

LEBANON HOST COMMUNITIES SUPPORT PROJECT – LHSP

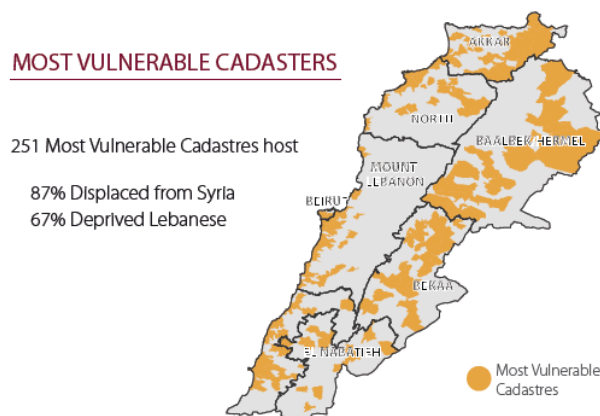
EVALUATION SECOND PHASE (2015-2017)

Terms of Reference

1. Background and context

Eight years into the Syrian conflict, Lebanon remains at the forefront of one of the worst protracted crises and has shown exceptional commitment and solidarity to people displaced by the war in Syria. The Government of Lebanon (GoL) estimates that the country hosts 1.5 million Syrians who have fled the conflict in Syria (including 1.017 million registered as refugees with the United Nations High Commissioner for Refugees (UNHCR), along with 31,502 Palestine Refugees from Syria, and a pre-existing population of more than 277,985 Palestine Refugees in Lebanon.

At least one in every four people in Lebanon is a refugee from Syria - a number unparalleled in the region and the world, placing Lebanon first worldwide in the number of displaced per capita. Lebanon was already one of the most densely populated countries in the world, with an average of over 400 people per square km of land.¹ This large influx of refugees from Syria is now placing enormous pressure on the country and its people, especially those in the poorest areas, where Syrian refugees are mostly concentrated.



The quality of Lebanon's infrastructure is amongst the poorest regionally and globally. In fact, out of 137 countries, Lebanon ranks 130 in quality of overall infrastructure.² This has been induced by low public spending on infrastructure, a consequence of the country's debt burden as well as

¹ <https://data.worldbank.org/indicator/EN.POP.DNST>

² <http://www.worldbank.org/en/country/lebanon/publication/strategic-assessment-a-capital-investment-plan-for-lebanon>

the long-term absence of a budget. The Capital Investment Plan (CIP) is considered by the Government an effective tool to help reinforce Lebanon's weak infrastructure, abetting a boost in economic growth, considering that public services are overstretched, with demand exceeding the capacity of institutions and infrastructure to meet needs. The service sectors are also overburdened. The crisis in Syria has significantly impacted Lebanon's social and economic growth, increased poverty and humanitarian needs, and exacerbated pre-existing development constraints in the country.

Unemployment and high levels of informal labor were already a serious problem before the onset of the Syria crisis, with the World Bank suggesting that the Lebanese economy would need to create six times as many jobs just to absorb the regular market entrants. Unemployment is particularly high in some of the country's poorest localities: in some areas, it is nearly double the national average, placing considerable strain on host communities. Longstanding inequalities are deepening and tensions at local level have been noted, mostly over perceived competition for jobs and access to resources and services.

One year after Brussels I, and following the previous three pledging conferences in Kuwait as well as the London Conference in 2016, the Second Brussels Conference on "Supporting the Future of Syria and the Region" (hosted by the European Union and co-chaired by the United Nations, 24-25 April 2018) renewed and strengthened the political, humanitarian and financial commitment of the international community to support the Syrian people, the neighboring countries, and the communities most affected by the conflict. While the countries of the region continue to face enormous humanitarian challenges, the Conference agreed that increased focus is required to support reform and longer-term development in a sustainable manner.

Eight years on since the beginning of the crisis in Syria, the reality of the response on the ground in most affected regions indicate that the municipalities are yet to play a consistently effective role in guiding the response and in coordinating the diverse range of interventions being implemented by a multitude of actors including de-concentrated sector service providers, international aid organizations, civil society and the private sector. This may also represent a missed opportunity to affect a longer-term process of development of sub-national systems of governance and to strengthen the coherence of the response between central and local levels, with central ministries mostly responsible for the delivery of basic social and economic services and infrastructure.

The protracted crisis that Lebanon is facing requires increased support to stabilization in host communities with a view to transitioning towards sustainable longer-term interventions, in line with national policies, and the broader Agenda 2030. A collective, reinforced effort to tackle development gaps in the context of an on-going humanitarian crisis is essential to Lebanon's stability. This is particularly important given the underfunding of the social stability and livelihood

sectors (in 2017, the former received 49 million USD out of required 124 and the latter 64 million USD out of required 195.7).³

The Lebanon Host Communities Support Project (LHSP)

Since 2014, the Lebanon Host Communities Support Project (LHSP) has been developed within the framework of the interventions conducted by UNDP in partnership with the Ministry of Social Affairs (MoSA) with a view to enhancing social stability and promoting development as part of a national strategy to respond to the crisis.

The LHSP's expected impact is the reduction of community tensions. The LHSP Project Document 2015-2017 states that "the Project seeks to help increase stability, specifically in the areas affected by the Syrian crisis, through improving livelihood and service provision in a conflict sensitive manner. It aims at contributing to improved community security, economic recovery and social stability in the affected areas through a community-based approach which will increase livelihood options and local level service delivery."

The LHSP has always been always fully integrated in the framework of the Lebanon Crisis Response Plan (LCRP). Consecutively, the LHSP directly contributed to the following LCRP's Social Stability and Livelihood Sector outcomes:

Social Stability

- Outcome #1: Strengthen municipalities, national and local institutions' ability to alleviate resource pressure
- Outcome #2: Strengthen municipal and local community capacity to foster dialogue and address sources of tensions and conflict

Livelihood

- Outcome #1: Stimulate local economic development and market systems to create income generating opportunities and employment

The project aims to achieve four outputs⁴:

1. Increase the livelihoods and economic opportunities in affected areas
2. Strengthen the capacity of local and national actors to deliver basic services in a participatory and conflict sensitive manner.
3. Improve local level dispute resolution and community security⁵.

³ Inter-Agency Coordination Lebanon: Social Stability End of year Dashboard, Livelihoods End of year Dashboard.

⁴ Referred as "Activities" in the LHSP Project Document – Chapter 3 and Results and Resources Framework

⁵ In the LHSP Project Document "community security" refers to conflict prevention at the community level.

4. Strengthen the capacity of the Lebanese Government to respond to the influx of displaced Syrian

The LHSP aims at creating a general positive impact by enhancing stability and development opportunities across the Lebanese regions most affected by the impact of the Syria crisis. The project also conducts local interventions in vulnerable areas, villages, municipalities and cluster of municipalities that host a high ratio of Syrians displaced to Lebanese population. These communities are at a high risk of tensions resulting from pressures linked to the lack of services and the competition over job opportunities and other factors.

LHSP staff comprises around 70 employees, including a central office (CTA, admin/finance officer, M&E unit, engineering unit, procurement unit, livelihood and economic development unit, communication unit) and four area based offices (Bekaa, North, South and Mount Lebanon offices including each one an Area Manager, technical and administrative staff).

Municipalities and MoSA act as principal partners of the project, meanwhile engagement of donors and UN agencies is a key factor in the LHSP implementation. The activities of LHSP (specific interventions-projects) are identified through a conflict-sensitive needs assessment methodology (Maps of Risks and Resources -MRR), owned by community and fully endorsed/owned by MoSA. Moreover, the LHSP includes the development of local Mechanisms for Social Stability (MSS), which provide host communities with safe and common spaces for the local groups to discuss their fears in public and to suggest strategies to resolve those concerns. With the participation of a group of community leaders (mayors, members of municipal councils and mukhtars) and actors from different local sectors, an analysis of the underlying causes behind the conflicts in the selected region is undertaken; and based on the results of the analysis, the group develops the MSS through a conflict-specific mechanism of action. As part of the MSS process, UNDP strives to collect Syrian refugees' views to inform the nature of conflict resolution intervention developed in the host community.

The areas and points of local interventions are following the criteria considered by the Lebanon Crisis Response Plan (LCRP), which mainly include the following:

- Multi Deprivation Index⁶ (MDI is a composite index, based on deprivation level scoring of household in five critical dimensions: 1) access to health services; 2) income levels; 3) access to education services; 4) access to water and sanitation services; 5) housing conditions)
- Lebanese population dataset (based on CDR 2002)
- Refugees population figures (including all registered Syrian refugees, PRL and PRS, Syrian refugees data from UNHCR and Palestinian data from AUB/UNRWA)
- Additional the ratio of Syrians displaced to Lebanese population (UNDP data)

⁶ MDI is from CAS, UNDP and MoSA Living Conditions and Household Budget Survey conducted in 2004

From 2014 to 2017, the LHSP was acknowledged as the lead initiative of the Government to support affected Lebanese communities, mobilizing more than 70 million USD and completing more than 370 projects related to livelihood and job creation, waste and water management, health and education, municipal services, and social activities, targeting more than 1,000,000 Lebanese and Syrian beneficiaries. Actually, and considering the period 2014-2017, the main donors of LHSP were the UK, Germany (through KFW), The Netherlands, USA (through BPRM), Norway, Italy, Japan, UNHCR, Kuwait, EU, RDDP-DANIDA and the Waldesian Church.

In 2016 LHSP conducted an external evaluation, which has demonstrated that LHSP has been able to improve its role as a comprehensive, coordinated and durable response towards the Syrian Refugee Crisis and its implications on the Lebanese host communities. While some improvements could be made in each area of the project's intervention, overall the project approach was found to be very strong.

UNDP is primarily responsible for the delivery of the identified projects, including procurement of contractors, quality assurance etc.

Lessons Learned

AKTIS perception study of 2016 and the ongoing results of the perception study 2017, and LHSP Evaluation 2016 clearly put in evidence that:

- The local communities view their municipality as a legitimate and trusted institution; the legitimacy of the municipality, understood as citizens' acceptance of the state's right to rule, can improve and increase satisfying needs in a comprehensive and integrated way, reducing potential conflicts between Lebanese population and Syrian displaced
- Despite the significant improvement of the municipal work and the opinion towards municipalities, additional efforts are still required to enhance the capacities of the local authorities to promote social stability.
- Integrating communication between local communities, the central government and donors can increase the effectiveness of the responses to the needs and the mutual trusting
- A stronger focus should be placed on projects concerned with livelihood in order to reinforce stabilization among host communities. In addition to the employment generated through infrastructure, there is a growing need to support youth and women's employability, SMEs and local economy.
- Service delivery projects should continue since they are proving to be relevant in terms of promoting social stability and improving the living conditions of both host and displaced communities

- People value projects that cater to their needs and improve their daily lives, which could be small such as rehabilitating a sports court, or larger, such as solid waste management.
- Scale up in the size of projects and areas of intervention at the cluster level is a necessary evolution of the LHSP to address priority needs identified by host communities in key sectors in an integrated manner. Early engagement of line ministries can ensure a proper scale up and alignment to national strategies.
- LHSP has had a very positive impact on embracing MoSA leadership of the programme at national level and local level (via the Social Development Centres). The technical capacity and attitudes of SDC staff have been enhanced. While recognizing the role of MoSA, the ownership and participation of the Prime Minister Office, the Council of Development and Reconstruction and the Ministry of Interior and Municipalities should be increased, engaging on strategic issues.
- A clear and agreed upon theory of change, developed through a consultative process involving the Government, donors and UNDP should guide the development of a unified programme M&E system and reporting.

2. Evaluation purpose

The evaluation is necessary to account for several important processes, including the changing nature of government involvement in the crisis response, the crisis becoming de-facto protracted in nature, growing host community fatigue, and the results of international conferences concerning Lebanon (e.g. Brussels I, Brussels II, CEDRE). The purpose of this evaluation is to inform UNDP as well as key stakeholders on the best programming strategy and approach and for future support to host communities in Lebanon. The results of this evaluation will be used for the design of a new phase of the project.

3. Evaluation scope and objectives

UNDP intends to undertake an independent evaluation to assess the LHSP project's outcome at the macro level covering the period 2015-2017. The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with relevant national counterparts. The evaluation needs to assess to what extent the project managed to mainstream gender and to strengthen the application of rights-based approaches in its interventions. In order to make excluded or disadvantaged groups visible, to the extent possible, data should be disaggregated by gender, age, disability, ethnicity, wealth and other relevant differences where possible.

The evaluation will use the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact, as defined and explained in the UNDP Handbook on Planning,

Monitoring and Evaluating for Development Results.⁷ The final report should comply with the UNEG Quality Checklist for Evaluation Reports.⁸

The evaluation should be able to:

- (i) assess the level of progress made towards achieving the outcome of the project;
- (ii) capture lessons learned and best practices from the implementation of the project with special focus on consolidated results, including outcomes and impact, of the different interventions (particularly host communities support, local level stabilization, strengthening the resilience of local actors to respond to the crisis, conflict sensitivity).
- (iii) provide concrete and actionable recommendations (strategic and operational), taking into consideration the 2016 LHSP Evaluation and other lessons learnt.
- (iv) provide a comprehensive roadmap for the project, based on evaluation findings, conclusions and recommendations. The roadmap should delineate how in its next phase the LHSP could improve, inter alia, its relevance, delivery of results and engagement with stakeholders, including local communities, Lebanese authorities and donors.

4. Evaluation criteria and key guiding questions

To define the information that the evaluation intends to generate, the potential evaluation questions have been developed (the questions are provided below under a relevant evaluation criterion). The questions may be amended at a later stage and upon consultation with the relevant stakeholders. The questions are:

Relevance: The evaluator will assess the degree to which the project considers the local context and problems. The evaluator will assess the extent to which the objectives of LHSP are consistent with beneficiary requirements and needs (including connections to LCRP, SDGs, government strategies and activities of other organizations). Under this evaluation criterion the evaluator should, inter alia:

- Are the LHSP methodologies, outputs and results relevant in the context of a protracted crisis to afford stability and reduce tension? The evaluator needs to assess the relevance in the framework of the overall response to the crisis, known as the Lebanon's Crisis Response Plan, and validate results achieved.
- To what extent has the project ensured buy-in or political will for the uptake and use of project outputs?

⁷ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), p. 168.

⁸ [UNEG Quality Checklist for Evaluation Reports](#)

- How has the project been able to identify and address the communities' needs and priorities?
- To what extent the project implementation modalities have been suitable to stabilization priorities, including the extent to which LHSP was able to respond to changing and emerging development priorities and needs?
- How well has LHSP addressed the issues of gender inclusion, women's equality and empowerment? How well gender perspectives have been mainstreamed into the design and implementation of the project?
- How well have the achieved results addressed the interests and rights of marginalized and vulnerable groups, particularly women and youth, in the society?
- To what extent has the project managed to promote conflict sensitiveness? Conflict-sensitivity includes, inter alia: (i) strong understanding of the context (e.g. root causes of conflict, drivers of conflict and drivers of peace, as well as conflict dynamics); (ii) understanding of the interaction between the intervention and the context; (iii) "systematically taking into account both the positive and negative impacts of interventions, in terms of conflict or peace dynamics, on the contexts in which they are undertaken, and, conversely, the implications of these contexts for the design and implementation of interventions."⁹

Effectiveness: The evaluator will assess the extent to which LHSP results (including outputs, outcomes and impacts) have been achieved. In evaluating effectiveness it is useful to consider: 1) if the planning activities are coherent with the overall objectives and project purpose; 2) the analysis of principal factors influencing the achievement or non-achievement of the objectives. Under this evaluation criterion the evaluator should, inter alia:

- Was the project effective in focusing on resilience and stabilization in the context of the protracted crisis?
- What have been the main challenges faced by the project and how has LHSP has sought to overcome them? The evaluator needs to describe and analyze current challenges to implementing transition to longer term interventions.
- What unforeseen and foreseen factors have contributed to achieving (or not achieving) the intended outputs?
- Have the different LHSP projects contributed to resilience of beneficiaries? If yes, how and why?
- How effective was the LHSP's beneficiary selection/targeting?
- Has the LHSP systematically included knowledge management (evaluations, reviews, etc.) for relevant projects during project implementation?

⁹ For further guidance, please see <http://www.oecd.org/dac/conflict-fragility-resilience/publications/4312151e.pdf>

- Has the project managed risks effectively? Refer to the risk analysis matrix as part of the project document and how it was put into action.

Efficiency: measures how economically resources or inputs are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Under this evaluation criterion the evaluator should, inter alia:

- How economically have inputs, such as expertise and time, been converted to results?
- Analyze the governance structure of LHSP identifying strengths and weaknesses
- What was the role of the governance structure in the project implementation and achievement of strategic goals? The review of the governance structure should be done in terms of donors' engagement, partners, decisions making, tasks/plans, concentration of support and the role of the government.
- To what extent has the project been effective in avoiding duplication of funding? How has coordination with different actors contributed to this?
- How do the implementation modalities impact upon the results achieved (with a focus on timely responsiveness and project management)?

Impact: The evaluator will provide credible observations regarding the impact.¹⁰ The assessment of the project's impact should take into consideration existing and relevant studies.¹¹ Under this evaluation criterion the evaluator should, inter alia:

- What are benefits to beneficiaries that can be directly attributed to LHSP?
- What have been direct or indirect, intended or unintended changes that can be attributed to LHSP's support?

Sustainability: The evaluator will assess the project capacity to produce and to reproduce benefits over time. In evaluating the project sustainability it is useful to consider to what extent intervention benefits will continue even after the project is concluded and the principal factors influencing the achievement or non-achievement of the project sustainability.

- What is the likelihood that the benefits that resulted from the previous and current LHSP interventions will continue at national and subnational level through adequate ownership, commitment, willingness displayed by the government and other stakeholders?

¹⁰ Including, inter alia, LHSP's contribution to: (i) Lebanon Crisis Response Plan Impact 4 – Mitigated Deterioration in the Economic Condition of Vulnerable Population ; (ii) Impact 5 – Social stability is strengthened in Lebanon; (iii) the reduction of community tensions

¹¹ Including but not limited to: (i) ARK (2017-2018): Regular Perception Surveys on Social Tensions throughout Lebanon; (ii) AKTIS (2016): Impact Evaluation Report: Lebanon Host Communities Support Project; (iii) Dylan O'Driscoll (2018): Donor Response to Refugee Tensions in Lebanon

4. Methodology and duration

The methodology described in this section is UNDP's suggestion that will likely yield the most reliable and valid answers to the evaluation questions. However, final decisions about the specific design and methods for evaluation should emerge from consultations among UNDP, the evaluator, and key stakeholders.

The independent evaluation is expected to:

Key tasks	Indicative duration
Review all documentation related to the project, including the existing literature, project document, progress reports, agreements, concept notes, previous assessments/evaluations. Draft an inception report. The preliminary list of documents is provided in Annex 1	2 weeks
Around 30 interviews with the key actors and stakeholders, including UNDP/LHSP staff, relevant government institutions, civil society organizations, beneficiaries, municipalities, donors, and UN agencies (UNDP will facilitate the organization of the interviews)	2.5 weeks
Draft a comprehensive evaluation report (in English) – discussion – final version	1.5 weeks
TOTAL EXPECTED DURATION	6 weeks

5. Deliverables

- An evaluation inception report, totaling 10 pages plus annexes, which outlines the methodology as well as proposed schedule of tasks and activities (including list of meetings).
- PowerPoint graphical presentation to UNDP, Ministry of Social Affairs and Donors before issuing the draft report.
- A draft evaluation report, totaling 25 pages plus annexes, with an executive summary of not more than 5 pages describing key findings and recommendations. The incumbent will prepare a PPP on methodology, key findings and recommendations, and will be expected to present the (draft) review during stakeholder meetings.

- A final report, not exceeding 30 pages plus annexes should be delivered.

6. Responsibilities of UNDP

The contract will be made by and with UNDP. The contacts will be facilitated by UNDP. Payments will be made after approval of UNDP.

7. Evaluation ethics

Evaluations in UNDP shall be conducted in accordance with the principles outlined in the UNEG “Ethical Guidelines for Evaluation”

8. Payment terms

Payments are based upon output, i.e. upon delivery of the services specified in the TOR:

Milestone	% Payment	Target Date
Upon satisfactory Completion of the Inception Report	25%	End of the second week
Upon Satisfactory Completion of the Evaluation Report	75%	End of the consultancy

Feedback on the outputs will be made within two weeks after the submission is made by the Consulting firm.

All payments will be issued upon certification by the UNDP LHSP CTA.

Payments are based upon output, i.e. upon delivery of the services specified in the TORs. The consultancy quotation should include the overall cost of the consultancy including fees, per diem and travel cost to the country, inside the country, eventual workshops rent of sites and material.

9. Composition and profile of the Team (Experience and Qualifications)

A team of at least two consultants (International and local) is needed to complete the study:

- The Team leader shall have the following minimum requirements:
 - Postgraduate degree in development studies or related fields;

- Proven experience (at least 10 years) in managing and/or planning large scale and multi-sectoral projects;
 - Minimum five (5) years' experience in results-based management and evaluation of large scale and multi-sectoral projects;
 - Experience in policy research and planning;
 - Proven experience in management;
 - Excellent oral and written communication skills in English; Arabic is an asset;
 - Solid analytical and conceptual skills and the ability to think creatively; and,
 - Knowledge of the local context (culture, politics, and geography) is an asset.
- The second expert shall have the following minimum requirements:
 - Postgraduate degree in development or related field;
 - Proven experience (at least 5 years) in managing and/or planning large scale and multi-sectoral projects
 - Minimum three (3) years' experience in results-based management and evaluation of large scale and multi-sectoral projects;
 - Excellent oral and written communication skills in English and Arabic;
 - Solid analytical and conceptual skills and the ability to think creatively; and,
 - Knowledge of the local context.

10. Technical proposal

The technical proposal shall describe the approach and methodology that will be applied by the consulting firm to meet the objectives and scope of the assignment and shall include the following:

- a) The methodology.
- b) The suggested work-plan.
- c) Description of tools that will be used and provided.
- d) Company Profile including description of company facilities and resources.
- e) List of relevant projects undertaken within the last two years.
- f) Contact of three previous clients that can be used for reference purposes to whom similar services has been provided and completed.
- g) Profile of experts included in the plan. A matrix should be provided to show which expert will work on what activities and for what duration.
- h) CVs of the experts who will participate in conducting the assignment.

The proposal shall be valid for a minimum of 120 days from the date of bid closing and shall be duly signed by the official representation of the consulting firm and stamped.

11. Financial proposal

The offeror is asked to prepare the Price Schedule in US Dollars to be provided in a separate envelope from the rest of the RFP. The financial proposal shall specify a total lump sum amount all-inclusive for the provision of the requirement.

The lump sum amount shall be broken down to show the following level of detail:

- Daily rates of staff
- Administrative costs
- Overhead and profit
- Person rate per hour
- Cost of workshops and any other applicable costs

12. Evaluation

A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposals prior to any price proposal being opened and compared. The price proposal of the Proposals will be opened only for submissions that passed the minimum technical score (70%) in the evaluation of the technical proposals. The technical proposals are evaluated on the basis of their responsiveness to the Terms of Reference (TOR).

Technical Proposal evaluation		Points obtainable
1	Expertise of Firm /Organization	30
2	Methodology	40
3	CVs of the experts-Staffing Plan	30
TOTAL		100

The evaluation form for the technical proposals follows. The obtainable number of points specified for each evaluation criterion indicates the relative significance of weight of the item in the overall evaluation process.

Technical evaluation criteria	Weight	Points
Expertise of firm/organization	30	
Does the Company Profile reflect the requirements of the TOR?		15
Do projects undertaken within the last 5 years relate to the TOR? (Minimum 5 years' experience in provision of similar services to TOR)		10
Quality of References provided by 3 previous clients		5
Methodology	40	
Clearly illustrates how the evaluation will be conducted to cover all required elements		10
Clearly illustrates how data will be collected		10
Clearly illustrates how each activity will be evaluated to ensure that the overall evaluation covers all project components		10
Clearly illustrates how the final report will be developed and finalized		10
Staffing Plan	30	
Is overall staffing plan sufficient and are profiles of each staff adequate to undertake TOR?		5
Team Leader		15
Second expert		10
TOTAL	100	

In the Second Stage, the price proposal of all Offerors, who have attained the minimum 70% score in the technical evaluation will be opened and evaluated.

13. Award of contract

The procuring UNDP Unit reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without incurring any liability to the affected applicant or any obligation to inform the affected applicant or applicants of the ground for the UNDP's action.

The UNDP procuring Unity will award the Contract to one offeror, who submits the first lowest Price Quote amongst the technically responsive offers.

Only proposals that achieve above the minimum of 70% on the substantive presentation shall be reviewed for competitiveness of fees.

Annex 1 Preliminary List of Documentation (the complete list will be provided to the awarded bidder)

1. LHSP Project document phase 2015-2016
2. LHSP Report 2015
3. LHSP Report 2016
4. LHSP Report 2017
5. LHSP Annual Evaluation 2016
6. AKTIS Report 2015
7. AKTIS Report 2016
8. AKTIS Report 2017
9. LCRP 2015-2016 (Lebanon Crisis Response Plan)
10. LCRP 2017-2020 (Lebanon Crisis Response Plan)
11. UNDP Livelihood and Local Ec. Develop. Strategy
12. UNDP Lebanon CPD (Country Project Document) 2017-2020
13. MRR process
14. MSS process
15. ARK (2017-2018): Regular Perception Surveys on Social Tensions throughout Lebanon;
16. Dylan O'Driscoll (2018): Donor Response to Refugee Tensions in Lebanon