

International Rescue Committee Lebanon: Strategy Action Plan

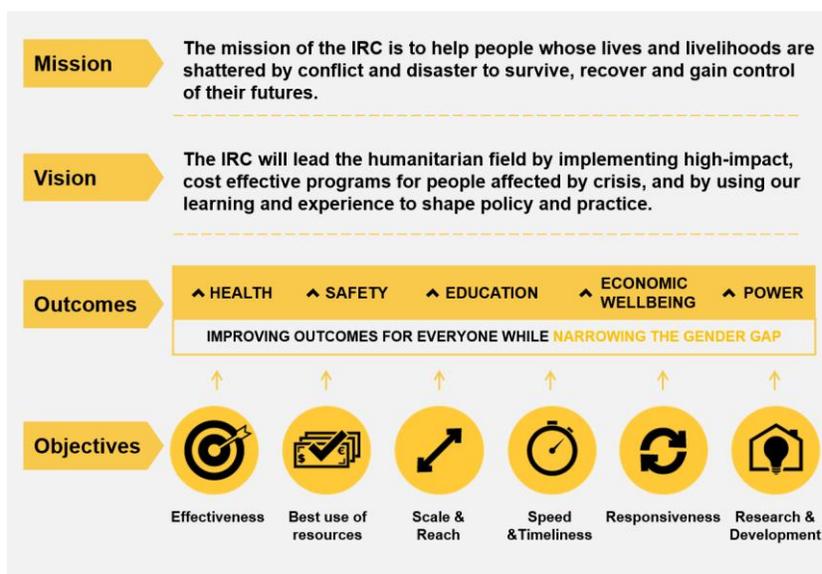


Issued March 2016



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 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 million refugees. In the absence of formal settlements, refugees are dispersed across Lebanon, living with host families, renting often-overcrowded apartments, or living in informal tented settlements.

Humanitarian services are unable to keep up with needs as refugees deplete their assets. Lack of economic opportunities, strained public resources and challenging

community dynamics have further exacerbated refugee vulnerability.

Violence and exploitation are all too common for refugees. Thousands of Syrian refugee children are engaged in child labor, while only 21% have access to education. Psychosocial trauma is frequently untreated and access to livelihoods and other services is extremely low.

In 2012, the IRC began providing emergency and long-term support

to the vulnerable and crisis-affected in Lebanon.

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

IRC'S STRATEGIC PROGRAMMING

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

From 2016 to 2020, 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 gap in refugee childhood education, the IRC will scale up a new early childhood program that covers literacy, numeracy, and social and emotional skills.

Further, the IRC will improve Syrian and Lebanese economic wellbeing by expanding apprenticeships and training, and providing microenterprise support to entrepreneurs.

To reach these outcomes, the IRC is making **new investments in technology, grants management, staff, partnerships, and supply chain systems.**

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 > Build strong national systems to deliver protection, GBV, and child protection interventions > Advocate at all levels to address child labor
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"> > 6 - 14 year olds have literacy, numeracy, and social-emotional skills, according to their developmental potential 	<ul style="list-style-type: none"> > Launch early childhood education program > Strengthen response to violence in schools so that children can learn 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

The IRC Commitment to Gender Equality

We strive for equal outcomes for women and girls, and men and boys. To narrow the gender gap, the IRC will incorporate gender-focused activities into all programming.

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 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

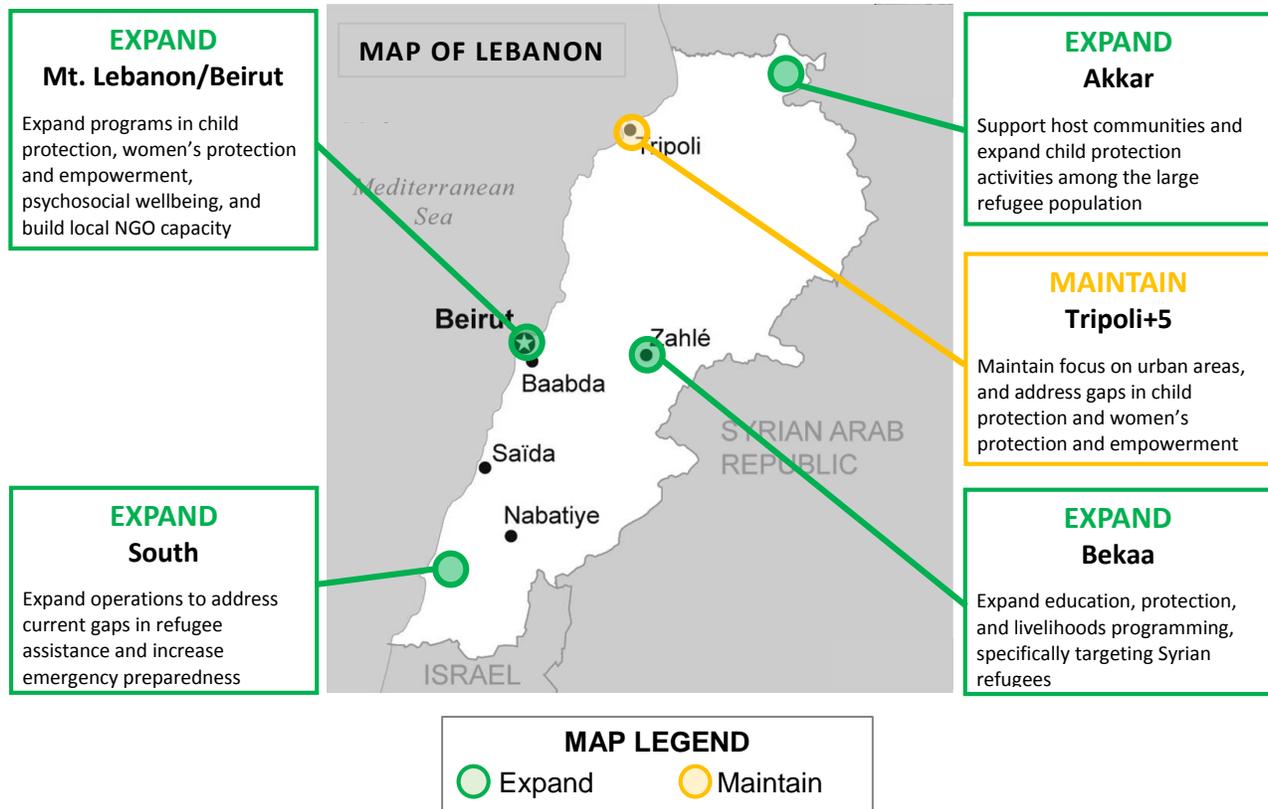
- > Ensure the systematic collection and use of feedback from beneficiaries and partners to improve services, support, and relationships, emphasizing protection and gender mainstreaming



IRC'S STRATEGIC PRESENCE

From now until the end of 2020, the IRC in Lebanon has decided to **maintain and expand sites** across Lebanon based on an analysis of where the greatest need is and where the IRC currently operates.

Figure 3: The IRC's Geographical Transitions in Lebanon





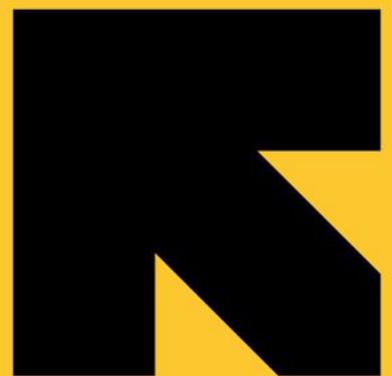
The IRC in Lebanon



Alan Moseley, Interim Country Director
Alan.Moseley@rescue.org



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



INTERNATIONAL
RESCUE
COMMITTEE