



ACTED

ACT FOR CHANGE
INVEST IN POTENTIAL



ACTED's Response to the Syrian Crisis in Lebanon 2016 – 2017

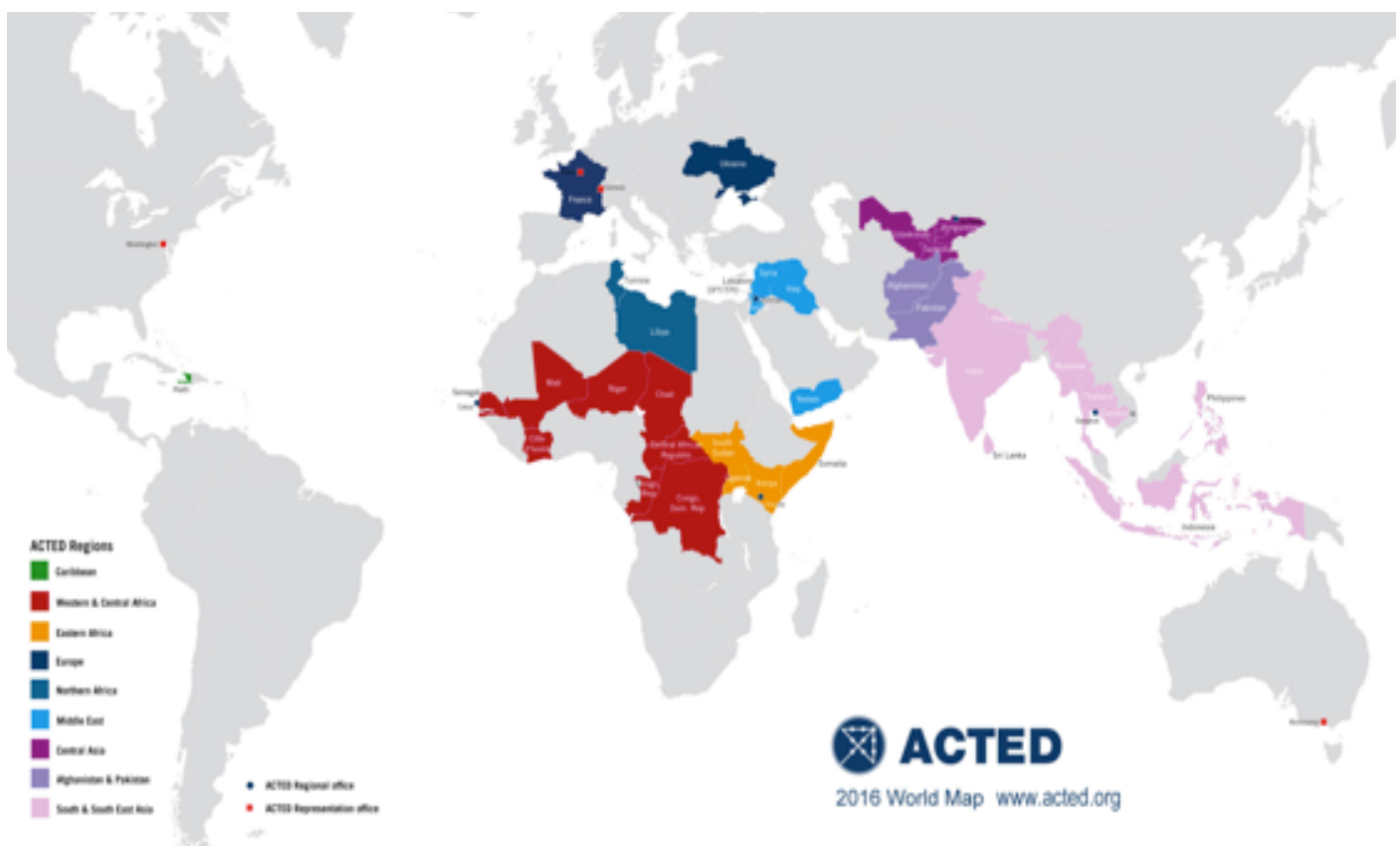
ACTED Globally

ACTED is a non-governmental organization with headquarters in Paris, France and founded in 1993. Independent, private, and not-for-profit, ACTED respects a strict political and religious impartiality and operates according to principles of non-discrimination and transparency.

Our vision is to establish a link between emergency, rehabilitation and development, and our interventions seek to cover the multiple aspects of humanitarian and development crises through a multidisciplinary approach which is both global and local, and adapted to each context. ACTED's LRRD approach- Linking Relief, Rehabilitation, and Development- is a key principle driving of ACTED's global programming.

In less than 25 years, ACTED has grown to become the second largest French NGO. ACTED develops more than [450 projects](#) a year, reaching over 10 million beneficiaries in such diversified activities as Emergency Relief, Food Security, Health Promotion Network, Economic Development, Education and training, Microfinance, Advocacy - Institutional Support and Regional Dialogue, and Cultural promotion. ACTED's budget in 2016 amounted to 194 million euros. ACTED is active in [32 countries](#) and currently employs approximately 3,998 staff members.

ACTED has been working in the Middle East and North Africa (MENA) region since 2003, in response to the humanitarian crisis in Iraq and recurring emergencies in the occupied Palestinian Territories. Since that time, ACTED has also responded to emergencies in Lebanon, Libya, and in Yemen. ACTED's MENA presence expanded significantly in response to the opportunities for political reform brought by the Arab Spring in 2011, and following the onset of the Syrian crisis in 2012.



ACTED in Lebanon

In 2015, ACTED's work focused on supporting over 200 community-based organisations and local authorities across the MENA region thereby improving the capacities of national organisations in responding to emergency situations through a self-driven recovery mechanism and effective development plans.

ACTED has been registered in Lebanon since 2006 and has an established country office in Beirut as well as a field office in Akkar. More recently, ACTED has launched activities in the South and in Tripoli, and provides comprehensive support tailored to the geographic contexts and spatial dimensions that stimulate development in the varied sub-national context within the region. With 7 international staff and over 80 national staff, ACTED has been working closely with local authorities and civil society stakeholders at the community level in implementing priority humanitarian interventions such as emergency multi-purpose cash assistance, WASH projects including disease monitoring and infrastructural and behavioral response, and shelter interventions incorporating multiple modalities.

ACTED is currently implementing long-term development activities such as infrastructure rehabilitation, improving agricultural production, stimulating livelihoods development and support to state and non-state actors for improving service delivery and social stability through collective development planning.

Moreover, ACTED in Lebanon has a key emphasis on integrating private sector actors as key drivers in Lebanon's economic development.

ACTED's strategy in Lebanon aims to bring the most vulnerable Lebanese and refugee households to minimum living standards, while working towards sustainable improvement of local communities' coping capacity.

ACTED will also continue to support local governments and civil society actors in providing inclusive, effective and safe basic services to their communities.

Alongside this, ACTED will continue to actively participate in humanitarian responses and to coordinate with various humanitarian actors in the region by supporting information management and access to reliable assessment information through the REACH initiative.

Considering the impact of the crisis across Lebanese society, ACTED's holistic approach comprises three specific levels of assistance provision, which are concurrent and complementary:

- Targeted household level assistance ensures that vulnerable household's basic needs are met and that they live in conditions meeting minimum living standards, notably relying on economies of scale in urban areas.
- Community-level support increases the capacity and willingness of host communities and civil society actors to collaborate to overcome the challenges emerging from the Syrian Crisis.
- Local authority level support enables municipalities and local governments to maintain or improve basic service provision despite the instability and the demographic burden resulting from the influx and minimizes pressure placed on local resources and capacities.

2016–2017 Highlights

Since 2015, ACTED has provided 902 household level upgrades and 394 rehabilitations of shelters for the most vulnerable populations in Beirut, Mount Lebanon, and Tripoli, combined with 1,089 water tests, the distribution of 890 water treatment kits and filters. These activities were complemented with hygiene promotion activities that reached over 70,000 individuals exposed to hygiene risks due to their current living situations and the on-going garbage crisis across Lebanon. Through multiple interventions, ACTED is mainstreaming protection by establishing protection referral networks as well as implementing in partnership with local Social Development Centers the creation of four mobile or fixed child friendly spaces in the urban centers of Beirut, Jbeil and Tripoli where demand for such services is particularly high.

In order to promote sustainable development solutions, ACTED is implementing a comprehensive program which aims to improve water services and usage in the North of Lebanon through the rehabilitation of a transmission line and secondary network, complemented by capacity building trainings in GIS and water quality and the provision of equipment to the North Lebanon Water Establishment in Akkar, as well as community engagement and awareness raising on the benefits of subscriptions to the national water network.

In order to promote improved food security and environmentally friendly practices, ACTED is working to make depleted landscapes in Akkar ecologically productive through water retention, combined with increased livelihood opportunities in agricultural production. In Beirut and Mount Lebanon (BML), ACTED promoted access to nutritious and diverse foods by establishing eight community and 200 household level gardens, while promoting sustainable management prac-



Program Pillar 1: Responding to Emergencies



1089 water tests
and 890 water
treatment kits



1296 emergen-
cy shelter works



70,000 individ-
uals reached
through hy-
giene promotion



1,520 families
assisted with cash



over 500 children
provided with Child
Friendly Spaces

Program Pillar 2: co-constructing effective governance



53 municipalities
supported with
rehabilitations for
service delivery



50 civil society
organizations
and local au-
thorities trained

Program Pillar 3: Promoting Inclusive and Sustainable Growth



400 farmers and
53 cooperatives
provided agri-
cultural support



426 vulnera-
ble individu-
als supported
with livelihoods

tices. In order to respond to the on-going garbage crisis in Lebanon, ACTED is building upon its pilot solid waste management program in BML by providing municipal system upgrades, trainings on source sorting, and applying the innovative barcode system across six municipalities in BML and Akkar.

In order to promote skill development among the most vulnerable, 200 women have benefitted from vocational trainings in 2016 and this pilot project has been renewed with a comprehensive employment support package to 96 women who will receive vocational training in catering, sewing, and digital literacy, matched with business development services and apprenticeship programs.

Finally, ACTED began implementation of a regional programme to improve collective problem solving and increased investment in social and economic development priorities by building on participatory planning processes and implementing three infrastructure and service delivery projects prioritized by target communities. In 2017, ACTED is expanding toward improved sustainable development through urban planning and the utilization of efficient and innovative technologies to promote economic growth and livelihoods opportunities.

ACTED's holistic approach includes two levels of support:

ACTED's innovative, geographically focused "neighbourhood approach" promotes local economic development through a participatory process among various public, private and non-governmental entities, enabling the joint design and implementation of a common development strategy. This ap-

proach integrates targeted household level assistance to ensure vulnerable household's basic needs are met and that they live in conditions meeting minimum living standards, and community level support for increased capacity and willingness of host communities and civil society actors to cope with the challenges caused by the refugee influx.

By integrating short-term assistance into a market-based approach, ACTED ensures sustainability and efficiency, in addition to providing opportunities for transition into long-term development projects. This includes, for instance, voucher-based systems through local micro and small enterprise, identification of locally available skilled workers to support interventions, and reliance on local civil society for community-based information and awareness-raising campaigns. The proactive engagement of local stakeholders allows for the rapid and effective identification of vulnerable displaced and host community households. Furthermore, ACTED gains a stronger contextual understanding of target communities, and is able to tailor its response taking into account locally available resources and capacities.

In order to address underlying structural issues of constraints faced by its communities, ACTED also integrates a value-chain approach into its programming. Local solutions for specific constraints are often complemented through technical assistance at various levels of the value-chain, and engagement at national level forums for advocating policy level change. local constraints such as red tape while integrating national level priorities.

ACTED's Interventions in Lebanon

Basic Assistance

For the most vulnerable, a dependence on assistance and debt to meet basic needs has grown as the crisis persists, in particular as basic costs of living are constantly rising, and many key services are privately delivered, requiring a constant capital inflow to be able to meet basic needs. Moreover, the increasing number of Syrian refugees has placed an additional financial burden on poor Lebanese, through increasing competition for low skilled and informal jobs and contributing to inflation of rental prices in areas with a saturated housing market.

Syrian refugees in particular face additional obstacles to meeting their basic

consumption needs. While many refugees from Syria were forced to leave their home without any resources, they are also often required to pay more for living modalities than their Lebanese counterparts. Any savings that managed to be maintained in displacement have dwindled over time, in particular given the policy restrictions in terms of employment for non-Lebanese citizens which limits their capacity to generate income. In 2016, with support from DFID and ECHO, through different basic assistance projects, ACTED, has distributed more than 1.18 million dollars in cash assistance to vulnerable families in Beirut and Mount Lebanon.





Emergency Household-Level WASH & Shelter Assistance

Due to the already limited availability of housing, particularly in more affordable peri-urban areas that were densely populated prior to the crisis, the refugee influx has led to competition for limited available housing and an increase in rent prices, which has strained social stability and relations between host and refugee communities. This issue of housing availability is compounded in the major metropolises of Beirut and Tripoli where many low cost housings are considered illegal by authorities. In the absence of formal refugee camps in Lebanon, the majority of Syrian refugees are residing in rented apartments within host communities, many of which do not meet WASH and Shelter minimum standards.

ACTED's shelter response was developed in order to address urgent needs and the negative environmental impacts which stem from the informal nature of shelters in ACTED's areas of intervention. The Vulnerability Assessment of Syrian

Refugees (VASyR) 2016 revealed alarming decline in the Shelter conditions of refugees: The assessment found that 42% of households lived in dwellings that do not meet the minimum humanitarian standards, suffering from one or more of the following: overcrowding, dangerous structural conditions or urgently in need of repairs and/or lack of a toilet. more than 27% of homes were overcrowded, with less than 4.5 square meters per person, the minimum humanitarian standard. Similarly, more than 26% of shelters were in notably poor condition, severely damaged and/or at risk of collapse, while 14% had other urgent repair needs, such as unsealed windows, leaking roofs, damaged plumbing, inadequate latrines, poor bathing facilities and electricity problems.

To ensure that target vulnerable families' accommodations meet acceptable living standards, ACTED employs a tailored approach to shelter rehabilitation based on the specific needs of each household through the voucher modality. ACTED first conducts detailed market

assessments and selects local suppliers based on the assessments conducted. Once agreements are signed with local suppliers, ACTED provides vouchers to each beneficiary household, with total costs based on the BoQs developed by ACTED's technical staff. beneficiaries can then redeem their vouchers for items in the BoQs, empowering them to have ownership over their own rehabilitation works. Additionally, beneficiaries install their own fittings and are paid on a cash-for-task basis after the installations are checked by ACTED engineers. This approach has helped reduce operational costs through local procurements, and has provided support to local enterprises thereby contributing to local economic development. Overall, 437 household received WASH rehabilitations in 2016 through funding provided by ECHO. Moreover, ACTED has provided additional WASH and Shelter support through community mobilisation activities to more than 7,100 households in Beirut and Mount Lebanon.

WASH System Improvements and Resource Management

Due to poor water management, almost 48% of the water in Lebanon is unaccounted for, either due to leakages or illegal connections. Only 79% of Lebanese households are connected to water networks and Lebanese Water Establishments (WE) do not have the funds or the capacity to rehabilitate and expand these networks due to weaknesses in nonrevenue-water and bill collection. In principle, WE's should have full administrative and financial autonomy over provision of all WASH services, they are tasked with their operation and maintenance, and are responsible for monitoring the quality of water. They are currently

not engaged in irrigation or waste-water activities, however, and lack the capacity for proper strategic planning, having limited focus on performance, asset management and customer service. Furthermore, UNICEF reports that 60-70% of water resources are contaminated, and Lebanon has not developed a countrywide database for water quality.

ACTED has been working with local governments and authorities to improve community WASH services and decrease the environmental impact of the Syrian crisis in Lebanon through the construction of community level infrastructure and the implementation of community wide hygiene promotion campaigns, which focus on the need for water treatment and conservation and improved household solid waste management. ACTED has therefore developed strong relationships with communities as well as local and national authorities (including the Water Establishments, the Ministry of Environment and Water, and other relevant agencies) and is strategically positioned to building capacities of local and national systems to continue hosting refugees while meeting the needs of Lebanese populations. The need to share these limited resources and failing services is a constant and visible reminder for the host community of the presence of refugees; leading to tensions between the communities and also impacting the health of the host and refugee communities. This is evident in the high prevalence of water borne diseases in both communities as a result of poor quality drinking water, and the recent protests due to the breakdown of the solid waste services in Beirut and Tripoli.

Operating in Beirut, Mount Lebanon, Tripoli and Akkar ACTED has under-

taken water, sanitation and hygiene (WASH) activities to increase access to safe drinking water and hygienic living conditions for Syrian and Lebanese crisis-affected populations. In 2016, with funding from the EU, ACTED initiated the rehabilitation of a 10.9 km transmission line and the rehabilitation

of a 5.6 km secondary water network in Akkar. Through this project, ACTED aims to provide clean water to over 23,200 individuals residing in the targeted towns, and to reduce tensions between host and refugee communities by contributing to an improved service delivery.



Local Planning and Service Delivery Improvements

Gaps in fiscal and administrative capacity for service delivery and political deadlock in Lebanon have manifested themselves in various structural constraints, the most visible of which has been the garbage crisis in recent times. As such, the EU Roadmap for Engagement with Civil Society in Lebanon has identified three priority sectors in need of urgent interventions: Education, Health and Environment (including Energy and Waste Management). The legal status of the municipalities and the resulting jurisdiction enables them to address different needs and challenges in their respec-

tive communities. However, they remain constrained administratively and fiscally. Most of the 985 municipalities, of which 70% are small, do not have the administrative capacity to provide many of the designated services. ACTED has been supporting civil society actors in Lebanon to work in collaboration with local authorities to develop realistic and holistic local plans to meet these service gaps.

In 2015, ACTED, through funding from the European Union, successfully piloted a project focusing on strengthening the capacity of civil society organizations (CSOs) in Nahr el Istwan Union by conducting Grassroots Organizational Capacity Assessments (GOCA) to iden-

tify gaps in capacity, and offer tailored trainings to support socio-economic development in the Union. At the same time, ACTED promoted the ability of local authorities at the Union level to solicit resources and investment through training on advocacy, fundraising, and developing public-private partnerships. By increasing community engagement with local authorities throughout its programming, ACTED seeks to improve transparency and governance. In 2016, ACTED was able to role out a

more comprehensive version of the pilot program across the country through the EU Roadmap for Civil Society in Lebanon aiming to provide tailored training modules for 50 CSOs and 50 local authorities around Lebanon to strengthen their roles and contribution in policy making at national and local levels in the 3 sectors mentioned above, in addition to developing their capacities for inclusive planing and strengthening their role in addressing basic needs of marginalised groups in Beirut, Mount Lebanon, Tripoli, Akkar, Nabatiyeh, Saida and Sour.

Leveraging the Power of Technology for Sustainable Solutions

In today's rapidly changing and competitive world, ACTED believes that technology based solutions are the most adaptable and durable approach for dealing with a host of development issues. In 2015, with funding from UNICEF and ECHO, ACTED piloted an innovative, technology based solid waste management project benefiting 150,000 residents of Nabaa and Borj Hammoud. Using specially designed bins that have unique barcodes for different households, and equipping the municipality with a simple phone app facilitated by ACTED, a system has been set up to track and encourage household level sorting of waste, allowing the municipality to manage its waste better, with the participation of its constituents.

Mainstreaming Protection & Child Protection

In Lebanon, systemic protection issues can be noted through the high number of children in residential care facilities, the persistent child labour phenomenon, the insufficient application of juvenile justice standards to children in conflict with the law, forced or early marriage as a coping mechanism, and the limited capacity of early identification of or response to children and women at risk of violence and abuse by the national system, which can result in these vulnerable groups falling through the cracks. Beyond accentuating these issues, the Syrian crisis is generating additional protection and child protection (CP) concerns, related to psycho-social trauma from experiencing or witnessing conflict and from sudden and prolonged conditions of displacement. In addition, Syrians face numerous protection issues related to their residency status, in particular for those who do not benefit from official registration as a refugee. With regard to education, despite significant efforts to increase access for refugees, an estimated 48% of Syrian refugee children and 84% of adolescents remain out-of-school according to VASyR 2016, further exacerbating their critical vulnerabilities.

ACTED intends to expand its activities in 2017 in protection through increased community-based protection systems in Tripoli, Beirut and Mount Lebanon.

Agricultural Livelihoods and Food Security

Although Lebanon is in a fortunate hydrological position, there is still a risk of water scarcity in many areas as period of peak supply does not correspond to period of peak agricultural demand coupled with poor storage and management of available water resources, including runoff into the sea. Moreover, agriculture is the largest consumer of water: 61% of water usage in Lebanon is for irrigation. ACTED's approach to agricultural support and food security in Lebanon is twofold: (1) A vertical value chains development (VCD) approach: through integrated interventions across all levels of the value chain aimed at production, post-production processing and marketing of high value crops oriented towards profitable local and international markets. (2) A horizontal local economic development (LED) approach: for creating an enabling environment for growth through community mobilization and facilitating dialogue through participatory approaches, networking, facilitation and negotiation, support to municipal services including investment in local infrastructure (such as electricity) directly linked to agricultural production and processing.

ACTED's programming integrates these two approaches, presenting a unique and holistic solution to agricultural sector development in the country: while LED can improve the knowledge flow along value chains and make value chains more effective through cooperation among the stakeholders, VCD will enhance the functioning of the market system by analysing it and devising interventions to overcome bottlenecks and constraints in the chain. Moreover, ACTED prioritises climate smart approaches to ensure sustainable practices are adopted. Moreover, ACTED integrates nutrition training and innovative approaches to household level gardening to ensure diversity of nutrition for the most vulnerable households.

In 2016 and 2017, ACTED has implemented several agricultural support projects. With funding from the EU, ACTED is implementing the Lebanon Integrated Landscape Regeneration project in Akkar that aims to improve water retention in degraded landscapes through simple, climate smart landscaping works. In addition, ACTED supports vulnerable households in establishing community gardens both in rural areas and in dense urban areas with space constraints through approaches such as vertical gardening. Finally, ACTED has launched a project working on two value chains across the country.



MSME Support and Employment Generation

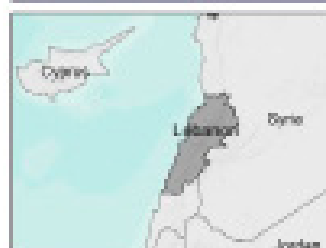
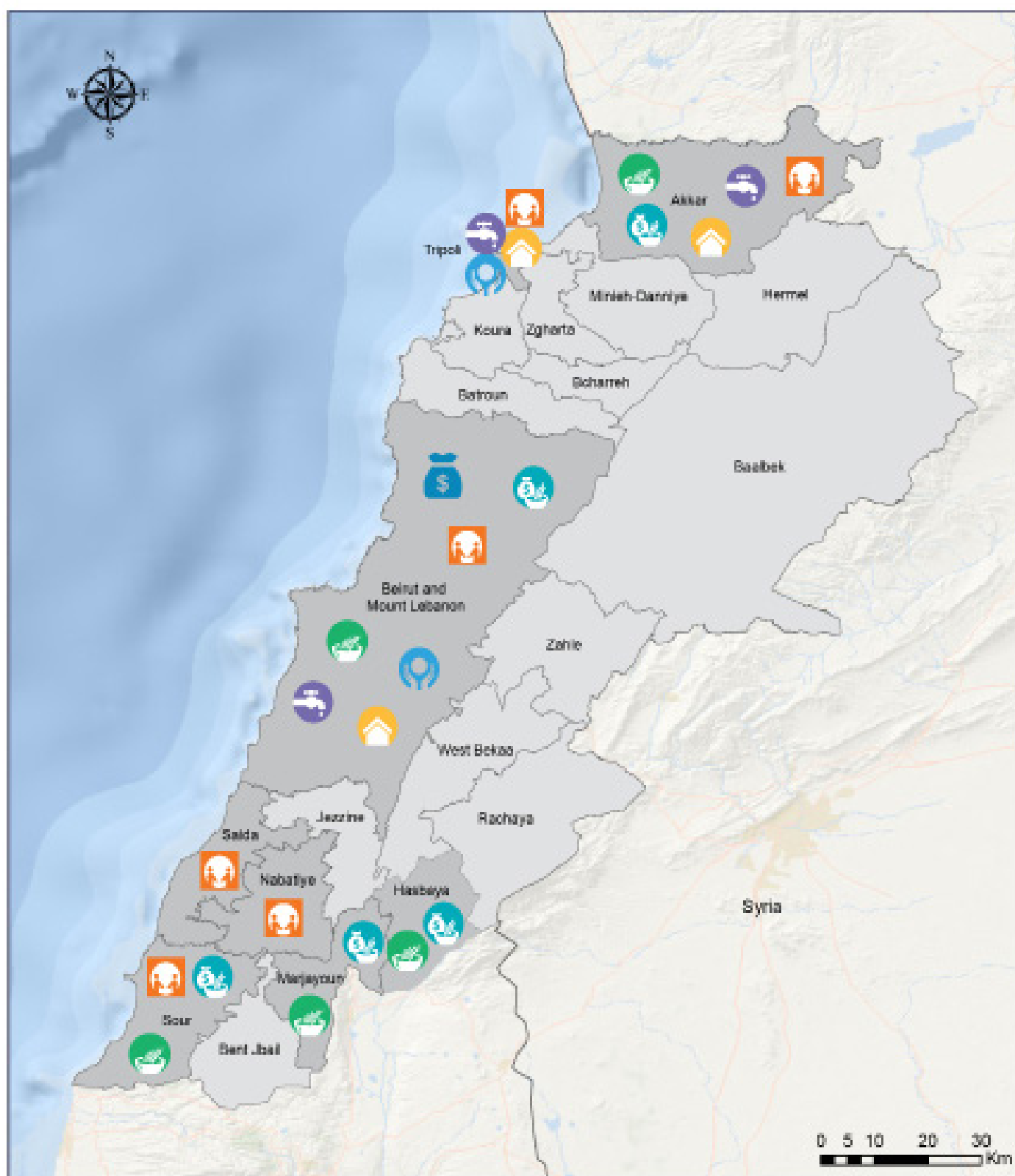
Unemployment and high levels of informal labour were already a serious problem before the refugee crisis with the World Bank calculating that the Lebanese economy would need to create six times as many jobs simply to absorb the regular market entrants. The macroeconomic ramifications of the crisis were projected as severe, having pushed an additional 170,000 Lebanese into poverty. The increase of the workforce due to the presence of displaced Syrians has increased competition for low-skilled jobs and worsened work conditions. In the past two years, Humanitarian actors in the Livelihoods sector have worked hard to implement the expanding range of activities of the sector strategy, notably by putting an increased focus on local economic development and support to small businesses and value chains.

Given this context, investing in small and micro-firms to build their capacities and help them grow could contribute towards addressing labour market issues in the country by creating both high and low skilled employment for different populations. ACTED is currently running a programme through the “Alliance 2015” initiative (in partnership with Cesvi, Concern and Hivos) that aims to address root causes of conflict and instability in Lebanon, through the creation of sustainable income-generating and livelihood opportunities for vulnerable populations. Alliance 2015 partners will work directly with 1,800 individuals, 18 social development centers and at least 27 micro, small and medium enterprises (MSMEs) across Lebanon. The programme targets

vulnerable communities with economic inclusion activities through three main pathways: (1) Building the capacity of SDCs leads to an improved delivery of livelihood-related services; (2) improving the technical and soft skills of vulnerable individuals to ensure increased economic opportunity and reduce negative coping mechanisms and tensions; and (3) improving the capacity of the private sector leads to growth and job creation.

In 2016, ACTED completed a women’s empowerment project in the region of Jbeil where 200 vulnerable Lebanese and Syrian women benefited from vocational training supporting them in pursuing income generation opportunities. These trainings focused on sewing and beauty services, which will help beneficiaries to reduce their household expenditure and seek additional employment opportunities. This pilot project has been renewed with a comprehensive employment support package to 96 women who will receive vocational training in catering, sewing, and digital literacy, matched with business development services and apprenticeship programs. Additionally, Under one food security and landscape regeneration intervention launched in 2016, ACTED will enable local communities to launch micro-enterprises in areas such as essential oils and distilled oils production, bee keeping, and fish farming, among others. ACTED will select enterprises to receive financial support for setting up facilities and purchasing equipment, and provide mentorship to ensure profitability and viability, including providing market linkages when feasible.

ACTED Area of Implementation by Sector



ACTED area of intervention

Districts

Project sector



Data source:
Base map: National Geographic, JICA, Defense, HERE, UNDP-RCAC,
USGS, NASA, ESA, METI, NRCAN, GEBCO, NOAA, normalized F-Data,
Administrative boundaries: ESRI © 2008

Coordinate System: WGS 1984 Web Mercator Auxiliary Sphere
Color: CMYK, separated by