,388	1,103,627	115%	61%
Health	2,445,986	1,535,297	985,013	64%	33%
Livelihoods	661,516	65,557	68,939	105%	33%
Protection	3,212,192	1,887,502	1,802,022	95%	68%
Shelter	749,175	536,002	244,545	46%	30%
Social Stability	3,309,487	2,236,299	2,987,358	133%	39%
Water	3,740,499	1,959,428	1,359,627	69%	31%

Fig 1.3

However, the MTR team cautions against the use of such data for definitive conclusions on the efficacy and efficiency of the LCRP. Indeed, many LCRP actors stressed the inadequacies involved as long as data on Lebanese populations remains inaccessible. In addition, the data as such says little about the quality, relevance and adequacy of funding (see Livelihoods or example). Finally, the MTR team would encourage the IA team to develop cross-sectoral analysis to unpack some of the correlations between targets achieved/missed, and funding trends notably.

Is the LCRP M and E system sufficiently robust to gather evidence on achievements?

The LCRP monitoring and evaluation system provides strong analysis at outcome and impact level through its enhanced framework. LCRP reports are comprehensive and pull in results from all sector outcomes across the four strategic objectives and the VASyR findings. Improved sector logframes provide a framework for enhanced reporting on progress and impact through indicators based on reliability and timely reporting of data.

There are however limitations: Due to the reliance on annual VASyR assessment indicators and the lack of access to reliable data across Lebanon (on the conditions of Lebanese), reporting on the LCRP tends to provide a picture that is more focused on the vulnerability trends of Syrian refugees as opposed to stabilization results and what is being done to mitigate the impact on Lebanon.

⁵ Number of communities in need/ targeted / reached

Therefore the outcome monitoring should be adjusted to extend beyond sectors in order to provide a more comprehensive picture of LCRP's collective impact. The current significant key achievements are also not fully translated into outcome and impact statements.

In addition, the use at times of different measurement indicators and trends for outcomes versus impacts can result in different ways of communicating the overall impact of the LCRP.

For example, Strategic Objective 2's sector outcomes show that the response is on track given significant achievements; however Impact 2 is measured through an analysis of poverty levels and based on immediate humanitarian needs in shelter, food and water, and seasonal needs mainly using VASyR report trends which indicate a worsening situation for displaced Syrians.

The use of and reliance on VASyR as a vulnerability assessment for overall results monitoring is in itself a limitation, one further exacerbated by the lack of access to other data. **This underscores the need for additional investments in country -wide integrated data collection/analysis/dissemination exercises.**

Furthermore, the annual Public Institutions report (PIST) provides analysis and reporting on support to public institutions- supporting national plans/policies, staff support and training and technical advisory support/assistance- and what is being done for Lebanon. It uses data mainly from information on activities, not on projects and programs, and therefore may not always be reflecting full stabilization results and outcomes. This needs to be further investigated.

Meanwhile, the presentation of results in the PIST is inconsistent across sectors, which can also distort conclusions and fuel different interpretations. **In addition to harmonizing the presentation and categories used (see below), the LCRP actors should consider merging the PIST reporting into the main annual report.**

The measurements of capacity building also need to be improved. As this issue also concerns development actors (and the UN under the UNSF), its specifics are presented in the MTR strategic note on the inter-linkages. It is important to stress that since the LCRP (rightly) focuses on capacity development as one of its stated objectives, **the MTR recommends that the suggested adjustments to definition and reporting on capacity building fully apply to the LCRP as well.**

Better integration of stabilization and systems strengthening measurements into the LCRP reporting alongside the humanitarian activities, along with revised/adjusted indicators on capacity development would improve the communication of LCRP's real achievements; mitigating the impact of the crisis and strengthening national systems through the response.

What has worked well, what has not worked well and can be improved and why?

This section focuses on the conduct of the response, i.e. the *approaches* that can be linked to positive outcomes and not the outcomes per se, which are addressed in previous sections and well documented in the LCRP's vast repository of results assessments.

What has worked well:

Overall the MTR team highlights the following *approaches* that have been assessed (by the team, by key interlocutors, by benchmarking with global good practices) as effective in the response:

- ✓ The design and provision of *comprehensive package of services* to address multi-dimensional vulnerabilities: (e.g. the comprehensive package of services to children at risk); this approach relates to the issue of referrals, which the LCRP has also implemented across a number of sectors, based on effective partnerships, but which need to be expanded in scope and scale. It also speaks to the potential to scale up area-based programming.
- ✓ The training of government staff on specific skills and deliverables *tightly linked to identified needs and vulnerabilities* (e.g. the training to MoSA staff - and civil society actors – on juvenile protection, or the training and transfer of skills/knowledge on NPTP)
- ✓ The provision of *targeted technical support* for the Ministry of Interior and Municipalities (MOIM) and municipalities for planning and project implementation, including to the municipal police for protection outcomes
- ✓ The *joint targeting approaches for cash* support, ensuring that a large proportion of vulnerable groups do not fall back into severe poverty (food security levels were stabilized for 1,003,210 people in 2018)
- ✓ The *injection of cash locally at scale*, which stimulates supply and demand, restoring livelihoods and improving resilience of both targeted households and their communities through improved economic interaction
- ✓ The design and implementation of targeted/tailored interventions in response to specific bottlenecks with multiplier effect (e.g. education specific cash grants for transport to school provided to 20,742 vulnerable Syrian households)
- ✓ The introduction of innovation for efficiencies (e.g. solar systems installed in public institutions saving electricity from diesel generators and the grid)
- ✓ Efforts to prepare for returns notably through skills building and school equivalency support

- ✓ The establishment of conflict dialogue mechanisms, involving local civil society, for bringing communities together to jointly discuss grievances, while also building the capacity of local civil society and grassroots groups
- ✓ The design and roll out of the enhanced Mechanisms for Social Stability (MSS), Maps of Risks and Resources (MRR) and Mechanisms for Stabilization and Resilience (MSR)- with training of local social workers in the Social Development Centers (SDCs)
- ✓ The support to program monitoring systems for the MoSA through equipment, tools, and training

What Can Be Improved:

The review of results achieved, feedback received, and data analyzed points as well to the following areas for improvement (defined here as ‘what needs to work better’ or ‘what can be scaled up’):

- ❖ The scale and coverage of complementary, cross sector responses needs to be expanded, based on and supported by cross sector analysis, expanded referrals, flexible funding and, where relevant, area based programming
- ❖ The scale of assistance to vulnerable Lebanese also needs to increase, based on access to reliable and comprehensive data, integrated social protection strategies embedded in national systems and budgets
- ❖ The management of indebtedness risks and exposure of targeted populations needs increased attention, considering current indebtedness levels and global experience with access to regulated/unregulated finance by vulnerable populations
- ❖ The sustainability of responses needs to be strengthened (e.g. informal housing/shelter or in education where reporting shows that 54% of displaced Syrian children aged 3-18 years are out of school and that retention remains challenging⁶), supported by enabling policies at the national level (*see further below, in section on contributing factors*)
- ❖ Alignment and coordination of LCRP projects with the national water strategy and reforms can be improved, beyond the individual, ad-hoc coordination between partners and relevant authorities, which affects their level of complementarity
- ❖ Sustained attention is required for capacity development and investments for maintenance / long term management as the increased demand – e.g. for primary

⁶ The 2019 WB/UNHCR economic and social analysis of the mobility of displaced Syrians found that the percentage of households reporting they had to stop sending their children to school in Lebanon and having to send their children to work increased

health care and hospital services - requires investments to address large maintenance backlogs, the deterioration in quality equipment, and costly repairs

- ❖ The link between training and work remains limited; ensuring the curriculum is suited for market needs and including the private sector will increase impact⁷ and support longer-term economic development in Lebanon by identifying niche opportunities in the market. This also speaks, inter alia, to the need for further collaboration between food security and livelihood sectors to support agricultural livelihoods; a policy review to support informal businesses to adhere to the standards and registration process
- ❖ Investments in tangible projects in host communities to address pressure on resources, services and utilities need to increase, having reached only 84 of the 150 targeted municipalities with only \$9 million - despite municipalities being identified as highly trusted institutions
- ❖ Larger solid waste management involving multiple municipalities has been identified as necessary to create economies of scale and to deliver greater impact on sources of tensions, particularly in smaller municipalities⁸ and therefore should be scaled up. Also at micro level to scale up recycle initiatives through cash for work schemes that can be linked to larger waste management systems across municipalities

In addition to these programmatic approaches, the MTR team views the following limitations as key to the LCRP's integrity and ability to deliver on its objectives:

- *The insufficient investments in social protection.* Social protection stands at the center of the humanitarian-development-peace nexus, as a condition for individual welfare as well as for intra and inter-communal stability and long term human development; there is plenty to build on in Lebanon, but this would require concerted effort at government level, across LCRP sectors: and with non LCRP actors and instruments, to avoid again placing the entire burden of social protection on the LCRP.
- *Expectations of the LCRP*, which vary across the different constituents: as to what it has meant to achieve and to prioritize, what it is achieving and where it should be going, but also as to where responsibilities lie for remaining gaps, with some actors (several donor) asking the UN and NGOs to go back to basics, while others (several government counterparts) pushing in a different direction.
- *The story of the LCRP*, which needs to be improved, as achievements are at times either understated (e.g. tension monitoring and responses, delivery at scale in a challenging environment) or overstated (e.g. long term capacity development)

⁷ Annual report 2017

⁸ Annual report 2017 social stability sector

Multiple and at times divergent expectations and a muddled storyline constitute a vulnerability for the LCRP.

Which are the key factors contributing to the realization and non-realization of the response intended results?

The main attributes of the response's success are:

- ✓ *A sustained effort to maintain a dual focus* (in terms of analysis, programming, funding, reporting) on humanitarian and stabilization efforts, which supports inter-sector work, helps address direct and indirect effects of the crisis (e.g. direct needs of refugees and host populations, and impacts on Lebanon's broader socio-economic environment)
- ✓ *A concerted effort to understand, pre-empt and/or respond to tensions* created or exacerbated by the refugee situation through analytics, dedicated programming (e.g. projects on mediation and conflict resolution) and high level advocacy
- ✓ *Active government participation* across the LCRP architecture, from field level operational implementation of projects (notably the municipalities) to national level structures to plan and coordinate the response
- ✓ *A willingness to innovate, and to deliver assistance through national/local systems and institutions*, both public and private, and to embed immediate assistance into broader systems development efforts in a number of sectors; as exemplified by the cash based modality; humanitarian platforms were established and quickly made to support government/national systems of assistance delivery (to refugees and Lebanese alike, even if, as noted above, assistance to Lebanese populations needs to be scaled up.
- ✓ *A genuine inclusion of national and subnational Lebanese NGOs in the response*, which has both immediate positive consequences (local knowledge of needs, community acceptance, etc.) and potential longer term benefits (increase capacity of local actors to support future responses and Lebanon's long term development needs)
- ✓ *Sustained and generous funding* overall since the start of the crisis: compared to other crises, the LCRP remains one of the best and most consistently funded (overall) plans in the world.
- ✓ *A structured planning, coordination and monitoring process*, supported by a set of accessible data and analytical platforms to help programming choices and reporting obligations, supported by an active IA team, despite resource limitations.

What Innovation has the response triggered in service delivery systems, public policies?

LCRP actors have demonstrated a willingness and a capacity to innovate in both delivery systems and public policies. Some of the best practices and lessons learned from the crisis response include:

Child protection: The inter-ministerial Child Protection Policy provides an integrated, systematic approach to improving the protection of children, inside and outside of public schools. Delivery of a comprehensive package of services to children at risk has proved effective in addressing protection concerns.

Collaborative mental health services model: Providing services at the largest hospital premises in Lebanon through community mental health centers (366 health/social workers received training), PHCC, emergency debts and treatment centers.

Cash for Social Protection/safety nets: The cash response has proven successful as a social safety net modality for the most vulnerable and to reduce food insecurity. The cash modality refined its approaches over the evolution of the response and is one of the largest globally. In addition, the success in using e-card for the Syrians have been replicated for the implementation of social safety net support for the vulnerable Lebanese through National Poverty Targeting Programme (NPTP), which uses the same platform for transferring entitlements.

Integrated targeting through coordination with the protection sector: Multi sector approaches to identify (target) beneficiaries for labor intensive programs, who are not receiving basic assistance and food security assistance, through integrated coordination with – and referral from the protection sector is an innovative approach that enhances efficiencies.

Tension monitoring: The establishment of an innovative stability monitoring system which tracks and evaluates the impact of the response on social stability across Lebanon using a range of indicators and surveys provides the platform for dialogue mechanisms and another targeting reference for prioritizing interventions.

Enhanced technical support: Support to the Ministry of Interior and Municipalities (MOIM) General Security Office and to the municipal police through targeted assistance to the Internal Security Forces (ISF) Academy, with a gender based focus on community security.

Area-based assessments and the MRR as a basis for shelter and complementary sector interventions across the humanitarian-development-peace nexus: These are being used for geographical coordination and evidence-based programming of multi sectoral interventions that benefit displaced and host communities sharing residential locations and also support social stability. In 2018 a similar initiative was adopted to respond to protection concerns and social tension through an integrated shelter and wash response that incorporates a protection focus.

Inter Sector analysis, prioritization and coordination have contributed to stronger results and prevented duplication of activities

The cross and inter sector analysis and collaboration has been strengthened by the Inter sector (IS) team resulting in greater prioritization, risk and vulnerability analysis and in focus analysis of key issues across the response. These efforts are in line with the Brussels framework recommendation.

- Key evaluation and research questions have been developed at the inter-sectoral and sectoral levels that identify issues that take stock of progress in strategic direction and indicate priorities going forward.
- Quality control linkages have been undertaken between the VASyR and the LCRP by the IS team through coordinated implementation of the annual VASyR assessment
- The stability monitoring system has effectively tracked the evolution of tensions over time to evaluate the impact of the response on key factors and identify local specificities.
- Information management- the activity -based data and info management system has had a positive impact on monitoring beneficiary results however it has limits for collating and analyzing broader stabilization results, and data on Lebanese households is lacking due to unavailability.
- Duplication of activities has been prevented through the sector and inter sector coordination system and through enhanced multi sector integrated and in focus analysis.
- Additional coordination systems have been positive for strengthening analysis of longer-term sustainable approaches but risk duplicating efforts in some cases (e.g.: the social safety net forum).

Note: many of these outputs are enabled by the Inter-Agency team, ably led and resourced by UNHCR and UNDP. The MTR received very positive feedback from several interlocutors regarding the work of the team. Such positive feedback is further confirmed by the coordination survey, whose preliminary results were shared with the MTR team in June.

However, the MTR team also emphasized that compared to set ups (e.g. Pakistan, Somalia) in place for situations of a similar scale (accounting for contextual differences), the current inter-agency coordination set up for the LCRP at the central level is relatively light. The LCRP actors may want to consider a small increase in dedicated resources (e.g. donor secondment), to enhance capacities notably in the areas of communication and inter-sector analysis.

Furthermore, the LCRP management may also want to consider co-locating part of the IA team in the MoSA to facilitate inter-action and reduce transaction costs.

On the LCRP coordination structures:

In terms of coordination structures, the MTR notes that, based on discussions and the preliminary results of the coordination survey that were made available in June, most respondents support the current coordination arrangements. Years into the response, and considering how exposed coordination is to criticism in most if not all humanitarian contexts, this is quite an achievement, and speaks highly of the capacities and work undertaken by sector leads/co-leads across the country, the IA team, the UNDP-UNHCR investment, and the government's leadership.

However, the MTR recommends to the LCRP actors to:

1. Increase efficiencies by considering joint structures, or joint work plans at least, (e.g. Social Stability and Protection / Shelter, Water and Energy, Basic assistance/livelihoods and greater mainstreaming of livelihoods imperative across sectors)
2. Consider adding Environment to the Energy sector with solid waste management and solar energy programming priorities (or Environment, Shelter, Water, and Energy)
3. Explore ways to increase government leadership and ownership of coordination structures
4. Intensify sector level work and discussions on sustainable approaches including, policy options, and use of national systems (government at central and local level, NGOs)
5. Increase the use of Inter-sector and Steering Committee platforms for strategic discussions on enabling sustainable approaches and with linkages to longer-term development

Yet, the LCRP is under stress. The MTR team has identified the following **inhibiting factors**, several of which have already addressed or will be addressed in more detail further below:

- ❖ The discourse on prioritization that is misplaced
- ❖ Capacities for cross sector work that need to increase
- ❖ An M&E system that can yield different conclusions and underplays or overplays achievements
- ❖ The lack of access to reliable data on the Lebanese population
- ❖ The absence of integrated approaches and strategies to social protection
- ❖ An approach to systems building and human capacity development that needs to be reviewed before crisis related assistance is withdrawn or reduced
- ❖ A Steering Committee that needs to be reinvigorated to offer more collective, unified vision, direction and discourse
- ❖ Funding volumes that, while generous, remain under actual need, and as problematic, funding volatility, with drops 'without sufficient warning' and donor coordination
- ❖ National policies, which at times affect the possibility of sustainable approaches

- ❖ Overall context / dynamics, and lack of progress on the broader development track

On targeting and prioritizing

There are two dimensions: intervention / sector specific, and cross sector.

At the specific intervention / sector level, the MTR team did not conduct an exhaustive review of each targeting approach and their relevance, effectiveness and coherence. However, there is sufficient demonstration evidence from government, UN agencies, NGOs and WB to conclude that very elaborate methodologies are being used (e.g. RACE, NPTP, livelihood support)

At the cross sector level, targeting approaches keep being refined, tested, and the MTR team supports the efforts undertaken by the IA team to develop new approaches to targeting, with a focus on cross sector lenses of needs at individual, community and country levels. This approach does not need to translate into a major structural re-organization of sectors; however, **the MTR team recommends that it inform and support re-organization of how the sectors work together, along the following lines of analysis, area based programming and advocacy, focused on the inter-linkages (i.e. how some responses to individual needs require country wide/policy change.**

This approach also helps shift the thinking and discourse on prioritization. Several, but not all donors stressed the need for the LCRP actors to provide clearer priorities of needs. **The MTR team disagrees with this line.** The reporting shows the inter-connectedness pattern: vulnerabilities in one sector (e.g. livelihoods, shelter, food) have implications in other sectors (e.g. protection, school) – therefore, rather than blanket approach to prioritizing, the MTR recommends the following approach

1. Continued effort on multi-dimensional risk analysis and the connections (e.g. dynamic analysis)
2. Area based approaches; prioritize at local level: needs and dynamics vary across locations
3. Prioritized tasks with clear articulation of implications if and when certain sectors and activities are unfunded

On system building and human capacity development/support

Many interlocutors spoke with angst of the real risk of a cliff in support when the refugee situation abates. This concerns speak to the need for the LCRP to tighten its approach to system building and human capacity development/support along the following tracks:

1. Definitions and measurement of systems building and capacity development have to improve (see strategic note for further details)

2. The UN in particular should take advantage of the planning process to review staff placement/support modalities to avoid the cliff when crisis related assistance is withdrawn or reduced
3. LCRP actors should accelerate efforts to identify any / every opportunity to embed the response into a national system that will outlive the crisis and serve a development purpose and/or a future crisis response
4. The GoL needs to seize the opportunity to adopt humanitarian tools and adapt them/'nationalize' them: this effort is currently uneven across sectors, it is squarely a government responsibility.

On funding

Multi -year funding for (over 60% in 2019) in the response is a key factor (and a key commitment from the Grand Bargain and the UN reform Funding Compact). However **volatility of funding** is problematic. For example, limited predictability for seasonal assistance has led to a delay in the winter assistance packages as additional funding was secured only towards mid-December 2019.

Furthermore, **sudden drops** in sector funding impacts the most vulnerable. For example, the drop in funding in 2017 for shelter particularly affected the Palestinian camps and gatherings and impacted the sector's ability to assist the most vulnerable, as well as the winterization program for informal settlements. 2017 cuts in funding for protection sector impacted service provision in SGBV.

Finally, **significant underfunding** for certain sectors remains a real obstacle to results achievement, notably for social protection, informal settlements, or energy/ water.

On enabling policies

The picture is uneven. Several **government actions have enabled the use of national systems for service delivery but select policies have in some cases constrained the shift towards more sustainable solutions.**

Policies affecting a shift from humanitarian assistance towards more sustainable solutions in **livelihoods, food security, shelter, water, and protection** have been a hindrance to achieving results and sustainable impacts. Existing and new regulations that facilitate the renewal of residency permits⁹, birth registration and other processes related to civil documentation have not yet been fully and evenly applied across Lebanon to all who are eligible. Other policies on work permits for short term employment also affect the ability to provide livelihoods support and build resilience, both essential aspects of the humanitarian response, alleviating communal tensions and preparing conditions for return.

⁹ From the Brussels commitments

What capacities are built within national institutions, communities and at individual level? What steps are taken to ensure a coherent exit/or transition to stabilization or sustainable approaches?

This section should be read in conjunction with the results section as well as the box on innovations. It provides a sample of initiatives reviewed (it is not meant to be exhaustive) that speak to a concerted effort to develop capacities.

However, as indicated above, the MTR recommends that further efforts be invested in i. harmonizing definitions and approaches used for institutional capacity development, and ii. Ensuring that short-term interventions translate into sustained capacity over the long-term above and beyond the response. **It is up to the GoL, at ministerial and municipal levels, to seize the moment and embed the systems and capacities provided through this response into long-term institutional processes.**

National Institutions - LCRP objective of service provision through national systems

- Support to public institutions to strengthen systems for service delivery, policy development, and training to deliver services in the LCRP shows a consistent trend since 2015 of 20% increase - \$240 million of total LCRP funding in 2018
- Evidence shows a trend of increased access of vulnerable populations to education, health, safe water through national and municipal systems
- Systems strengthening and public policy development have been significant (see innovations box above and transition steps below)

Communities and Municipalities - LCRP objective to preserve social stability

- Since 2014, 227 communities have been supported with close to 1000 projects showing that the immediate needs of service support to municipalities have been addressed to alleviate resource pressure
- Enhanced Mechanisms for Social Stability (MSS) has translated into a locally driven process across Lebanon that develops capacity of communities to identify and resolve local vulnerabilities and sources of tension
- Conflict dialogue mechanisms in 115 municipalities have been implemented with positive results of bringing communities together, including civil society, to jointly discuss grievances
- Training municipal police in community security has focused on putting people's rights at the center

Individuals - LCRP Objective to develop capacity for refugees and host community members to see themselves as active agents of change

- Youth activities reached an impressive scale in 2017 with over 50,000 youth were participating in community engagement and inter-community dialogue initiatives and 24,378 in 2018 including programs that build life skills.
- Support to Lebanese farmers for agricultural productivity has increased in scale

What steps are taken to ensure a coherent exit and/or transition?

Many sectors have identified some transition steps in their reporting as outlined below:

Food security: the increased support to local and national food security systems and the sector will explore linkages with other sectors for strengthening social safety nets for displaced persons and Lebanese alike.

Graduation out of poverty approaches: Sector partners will focus on the feasibility of transition schemes to enable vulnerable families to graduate out of poverty and become self-reliant, in a combined action across food security, basic assistance, livelihoods and protection sectors. Any transition mechanism will be fully aligned with government policies, be in synergy with the NPTP and aim to equally benefit displaced persons as well as vulnerable Lebanese.

Water sector: the MoEW has established Water Executive Committee platform for strategic planning and review of investments towards the LCRP objectives and the humanitarian to stabilization transition. It has already approved cost-effective national solutions in informal settlements subject to certain principles.

Education sector: the “Reaching All Children with Education” (RACE) II strategy provides a joint framework for government and development partners which will seek to maximize the effectiveness and sustainability of the education system in Lebanon moving forward¹⁰.

Protection sector: to sustain envisaged interventions, all implementing partners will align activities to national plans e.g., National Ten-Year Strategy for Women in Lebanon, the new MoSA Strategy on Child Protection and Addressing Gender-Based Violence; and work with national institutions and other sectors to ensure a multi-sector response strategy to child marriage.

The Sexual and Gender Based Violence (SGBV) task force will undertake capacity development to ensure transfer of knowledge to local to local organizations and entities including SDCs and prepare phase out strategies and community response structures.

The Protection sector will continue capacity building of Ministry of Social Affairs’ network of Social Development Centres (SDCs) as gateways for reaching vulnerable families and local “one-stop” public centers for marginalized children and their families to access essential services.

Health sector: increasingly moving towards health system strengthening in fixed health outlets, the sector will prioritize support to MoPH with models that offer more coverage for people in need and will expand the early warning system and strengthen national TB and AIDs programs. “The strategy of the health sector in 2019 aims to sustain health outcomes through continuous improvement of the core health system strengthening functions. The health sector prioritizes the mainstreaming of institutional support to i)

¹⁰ The Brussels commitments provide a roadmap for the education sector including transition steps.

Promote country ownership and sustainability, ii) Scale up solutions, and iii) Promote greater efficiencies in health investments, iv) progressively ensure expansion of Universal Health coverage”¹¹.

The livelihoods sector will support the development of an overall TVET Roadmap (linked to market opportunities) with the Ministry of Education and Higher Education through the creation of a task force on accelerated skills training, also involving other key ministries such as MoSA, MoET, MoA and MoL.

The **Social stability sector** will link work on engaging youth in host communities to government strategies on youth, the national youth policy and national volunteer program.

3. Conclusion and Recommendations

Significant achievements have resulted in progress against the four strategic objectives. In 2018, the response prevented a further deterioration in food insecurity and poverty levels for many vulnerable individuals and communities, while supporting municipalities and infrastructure across Lebanon and increasing investments in Lebanese public services and local institutions. As the reporting shows, the LCRPs’ delivery at a massive scale, through the work of over 85 partners has helped stabilized the situation for over 1.6 million people in need¹². Yet the LCRP is under stress; vulnerability levels remain very high¹³, tensions are rising, and gains are fragile, as they are subject to a broader political, regional, funding environment that is highly uncertain.

Given the protracted nature of the crisis, continuing critical humanitarian needs for a large population, and downward trends in vulnerability of Syrian refugees, achieving **LCRP 2020 results in meeting basic humanitarian needs and protection of the most vulnerable in certain sectors (shelter, water, protection)** may continue to be difficult as indicated by the Inter Sector 2018 results analysis. Some volatility in funding and underfunding particularly for some sectors, and select policies affecting more sustainable approaches in certain sectors, as well as the economic context in Lebanon are among the factors impacting the achievement of results.

The realization of the LCRP’s objectives therefore hinges on a set of actions, some of which are within the LCRP’s control, while others lie beyond. It will be important for LCRP actors to recognize and reach consensus around this reality. Setting the right expectations and accountabilities around the LCRP (what it can achieve and what it can’t, what it can improve on, and which actions are required from other actors) is necessary to protect the humanitarian response, enhance the effectiveness of the LCRP’s dual focus,

¹¹ PIST 2018

¹² *Report on Vulnerability Assessment of Syrian Refugees in Lebanon (VASyR) 2018*

¹³ VASyR 2018

and increase the coherence and the mutually beneficial relationship between the intent of the LCRP and the Lebanon's longer-term stability and development agenda.

Therefore, while the following recommendations focus on improvements within the LCRP, by LCRP actors, **the MTR team reiterates the importance and impact of measures taken beyond the LCRP, notably with regard to the acceleration of development, SDG focused efforts, to reduce the burden on the LCRP, and enable the type of development gains that the LCRP response is contributing to, but can't produce alone.**

Finally, the following recommendations should be read in conjunction with the ones offered in the UNSF MTR report and those suggested in the Strategic Note on the inter-linkages between the LCRP and the UNSF. The MTR team has developed these three sets of recommendations with an eye for overall integrity and coherence.

3.1 Recommendations on actions needed to achieve the strategic objectives 2020

To maintain the integrity of the LCRP's dual purpose of humanitarian and stabilization:

1. Sustain levels of humanitarian assistance to ensure protection and basic needs of the most vulnerable, and consolidate gains, mitigate reversals

The ten sectors have identified targeted humanitarian needs and priorities for 2020. Given the scale of poverty levels among the displaced, continued support and strengthening of social safety nets for the most vulnerable through multi sector approaches and additional funding will be important for 2020. The 2018 annual report identified the need for individual cash programs to be complemented with ongoing interventions and modalities in other areas to mitigate the risk of increasing poverty.

The VASyR report also identified the need for additional humanitarian funding, which requires greater predictability. Actors should work *together* to avoid sudden drops. In this regard, and in line with the Funding Compact recently welcomed by the ECOSOC and the DAC recommendation on the New Way of Working, donors should increase their support to the Resident Coordinator/Humanitarian Coordinator (RC/HC) led efforts to implement a predictable response across all sectors and for all LCRP actors; in turn, the UN, through the RC/HC should continue efforts to provide donors with timely, transparent information on funding needs for the entire LCRP response.

The focus on the most vulnerable must include increase coverage for Lebanese. In this regard, an expansion of the National Poverty Targeting Program (NPTP) is strongly supported. Such an expansion could form part of a larger effort, led by government and with LCRP actors, along with other development partners, to **further develop a broad base, integrated social protection strategy**. This window of opportunity should not be missed.

2. Strengthen steps to adopt sustainable approaches at government, individual and community levels

2.1 At individual level, continue capacity development activities for Syrian refugees and graduation out of poverty approaches for vulnerable Lebanese.

In addition to the recommendation above on strengthening social safety nets for displaced persons and vulnerable Lebanese, labor intensive and skills building programs to enable livelihoods for social protection targeted to the most vulnerable would help to address immediate gaps in scaling up job creation.

Work permits that are affordable to enable temporary work in the three sectors will also allow refugees to tackle their debt and contribute to some self-reliance¹⁴. Labor intensive projects that create short term jobs for vulnerable people also benefit municipal recovery and development.

The food security sector has already identified support to graduation out of poverty approaches as transition to help families become self-reliant in combination with activities related to basic assistance, livelihoods and protection. The approach is to be fully aligned with government policies, in synergy with the NPTP and equally benefit displaced persons as well as vulnerable Lebanese¹⁵.

In line with international experience and good practices, **continued support to Syrian refugees with self-reliance activities will increase their capacity for sustainable and safe return**, notably activities related to basic education and transferable skills, civil documentation, health status/vaccinations, and reduced economic vulnerability.

2.2 Increase efforts on strengthening government capacity and systems for service delivery and policy development.

Given the protracted nature of the crisis, the stabilization aspect of the LCRP remains important- and Government involvement and systems strengthening should continue to ensure that both service delivery and benefits to Lebanon from the crisis are sustained. Many transition steps have already been identified in the LCRP by sectors for implementation as noted in the report. However, as indicated in this review, LCRP actors should:

- Refine and harmonize definitions, reporting approaches and impact assessments related to capacity development (and integrate the reporting, currently under the PIST, into the annual report)
- Use the LCRP planning process as the opportunity to review the sustainability of their systems and human capacity support
- Ensure that plans include exit strategies and measures to avoid risks of any ‘the cliff’ if/when financial support for human capacity is withdrawn

¹⁴ According to MoL in 2017, only 1,775 work permits were issued to Syrian nationals (366 new, 1409 renewals) whereas 42,717 work permits were issued to other non-nationals. World Bank, 2019

¹⁵ LCRP Annual report 2017

In line with the New Way of Working agenda, **the MTR team also reiterates the GoL’s own responsibility in seizing the opportunity to adopt, and adapt as required, the systems and capacities developed and provided through the LCRP, including humanitarian modalities (e.g. cash assistance), for sustainable institution building.** The LCRP experience reveals that such ‘opportunity seizing’ is happening, but it is uneven across government.

2.3 Strengthen capacities at community level through increased support to host communities and institutional support for municipalities and unions.

An increase in projects that reduce pressure on resources, services and utilities is recommended in line with the 2018 Annual report particularly as municipalities have been identified as “highly trusted institutions”, to be prioritized for 2020 “further capacitating these institutions to deliver tangible service provision results to host communities and refugees”¹⁶.

The LCRP actors should consider increasing the use of integrated area- based programming approaches that benefit both displaced and host communities sharing residential locations, building on the progress of the shelter sector innovation on multi sectoral area-based profiling of poor urban neighborhoods. Area based approaches also develop the capacity of local authorities and contribute to social stability by helping to address grievances in a multi- dimensional manner.

3. Adjust the framing of Objectives (and related impacts) to improve the communication of LCRP’s positive impact, notably on on stabilization and to adjust expectations.

3.1 Adjust Strategic Objective 3 to improve measurement and reporting on systems strengthening.

- Shift from measuring access to services to strengthened delivery of services
- Reframe and increase reporting and communication on stabilization impacts (shifting from a current approach that is heavily tilted towards activities).

3.2 Reframe Strategic Objective 4 and impacts 4, 5, 6 to ‘lower’ expectations on the LCRP and account for longer term approaches that are needed to help reinforce Lebanon’s social, economic and environmental stability.

3.3 Strengthen the definition and communication around risks and assumptions, across all sectors and all Strategic Objectives, to better align responsibilities with contextual realities

4. Integrate the Brussels commitments at strategic objective and sector outcome level to strengthen mutual accountability, refugee protection, durable solutions, service delivery and support to Government in the LCRP

¹⁶ Annual reports 2017 and 2018

The Brussels commitments continue to provide benchmarks for monitoring as well as specific recommendations for the LCRP going forward. If integrated at the Strategic objective and sector outcome level, it may help strengthen refugee protection, health, education, social protection and livelihood imperatives and support to Government in the LCRP, given the Brussels commits also provide a mutual accountability agreement.

5. Consider a number of adjustments to the LCRP architecture

5.1 Increase the capacities and resources at the inter-sector level, notably for cross pillar and nexus analysis, and communication.

Compared to similar responses, the set up at the inter-sector level is relatively modest; while already facing significant demands, it is expected to provide additional support (see recent survey) notably in terms of cross pillar analysis, notably on multi-dimensional risks (including inter-vulnerability causalities), the impact of aid (and risk of distortion) and implementation of the humanitarian-development-peace nexus across sectors (*note: the MTR team recommends to the UN, under the UNSF MTR, to secure the services of a Nexus advisor, whose and support would also span LCRP programming*).

5.2 Consider co-location of inter-sector capacities with MoSA.

Co-location would reduce transaction costs for government and further emphasize the dimension of national ownership and capacity development of the LCRP

5.3 Explore when/where to increase transfer of responsibility and ownership of coordination structures to government/ministry led arrangements.

Such a shift could be considered on the basis of agreed criteria, such as: the presence of dedicated government capacity; temporary secretariat support from the UN; an inclusive frame (with international and local NGOs), and genuine incorporation of LCRP matters on the structure's agenda and work plan.

5.4 Increase synergies across sectors.

While the MTR does not recommend for now formal consolidation across sectors, the LCRP actors should consider i. joint work-plans between sectors, ii. increased use of the area based programming, and iii. mainstreaming of common themes, including livelihoods.

3.2 Longer-term approaches

Longer-term approaches, including those by Government, development actors and private sector complementary to the LCRP are needed to help reinforce Lebanon's social, economic and environmental stability. The CEDRE commitments and Lebanon's Capital Investment Plan are important in this regard. The LCRP's more

immediate needs and stabilization focus, is therefore also complementary to those longer-term development efforts.

At specific sector levels, **longer-term strategies needed in social protection, water, housing and livelihoods and job creation**: even before the crisis, the water and sanitation sector was struggling in Lebanon¹⁷. The water sector reform and national water sector strategy implementation and capacity building for water establishments to recover costs are longer term efforts. Strategies to address shelter and housing challenges in Lebanon and job creation/livelihoods are also part of longer term and broader development challenges facing Lebanon.

The Brussels commitments on **livelihoods** states: *“Recognizing that an expansion of economic opportunity will diminish the need for humanitarian assistance as growth will result in jobs for Lebanese and Syrians (...) the Government is proposing a new combination of interventions that aim to stimulate the economy by investing in several areas that will provide a solid foundation for sustained economic growth and trigger business expansion at the same time as directly providing additional job opportunities for both Lebanese and Syrians.”*

Going forward, **the future strategic objectives of the LCRP** could be adjusted as and when appropriate in recognition of the Global Compact for Refugees, durable solutions and the SDG plan for Lebanon as they evolve.

¹⁷ World Bank, 2019

4. Annexes

4.1. List of Meetings MTR UNSF LCRP

- 1- 3RP Secretariat (Yvonne Helle)
- 2- Al Majmoua (Alia Farhat)
- 3- Ambassador of Norway HE (Ms Lene Lind)
- 4- Basic Assistance Sector Coordinator (Khalil Dagher)
- 5- Byblos Bank Chief Economist (Nassib Ghobril)
- 6- Caritas (Ms. Rita Rhayem)
- 7- CAS (Lara Bader)
- 8- Chamber of Commerce and Agriculture of Beirut: (Rabih Sabra, Director General of the Chamber and Hana Nehme Haidar, Director of Human Resources)
- 9- Concern (Catherine Whybrow)
- 10- Data and Statistics working group
- 11- Donor group meeting
- 12- Embassy of the Federal Republic of Germany (Raymond Taraby and Stefanie Scharf, Head of Cooperation)
- 13- EU-EEAS (Rein Nieland, Jose Vinuesa, Head of Political section, programme Managers)
- 14- FAO Country Representative (Maurice Saade)
- 15- Field visit with UNDP and UNHCR to north Lebanon
- 16- Field visit with UNHCR and UNDP to the southern district of Beirut
- 17- Focus group discussion with NGOs and INGOs
- 18- Gender working group
- 19- HCT
- 20- Health Sector Coordinator (Stephanie Laba)
- 21- IMP (Najla Nakhle)
- 22- Joint task force of the LCRP
- 23- LCRP inter-sector meeting
- 24- LCRP interagency team
- 25- Lebanese Red Cross (Jad Achkar, Elie Tekle)
- 26- Lebanon Center for policy studies
- 27- Livelihoods Sector Coordinator (Hiba Douaihi)
- 28- Mercy corps (Georges Antoun)
- 29- Ministry of Education and Higher Education (Iman)
- 30- Ministry of Energy and LCRP Environment task force (Lamia Mansour)
- 31- Ministry of Interior and Municipalities (Randa Hobeich)
- 32- Ministry of Industry (Ms. Feryal Moghrady)
- 33- Ministry of Justice (Hon. Mr Ayman Ahmad, Hon. Ms Angela Dagher, Hon. Ms Razane Hajj Chehade, and Hon. Ms Raja AbiNader)
- 34- MoSA (Robin Saghbini, special advisor to the minister of social affairs)

- 35- MTR management team (Anne France White (OCHA), Jean-Charles Rouge (Inter-agency), Jon Hedenstrom (UNRCO), Kristine Najjar (UNRCO) Carol Sparks and Lauren Panetta (UNHCR))
- 36- National Commission for Lebanese Women (Ms. Haeyk Massaad)
- 37- OHCHR (Ulrik Hallsteen, Lyn Eid, and Ansam Al-Abayechi)
- 38- Operations management team
- 39- Outcome 3:1 coordinators (Etienne Careme and Nada Nohra (FAO and UNIDO) and Cristiano Pasini, (UNIDO Representative))
- 40- Prime Minister's office (Ms. Hazar Caracalla)
- 41- RCO (Jon Hedenstrom, Kristine Najjar, Rony Gedeon, Roberta Maio, Christian De Clercq Hanna Schmitt and Michael Schaadt)
- 42- Shelter Sector Coordinator (Abed Abdelghani)
- 43- Social Stability Sector Coordinator (Tom Lambert)
- 44- UN Global Compact (Ms. Dina Harake)
- 45- UN Habitat Country Representative (Tarek Osseiran)
- 46- UN Resident and Humanitarian Coordinator (Philippe Lazzarini)
- 47- UN Risk Management (Anne-France White, Alexander Binns (OCHA) Jon Hedenstrom, Michael Schaadt (RCO) and Sabir Mughal (DSS))
- 48- UN Women Country Representative (Rachel Dore Weeks)
- 49- UNCT
- 50- UNDP (Diana Menhem)
- 51- UNDP CPD evaluators (Ms. Vijayalakshmi Vadivelu)
- 52- UNDP Representative (Celine Moyroud)
- 53- UNFPA (Asma Kordahi)
- 54- UNHCR (Lauren Panetta, Carol Sparks, Layal Abou Darwich)
- 55- UNHCR Country Representative (Mireille Girard)
- 56- UNHCR Deputy Representative – Protection (Karolina Lindholm Billing)
- 57- UNIC Director (Marguerite el Helou)
- 58- UNICEF (Sarah Hague)
- 59- UNICEF Country Representative (Tanya Chapuisat)
- 60- UNICEF Deputy Representative (Violet Speek-Warnery)
- 61- UNICEF (Alex Schein)
- 62- UNRWA affaires OiC (Daniela Leinen)
- 63- UNSCOL and UNIFIL (Office of Chief of Staff and Political Affairs unit (UNSCOL))
- 64- UNSF pillar 1
- 65- UNSF pillar 2
- 66- UNSF pillar 3
- 67- US Embassy (Stephen Estes, Youssef Boutros)
- 68- WFP (Kaori Ura)
- 69- WFP (Paul Skoczylas, Simon Renk, Yasmine Kara, Kaori Ura)
- 70- WFP Country Representative (Abdallah Alwardart)
- 71- WHO Country Representative (Iman Shankiti)

- 72- Women Peace and Security Joint Programme meeting
- 73- World Bank (Haneen Sayed, Mouna Couzi, Mouna Ziade, Paul Welton, Pierre Joseph Kamano and Wissam Harake)

4.2 Documents Consulted MTR UNSF LCRP

LCRP:

- 1- Brussels monitoring framework draft
- 2- End of year financial tracking (Jan-Dec) 2017
- 3- End of year financial update 2017
- 4- End of year financial update 2018
- 5- End of year sector dashboard basic assistance 2017
- 6- End of year sector dashboard basic assistance 2018
- 7- End of year sector dashboard education 2017
- 8- End of year sector dashboard education 2018
- 9- End of year sector dashboard energy 2017
- 10- End of year sector dashboard energy 2018
- 11- End of year sector dashboard food security 2017
- 12- End of year sector dashboard food security 2018
- 13- End of year sector dashboard health 2017
- 14- End of year sector dashboard health 2018
- 15- End of year sector dashboard livelihoods 2017
- 16- End of year sector dashboard livelihoods 2018
- 17- End of year sector dashboard multisector 2017
- 18- End of year sector dashboard multisector 2018
- 19- End of year sector dashboard protection 2017
- 20- End of year sector dashboard protection 2018
- 21- End of year sector dashboard shelter 2017
- 22- End of year sector dashboard shelter 2018
- 23- End of year sector dashboard social stability 2017
- 24- End of year sector dashboard social stability 2018
- 25- End of year sector dashboard water 2017
- 26- End of year sector dashboard water 2018
- 27- External review of coordination in Lebanon (LCRP 2015-2016), Paul Bonard, Lewis Sida and Inger-Johanne Tjoflaat
- 28- Financial trends 2015-2018 v2
- 29- Findings from participatory assessments with working children, child spouses, female-headed households, women alone, detained persons, minorities and stateless persons in Lebanon, UNHCR
- 30- HCT minutes of meeting (ad hoc – draft) 190517
- 31- HCT minutes of meeting 011218
- 32- HCT minutes of meeting 061218
- 33- HCT minutes of meeting 080617

- 34- HCT minutes of meeting 080818
- 35- HCT minutes of meeting 090518
- 36- HCT minutes of meeting 090618
- 37- HCT minutes of meeting 091018
- 38- HCT minutes of meeting 110517
- 39- HCT minutes of meeting 130618
- 40- HCT minutes of meeting 150318
- 41- HCT minutes of meeting 170117
- 42- HCT minutes of meeting 170119
- 43- HCT minutes of meeting 170302
- 44- HCT minutes of meeting 170406
- 45- HCT minutes of meeting 170706
- 46- HCT minutes of meeting 170914
- 47- HCT minutes of meeting 171012
- 48- HCT minutes of meeting 171109
- 49- HCT minutes of meeting 180418
- 50- HCT minutes of meeting 180419
- 51- HCT minutes of meeting 180718
- 52- HCT minutes of meeting 210218
- 53- HCT minutes of meeting 210219
- 54- HCT minutes of meeting 210319
- 55- In Focus: Evictions of Syrian Refugees in Lebanon 23 May 2017
- 56- In Focus: Secondary and Tertiary Health Referrals June 2017
- 57- In Focus: Informal Settlements June 2017
- 58- In Focus: Cash-Based Assistance under the LCRP May 2018
- 59- In Focus: Child Labour in Lebanon November 2018
- 60- In Focus: Evictions of Syrian Refugees in Lebanon in 2018 February 2019
- 61- Independent monitoring report for the Brussels framework (data) 7 March 2019
- 62- Inter-Agency Coordination Lebanon Survey 2018 Field National
- 63- Inter-Agency Coordination Lebanon Survey 2018 Field Office Beirut & Mount Lebanon
- 64- Inter-Agency Coordination Lebanon Survey 2018 Field Office Bekaa and Baalback Hermel
- 65- Inter-Agency Coordination Lebanon Survey 2018 Field Office North and Akkar
- 66- Inter-Agency Coordination Lebanon Survey 2018 Field Office South and Nabatieh
- 67- Inter-sector MandE framework December 2018
- 68- Inter-sector priorities compiled v6
- 69- Inter-sector vulnerabilities discussion with comments
- 70- LCRP 2017
- 71- LCRP 2018
- 72- LCRP 2019
- 73- LCRP annual report 2017

- 74- LCRP basic assistance 2017-2020 logframe
- 75- LCRP basic assistance 2018 logframe
- 76- LCRP basic assistance 2019 logframe
- 77- LCRP basic assistance 2019 logframe Q1
- 78- LCRP education 2017-2020 logframe
- 79- LCRP education 2018 logframe
- 80- LCRP education 2019 logframe
- 81- LCRP education 2019 logframe Q1
- 82- LCRP energy 2017-2020 logframe
- 83- LCRP energy 2018 logframe
- 84- LCRP energy 2019 logframe
- 85- LCRP energy 2019 logframe Q1
- 86- LCRP food security 2017-2020 logframe
- 87- LCRP food security 2018 logframe
- 88- LCRP food security 2019 logframe
- 89- LCRP food security 2019 logframe Q1
- 90- LCRP health 2017-2020 logframe
- 91- LCRP health 2018 logframe
- 92- LCRP health 2019 logframe
- 93- LCRP health 2019 logframe Q1
- 94- LCRP key facts and figures 2018
- 95- LCRP key facts and figures 2019
- 96- LCRP livelihoods 2017-2020 logframe
- 97- LCRP livelihoods 2018 logframe
- 98- LCRP livelihoods 2019 logframe
- 99- LCRP livelihoods 2019 logframe Q1
- 100- LCRP MandE system final
- 101- LCRP overview 2019
- 102- LCRP population figures 261018
- 103- LCRP progress report 2018 draft
- 104- LCRP protection 2017-2020 logframe
- 105- LCRP protection 2018 logframe
- 106- LCRP protection 2019 logframe
- 107- LCRP protection 2019 logframe Q1
- 108- LCRP reporting calendar 2019
- 109- LCRP research question matrix 2019
- 110- LCRP sector coordinators and field focal points 2019
- 111- LCRP shelter 2017-2020 logframe
- 112- LCRP shelter 2018 logframe
- 113- LCRP shelter 2019 logframe
- 114- LCRP shelter 2019 logframe Q1
- 115- LCRP social stability 2017-2020 logframe
- 116- LCRP social stability 2018 logframe

- 117- LCRP social stability 2019 logframe
- 118- LCRP social stability 2019 logframe Q1
- 119- LCRP steering committee meeting report 24 November 2017
- 120- LCRP water 2018 logframe
- 121- LCRP water 2018 logframe
- 122- LCRP water 2018 logframe
- 123- LCRP water 2019 logframe
- 124- LCRP water 2019 logframe Q1
- 125- Lebanon coordination review, presentation by the interagency team to the HCT 18 September 2017
- 126- Lebanon partnership paper April 2018
- 127- Lebanon Q4 funding update v3
- 128- Mainstreaming Environmental Issues in the Lebanon Crisis Response Plan and the Transition to Sustainable Development in Lebanon, Reflections and Opportunities for consideration by the LCRP/UNSF Mid-term Evaluation Team by the environment task force 2019
- 129- Making aid to Jordan and Lebanon work: aid effectiveness in middle income countries affected by mass displacement, Oxfam LCPS and Phenix
- 130- Outcomes of LCRP steering committee July 2018
- 131- Participatory assessment main findings 2017-2018
- 132- Presentation on coordination survey results by the Interagency coordination team 2 March 2018
- 133- Public institutions support report 2015
- 134- Public institutions support report 2016
- 135- Public institutions support report 2017
- 136- Public institutions support report 2018
- 137- Quarterly sector dashboards basic assistance Jan-Apr 2017
- 138- Quarterly sector dashboards basic assistance Jan-Jul 2017
- 139- Quarterly sector dashboards basic assistance Jan-Apr 2018
- 140- Quarterly sector dashboards basic assistance Jan-Aug 2018
- 141- Quarterly sector dashboards education Jan-Apr 2017
- 142- Quarterly sector dashboards education Jan-Jul 2017
- 143- Quarterly sector dashboards education Jan-Apr 2018
- 144- Quarterly sector dashboards education Jan-Aug 2018
- 145- Quarterly sector dashboards energy Jan-Apr 2017
- 146- Quarterly sector dashboards energy Jan-Jul 2017
- 147- Quarterly sector dashboards energy Jan-Apr 2018
- 148- Quarterly sector dashboards energy Jan-Aug 2018
- 149- Quarterly sector dashboards health Jan-Apr 2017
- 150- Quarterly sector dashboards health Jan-Jul 2017
- 151- Quarterly sector dashboards health Jan-Apr 2018
- 152- Quarterly sector dashboards health Jan-Aug 2018
- 153- Quarterly sector dashboards livelihoods Jan-Apr 2017

- 154- Quarterly sector dashboards livelihoods Jan-Jul 2017
- 155- Quarterly sector dashboards livelihoods Jan-Apr 2018
- 156- Quarterly sector dashboards livelihoods Jan-Aug 2018
- 157- Quarterly sector dashboards protection Jan-Apr 2017
- 158- Quarterly sector dashboards protection Jan-Jul 2017
- 159- Quarterly sector dashboards protection Jan-Apr 2018
- 160- Quarterly sector dashboards protection Jan-Aug 2018
- 161- Quarterly sector dashboards shelter Jan-Apr 2017
- 162- Quarterly sector dashboards shelter Jan-Jul 2017
- 163- Quarterly sector dashboards shelter Jan-Apr 2018
- 164- Quarterly sector dashboards shelter Jan-Aug 2018
- 165- Quarterly sector dashboards social stability Jan-Apr 2017
- 166- Quarterly sector dashboards social stability Jan-Jul 2017
- 167- Quarterly sector dashboards social stability Jan-Apr 2018
- 168- Quarterly sector dashboards social stability Jan-Aug 2018
- 169- Snapshot of IM tools
- 170- Survey of refugees and field staff in Lebanon, World Humanitarian summit, OECD
- 171- Taking stock of recent reports/ assessments regarding the UN's humanitarian response and "sustaining peace", Summary of Reports and Findings
- 172- Trend Analysis of Participatory Assessment (PA) Reports: A timeline of key events reported by persons of concern from 2012 to 2017
- 173- UN Humanitarian Coordination in Lebanon the Consequences of Excluding Syrian Actors, Kholoud Mansour
- 174- Understanding vulnerabilities IFG 22 May 2019
- 175- VASyR 2017 key findings
- 176- VASyR 2018 key findings
- 177- Vulnerability assessment of Syrian refugees in Lebanon VASyR 2017
- 178- Vulnerability assessment of Syrian refugees in Lebanon VASyR 2018
- 179- Vulnerability assessment of Syrian refugees in Lebanon VASyR 2019

UNSF:

- 1- Activities UNSF finalization 24 March 2016
- 2- Agenda Pillar Group Meeting 1
- 3- Agreed final changes in Pillar 2 of the joint UN workplan 2019
- 4- Annex Advocacy messages
- 5- Annex Advocacy messages
- 6- Annex UNSF Annual Review Dashboard 2017
- 7- Annex UNSF JWP activities and resources 2018
- 8- Annex UNSF JWP activities and resources final 13 February 2018
- 9- Annotated agenda for the Pillar Groups Meeting 1
- 10- Annual UN Lebanon report 2018 Arabic

- 11- Annual UN Lebanon report 2018 English
- 12- Anticorruption meeting Agenda 11 February 2019
- 13- Anticorruption workshop minutes 13 November
- 14- Areas for coordination or joint programming from JWP exercise 27 October 2016
- 15- Attendee list Pillar 2 meeting March 2017
- 16- Attendees Pillar 1 and 2 11 May 2017
- 17- BOS Lebanon final
- 18- CCA Lebanon internal final May 2016
- 19- Concept agenda for UNCT Lebanon workshop on anticorruption 7 September
- 20- Concept notes PSDP
- 21- Contribution to UNSF Joint workplan final review 20 December 2018
- 22- Copy of GWG workplan October 2017
- 23- Copy of JWP 2018 w replaced indicators
- 24- Copy of Mapping of Data Stats initiatives
- 25- Data and Statistics Working Group terms of reference final 27 April 2017
- 26- Division of Labour SWAP Gender Scorecard IAT 10 February
- 27- Draft UNCT retreat report and action points 2018
- 28- Draft anticorruption meeting plan 29 March
- 29- Draft Gender score card report May 2019
- 30- Draft Lebanon UNCT HRDDP SOP May 2018
- 31- Draft list of strategic anticorruption activities 2019
- 32- Draft minutes of UNCT 22 February
- 33- Draft minutes of UNCT meeting 19 December 2017
- 34- Draft minutes Pillar 1 meeting 29 May
- 35- Draft minutes UNCT 17 May 2018
- 36- Draft Work Plan HRWG 2018
- 37- DSWG and gaps analysis
- 38- DSWG JWP draft input 2017
- 39- DSWG JWP 2018
- 40- DSWG 2019 Joint Work Plan
- 41- Extension of UNSF period to 2021 – for virtual no objection approval 9 May
- 42- Final Draft Monitoring Plan with comments 2
- 43- Finalizing Pillar 1 SDGs alignment Your inputs requested
- 44- Finalizing Pillar 2 SDGs alignment Your inputs requested
- 45- Finalizing Pillar 3 SDGs alignment draft for your review
- 46- Gender Scorecard IAT Lebanon
- 47- Gender Working Group TOR Final 27 April 2017
- 48- GWG JWP final draft 2018
- 49- Human Rights Working Group Annual Work Plan 2017
- 50- Human Rights Working Group TOR Final 27 April 2017
- 51- Humanitarian contingency plan 2017-2018 final 6 September
- 52- Integrated communication campaign 2017-2020
- 53- Invitation to UNSF Pillar 1 Workshop for planning reporting 5 December

- 54- Invitation to UNSF Pillar 2 Workshop for planning reporting 8 December
- 55- Joint annual UNSF workplan 2019 endorsed by UNCT
- 56- Joint communication strategy for Lebanon final 27 April 2017
- 57- Joint UNSF risk management framework
- 58- JWP Final 14 March 2017
- 59- Key anticorruption messages 25 April 2019
- 60- Lebanon economic vision, McKinsey
- 61- Lebanon needs a budget for its people not its ruling class, Jad Chaaban
- 62- Lebanon SDGs VNR 2018
- 63- List of recommendations to UNCT
- 64- List of recommendations to UNCT updated 2
- 65- M&E UNSF resources 2018
- 66- Mapping of data and statistics initiatives update
- 67- Mapping UN activities to National Strategy September 2017 v4
- 68- Matrix of UN border activities
- 69- ME plan 2018-2019 3 October
- 70- Message to Pillar 1 to finalize UNSF-SDGs linkages initiative
- 71- Message to Pillar 2 to finalize UNSF-SDGs linkages initiative
- 72- Message to Pillar 3 to finalize UNSF-SDGs linkages initiative
- 73- Minutes from Meeting on Collaboration on Security Sector Support 9 March 2017
- 74- Minutes from Meeting on Programming for Rule of Law 28 March 2017
- 75- Minutes Pillar 1 29 May 2018
- 76- Minutes Pillar 1 meeting September 2018
- 77- Minutes Pillar 2 meeting 6 June 2018
- 78- Minutes Pillar 2 revised 23 November 2016
- 79- Minutes Pillar 2 meeting 10 April 2017
- 80- Minutes Pillar 2 4 April 2019
- 81- Minutes Pillar 3 meeting 050417
- 82- Minutes Pillar 3 meeting 050618
- 83- Minutes Pillar 3 meeting 050618
- 84- Minutes Pillar 3 meeting 050618
- 85- Minutes Pillar 3 meeting 180517
- 86- Minutes Pillar 3 meeting 180517
- 87- Minutes Pillar 3 meeting UNSF 5 June 2018
- 88- Minutes Pillar meeting UNRCO 20 March 2019
- 89- Minutes on Input to Pillar 3
- 90- Minutes Outcome 3.1 meeting 250417
- 91- New Youth working group Terms of Reference draft 22 May 2018
- 92- OMT annual report 2017 draft 060218
- 93- Overview of UN coordination groups 26 April 2019
- 94- Pillar 1 meeting attendee list November 2016
- 95- Pillar 1 meeting 10 January 2018
- 96- Pillar 2 attendee list November 2016

- 97- Pillar 2 meeting 10 January
- 98- Pillar 2 meeting 15 January 2018
- 99- Pillar 2 meeting 18 January
- 100- Pillar 2 Rule of Law Meeting 28 March
- 101- Pillar 2 meeting 6 June 2018
- 102- Pillar 2 Meeting Minutes Agreed Action Points
- 103- Pillar 2 meeting November 2016
- 104- Pillar 3 draft minutes and presentations
- 105- Pillar 3 meeting - save the date
- 106- Pillar 3 meeting attendees November 2016
- 107- Pillar Group 1 meeting 1 Draft Presentation 17 November 2016
- 108- Pillar Group 1 summary of meeting 23 November 2016
- 109- Pillar Group 2 meeting 1 Draft Presentation 17 November 2016
- 110- Pillar Group 2 summary of meeting 23 November 2016
- 111- Pillar Group 3 meeting 1 Draft Presentation 17 November 2016
- 112- Pillar Group 3 summary of meeting 25 November 2016
- 113- Pillar Group 3 meeting 20 March
- 114- Pillar Group 2 meeting Rule of Law Programming 10 April
- 115- PPT UN Taskforce 12 July 2018
- 116- Prep. UNSF Outcome 3.2 (social services) meeting
- 117- Proposal for EU meeting with the UN Pillar 1 Group on peace and security
- 118- PSDP cover letters
- 119- Q1 UNSF resources 2019
- 120- RBM workshop October 2017
- 121- (Re)establishment of the Youth Working Group under the UNSF coordination structure ToRs for review by 6 June
- 122- RE Outcome 3.1 Meeting - Friday 12 April
- 123- RE UNCG annual workplan and report
- 124- RE UNSF Reporting Planning Pillar 2 - final inputs by Wednesday 20 December
- 125- RE UNSF Reporting Planning Pillar 2 - update and next steps
- 126- Review of Implementation of the HRDDP Lebanon input cleared 04 June 2018
- 127- Risk register
- 128- SDG fund proposal submitted
- 129- Semiannual UNSF progress review report Aug 2017
- 130- Tackling Lebanon's financial problems? You might be looking the wrong way, Jad Chaaban
- 131- Tentative timeline anticorruption initiatives
- 132- Terms of Reference for gender scorecard October 9
- 133- Terms of Reference for Pillar groups final 27 April 2017
- 134- Terms of Reference Gaps Analysis
- 135- The CEDRE Reform Program Needs a Credible Action Plan Sami Atallah, Georgia Dagher, and Mounir Mahmalat, LCPS
- 136- TOR for PSEA network - Final Draft

- 137- UN Country Team Terms of reference
- 138- UN engagement and support to PVE in Lebanon positions 06 January 2017
- 139- UN engagement and support to PVE in Lebanon positions 1 June 2017
- 140- UN joint initiatives for rule of law 2018 to 2020 revised copy 7 January
- 141- UN Programme for Rule of Law 2017 to 2020
- 142- UN PSDP programme document 181203
- 143- UN report final year 2017
- 144- UN-WB compact Lebanon 23 March 2018
- 145- UNCT Lebanon working group for fraud prevention
- 146- UNCT meeting draft readout 25 October
- 147- UNCT readout 22 March 2018
- 148- UNCT minutes 28 June 2018
- 149- UNCT minutes draft 26 July 2018
- 150- UNCT Final Minutes 23 August 2018
- 151- UNCT retreat report and action points draft for review
- 152- UNCT retreat final summary report and action points 2016
- 153- UNCTOMT meeting draft readout 17 September 2018
- 154- UNFPA Enhancing National Women Machinery Capacities for Advancing Gender Equality
- 155- UNHCR Ad hoc UNCT meeting
- 156- UNSF final 25 Nov 2016
- 157- UNSF LCRP alignments by UNSF outcome November 2017 v2
- 158- UNSF joint workplan 2018 final
- 159- UNSF joint workplan 2018 final endorsed
- 160- UNSF joint workplan 2019 final version to UNCT
- 161- UNSF joint programming initiatives 5 March 2019
- 162- UNSF Pillar 2 meeting Fri 12 January UNDP
- 163- UNSF Pillar 2 Meeting Minutes Proposed Action Points
- 164- UNSF Pillar 3 Outcome 3.1 subgroup 25 April
- 165- UNSF Reporting and Planning Co-Leads communication with Pillar 1
- 166- UNSF Reporting and Planning Co-Leads communication with Pillar 2
- 167- UNSF Reporting Planning Guidance Timeline Responsibilities for Pillar 2
- 168- UNSF Reporting Planning Guidance Timeline Responsibilities for Pillar 3
- 169- UNSF Reporting Planning Next steps for Pillar 2
- 170- UNSF Strategic Note on education 120118
- 171- UNSF Strategic Note on environment 310517
- 172- UNSF Strategic Note on social protection 120118
- 173- UNSF Strategic Note on water and health 060218
- 174- UNSF Strategic Note on youth 120118
- 175- UNSF Youth WG - Work Plan 2019
- 176- UNSF-SDG Linkages Final
- 177- UNWB strategic framework on AC in Lebanon 23 January
- 178- Update on the SDG Task Force

- 179- Work Plan 2019 HRWG
- 180- Youth Working Group Terms of Reference 23 July 2018