

International Rescue Committee **Lebanon: Strategy Action Plan**

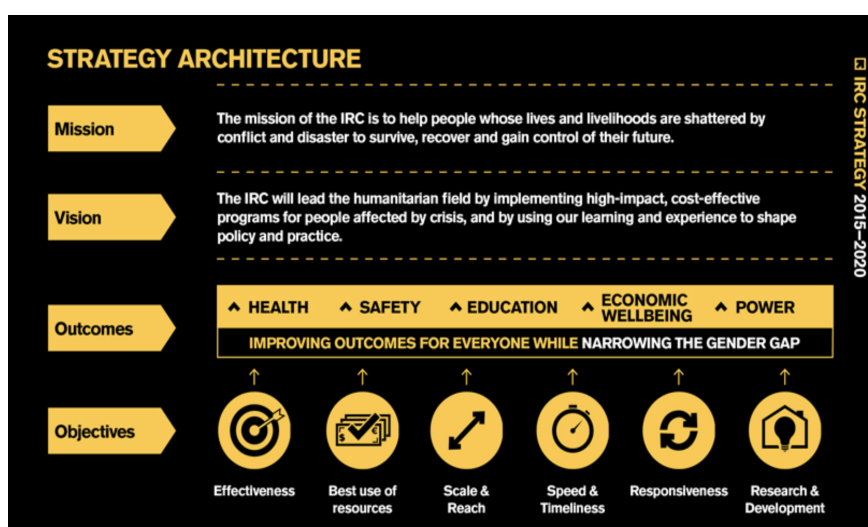


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IRC2020 GLOBAL STRATEGY OVERVIEW

The International Rescue Committee's (IRC) mission is to help the world's most vulnerable people survive, recover, and gain control of their future. The aim of the IRC2020 strategy (shown at right), is to make measurable improvements in health, safety, education, economic wellbeing, and power outcomes for the people we serve.



To turn strategy into action, the IRC will make evidence-based investments to improve program effectiveness, use resources more efficiently, reach more people more quickly, and better respond to clients' needs.

LEBANON OVERVIEW

Since the start of the Syrian conflict in 2011, Lebanon has taken in over 1.5 million refugees, putting additional constraints on resources, infrastructure, and the host communities. The IRC provides both emergency response and long-term support to address the urgent needs of refugees through direct assistance, and supporting the Lebanese host communities and government in responding to the crisis through social and economic development projects.

The conflict in Syria has exceeded its 7th year with no imminent solution in sight. Due to the current protracted displacement of refugees, available humanitarian services are overstretched and unable to meet all the needs. Lack of economic opportunities strained public resources and challenging community dynamics have further exacerbated refugee vulnerability. With the continuous change in political and economic policies and regional dynamics impacting

the crisis, the IRC continues to adapt and contextualize its programming to address the most vulnerable. It is all too common for refugees to experience violence and exploitation. The Lebanon Crisis Response Plan 2018 (LCRP) estimates the number of children in need in Lebanon by 1.3 millions Syrian and Lebanese. Additionally, Syrian children are engaged in child labor, while only 21% have access to education. Psychosocial trauma is frequently not treated and access to livelihoods and other services remains extremely limited.

As the protracted crisis pushes thousands of refugees into poverty and threatens their long-term social and economic health, the IRC's work is more critical than ever. The new strategy for Lebanon reflects our commitment to improving the safety, education, and economic wellbeing of people affected by conflict.

IRC'S STRATEGIC PROGRAMMING

Currently, the IRC implements education, economic recovery and development, protection, child protection programs and works to respond to and prevent gender-based violence (GBV) in all regions of Lebanon.

From 2016 to 2020, the IRC's strategy in Lebanon will prioritize improving outcomes in **safety, power, education, and economic** wellbeing (see Figure 1). This strategic focus will benefit host and

refugee communities, and help the IRC to reach unserved and underserved parts of Lebanon.

As a leader in protection, the IRC will strengthen protection monitoring and expand case management, legal services, and referrals. The IRC will prioritize building national GBV and child protection systems with effective government coordination and NGO capacity building.

To address the gaps in refugee early childhood education, the IRC will scale up a new early childhood program that covers pre-literacy, pre-numeracy, and social and emotional skills. The IRC will improve Syrian and Lebanese economic wellbeing by expanding its apprenticeships and training

programs, and by providing microenterprise support to entrepreneurs. To reach these outcomes, the IRC is investing in technology, grants management, staff, partnerships, advocacy and its supply chain system.

Figure 1: Priority Outcomes and Future Programs

Priority Outcomes in Lebanon		Future Programs
SAFETY	<ul style="list-style-type: none"> > People are safe in their communities and receive support when they experience harm 	<ul style="list-style-type: none"> > Research the impact of protection monitoring and parenting skills > Build strong national systems to deliver protection, GBV, and child protection interventions > Advocate at all levels to address child labor > Incorporate Education and Livelihoods into Protection > Build strong partnerships with Local CSOs on case management
POWER	<ul style="list-style-type: none"> > People are able to exercise free and informed choices about where to live 	<ul style="list-style-type: none"> > Leverage technology to give people new ways to voice concerns and get support > Mobilize and strengthen refugee communities to address violence, abuse, and exploitation > Improve access to up-to-date information about rights, regulations, and services
EDUCATION	<ul style="list-style-type: none"> > Young children have the cognitive and social-emotional skills necessary for future academic success and wellbeing, according to their developmental potential 	<ul style="list-style-type: none"> > Maintain and expand early childhood education and early childhood development programming; > Increase access to quality and safe education services for the most vulnerable children, including out of School children (OOS) and street and working children (SAWC). > Reinforce synergies with Protection and Child protection programming, to better monitor that children are learning in safe environments;
ECONOMIC WELLBEING	<ul style="list-style-type: none"> > People generate income and assets 	<ul style="list-style-type: none"> > Expand support for entrepreneurs > Target access to finance and other economic constraints for employers and businesses > Work with Lebanese employers to promote job growth > Work with the Ministry of Social Affairs' Social Development Centers (MoSA – SDCs) on Vocational and Soft Skills trainings for Lebanese and Syrians in Mount Lebanon, Akkar, and Wadi Khaled.
<p>The IRC Commitment to Gender Equality</p> <p>We strive for equal outcomes for women and girls, and men and boys.</p> <p>To narrow the gender gap, the IRC will incorporate gender-focused activities into all programming.</p>		

COMMITMENTS FOR IMPACT

In order to maximize our impact, the IRC in Lebanon is making **new investments** to improve program effectiveness, use resources more efficiently, reach more people more quickly, and respond to our clients' needs. The IRC made the following commitments to strengthen programming and deliver improvements for the people we serve in Lebanon.

Figure 2: Commitments to Ensure Impact



Effectiveness

- > Generate unique evidence that will contribute to the global understanding of the impact of protection programming and protection monitoring in urban settings
- > Integrate programs through workshops and business development that focus on information sharing, linking technical teams, and piloting innovative integration strategies



Best Use of Resources

- > Create a quarterly dashboard to better analyze, understand, and manage use of resources
- > Build staff capacity in activity-based budgeting and multi-grant management



Scale & Reach

- > Develop new partnerships with donors, researchers, and civil society by collecting and disseminating evidence-based advocacy materials



Speed & Timeliness

- > Create preparedness plans for key programs to more quickly address increases in violence, sudden refugee influxes, or other changes in context



Responsiveness

- > Ensure the systematic collection and use of feedback from beneficiaries and partners to improve services, support, and relationships, emphasizing protection and gender mainstreaming

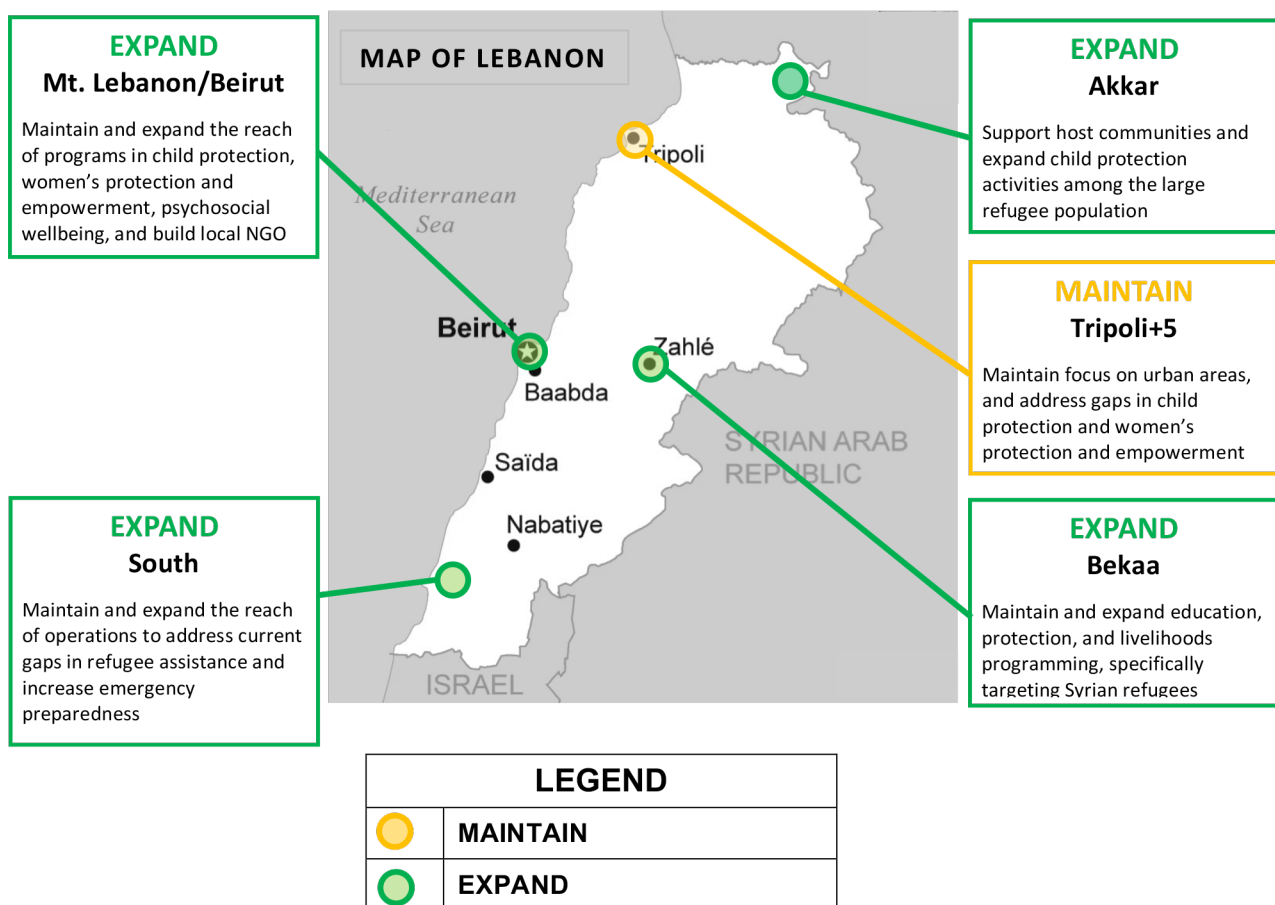


IRC'S STRATEGIC PRESENCE

From now until the end of 2020, the IRC in Lebanon is planning to maintain and expand its presence in most areas, including Mt. Lebanon/Beirut, Bekaa, Akkar, and South.

IRC will endeavor to expand its partnership base to pursue the strategic objectives of best use of resources, scale and reach, responsiveness, and speed and timeliness, because many national organizations in Lebanon demonstrate good potential to be effective partners. Developing a nation-wide network with such local organizations will help IRC respond more effectively and efficiently to needs across the country.

Figure 3: The IRC's Geographical Transitions in Lebanon





The IRC in Lebanon



Matias Meier - Country Director



[Rescue.org/where/Lebanon](https://rescue.org/where/Lebanon)

