COMPENDIUM ON GOOD AND INNOVATIVE PRACTICES

IN THE REGIONAL RESPONSE TO THE SYRIA AND IRAQ CRISIS: VOLUME II

Regional Joint Secretariat

United Nations High Commissioner for Refugees

United Nations Development Programme

Design by Sebastian Villar

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FOREWORD: COMPENDIUM VOLUME II

The Syria crisis has transformed how the international community works together: innovating in crisis, collaborating, and adapting our approaches in response to the changing needs and shifting dynamics in the region. The enclosed publication is rich with examples of practitioners finding new ways to respond to this protracted crisis. Together we are enhancing our response, building our capacity to innovate, and improving cost-effectiveness.

This compendium is a snapshot of good and innovative practices in responding to protracted crises at the nexus where development, humanitarian and peace-building activities often meet. Using case studies, the compendium highlights innovations and adaptations that can inform current and future programme and policy design, showing us that working at this nexus is no longer business as usual. For instance, local businesses and government, women leaders in agricultural cooperatives, trade unions and government ministries in Lebanon worked with ILO to collaboratively promote local economic development while protecting decent work conditions and ensuring local ownership.

The examples of innovation in this compendium include both incremental and breakthrough initiatives that reflect new ways of working, changes in service delivery and even dramatically new models that challenge standard practice, such as UNDP's Re:coded that provides ICT training that gives displaced persons in Iraq access to global, wage-earning employment. In responding to the complexities of protracted crises, humanitarian and development partners have made great strides over the past three years to take more integrated approaches. For example, the The LEADERS consortium of six organizations designed a complex set of inter-related interventions for inclusive economic development in Lebanon. Like others, they engage multiple stakeholders to address issues; and find ways to help families, communities, governments and international actors build on existing capacities and discover solutions by shifting how they think about the challenges they face.

The projects were selected because they offer a unique perspective or learning opportunity for practitioners and policy makers. The selection criteria included cost-effectiveness, impact, and sustainability of interventions as well as accessibility, equity, and a deep understanding of the needs of those we serve, as illustrated by UNHCR's AIM for Protection and Solutions, which more accurately integrates refugee needs into a system that speeds resettlement by 25% while reducing costs. For this second volume, the criteria for good and innovative practices was adapted to reflect our collective progress in achieving results – such as strengthening access to business markets, locally-led initiatives, innovation in government, and flexible funding.

We invite you to engage with the community of practitioners who have created this body of knowledge. Feel free to reach out to colleagues to share good practices and to learn from each other. The UNDP-UNHCR Joint Secretariat welcomes you to the network of innovators in the sub-region and thanks you for your efforts to increase the effectiveness and impact of our response to this protracted crisis.
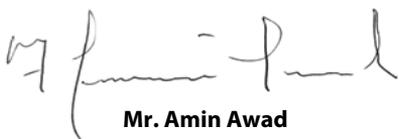
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CHAPTER 1: INTRODUCTION: INNOVATION FOR CRISIS

The scale and complexity of the crisis in Syria and Iraq and its human impact have necessitated a high level of innovation to reach more people in a context of financial constraints and to optimise responses towards sustainability. This has resulted in increased cost effectiveness, strengthened local capacity, and greater resilience building. It has also led to a call for improved tools and technologies to protect the human and physical capital required and a need to be open to continuously learn new approaches, tools, and technologies to develop the capacity of affected populations to cope, recover, and transform.

Thus, developing new sustainable and effective ways of programming, products, and processes of working together that can be adapted, replicated, or scaled up across the region are imperative. Designing and implementing innovative programming to the specific circumstances of the crisis context and culture in each affected country requires augmenting and utilising the local knowledge of highly-skilled refugees and host communities, and adopting multi-stakeholder approaches to encourage resource mobilisation and efficiency.

Due to the positive feedback on *Volume I* of the *Compendium* and a strong demand for a second revised and expanded edition, we made a call for innovations, this time with a strong focus on resilience and cost-effectiveness, including a chapter on trends in innovations. Our intention was to uncover the most innovative practices at the regional, national and community levels across the region so we could share these practices with colleagues from all agencies and build our shared capacity to innovate, respond effectively, and to build sustainable solutions. We were surprised to have three times as many responses – nearly 100 entries – for this second Compendium. Colleagues shared with us their advances over the past two years, finding new ways to collaborate, develop solid and good practices and encourage innovative thinking.

As the second version of the *Compendium* was launched, the UNHCR-UNDP Joint Secretariat hosted an innovation event for the regional response to the protracted crisis – the Innovation for Crisis learning event. To build on the momentum of the shifting ways in which agencies, governments, and local organisations are responding to the crisis, the event brought together global specialists from governments, UN agencies, NGOs, CSOs, businesses and entrepreneurs, public-private partnerships, donors, and innovation experts.

We invited colleagues based on the high quality of their innovations and their ability to adapt on the spot in the complex crisis. What we found was a group of highly-passionate, creative, agile professionals who were able to see the larger picture of the crisis and generate knowledge together on how to enhance our collective response – finding new ways to collaborate, developing solid and good practices and encouraging innovative thinking. As a result, a community of practice is beginning to form to help all actors in the region support each other in responding more effectively, reducing costs, and improving our ability to innovate and adapt as the crisis changes.

TRENDS IN INNOVATION: SYRIA AND IRAQ CRISIS

Innovation and adaptation in crises often happens out of necessity and quite quickly – in a step-by-step process where new approaches are attempted and those that succeed are adopted. Much learning comes from the challenges we face; the ability to prototype, 'fail fast' and redesign is key to innovation and adaptation. Even in crisis, it is also important to step back and take stock – observing the entire situation – and, from that broader perspective, design new interventions and approaches drawing on the expertise of and collaboration with local actors and multiple stakeholders to enrich the innovations and understand the local context and overall systems. Many of the organisations here have adapted their monitoring and evaluation processes to include real time action inquiry and action research to reduce the cycle time to address challenges. This process of collective reflection and learning has helped them identify solutions to reduce costs, improve processes, and better serve the needs of beneficiaries.

In terms of the types of innovations emerging in the past two years, there are more market-based solutions; integrated, multi-faceted programmes; dynamic multi-stakeholder partnerships, and increased local leadership.

In market-based solutions, there are an increasing number of programmes that support entrepreneurs in developing solutions. These programmes, such as UNICEF's innovation lab in Syria and DRC's community centres in Iraq, build entrepreneurs' capacity and give them access to resources to start a small venture that provides livelihood and serves a need. Some programmes help facilitate refugees' access to business markets, such as the Building Markets programme and UNDP's Re:Coded, helping local businesses and individuals access global markets for their services. With more integrated programmes, agencies are more likely to look at the entire value chain to determine what types of supports are needed to strengthen an industry or lighten regulations in order to facilitate refugees' ability to work or start businesses. Good examples of this are the International Labour Organization (ILO)'s Enabling Job Resilience and the Organisation for Economic Co-operation and Development (OECD)'s work in Iraq. We are also seeing more corporations taking innovative approaches to serving refugees' needs such as Turkcell, Microsoft, and Zain. We're also beginning to see increased hiring of refugees by corporations through leadership of forward thinking individuals at Zain Jordan, Chobani,[1] and the UN Global Compact.

Last year's *Compendium* and the Resilience Development Forum called for more integrated programmes and collaborative partnerships between stakeholders. While this has been a challenging learning experience for some, agencies across the region have stepped up and found ways to truly collaborate among agencies in ways that utilise their expertise and generate concrete and beneficial action. In this *Compendium*, there is also a marked increase in integrated programmes and projects that work holistically to address a problem, such as Mercy Corp's INJAJ programme in Lebanon and the World Health Organization's supply line system in Syria and Turkey.

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1   10 Davos participants who will restore your faith in the future; https://www.weforum.org/agenda/2017/01/davos-2017-participants-restore-faith-future/ accessed December 2016.

These integrated, multi-partner programmes are in every category and include numerous livelihoods programmes, such as the LEADERS Consortium and UNICEF's Innovation Networks, that not only help refugees find work and earn money but also strengthen economies, industries and skill levels.

The increase in local leadership of the response is a relatively new phenomenon. Many small, dynamic, highly-adaptive organisations such as Bonyan, WATAN-Khayr, and MIDAD are quickly assessing needs and changes on the ground and finding ways to respond creatively by engaging local councils, residents, and international organisations. While their capacity to deliver might be perceived as not as strong as that of international NGOs, partnerships with organisations such as Deutche Gesellschaft für Internationale Zummenarbeit GmbH (GIZ), and the Eastern Mediterranean Institute have helped these small, local actors make significant contributions that international organisations could not make on their own.

In this second volume, we see that the ways of working together are as important in an effective response as delivering aid and services. Technology plays a small part in the innovations. This new focus on the process – on how to do things and how to innovate or adapt – is new for many agencies and they are learning together. Over the past two years local, national and international actors have become more adept in adjusting their responses as the phase of the crisis shifts from coping to early recovery to transformative initiatives that help strengthen economies, rebuild lives and fulfil aspirations.

For example, the Syrian American Medical Association (SAMS) has solidified its ability to adapt and innovate in the coping phase of the crisis by creating adaptations such as underground hospitals and emergency response advances. As more people recover from difficult conditions, we are seeing an increase in psychosocial programmes, education, and empowerment for vulnerable groups such as the United Nations Population Fund (UNFPA)'s Space for Change. And as individuals transform their lives, there are more initiatives that connect them in innovative ways with skills and jobs in the local and global market such as the Re:Coded project in Iraq that trains young people for tech jobs.

Each country is adapting to new realities in ways that are appropriate for their national culture and that help to strengthen their local economies. For example, in Turkey the government has continued to innovate in how it institutionalises employment and education to normalise its new residents. Iraq has also seen advances in government collaborating with stakeholders and facing difficult issues head on. In Egypt and Turkey programmes are refining how the most vulnerable are served. In Jordan, skill building and employment programmes engage two Jordanian nationals for each refugee. And, in Lebanon, there is a focus on social stability and strengthening the economy at the local level.

There is also an increased importance being placed on addressing the root cause of problems, many of which existed before the crisis. Agencies are increasingly using theories of change, problem tree analysis, and evidenced-based prototyping and piloting to develop programmes that are transformative in nature. For example, this year, we are seeing a significantly larger number of programmes empowering and

addressing the needs of youth, women, people with disabilities, and others who are at risk of marginalisation. The expertise in strengthening local economies and national industries; supporting entrepreneurial development and building skills and self-supporting mechanisms is being refined extensively. For example, Mercy Corps and the International Labour Organisation continue to solidify their expertise in strengthening the value chain of an industry, supporting economic growth with policy advocacy, and ensuring there is a ready workforce and business base to expand economic growth.

We've also noticed that agencies are paying more attention to how they work internally and how they are collaborating, benefitting from tools such as action research, facilitated team meetings, and lessons learned that promote increased organisational learning. Local players with few resources are leading on the ground efforts at a fraction of the cost of what UN agencies and international NGOs spend on the same service. Their level of agility and ability to sense what's happening in real time, together with sensitivity to local culture and needs, brings a high level of value to their work and to the partnerships they engage in. These local organisations benefit from the broader connections, legitimacy, and perspective of international organisations they engage with.

EMERGING PRACTICES

There are three areas where good practices are emerging: flexible funding mechanisms, diaspora investment, and scaling up. In terms of flexible funding, some government development agencies, such as those from Sweden, Canada and the United Kingdom, have increased longer-term funding available so that agencies are not always tied to one-year cycles. There has also been a marked increase of flexibility on the programmatic side to allow for changes during projects' funding based on evidence, changes in conditions, or unforeseen needs. This allows organisations to utilise more prototyping, testing and piloting as well as to be more agile in responding to changes in the crisis. While these are negotiated on a case-by-case basis, the flexible funding practices have been increasing the effectiveness and results of projects where they are applied so we expect them to continue and expand.

With the changing nature of the conflict, it is difficult to anticipate engagement of the Syrian diaspora and where their investments will be placed. In 2016, there was effective diaspora investment in the north of Syria as well as increasing investment in programmes that help Syrians in Turkey. There is an increasing trend for countries to allow Syrians to invest in the countries surrounding Syria, so this may lead to increased investment in the coming year.

The dialogue on scalability at the UNDP-UNHCR Joint Secretariat's Innovation for Crisis event stressed the need to pilot programmes in new locations and contexts; to see what works within the system and structures; and to test before rolling out a programme in order to increase possibility of success. Engaging with local partners, including the private sector, municipalities and beneficiaries – and creating a network to support the programme was key for effectiveness, sustainability, quality, and ensuring a clear need. While there is a need for programmes to reach more

beneficiaries, simple replication and roll-out has not proven effective. In order to scale up what is needed is to take a more strategic view, using technology when appropriate, and strengthening processes that help partners work well together.

INNOVATION FOR CRISIS (I4C) LEARNING EVENT

The United Nations High Commission for Refugees (UNHCR) and United Nations Development Programme (UNDP) Joint Secretariat held its first innovation event at the Dead Sea in Jordan on 11 and 12 December 2016. Passionate contributors and participants included representatives from the private sector such as Zain Jordan, Microsoft Philanthropies, and technology startups like Bilforon and Jaleesa. The participants were inspired by innovative and adaptive approaches and solutions from a wide range of organisations including businesses who are UN Global Compact members, non-governmental organisations (NGOs) such the Danish Refugee Council (DRC) and Mercy Corps, locally-led initiatives such as the Syrian American Medical Society (SAMS) and Watan- Khayr, and United Nations (UN) agencies such as UNHCR, UN Global Pulse, the UN Population Fund (UNFPA), the World Food Programme (WFP), and World Health Organization (WHO), and UNDP.

Participants shared insight into their progressive projects and partnerships in response to the crises in Syria and Iraq and in the context of host communities in Iraq, Jordan, Lebanon, Egypt and Turkey. The event was proactive and participative in all sessions through direct interactions between speakers, panelists, and participants either via extensive Q&A, table discussions, or a workshop format. As a result, some very concrete examples as well as gaps and needs analysis were discussed and the insights were multiplied. Many connections and potential partnerships were formed at the event and participants from like-minded organisations across countries learned from each other.

Participants learned that organisations are often innovating or adapting their response without knowing or labeling it as such. Conversely, organisations sometimes forego important opportunities for innovation due to a lack of knowledge on how to move from an idea stage to actualisation. Implementation support that includes understanding the feasibility, viability and usability of a new idea would be useful, as would tools to map partners, political dynamics and overcoming barriers. Dialogue at the event informed the continued development of the Innovation for Crisis Good Practice Principles that appear in this Compendium, including: understanding the context, collaborative user-centered design, learning by doing, adapting to changes in the crisis, evidence-based adaptation, managing risk and creating a culture of innovation.

Considering these principles, participants came up with the following axioms to consider:

- Innovation should evolve from the needs of the end-user and from the changes needed to create a shift in the system, preferably in dialogue with those whom the solution impacts. At its core, design should be human-centered.

- A key way of measuring the success of innovation is whether it facilitates action rather than merely raising awareness. It is therefore paramount to measure results through prototyping or testing. For example, when testing outreach we could try different types of messages based on contextual knowledge and test which messages achieve more effective outcomes. An evidence-based approach is key and behavioural insights can help shape effectiveness.

- Rather than thinking of a strategy as a single linear plan built on predictions of the future, we should think of strategy as a portfolio of experiments or interventions that move the agenda forward and evolve over time. Failure is a necessary as a way to learn, especially in crisis or fast-paced, complex contexts.

A passionate roundtable interactive workshop on innovation from the field surfaced common denominators between all actors operating in crisis settings and how they are carrying out good practices of cost-effectiveness, collective resilience-building, sustainable benefits, locally-led initiatives, and social cohesion.

Some of the conclusions and findings from this workshop were:

- In terms of cost-effectiveness, partnering with other organisations and engaging with beneficiaries are some of the most effective thing an organisation can do to minimise costs. Participants shared many examples of how engaging in partnerships and drawing out new ideas from beneficiaries and other stakeholders reduced costs.

- Social cohesion approaches were seen by participants as an innovative alternative to expensive social conflicts because they reduce the operation costs in crises, speed up humanitarian response, and allow businesses to revive and flourish.

- It was stressed that the transformational objectives of the resilience agenda should focus on addressing the key systemic challenges women face (e.g. education or culture).

- Investment in value-chain engagement and access-to-market facilitation needs to be present in aid programming for individual entrepreneurs and small and medium-sized enterprises. The project in this Compendium by the International Labor Organization (ILO) in Lebanon (Chapter 4) represents a good example of how stakeholders along the value chain were engaged to strengthen export markets for potatoes in northern Lebanon.

- To foster a locally-led response, participants suggested involving local organisations in the planning and implementation of the innovative programs provided by the international organisations, paying attention to cultural context, and to recognise and tap into the culture of innovation that exists in a large proportion of the organisations on the ground.

- An important challenge to local organisations taking leadership was the systematic absence of clear exit strategies by international organisations. Additionally, the lack of adequate capacity amongst local organisations, which are often operating in survival mode, inhibits the cultivation and pursuit of an innovation culture.

- Partnerships help us do things differently, do things better, and provide opportunities for continuous learning by testing new ideas. Partnerships work best when we take a long-term perspective and take time to build trust and good communication.

- There is room for us all to build capacity in our organisations to test and evolve our innovations and to adapt to the culture and context where we are working. We can also explore how to build the capacity of refugees through our programmes and even consider how refugees can help with delivery or implementation, as organisations like UNFPA and WHO are already doing.

- Finally, using evidence when prototyping, testing or piloting innovations can help improve performance and decrease costs. Participants shared many rich examples of exploring how to build the capacity of refugees through our programmes and even considered decisions on how to adapt or improve innovations. The 'cognitive edge' methodology was also discussed as a way to turn qualitative data into quantifiable measures.

One of the sessions on tools highlighted the practice of adaptive leadership, which is increasingly being used in innovation for development and humanitarian circles as a way to be more effective in complex contexts. The session featured how to "think politically" and avoid jumping to solutions before understanding the context, system, stakeholders, and dynamics between actors. Emphasis should be placed on understanding the stakeholders' motivations and interests, approaching challenges by asking questions based on empathy and curiosity, and designing interventions or experiments that take one step towards long-term goals to build understanding of how the system reacts to intended change and to inform the design of the next intervention. The step-by-step approach helps facilitate transformation in a dynamic crisis.

Another session on tools described principles of innovation[2] that participants could consider when designing new interventions. These principles have been developed and endorsed by UNHCR, UNICEF, UNDP and ten other UN and international organisations. The principles include: design with the user, understand the existing ecosystem, design for scale, build for sustainability, be data driven, use open source, reuse and improve, do no harm, and be collaborative. The session emphasised that being data driven[3] is essential to good innovation, and noted the need to inform innovation processes with evidence of what has worked; test prototypes for viability, usability, feasibility; and iterate based on the effectiveness of the intervention.

The session also included a model of adaptation to inform our innovation efforts by considering what we want to keep, what we need to let go of, and where we need to innovate in order to make strides to achieving long-term goals. The point here was that innovation is not needed everywhere; adapting to build on what already exists (reuse and improve) and knowing when to leave things as they are were both mentioned as important in order to prioritise efforts and ensure cost-effectiveness of innovation efforts. The session shared "tips" on innovating:

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2 http://www.undp.org/content/undp/en/home/ourwork/development-impact/innovation/principles-of-innovation.html

3 http://www.oecd.org/sti/ieconomy/data-driven-innovation.htm

- Innovate based on the needs of the beneficiary – don't focus on the solution;

- Work in a team that shares your vision, listen to diverse and diverging voices to boost morale and raise the quality of service/product offered;

- Pilot products or services to obtain direct market feedback and to assessment viability, feasibility and desirability of the solution;

- Partner with the private sector to garner financial support and also to improve access to markets and larger pools of users and clients; and

- Consult and engage with local authorities and partners to ensure sustainability and anchoring of your service/product.

Finally, toolkits[4] were shared such as the Field Guide to Exploring Innovation, the Project Cycle Hackers Kit, and the Scaling up Checklist. These tools can help organisations make innovation processes more explicit and methodical to increase effectiveness.

A forward-looking roundtable discussion on partnerships noted how the severity of the Syrian refugee crisis has generated dynamic partnerships of unforeseen nature and scale. The top leadership of Zain Jordan is driven by a strong sense of philanthropy and duty to offer and enable connectivity, innovation, voice and agency to Syrian refugees and the communities that host them. Representatives of Zain mentioned their work with UNHCR in collaboration with global technology companies such as Facebook and Skype. They voiced a serious concern about the general absence of the private sector from the crisis response thus far and invited business actors to join them as corporate agents of change and goodwill. As a company, Zain strongly believes in needs-driven, nimble and fluid initiatives and solutions that are easily adapted to needs, possibilities and circumstances on the ground and urged UN agencies to find ways to lessen their bureaucratic processes when working with businesses.

WFP colleagues echoed many of the concerns and principles voiced by Zain representative, stressing the centrality of private sector partnership to enable a sophisticated level of innovation and impactful interventions of meaningful scale.

Colleagues from the Danish Refugee Council shared their observation that time and access constraints often limit partnerships with private sector, while highlighting that large-scale interventions often require organisations to join forces with others. They shared the success of the LEADERS consortium (found in Chapter 5) in which several NGOs identified a gap in creating an enabling environment for livelihoods and engaging the private sector and other actors in devising solutions. The group of NGOs met over time to solve the problem using action research and they came up with an integrated, joint programme that engaged business and other actors, which none of them could have done on their own.

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4 http://www.undp.org/content/undp/en/home/ourwork/development-impact/innovation/resources-for-innovation/guides-and-toolkits.html

Attendees from Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) reiterated the importance of shifting away from a fund-seeking mentality when approaching the private sector and instead to invest in authentic and respectful joint response ventures. Bringing on board examples from other contexts and places to excel and deepen lessons learned and how to better adapt to fast-paced changing crisis environments was also discussed. By the same token, GIZ listed flexibility and contextualisation of programmes as core components of crisis response and resilience building.

UN-Habitat colleagues shared an example of a successful, multi-sector partnership that was based on the principles of complementary, local ownership and sustainability. The house construction initiative involved designers (pro bono), local governments (land provision), and the private sector (developers and IKEA for low or no-cost furnishing, and banks offering soft loans). The project helped make connections in local contexts and engaged multiple sectors of the community in practical ways to welcome refugees.

Workshop discussions pointed to various challenges to partnership and innovation, including how organisations' project design and structures and donors' templates might not adequately encourage or capture innovation or allow for the longer-term timeframe needed to develop partnerships and effect systemic change. It was noted that donors are responding quickly to the need for flexible approaches and organisations are increasingly using tools such as theories of change to achieve longer-term systemic change.

A dynamic roundtable discussion with participants from a wide range of backgrounds in technology shared insights on technological solutions and initiatives such as Global Pulse's collaboration with UNICEF at the Zataari Camp on waste water collection by digitising the waste collection system in real time to reduce costs. Global Pulse advised that while security and cautionary measures are paramount in our approach to the usage and application of data, it is equally important to consider the costs that result from lost opportunities of not using big data versus the cost-savings that can come from taking a data-driven approach.

Delegates from the WHO spoke of their patient-centered approach and how scorecards are used to help map and prioritise interventions. The Syria crisis has required remote interventions and WHO utilises peer-to-peer reviews as a key instrument for partner feedback and a thorough monitoring mechanism in order to adapt and improve interventions.

Microsoft representatives underlined the significance of philanthropic contributions of companies. Because of the Syrian refugee crisis, Microsoft has taken key steps in widening and scaling up their contributions and interventions and have undergone a policy shift from supporting response to natural disasters to also including man-made disasters, mainly by helping NGOs create and leverage technologies in livelihoods programmes.

The founder of Jordan-based company Bilforon shared the story of how they were founded at a "startup weekend" by identifying a market need (home-cooked food) and a labor gap (Syrian cooks) to develop a simple mobile app which over its first six months gradually and steadily helped provide a livelihoods option to a growing pool (from 3 to 55 cooks) of Syrian refugee women through delivering home-cooked food to an ever-increasing clientele base (from 30 to 300 customers).

Workshop participants provided examples of how evidence-based innovation and technology-based interventions used quantitative data and tailored media messaging to increase effectiveness. For example, SMS messaging about medical treatments were used to communicate treatment plans (rather than requiring doctor visits) alleviating some of the social stigmatisation, thereby improving patient compliance with treatments.

Other delegates shared examples of monitoring fuel consumption through software and GPS systems in the water, sanitation, and hygiene (WASH) cluster to monitor water provision and waste water collection in Lebanon to help equalise distribution and mitigate environmental risks. While not all innovations utilise technology, it continues to be helpful to increase responsiveness, reduce costs and tailor interventions to meet the needs of specific groups, based on readily available data.

The Innovation for Crisis learning event concluded with an exercise to match participants' needs with what other participants could offer in the areas of knowledge sharing, building partnerships, mentoring, designing innovations, data management, and programming support. Many connections and potential partnerships were initiated at the event, in addition to the rich knowledge sharing and problem-solving. Participants left enthusiastic and feeling supported about the innovation they had brought forth under difficult circumstances, few resources, and complex conditions. They were eager to continue connections and learning and look forward to the next Innovation for Crisis event or knowledge sharing opportunity.

CHAPTER 2: GOOD PRACTICE AND INNOVATION IN THE SUB-REGION

GOOD PRACTICE PRINCIPLES

Across the six-country sub-region (Syria, Jordan, Lebanon, Turkey, Iraq, and Egypt), organisations are continually improving their ability to work within the complex environment and adapt to the changing circumstances and certain principles seem to underlie their success. The sub-region is characterised by complex current and historical political, social, religious and ethnic dynamics; it is generally middle-income with high literacy and education levels but with high levels of poverty and unemployment in many areas, particularly amongst youth and women. Despite there being functional governmental institutions and systems some countries have high public deficits while national economies are relatively stable but have been experiencing sluggish growth in recent years. The local, national and regional private sector is vibrant and highly developed but is impacted by sub-regional dynamic political and security conditions and there is widespread domestic and commercial use of mobile and other technology. Some of these factors, such as high unemployment, are seen to some extent as root causes of the crisis and have been exacerbated because of the crisis. Taking these and other contextual factors into consideration, a number of global good practice principles are particularly relevant to this response. Whilst more sector-specific principles are outlined in subsequent chapters, the following principles are relevant across the scope of resilience-based programming.

Cost-effectiveness and efficiency: Cost-effectiveness is a difficult issue for many agencies to address because in the past, many organisations' effectiveness was measured on how much money they spent not how effectively they spent it. Good practices look at to what extent the activity achieves progress toward its stated objectives. This includes consideration of how target populations were selected and the degree to which they were reached. It also includes levels of organisational effectiveness, collaboration, and synergies between organisations to increase effectiveness. Level of efficiency, measured by the outputs – qualitative and quantitative – in relation to the inputs including costs, resources, and time is also important. This includes whether the activity would be considered affordable to beneficiaries or donors, and would remain financially feasible despite declines in funding. Finally, the degree to which the activity addresses the needs and priorities as identified by the intended beneficiaries is essential. This includes consideration of how flexible or adaptable an activity or practice has been in relation to changes in the context, feedback from intended beneficiaries, evaluations and so on.

Dynamic partnerships: True partnership is at the heart of progress toward a more cost-effective and impactful response to the Syrian and Iraqi crisis. Over the past four years, new and inclusive partnerships have formed and strengthened that increase efficiencies, reduce costs, and foster innovation. These partnerships have become adept in including a wide range of stakeholders, agreeing upon common goals, and translating talk into action.

The most successful partnerships are those which have found a way to establish common ground, build trust between partners, and generate new solutions that benefit from the synergies of working together. True partnerships are not easy. Partners need to develop trust with each other and ask difficult questions such as

how to achieve and maintain alignment around shared goals, how decisions are made, what will be done when there are disagreements, how to address the difficult issues when resources are involved, how roles are distributed and how to engage as partners. These can be uncomfortable questions yet, if addressed, performance increases dramatically.[5] Partnerships entail risk, and they also can pave the way for more innovative, relevant, and cost-effective responses to the crisis.

Sustainable benefits: Across the sub-region, government institutions, national civil society, host populations and refugees have demonstrated enormous ability to cope with the day-to-day impact of the Syrian crisis. However, accelerating needs and increasing demands are straining their resources and capacities. Investing more in local people and institutions will enable national and local actors to cope better with and recover more quickly from the impact of the crisis and may be a more cost-efficient aid approach in the long run. In this context, resilience means: *'the ability of individuals, households, communities and societies to cope with the adverse impacts of shocks and stresses, to recover from them, and to work with communities and national and local governments to bring about transformational change that supports sustainable human development'.[6]*

Resilience-based strategies should follow three inter-related strategic objectives (as outlined by the UN Development Group - UNDG[7]):

- ***Coping:*** individuals, communities, institutions and systems are able to manage sudden increases in pressure without partial or complete collapse

- ***Recovering:*** individuals, communities, institutions and systems are able to recover from setbacks and return to prior levels of development and prosperity

- ***Transforming:*** individuals, communities, institutions and systems are able to accelerate their development and prevent future crises[8]

Finally, in order for interventions to be sustainable and address longer-term aspects of the crisis, they must consider the root causes of the crisis. While this may not be possible in the coping phase, it is essential in the mid to later stages of a crisis. Utilising theories of change and problem tree analyses to understand root causes, to articulate assumptions and risks, and to show the results chain from the root cause to the desired change are all ways to address the root causes of a crisis.

Locally-led response: Since mid-2015, localisation of programmes and locally-led approaches have been seen by the international community as a way to benefit from local knowledge and expertise and a way to be able to address the scale of the crisis. In our research for this Compendium, we set out to uncover how locally-led approaches are making a difference in the response to the Syria crisis. We identified

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5   Developmental sequence in small groups, Tuckman, Bruce W., Psychological Bulletin, Vol 63(6), Jun 1965, 384-399.

6   UNDG (2014), A Resilience-based Development Response to the Syria Crisis: A Position Paper, p.7.

7   The UNDG is the group of 32 UN funds, programmes, agencies, departments, and offices that play a role in development. See www.undg.org

8   UNDG (2014), A Resilience-based Development Response to the Syria Crisis: A Position Paper.

several programmes that went above and beyond to understand needs of refugees and displaced persons and crafted a response that both helped cope with immediate shocks and also contributed to sustainable solutions.

What we found in terms of good practice was a very active "**learning by doing,** where agencies innovated quickly, adapted rapidly to changes and found ways to experiment or test new solutions as they were being implemented. These organizations excelled in **cost-effectiveness and self-sufficiency,** adapting out of necessity and with limited resources and discovering surprisingly cost-effective, practical solutions. **Strength of local knowledge** was also one of their assets, with innate knowledge of beneficiaries needs, sensitivity to local culture, and the ability to quickly build local networks that could solve complex problems in a participative way. Their partnerships with international organizations strengthened what they offered and benefitted international organizations as well.

Social cohesion: Agencies have responded to the risk that international assistance may upset the delicate political, social, religious and ethnic balance that exists at local, national and regional levels or exacerbate more recent tensions related to the spillover effects of the Syrian conflict. This risk can be mitigated through adopting a conflict-sensitive approach to programme design, implementation, monitoring and evaluation. This means 1) understanding the context in which international organisations are operating; 2) understanding the impact that an aid intervention is likely to have on that context and 3) taking action to mitigate the possible negative impacts and maximise the likely positive impacts[9].

Key risks in this context include challenging existing power dynamics and community structures, fuelling perceptions that refugees are unfairly receiving preferential treatment, and causing increases in commodity prices and higher competition over scarce resources and jobs. Mitigating these risks requires in-depth conflict analysis and monitoring of conflict indicators throughout the life of a programme, making adaptations to design and implementation as necessary.

Human rights-based approach (HRBA)[10]: Reinforcing the rights of all affected populations, including women, children and youth, the elderly and disabled, is a central pillar of humanitarian and development responses globally. Adopting a human rights-based approach means integrating international human rights standards and principles into all aspects of an aid response, including analysis, programme design, implementation, monitoring and evaluation. Framing aid in this way helps to promote the sustainability of the response and empowers affected populations to help themselves, including enabling them to participate in the decisions and policy frameworks that guide international and national responses. Integral to the human rights-based approach is holding duty bearers to account by working

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9   Conflict Sensitivity Consortium, Conflict-Sensitive Approaches to Development, Humanitarian Assistance and Peace building: Resource Pack.

10   See for example, OHCHR (2006), Frequently Asked Questions on a Human Rights-Based Approach to Development Cooperation and OHCHR and UNHCR (2013), The Protection of Human Rights in Humanitarian Crises: A Joint Background Paper for IASC Principals.

with governments and other relevant actors to ensure that they are upholding the fundamental rights and freedoms that are guaranteed under international law. The efforts of the United Nations,[11] international NGOs and donor countries are critical to ensuring increased respect for the rights and freedoms of all of those affected by the Syrian crisis.

Flexibility: The impact of the Syrian and Iraq crisis in the sub-region is dynamic with sudden increases in refugee outflows and an increasing spillover of violence into neighbouring countries. This situation requires a flexible aid response that can quickly scale up or scale down and can be constantly adapted to ensure diverse needs are effectively addressed. In practice, traditional donors, UN agencies and international NGOs have rigid programming, administrative, and financial frameworks that do not generally facilitate the degree of flexibility required in this response. Instituting a flexible approach would require reviews which were regular, rigorous and quick and which inform changes or adaptations to, or expansion of, project activities or modalities. Multi-year and diversified funding (including non-traditional donors, private sector and social investment funds) with simplified accountability and reporting requirements as well as the flexibility to make changes to programming based on evidence from pilots or tests or changes in the crisis are all essential for more flexible programming.

INNOVATIVE PRACTICE PRINCIPLES

Innovation is often measured by level of diffusion, disruption and breakthrough in achieving desired goals. Our focus in assessing innovation is on building effective interventions that help refugees and IDPs cope with shocks, recover from crisis, and transform their lives, communities, and economies. As a starting point, we used the 'working' criteria developed for the World Humanitarian Summit[12] and those in the ALNAP 2009 and 2016 report on Innovation in Humanitarian Action.[13] The criteria were further refined after the Innovation for Crisis (I4C) event in 2016, attended by many organisations named in this volume. Current criteria include:

Understand the context: It is important to understand the whole system in which the innovation is taking place. Orchestrate an innovation processes that engages multiple stakeholders and is appropriate for the innovation ecosystem and principles of innovation that apply to the context. For example, the innovation process might be learning by doing in the coping phase of a crisis, action learning with many prototypes and tests in the recovery stage, and a full design thinking or human-centred design model in the transformation phase of the crisis.

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11   The UN Rights Up Front initiative was launched in 2013 and requires the UN system at all levels to uphold commitments made by the Secretary General to 'place the protection of human rights and of people at the heart of UN strategies and operational activities'. See UN (2013), Rights Up Front, May.

12   World Humanitarian Summit (2014b), Approach Paper - WHS Theme 3: Transformation through Innovation.

13   More than Just Luck: Innovation in Humanitarian Action, HIF/ALNAP, Obrecht and Warner, 2016.

Engage in collaborative, user-centred design: Understanding the needs of those benefiting from interventions is critical. Collaborate with others when innovating or adapting new programmes/products. While collaborative, user-centered design is still an ideal among organisations engaging in the Syria and Iraq crisis, designing in collaboration along with beneficiaries, end users, and gatekeepers maximises the insights and applicability of the innovation/adaptation and uncovers ways to reduce costs.

Adapt, reuse, improve: Find ways to adapt, re-use and improve existing programmes and products based on knowledge, pilots and experience. Use existing knowledge and experience as a basis to develop new innovations. This can include approaches such as 1) Learn by doing while adapting to changes in the crisis and creating new adaptations of an interventions real time, 2) utilise action research, action inquiry or other feedback mechanisms to gather data and reflect on performance and learnings, 3) gather feedback from end users, evidence from prototypes, tests, pilots, and lessons learned from implementation; use evidence-based approaches to understand what is working and what is not in order to adapt innovations, 4) use approaches that encourage fresh thinking that creates value: recognising the need for the new and also focus on the impact, and 5) utilise creative problem solving by recognising that it is not just about novelty but also results and benefits.

Managing risk: Manage risk by assessing potential risks and assumptions and articulating how risks will be mitigated. Utilise a step-by-step process to experiment, test, and learn while adapting or innovating in order to more easily address complexity and rapidly-changing environments such as adaptive management, adaptive leadership, prototyping, and design thinking.

Creating a culture of innovation: Create a culture of innovation that supports new thinking, is open to new ideas from unusual places, actively learns from failure, collaborates to widen perspectives, and facilitates independent thinking by increasing autonomy and decreasing rigid boundaries/rules.

INNOVATION TYPES

Innovation in international aid can perhaps be broadly understood as: *'a dynamic, managed process, which focuses on the creation and implementation of new or improved tools and approaches. Successful innovations are those that result in improvements in efficiency, effectiveness, quality or social outcomes and impacts'.*[14] Recent policy discussions on this concept suggest four key types of innovation:

1. **Product innovation** – changes in the products and/or services that an organisation offers

2. **Process innovation** – changes in the ways products and services are designed or delivered

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14   World Humanitarian Summit (2014b), "Approach Paper - WHS Theme 3: Transformation through Innovation".

3. Position innovation – changes in how products/services are framed and communicated

4. Paradigm innovation – changes in the underlying models which shape what an organisation does[15]

Defining 'innovation' in this way includes programming practices that are incrementally innovative, which bring small-scale but important improvements to a programme or response over time, and programming practices that are major breakthroughs to long-standing or significant problems such as whole new models that may be disruptive to standard practice or modes of operation. Keep in mind that what might be innovative in one context may not be seen as innovative in another context.

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15   ALNAP (2009b), "Innovations in International Humanitarian Action: Background Paper".

CHAPTER 3: PROMOTING SOCIAL COHESION

PRINCIPLES

Community-based approach, participation

PROJECTS

- 3.1 Support to Refugees and Host Communities Programme in Turkey: GIZ
- 3.2 Mechanisms for Social Stability: UNDP Lebanon
- 3.3 The Neighbourhood Approach: DRC Lebanon
- 3.4 Youth-led Social Cohesion, Reconciliation and Peace Building: UNDP Syria

BACKGROUND

The number of refugees seeking refuge among and near to host communities has risen dramatically over the past six years. The rapid influx into areas that were home to some of the poorest and most vulnerable local populations has placed significant strain on lower-end housing and labour markets and vastly increased pressure on public and municipal services. The competition over access to services, jobs and housing between refugees and their host communities has become a source of tension.[16] The broader political and economic impact of the ongoing conflict inside Syria and its spillover effects across the region are also fuelling negative perceptions of refugees in host countries.

Mitigating these tensions and preventing local conflict is crucial to ensuring the physical, material and legal protection of refugees, many of whom are extremely vulnerable. It is also critical to the human security of all affected populations in the sub-region and to maintaining stability and protecting development gains. International organisations are prioritising efforts to promote social cohesion and address the sources of tensions through targeted social cohesion programmes, such as developing local conflict management mechanisms and capacities, and through programmes that strengthen local structures and partnerships and that support a longer-term sustainable approach.

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16   See for example, REACH (2014a), Evaluating the Effect of the Syrian Refugee Crisis on Stability and Resilience in Jordanian Host Communities: Preliminary Impact Assessment; REACH (2014b), Informing Targeted Host Community Programming in Lebanon: Secondary Data Review; Oxfam (2013), Integrated Assessment of Syrian Refugees in Host Communities: Emergency Food Security and Livelihoods; Water, Sanitation and Hygiene; Protection and UNDP/UNDG, (2014), The Syrian Crisis – Tracking and Tackling Impacts on Sustainable Human Development in Neighbouring Countries: Insights from Lebanon and Jordan .

GOOD PRACTICE PRINCIPLES

Promoting social cohesion is one of the overarching objectives of the aid response in the sub-region. As such, many of the good practice principles for social cohesion programmes are also relevant across the spectrum of other sectoral interventions. Key principles include:

Community-based approach: Working in partnership with affected communities in the assessment, design and implementation of responses to their needs is, in large part, the operationalisation of the human rights-based approach. Adopting a community-based approach means 'recognising the resilience, capacities, skills and resources of persons of concern and building on these to deliver protection and solutions, and support[ing] the community's own goals.'[17] These programmes can bring diverse actors together and create a safe space to think out of the box and generate solutions together.

In this context, ensuring that communities – both refugees and their host communities – are not just 'involved' in but are actually driving the response is critical to its effectiveness in the immediate term and to more sustainable outcomes. Aid actors must recognise the limitations on their capacities and resources to deal with this protracted crisis, the temporary nature of the international aid response and, crucially, that the largely middle-income, highly-literate[18] and highly-skilled refugee and host populations generally have the capacity to identify both their problems and appropriate solutions. International aid actors can play a crucial facilitation role by augmenting these capacities and providing support to enable affected communities to prevent social problems or tensions from arising and addressing them when they do.

Community-based approaches can also help to re-establish social systems or structures that have been disrupted by displacement or crisis and, as a result, can enhance dignity and a sense of ownership among communities.[19] This, in turn, is critical to mitigate the sense of being under threat that can fuel tensions.

Adopting a community-based approach requires an in-depth understanding of local power dynamics and social, cultural, political and economic factors, as well as of the needs and capacities of local institutions and systems. To be truly community-driven, a programme must be designed by the communities concerned and aimed at addressing the priorities that they, rather than external actors, determine. This demands a high degree of financial and programmatic flexibility.

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17 UNHCR (2008), A Community-Based Approach in UNHCR Operations, p. 14.

18 For example, in 2008-2012, youth (age 15-24 years) literacy rates for females and males in Jordan were 99.3% and 99.1%; in Lebanon were 99.1% and 98.4%; in Turkey were 97.9% and 99.4%; in Syria were 94.1% and 96.4%; in Egypt were 8.6% and 92.4%; and in Iraq were 80.5% and 84.1%. Statistics available from www.unicef.org

19 UNHCR (2008), A Community-Based Approach in UNHCR Operations.

Participation: Ensuring the meaningful participation of different community members in the assessment, design and implementation of aid programmes is integral to a community-based or community-driven approach. Participation helps to ensure that programmes are effective in prioritising and addressing needs, those needs that households and communities determine are most important, and, in this context, the interaction required between refugees and host populations can foster mutual understanding and trust. Interaction with representatives of affected communities is also important in understanding their intentions and their aspirations,[20] as well as to more accurately identify and assess the potential or actual sources of community tensions.

Adopting a participatory approach means regularly bringing together representatives of local communities in focus group discussions, forums or other mechanisms to discuss issues affecting them and to negotiate appropriate solutions. And, it means designing programmes that can be led by local actors and continue after the external organisation leaves. Gender balance may be perceived as a challenge, yet has led to increased innovation in supporting displaced people.[21] Achieving appropriate gender, age, religious and ethnic diversity in the representation of local communities is central to the effectiveness of such mechanisms and processes. In the highly complex political-social environments in the sub-region of Syria and the five surrounding countries, it is also important to include representation of differing agendas and interests through ensuring institutional diversity. This would include a range of local institutions, public or government actors such as municipal and district authorities, line ministries, parastatal service providers; civil society diversity such as community-based organisations, youth groups and women's groups; public-private sector diversity such as the representation of local private as well as public sector actors; political diversity such as local political agendas and interests and socioeconomic diversity such as ensuring representation of poor, middle and higher income groups where appropriate.[22]

Achieving this degree of diversity is challenging and there are a number of risks inherent in undertaking participatory approaches. Bringing communities together may exacerbate inter-community tensions; traditional community leaders may feel threatened or undermined; representatives may not actually be truly 'representative' and the group may be dominated by community elites or host communities may not wish to engage with refugee communities. In addition, many social cohesion programmes include supporting communities' engagement in local government planning and decision-making processes. In these cases, it will be important to manage refugees' expectations since the decision-making prerogative will invariably be given to host communities.

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20   UNHCR (2014a), UNHCR Policy on Alternatives to Camps.

21   Innovation for Women's Empowerment and Gender Equality, International Center for Research on Women: https://www.icrw.org/wp-content/uploads/2016/10/Innovation-for-Womens-Empowerment.pdf

22   See, for example, the Draft Guidelines on Local Participatory Processes developed by the Social Cohesion Sector Working Group in Lebanon.

Key lessons learnt in recent years, as highlighted by the Social Cohesion Working Group in Lebanon, include assessing all risks and sensitivities beforehand and instituting appropriate mitigation measures; establishing good relations with communities prior to commencing any programmes, preferably through building upon pre-crisis relationships or partnerships that international or national actors may have in a local area; using existing social or community structures or groups such as community leadership structures or religious organisations; continuously monitoring local power dynamics and adapting representation to ensure the most vulnerable or marginalised are adequately represented and, finally, taking into account any relevant practical factors which may impede participation of particular groups such as appropriate locations and timings of meetings. Outlining the responsibilities of representatives, the procedures and standards to be upheld and creating an environment of mutual respect and trust in which all views can be shared and heard safely, are key to participatory approaches.

There are a large number of programmes currently being implemented across the region to promote social cohesion. The following examples illustrate how some of the elements of good practice discussed above can be incorporated into social cohesion and other sectoral programmes.

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Zusammenarbeit (GIZ) GmbH

3.1

SUPPORT TO REFUGEES AND HOST COMMU-NITIES PROGRAMME (SRHCP) IN TURKEY: DEUTSCHE GESELLSCHAFT FÜR INTERNA-TIONALE ZUMMENARBEIT GMBH (GIZ)

Objectives

To 1) support social cohesion through the provision of education and employment opportunities by supporting institutional and community-based partners and 2) to strengthen local structures in order to support the transition from the emergency/humanitarian response to a longer-term sustainable approach.

Project Description

As highlighted in a recent conference with representatives from institutions and civil society in Turkey, after five years from the onset of the Syria crisis the current response is entering a 'second phase.' Host communities have realised that it is unlikely that the refugee population will return to their home country soon and therefore harmonisation (integration) processes are most needed. Strengthening local partners and institutions through the provision of technical support and flexible funds will enable longer-term sustainability and the implementation of context-relevant innovative approaches.

To achieve its social cohesion objective, the project has created an umbrella of six projects that provide 'first-face' services in the multi-service centres (MSCs): formal, non-formal, informal and vocational education opportunities and employment opportunities through short-term and longer-term measures. In addition, one regional project delivers a similar approach at a regional level and a second regional project specialises on mental health and psychosocial support.

In order to support the capacity-building objective, the Support to Refugees and Host Communities Programme helps local partners further improve the quality of the services delivered to refugees and vulnerable population in host communities. The programme provides specialised technical support to both institutional and community-based partners. It is an enabling approach that aims to support local partners to develop and implement fresh thinking and flexible approaches relevant to their context.

The SRHC programme has the potential to produce a paradigm shift in complementing the ongoing humanitarian assistance with longer-term approaches. The comparative advantage of the programme is that it is outside the traditional humanitarian funds system, it complements existing structures, and it has the flexibility to fill gaps as they are identified. Additionally, the programme creates conditions for the partner agencies to think out of the box and generate solutions together that dramatically improve services for refugees and vulnerable population in host communities.

Partners are the main focus of the programme; the access to longer-term and more flexible sources of funding, together with the organisational experience in the field of development cooperation with Turkish authorities and civil society organisations, has allowed GIZ to build true partnership with a high degree of trust, shared interests, and joint problem-solving that leads to flexible approaches relevant to their context. It is based on the philosophy that solutions already exist in the host communities and that local and national authorities can draw on local expertise to respond to the emergencies triggered by the Syria crisis at their most acute stage. Local actors are the true owners of the projects and the international agencies are considered to be external factors. Local actors are those who make things happen.

The approach aims at strengthening local partners and institutions through the provision of technical support and flexible funds that will enable longer-term sustainability and the implementation of context relevant innovative approaches. The projects are designed through a collaborative and participative way and can be revised and adapted based on feedback. The flexibility of the relationship to the German or European donor organisations allows agencies to adopt a more process-driven approach in project design and implementation. Quarterly SRHCP technical seminars take place for local partners to discuss and reflect on the programme and share lessons learned and complementary actions.

Innovation

Cost-effective: By engaging with several agencies, there are cost savings through synergies in learning and development and through drawing on local actors to provide effective solutions.

Collaborative resilience-based action: Quarterly meetings among the supported partners provide a safe place to reflect on the implemented activities, troubleshoot issues blocking progress, provide peer-to-peer support, offer technical support, and generate solutions that transform how services are delivered by each agency.

Sustainable Benefits: The sustainable benefits of the SRHCP are in the technical support to local partners and the transition from short-term responses to longer-term processes.

Good Practices

Locally led: The SRHCP aims at strengthening local partners' capacities through the provision of technical support and flexible funds outside the 'traditional humanitarian' mechanisms.

Contribution to social cohesion: The main focus of the SRHCP is to build social cohesion by providing employment and education opportunities to both Syrian refugees and Turkish host communities.

Partners

Partners: GIZ and a wide range of partners from the Turkish and Syrian communities at institutional and community levels: ASAM, YUVA, IMPR, IBC, CONCERN and others.

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MECHANISMS FOR SOCIAL STABILITY IN LEBANON: UNDP LEBANON

3.2

Objectives

To 1) promote social stability by addressing social, economic, and security challenges facing both Lebanese communities and Syrian refugees; 2) invigorate the role of the municipality in mitigating conflict and managing the crisis through capacity building and securing financial and human resources and 3) build trust between the municipality and citizens, donors, refugees, and civil society through a long-term strategy for mitigating conflict and alleviating the crisis.

Project Description

The pressure of the Syrian refugees' influx into already impoverished Lebanese villages and cities has created challenges, social tensions and, at times, violence between Lebanese and Syrians or between Lebanese themselves. The Mechanisms for Social Stability project aims to improve and strengthen social interactions and stability on the local level with the objective of preserving peace and harmony. It is one of the few interventions that target the social aspect of the Syrian crisis in Lebanon and it draws on UNDP's extensive peace-building experience around the world. It is flexible, seeks to address root causes of the conflict, and adapts to the specificities of each locality.

Through capacity building and planning sessions, unique mechanisms for social stability are developed to address the key problems identified. UNDP supports the established platforms to launch activities and events that address root causes. This is done in close collaboration with the Ministry of Social Affairs through the Social Development Centers (SDCs) that coordinate refugee services. It is also based on the different localities of the SDCs.

The Project provides vulnerable communities with mechanisms and platforms to address instability and social tensions to build their resilience and ability to face challenges and consists of three phases: 1) The Conflict-Analysis Phase: UNDP facilitates participatory workshops of local stakeholders representing local governments and local civil society to identify potential causes of instability. 2) Selecting the Mechanisms for Social Stability: the objective of this phase is to develop a strategy through

the local group and mechanisms that will work to address the local conflicts and contribute to social stability. 3) Implementing the selected Mechanisms: the proposed Mechanisms for Social Stability are based on the principles of interaction, participation, and respect, aiming at enabling the municipality to shift the perceptions of threat and discrimination. This is achieved by encouraging common activities and easing relations within the Lebanese community, within the Syrian community, and between Lebanese and Syrians.

Innovation

This project represents a process innovation because, in the context of Lebanon, efforts to address social stability are rare. It breaks through barriers to utilise a highly-participative approach, brings a rich set of stakeholders together, and addresses root causes of social instability. It also shifts the paradigm of how conflict is addressed in parts of Lebanon, addresses mostly deep-lying social tensions in different villages, and engages the SDCs and the municipalities effectively in their role of maintaining social stability. It is innovative because it looks at the issues from a comprehensive approach and considers the conflicts as part of a system. It is also mainly about ownership and the feeling that each community has the full power over what is being developed.

The Project is flexible in that it accommodates the local conditions and customs by choosing the platform and solutions appropriate to the context – adapting the design based on feedback, learnings on the ground, and beneficiary needs – and creating conditions for collaboration. This highly adaptive approach has decreased risks and increased success. For example, the project allows for full ownership of the process to the local actors. The project team invests time and effort in order to bring different elements of the communities together such as elected officials, local civil society, political adversaries, refugees, representatives of different religions and sects. It has managed to bring villages together to create a mutual vision for the development of their area and transform the cooperation into an official platform, such as union of municipalities. Engagement in the conflict analysis as its very first step contributes to a deeper understanding of the situation by the targeted community, based on which responses are designed.

Another key element of the project is the fact that it builds relationships and linkages between municipalities as elected local authorities and local actors. These components of local civil society have traditionally been in competition but, in this case, the key is collaboration. This builds on the idea that citizens and community leaders also have a role to play by contributing to the work of local authorities and helping them manage tensions and conflicts jointly.

Cost-effective: The Project is both affordable and efficient. It builds mainly on facilitated discussions, meetings, workshops and retreats which are not costly and most of the events are taking place in the municipality offices at no charge.

Collaborative resilience-based action: The activity is strengthening partnerships between local authorities, local actors, the Ministry of Social Affairs (MOSA) and local NGOs and creating collective action that reduces social tensions. The Project is also linked to the work of other UNDP projects that address basic services and livelihood gaps.

Sustainable benefits: The established platforms are sustainable vehicles that will function after the project ends since both municipalities and SDCs linked to MOSA are involved and the way they were formulated and developed was locally driven from the beginning. Furthermore, the project has built capacity to ensure local leaders are well equipped to be able to continue on their own and a local NGO has been groomed to follow up on the implementation of the mechanisms and find local channels for technical support.

Locally led: While led by UNDP, the project aims to hand off the social stability mechanism to local authorities and civil society members trained in new tools so they can continue to lead the process that looks at and addresses conflict in a different way.

Contribution to social cohesion: Social cohesion and social stability are at the core of the intervention and its objectives.

Good Practices

Partners

Partners: UNDP, Ministry of Social Affairs, Ministry of the Interior and Municipalities, municipalities, Social and Development Centres, and local NGOs.

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Website: http://www.lb.undp.org/content/lebanon/en/home/ presscenter/articles/2015/01/15/municipalities-from-akkar-transforming- their-conflicts-into-mechanisms-for-social-stability.html
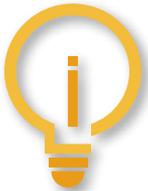
3.3

THE NEIGHBORHOOD APPROACH IN LEBANON: DANISH REFUGEE COUNCIL (DRC)

Objectives

To 1) meet the needs of urban Syrian refugees in Lebanon in order to reduce their vulnerability and 2) to reduce tensions between Syrian refugees and vulnerable host populations.

Project Description

There had been a growing need to find new, more effective ways to address the challenges of urban Syrian refugees, including housing and safety, and, at the same time, reduce tensions between Syrian refugees and Lebanese host communities. Endorsed by the Shelter Working Group and the Lebanon Crisis Response Plan (LCRP) as a way forward, the Neighborhood Approach was developed based on lessons learned and good practices at the inter-agency level. Accordingly, the Danish Refugee Committee piloted and refined the approach in an urban context.

The Neighborhood Approach breaks up a municipality into smaller parcels of severely vulnerable neighbourhoods and allows the DRC to focus its intervention and reach to those most in need. As expected, the methodology increased effectiveness because the participative, high-feedback approach provided targeted evidence for interventions in dense, urban neighbourhoods where refugees are often invisible. It addresses refugees' needs across multiple sectors such as housing, livelihoods and protection, in an integrated manner. Results have shown that the Neighborhood Approach has led to a stronger selection process for projects as well as increasing social capital between Syrian refugees and host populations.

Success was dependent on the involvement of community stakeholders in a highly consultative and participatory planning process that takes into account their needs and expectations. The DRC undertook multiple layers of assessments to get a comprehensive picture of the status of the neighbourhood and its needs. This included household profiling, focus

group discussions, and key informant interviews involving Syrian refugees, the host population and the local government. In addition to allowing the DRC to ground its interventions in reality, this process generated knowledge that has been shared with other humanitarian actors to identify gaps in assistance and to propose appropriate responses.

The Neighborhood Approach was primarily a process innovation. Work, typically delivered over disparate areas, was concentrated within tightly-defined geographic locales, requiring sectors to coordinate closely at all levels of planning and implementation. Additionally, making neighbourhoods the primary locus of service was a change to the DRC's underlying model of responding to need, so there were elements of paradigm innovation.

Innovation

The DRC's innovation takes place within the context of a search for sustainable solutions which tackle the root causes of vulnerability. Being open to new ways of thinking, giving priority to the exchange of dialogue and information, and continually adapting to lessons learned were all part of the innovation process. The neighbourhood approach was initiated when the DRC identified a need to achieve potentially contradictory dual objectives – meeting the need of urban Syrian refugees in Lebanon and reducing tensions with vulnerable Lebanese residents living alongside them – in a complimentary manner.

It was anticipated that concentrating activities within severely vulnerable neighbourhoods allowed for synergy and leveraging of activities. In the pilot, the team's culture of innovation was highly focused on reacting to opportunities identified by local residents. In-depth knowledge of local contexts was leveraged in order to tailor work to the distinct needs and goals of each community. This highly consultative approach was reflected throughout every stage of work conducted. For instance, housing and infrastructure rehabilitation in Zarayeh included the installation of street lights, after residents informed the DRC that poor lighting after dark was a key protection concern.

The Neighborhood Approach was first piloted in areas of Tripoli where the need of both the Lebanese host community and Syrian refugees had been assessed as being the most acute with high levels of inter-community tension. Work in Mina included the formation of Neighbourhood Groups, representative committees of local stakeholders who were then mentored by the DRC to become independent agents for positive change in their local area. After the pilot, a participative evaluation identified six key

lessons learned, including untapped potential for synergies between project components and the broader spectrum of the DRC's programme portfolio.

The programme was refined by putting collective community needs at the centre of a multi-sectorial intervention, integrating social cohesion goals into all programming sectors, and taking into account that each success builds on the next. Lebanese and Syrian beneficiaries were empowered to engage with the wider community, including local authorities, to address shared challenges.

Good Practices

Cost-effective: Concentrating work within defined areas meant logistics and procurement operated more cost effectively. Transportation costs were reduced and procurement contracts were fewer and larger.

Collaborative resilience-based action: The Neighborhood Approach built relationships that led to collective action, transforming how the community interacts and solves shared problems.

Sustainable benefits: The neighbourhood action groups are expected to continue after the project ends.

Locally led: Positive change agents in each neighbourhood have been identified and built momentum so their needs would be met by the municipality.

Contribution to social cohesion: The approach met its goals to meet the needs of Syrian refugees and reduce tensions with the Lebanese community, thus increasing social stability.

Partners

Partners: DRC, neighbourhood groups, change agents and municipal authorities in each area.

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YOUTH-LED SOCIAL COHESION, RECONCILIATION AND PEACE BUILDING IN SYRIA: UNDP SYRIA

3.4

Objectives

To reinforce the social fabric to rebuild trust and the respect of others as foundations for enhanced social cohesion, including addressing the implications of the inter-generational gap and helping to define the role of youth in promoting social cohesion in rebuilding the social fabric.

Project Description

Building on programmatic observations, partner requests, assessment missions, and partner engagements in multiple locations in Syria, UNDP Syria has designed an integrated social cohesion approach which includes: 1) youth-led initiatives that are helping rebuild the social structure 2) a participative approach for early recovery and 3) a focus on developing local partners' capacities for promoting a culture of tolerance, understanding, and acceptance of the Other (the IDPs-host communities' relationship). The integrated approach aims to build on and support ongoing achievements in livelihoods, service/infrastructure rehabilitation, and inter-communal engagement.

UNDP Syria's Social Cohesion Projects are implemented in areas hosting a large number of internally displaced people (IDPs) and in locations where the nature of inter-communal and inter-religious relations offer a favourable environment such as Homs, Hasakeh and Rural Damascus. The integrated approach mobilises existing partnerships and supports the development of physical and social spaces for interaction such as clubs, parks, markets, grassroots committees; the approach also contributes to the capacity building of community-level actors by ensuring the inclusion of affected and vulnerable communities such as IDPs, women-headed households, youth, and persons with disabilities.

Through dialogue, problem-solving, and joint decision-making at the local level, the activities support collaborative processes and partnerships aimed at rebuilding frayed social capital in pre-identified communities impacted by the crisis. Through a conflict-prevention and conflict-analysis lens, a

variety of activities that are of interest to participants, such as Food for Peace, music, drama, and Sport for Peace, promote the active participation of various groups in the process. UNDP capitalises on the role of women and the elderly to promote harmony at the local level and empower youth to play a pivotal role in social mobilisation for peace. NGOs and local Community-Based Organisations (CBOs) are the main partners in the implementation of such inter- and intra-communal activities.

Though the project touches many stakeholders, the main focus is on youth: addressing the social impact of the crisis on the most vulnerable youth; developing youth capacities in promoting a culture of tolerance, understanding and acceptance and engaging youth, youth organisations, and young entrepreneurs in activities that start rebuilding the social structure.

Innovation

The interventions are primarily a process innovation in that they take an integrated approach to build on and support other programme areas, engage the most vulnerable groups to lead initiatives, and use area-based evidence to capture real needs in communities and identify the most appropriate implementation modality that fosters inclusiveness, ownership, and sustainability.

UNDP Syria has gained a clearer understanding of the context and needs by engaging at the local level with a variety of stakeholders to capture real needs and to co-design initiatives with beneficiaries. Through a participatory process with partners at multiple locations it has built relationships that make it easier to maintain a nuanced understanding of conflict, to get feedback on effectiveness of interventions and to adapt to changes.

The design required context-sensitive adaptation based on an excellent understanding of local actors and longer-term planning of social cohesion activities to ensure participation at the highest rates from different partners at the local level. This allowed for better operational processes and the achievement of desired results. The quality of partnership models and trust-based relations that were established with local associations, NGOs and CBOs, think tanks, and faith-based organisations have been of critical importance.

Cost effectiveness: The programme builds on existing initiatives and networks to avoid duplication or weakening of functioning systems and mechanisms and to ensure cost effectiveness. Participation of concerned actors and stakeholders is the backbone of a successful recovery path and the project recognises the need to engage with all concerned actors for effective and sustainable solutions. So far in Syria, the focus has been on local-level institutions (technical departments in governorates, municipalities, NGOs, CBOs, and faith-based organisations) to carry out recovery/development processes aiming to ensure stability and security.

Sustainable benefits: The social cohesion projects increase the capacity and effectiveness of societal actors, strengthen and expand networks, and contribute to the development of the informal processes required for reconciliation and social cohesion at scale across the country.

Locally led: The project engages with local, youth-led projects and youth entrepreneurs; it also builds partnerships with local NGOs and CBOs to develop the capacities of the participants and volunteers.

Collaborative resilience-based action: Social cohesion projects enhance the resilience of the youth affected communities and IDPs.

Contribution to social cohesion: Rebuilding social cohesion is the main focus of the projects.

Good Practices

Partners

Partners: UNDP Syria, national and local partners (NGOs, CBOs, faith-based organisations), youth-led initiatives, and young entrepreneurs.

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CHAPTER 4: ENGAGING WITH BUSINESS MARKETS

PRINCIPLES

- Facilitate access to business markets: ensure a proper enabling environment for refugee-owned businesses

- Facilitate access to labor markets: focus efforts on needs of vulnerable refugee/IDP groups

- Carry out business in an ethical and socially responsible manor

- Build stronger partnerships between agency, government, and business actors

PROJECTS

- 4.1 Enabling employment and protecting decent work conditions in Northern Lebanon: ILO

- 4.2 Supporting micro-entrepreneurs and their businesses: Mowgli Mentoring

- 4.3 Helping Syrian Refugees Integrate with 'Hello Hope' mobile app: Turkcell

- 4.4 Trusted child care on demand: Jaleesa

- 4.5 Closing the gap faced by displaced people rebuilding businesses: Building Markets Syria

- 4.6 Entrepreneurship training online: Funzi

- 4.7 Electrician Training in Za'atari Camp: JICA Jordan, UNHCR and NEPCO

BACKGROUND

Refugees fleeing from Syria and displaced people inside Syria and Iraq face difficulties entering the workforce, starting businesses in their new location, and accessing customers. Challenges come from the regulatory environment, difficult social dynamics, and the fact that many of the conditions we face are new and unknown. Support is needed to reduce barriers to entry, to help sensitise actors to the needs of refugees, and to build new and trusted business relationships amid an environment of uncertainty, fears, and insecurities.

Engaging with the business community and working with business markets is a relatively new practice among international agencies, local NGOs and governments. Given the complexity of the situation, it is essential that all actors work together in order bring all perspectives and skills to the challenges we face. The partnerships that are emerging draw on the strengths of agencies: integrity, convening power, and caring for the most vulnerable. They also draw on the strengths of the business community: cost-efficiencies based on the profit motive, doing the best for the customer, and depending on market forces expand opportunities.

GOOD PRACTICE PRINCIPLES

Facilitate access to business markets: Nurture entrepreneurs, strengthen industry value chains and build cooperative networks of local actors that support their success. This can include capacity building and training for entrepreneurs which is based on the needs of the IDPs/refugees in their market. Provide support for entrepreneurs, such as business coaching, marketing support, social media, so that they can incubate and successfully launch their businesses. Ensure a proper enabling environment for refugee-owned businesses, including a regulatory environment that minimises blocks to refugee/IDP-owned businesses and facilitates ease in starting up. This can include looking at the entire industry or ecosystem and ensuring legislation, policies, and supports are in place so that businesses and industries can flourish. This could mean taking action at the policy level or creating collaborative networks of actors at the sub-national level.

Facilitate access to labour markets; focus efforts on needs of vulnerable refugee/ IDP groups. Access to labor markets can include ensuring the proper regulatory supports allow access to jobs and job permits; Focus efforts on vulnerable refugees/ IDPs, especially women and youth, who face challenges in seeking employment inherent to education and culture; overcoming these hurdles is an ongoing process which contributes to the transformation of economies and the lives of refugees/IDPs.

Carry out business in an ethical and socially responsible manner. Encourage businesses to adopt the principles of the United Nations Global Compact as well as other ethical and socially responsible business guidelines. This would include fair trade practices and the good business practice of thoroughly understanding needs of customers/end users as well as being sensitive to the needs, cultural issues and challenges of refugee/IDP populations.

Build stronger partnerships between agency, government, and business actors. Businesses can often act as a bridge or an important piece in the equation to serve market needs and create mutually-beneficial partnerships with other actors. Businesses can also be a driver of innovation, which is needed to fuel solutions that serve the needs of refugees and IDPs and facilitate absorption of greater numbers of customers. All actors need the perspective and unique contributions of others to broaden their contribution and to be able to work collectively solve the issues they cannot resolve on their own.

International
Labour
Organization

4.1

ENABLING EMPLOYMENT AND PROTECTING DECENT WORK CONDITIONS IN RURAL COMMUNITIES AFFECTED BY SYRIAN REFUGEE CRISIS IN NORTHERN LEBANON: INTERNATIONAL LABOR ORGANIZATION (ILO)

Objectives

To 1) contribute to building resilience of rural host communities by enhancing access to employment opportunities; 2) promote local economic development in at least one rural area and 3) increase capacity of ILO constituents to benefit from local economic development.

Project Description

To alleviate the negative impact of the Syrian refugee crisis in North Lebanon, which has the highest incidence of people in poverty (52.5%) and where agriculture employs about 20 to 25% of the local working population with a significant correlation between poverty and agriculture, the project combines the development of several models into an integrated intervention adapted for this rural context.

Overall, the project is multi-disciplinary, using a variety of approaches and tools to address the challenges at hand. These include the Making Markets Work for the Poor (M4P) approach integrated with ILO's Value Chain Development for Decent Work methodology and supported with Local Economic Development (LED).

As part of the value chain interventions, the project aims to improve decent work by enabling global market access and export. For example, the opportunity of exporting to Europe means that farmers cannot use child labour if they wish to sell their products in the EU. The project created inclusive social dialogue with multiple stakeholders such as the Ministry of Labor, Ministry of Agriculture, regional Chamber of Commerce, local businesses, trade unions, networks, women leaders in cooperatives, and foundations and built capacity and collaboration to ensure local organisations could continue the project after ILO's departure. A steering committee involving five local organisations was set up to guide and monitor the implementation of value chain development interventions.

Through the value chain analysis, a potential opportunity to export Akkar's potatoes to Europe was identified. This, however, required significant changes along the entire value chain from input supply to production and distribution. The project obtained the support of the Embassy of the Kingdom of the Netherlands to Lebanon who saw mutual benefits. With the support of the Embassy, linkages were established with a Dutch supplier who provided seed potatoes for three demo plots. The pilot demonstrated that Akkar's farmers can produce varieties suitable to other markets at a high quality in accordance to Global Good Agriculture Practices (GlobalGAP) standards. A subsequent intervention focused on building the capacity of 200 farmers as well as a staff of six supporting organisations in learning to use GlobalGAP and production in accordance with the stringent requirements of the European Union. The Kingdom of the Netherlands has embraced the project as part of its trade-for-aid agenda. The Netherlands approached the ILO to fund a second phase; however, given the goal that the intervention be self-sustaining, it was jointly decided for the Kingdom of the Netherlands to fund the local partner organisations directly and support local leadership of the continued project.

This represents a process innovation, involving and building capacity of local organisations to take over the implementation in the long run. It is also a paradigm innovation, changing the way the market system works by establishing a collaborative model requiring fair work practices and where relevant actors take on additional roles. For example, the Chamber of Commerce has taken on the role of providing market access support for agricultural products. As outlined above, behavioural changes across the value chain were required. The project is unique in that it has integrated a combination of methodologies to strengthen the local economy, gain access to global markets, and change work practices. Furthermore, the project was fully handed over to local stakeholders and continues successfully.

The testing during the pilot stage was planned into the project and required continuous learning, research, and analysis to better understand the underlying constraints, and to adopt new approaches quickly. The project's approach to focus dialogue on the value chains and to involve stakeholders in decision making was successful in strengthening relationships and trust among stakeholders; fostering collaboration in implementation; and, encouraging leading by example, which built long-term leadership and local ownership. Much learning took place on how to encourage local organisations to collaborate and cooperate rather than compete. The ILO also ensured that Lebanese government institutions are supported and integrated as a means of sustainability and supporting the country's resilience.

Innovation

Good Practices

Cost-effective: The project reduced costs and saved time by linking with existing initiatives to leverage the project's impact. The collaboration and joint funding of the women's empowerment activities with International Rescue Committee (IRC) is an example.

Collaborative resilience-based action: To inspire collaboration rather than competition, the ILO encouraged leading by example and provided technical assistance, including developing templates for information exchange, sometimes enforcing collaboration by stipulating it in contracts with partner organisations.

Sustainable benefits: The project changed the market system to yield better outcomes for the targeted vulnerable people; in accordance to the Market Systems Development approach; the project did not provide direct assistance but rather supported value chain actors in providing necessary services.

Locally led: The project has a specific objective on reinforcing the capacities of local actors. This is seen as critical towards the project's success and sustainability of the developmental gains made through the project.

Contribution to social cohesion: By involving local stakeholders from the beginning, starting with the selection of the value chains; by strengthening their capacity to be involved and drive the process and monitor progress, and by emphasising collaboration rather than competition.

Partners

Partners: ILO, Ministry of Agriculture (in particular Lebanese Agriculture Research Institute - LARI), Ministry of Labour, Safadi Foundation, North Lebanon Local Economic Development Agency (North LEDA), Akkar Network for Development, Rene Moawad Foundation, Mada Association, BIAT, Chamber of Commerce, Industry and Agriculture in Tripoli and North Lebanon (CCIAT), IRC, Souk el Tayyeb, and IRC.

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SUPPORTING MICRO-ENTREPRENEURS AND THEIR BUSINESSES AND EDUCATORS FACILITATING SOCIAL COHESION BETWEEN SYRIANS AND HOST COMMUNITIES: MOWGLI MENTORING

4.2

Objectives

To facilitate the sustainable development of entrepreneurs in order to increase their capability and capacity to succeed; to develop successful and sustainable leaders and businesses that drive economic growth and employment generation as well as support social cohesion between the host communities and Syrian refugees through well-structured mentoring relationships.

Project Description

Established in 2008 to support the Middle East and North Africa (MENA) region in reaching its goal of 80-100 million new jobs by 2020, Mowgli was founded by an entrepreneur who had spent more than 40 years in the MENA region to catalyse the support and development of successful and sustainable entrepreneurship in the region. Mowgli also focuses on the development of leadership and supporting entrepreneurship ecosystems as a critical solution to the region's unemployment, poverty and economic challenges.

Mowgli provides holistic mentoring programmes that inspire, connect and guide entrepreneurs and leaders to overcome life's personal and business challenges and to achieve their potential through training and nurturing of business professionals as high quality and active mentors; strengthening of entrepreneurs and their businesses by matching them with trained mentors in a facilitated and supervised, long-term, empowerment-focused mentoring relationship; and the building of a global community of trained mentors and entrepreneurs that is able to access networking, learning and growth opportunities.

Mowgli is customising its programmes to support Syrian Refugees' integration within host communities in Jordan and Lebanon. In the business sector, Mowgli is providing a tailored Entrepreneur Mentoring Program for micro-level businesses owned and managed by Syrian refugees or Jordanians to match with Mowgli-trained mentors in a one-to-one relationship with facilitated ongoing support for 9-12 months and on-going touch point calls to measure mentoring impact. In the education

sector Mowgli may provide tailored Mentor Training Programmes to train teachers as mentors, enabling them to support and empower the integration and social cohesion of Syrian students within host communities with facilitated ongoing learning and support to the teachers over a six-month period and touch point calls to measure effectiveness.

Innovation

The Mowgli model represents a service innovation. It utilises a tested, award-winning mentoring approach and engages its network of 'graduate' alumni mentors in Jordan to address the needs of Jordanian and Syrian Refugee micro-entrepreneurs and to strengthen the role of teachers in cultivating social cohesion.

Mowgli's holistic approach to mentoring, coupled with its European Mentoring & Coaching Council accredited program and multi-tiered impact areas they seek for their enablers, direct and indirect beneficiaries, warrants the level of success that its graduates are able to generate in building their businesses and the level of connection and ownership they have to mentor new participants. It is in the 'golden' relationships, sincere connections with mentors, and the culture of caring that Mowgli instills that leads to outstanding performance. Examples of this are a 100% increase in confidence level and an improvement in revenues of around 60% for at least half of the entrepreneurs mentored.

Mowgli also uses pilots to adapt to new or changing contexts, launching one programme with local partners to gain a better hands-on understanding of the business ecosystem and ways of working. It also ensures continuous learning and shaping future programmes based on assessments and beneficiaries' input. More specifically, Mowgli has developed an evidence-based framework that combines quantitative and qualitative assessments across three key impact areas: job creation; business growth, sustainability and success, and personal growth and leadership. Mowgli captures feedback from beneficiaries to ensure consistent learning, to measure outcomes and to adapt programme design.

Cost-effective: Mowgli is fully committed to delivering value for money across all of our projects and employs the 3E's methodology to ensure the project will deliver: Economies – by minimising and controlling all costs as optimisation of certain costs such as running back-to-back workshops to minimise on travel costs of facilitators; Efficiencies – by using the right project resources in the most productive way and therefore reducing waste in any duplication of effort as well as collaborating with local partners to increase efficiency of delivery; and Effectiveness – by using project resources in the most effective way and therefore creating meaningful project-aligned outcomes at the lowest possible cost.

Collaborative resilience-based action: Mowgli has created a network of mentors in the MENA region who together support each other in continued success.

Sustainable Benefits: On average, three new jobs are created by each entrepreneur and 95% of existing jobs are to be safeguarded during their mentoring year; 88% of new businesses are still in operation at the end of the mentoring year, creating a Return on Mentoring Investment (ROMI) of 890% as a result of the creation and safeguarding of jobs only.

Locally led: Most programmes are run by local facilitators who have a higher understanding and sensitivity to the context and local culture and needs when facilitating the programmes. Mowgli's mentors are also recruited from local communities to ensure local leadership involvement and development.

Contribution to social cohesion: Mowgli aims to strengthen the cohesion which is built when mentors and mentees, from different backgrounds, support each other to overcome the personal, professional and socioeconomic challenges they face. The Jordanian-Syrian mentoring exchange of this programme is based on this model.

Good Practices

Partners: Mowgli Mentoring, Ahli Microfinance Company, Injaz Jordan, Jordan River Foundation, The King Abdullah II Fund for Development (KAFD), Queen Rania Centre for Entrepreneurship, Ruwwad Micro Venture Fund (RMVF).

Partners

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TURKCELL

4.3

HELPING SYRIAN REFUGEES INTEGRATE WITH 'HELLO HOPE' MOBILE APP: TURKCELL

Objectives

To help the Syrian community in Turkey overcome barriers to integration, learn basic Turkish, communicate easily with instant speech translation, reach essential refugee-service information, and easily access Turkcell's call centre.

Project Description

The project stemmed from Turkcell's long-term familiarity with the challenges of Syrian refugees as the top operator for them. Turkcell serves 1.2 million Syrians with more than 70% penetration rate in the community. The company is operating Turkey's first and only Arabic language call centre. Turkcell, a member of the UN Global Compact, supports the Sustainable Development Goals. In support of Goal 17, Turkcell strives to reduce the digital divide through various social responsibility initiatives and partnerships.

Hello Hope is an all-access mobile app which is open to every smartphone and tablet user, not only Turkcell customers. Users can download the app from iOS and android app stores. Although the main target population is Syrian refugees living in Turkey, any Arabic speaker may use the product for Turkish language learning and communication. The app helps solve language difficulties by teaching basic Turkish vocabulary through language cards on most common issues, and providing instant speech translation. A section on Frequently Asked Questions includes info on refugee registration processes, access to public services such as education and health, and a location-based service option guiding users to nearby facilities. One-click access to Turkey's only Arabic language call centre contributes to the experience. In the next stages, the app will be a platform for digital education, including K-12 education and help with job applications, through the integration of videos.

This represents a product innovation that utilises a combination of existing technologies to meet refugees' needs as they adapt to a new country with a different language.

Turkcell's model of socially-responsible business, its focus on getting to know its customers at the granular level, meeting user needs with customised products and its willingness to use this model for the refugee community created the conditions for a novel and successful product which addresses a serious humanitarian challenge. The refugee community is not considered as the target for Corporate Social Responsibility activities but as a beneficiary of technology.

The smartphone is the most affordable and portable technology the refugees can have access to, while having the greatest potential to solve their problems and/or to connect them to problem solvers. Turkcell's approach and the Hello Hope mobile app builds on this connection, turning the smartphone into a service point and a learning platform to overcome the language barrier and to navigate through the needs of daily life. The fact that this is a mobile app provides additional benefits, including easier access to needed information, and makes the product relevant for a wide spectrum of refugees varying from camp populations to those who have settled in rural or urban city centres, including parts of Turkey which have no previous exposure to Arabic-speaking populations.

The product was designed with insights obtained from the Syrian refugee population in Turkey, feedback from Red Crescent community centres, the experience of Turkcell's call centre employees, and the insights developed by Turkcell sales channels over many years of serving Syrian customers. Survey results showed that Turkcell's standard product/services design and functionality were not suitable for Syrian refugee audiences. They decided when developing the app that it should be simpler, more basic, easier to use and have enriched visual content.

Turkcell developed a partnership relationship with the Turkish Red Crescent and will further extend it to improve the content of the application. Turkcell's collaboration with Turkish Red Crescent helped to fine tune the product to meet the needs of the Syrians. The content on FAQs was created with the help of Turkish Red Crescent.

Innovation

Good Practices

Cost-effective: The app can be downloaded and used for free and it is open to everyone. In the first three months, the app reached 205,000 users, with 132 million Turkish-language card views and 3 million uses of the speech translation feature. Additional features and content that Turkcell is planning for the app will increase the affordability and efficiency of services, including education.

Sustainable benefits: The app will continue to benefit users over the long term since it is designed as a product open to constant innovation and additional layers.

Locally led: The app helps relieve the burden on local service providers, such as healthcare employees, who need to overcome language issues to help Syrian refugees. The FAQs section and location-based services facilitate the work of people serving refugees, such as employees of Turkish Red Crescent.

Contribution to Social Cohesion: The app - especially in its intended future iterations - helps refugees to integrate better into the host society.

Partners

Partners: Turkcell, Turkish Red Crescent.

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TRUSTED CHILDCARE ON DEMAND: JALEESA

4.4

Objectives

To help 100,000 women get into work in Lebanon, the Middle East and Northern Europe and to improve women's access to the workplace, especially refugee women.

Project Description

Jaleesa grew out of a UN-sponsored hackathon in Beirut in June 2016. The team at the event was looking for an innovation that would address the attitude toward high unemployment caused by the Syria crisis. The team's members looked for an innate skill that could be harnessed and built on without the need for intensive schooling or formal qualifications. They found that there are many thousands of women who would make excellent carers for children but who are marginalised from the traditional labour market. The innovation is to create a demand for this skill and to give this group access to flexible, dignified jobs.

The team brainstormed the issue in an intensive 48-hour period and came up with the first prototype. Over the following two months, the team refined the idea and conducted market research, interviewing 50 families and surveying a further 130. In September 2016, the Jaleesa team launched a basic website and has been refining the site since then, responding in real time to the demands of customers who need childcare.

Jaleesa is a childcare matching service, connecting middle-income families with a trusted babysitter or nanny, when they need one. They help women get into work in three ways: 1) they provide excellent, trusted childcare for mothers who want to return to their jobs after having children; 2) Jaleesa creates jobs and recruits a quarter of babysitters from underprivileged backgrounds; and 3) childcare is subsidised for refugee or underprivileged families so the parents can do livelihoods-related activities.

Innovation

Jaleesa is a paradigm innovation. It is a for-profit business that places social impact at the centre of its objectives. It addresses a social problem and a market need and it leverages technology to make ideas scalable beyond just Lebanon.

Jaleesa adapts quickly and uses evidence to test its adaptations and innovate aspects of its service. As a tech company, it gathers a lot of data: it is easy to track click-through and identify what products are attractive or where people are dissatisfied. It also logs customer interactions and takes all feedback seriously, implementing immediate improvements as much as possible. Jaleesa's work culture supports innovation, making decisions quickly and editing and improving its work day-by-day. It works flexibly, online, and with minimal bureaucracy. Their values - to be ethical, trusted, community-oriented, and high quality - helps it to attract and retain customers.

Risks have been addressed in a thorough way by vetting and training sitters, ensuring insurance and legal coverage, building loyalty to ensure a revenue stream, and business modelling and testing to ensure sustainability. This has resulted in a high level of trust among employees and customers.

Good Practices

Cost-effective: Jaleesa has set social impact and business key performance indicators (KPIs) and identified performance targets for the coming six months. It ensures that its services are affordable and pays attention to value for money and loyalty both for customers and staff, aiming for long-term relationships.

Collaborative resilience-based action: Collaboration adds enormous value to the business model. The company sees itself as a step in a process from unemployment to training, to the workplace and is building strategic partnerships with other organisations aligned with its mission. For example, strategic partnerships with NGOs will help to recruit underprivileged babysitters, contribute to the overall mission, and will eventually help to prepare the babysitters for specialised careers in the caring professions, teaching, or child development studies.

Sustainable benefits: Jaleesa provides training in first aid, hygiene and child behaviour management and plans to offer career training to employees to help them meet their long-term career goals.

Locally led: Jaleesa is creating local networks of employees in Beirut and in six other locations in Lebanon.

Contribution to social cohesion: The trusted relationship between families and sitters builds social cohesion. Jaleesa pays particular attention to building trust among people from different socioeconomic backgrounds.

Partners

Partners: Jaleesa, Made for Brands, AltCity Boot Camp, Panel of 'Supermom' customers, and international NGO recruitment partners.

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Building Markets
Connecting Entrepreneurs. Creating Jobs. Sustaining Peace.

4.5

BUILDING MARKETS – SYRIA

Objectives

To facilitate the delivery of humanitarian and development assistance inside Syria by increasing the pool of Syrian civil society organisations (CSOs) and small and medium-sized enterprises (SMEs) that can access partnership and contracting opportunities.

Project Description

Building Markets encourages economic growth and job creation in crisis-affected countries by bringing visibility to local businesses, increasing their competitiveness, and connecting them to new opportunities. The organisation adapts its model to CSOs where there is a demand and gap in the market.

Syrian CSOs and SMEs possess unique access, relationships and expertise. However, their ability to compete for, and win, humanitarian contracts, is extremely limited due to capacity constraints and unrealistic donor expectations and requirements. This hinders the delivery of lifesaving assistance and creates a dependence on foreign aid.

In 2014, OCHA commissioned Building Markets to carry out research in Southern Turkey that would pinpoint opportunities to expand the number of Syrian organisations eligible for funding. In 2016, Building Markets launched a programme directly implementing its recommendations. This includes addressing information asymmetries by profiling Syrian SMEs and CSOs, the design of a tailored training and mentorship programme, and building an online digital platform to allow SMEs, CSOs and international entities to connect, partner, and do business more effectively.

Building Markets' model represents a process innovation. The organisation has been measuring the impact of spending on host economies since 2004 when it conducted groundbreaking research on the local economic impact of ten United Nations peacekeeping operations.[23] The findings of that study showed that the presence of the UN not only restored peace and security but spending on local procurement and staff wages directly stimulated the local economy. However, it also demonstrated that there was considerable room to enhance the positive economic impact of missions, in particular, through greater local procurement.

As a result, Building Markets launched its first Marketplace programme in Afghanistan in 2006. This model has been scaled across six countries and has shown that enabling local SMEs to participate in the supply chains of buyers can revitalise domestic industries, improve local business capacity, create jobs, reduce poverty and attract investment. Buyers include aid agencies, international NGOs, the local private sector and government, and multi-national corporations.

To date, Building Markets has supported more than 23,000 local SMEs, assisted them in winning over USD 1.3 billion in contracts, and helped create more than 69,000 jobs.

Innovation

Cost-effective: To facilitate local spending and investment, Building Markets makes it as easy as possible, while not sacrificing value for money, for international and local organisations to do business together. This includes leveraging local talent, standardising verification and assessment approaches, and facilitating relationship building, all of which reduces costs and increases the quality and sustainability of services and outcomes.

Collaborative resilience-based action: In addition to its focus on increasing local capacity, Building Markets actively works to build and strengthen ecosystems that support local businesses, entrepreneurs and organisations well beyond the existence of a programme. This includes creating and organising relevant networks such as mentors, advisors, buyers, and investors that provide a forum for exchanging ideas, foster relationships and ensure success.

Sustainable benefits: Expanding partnerships and funding to local entities - both directly and indirectly - accelerates the international community's ability to meet its strategic objectives. This generates economic opportunities and increases the capacity and performance of a network of local partners who can play a part in short and long-term recovery and development efforts.

Good Practices

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23 See: http://buildingmarkets.org/sites/default/files/economic_impact_of_un_peacekeeping_march_2006.pdf

Locally led: More broadly, ensuring that development efforts are locally led is at the heart of the Building Markets mission. This programme will work with 600 local CSOs and SMEs to boost their competitiveness, success in implementing contracts, and ability to expand. In addition, Building Markets is partnering with Syrian experts to lead relevant aspects of its work.

Contribution to social cohesion: By expanding opportunities for local organisations, businesses, and individuals, markets and communities are strengthened, and more and more citizens become stakeholders in peace.

Partners

Partners: corporations, investors, the UN, NGOs, civil society organisations and local businesses.

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ENTREPRENEURSHIP TRAINING ONLINE: FUNZI

4.6

Objectives

To address the problem of youth employment and to ensure women-owned small- and medium-sized businesses in Jordan have knowledge and tools to grow their business.

Project Description

Unemployment and lack of enough jobs is a global problem. Different solutions exist, but one thing remains certain: businesses create new jobs. In many cases, people do not have access to entrepreneurship education. The objective of Funzi is to enable anyone to become an entrepreneur and to grow their own business by accessing free mobile learning supplemented by blended, in-person mentoring and validation of new skills.

Funzi was pioneered in South Africa to address youth unemployment through skills training and start-up incubation for enterprise development in urban and rural communities. It incorporates the innovative use of mobile technology, interactive mobile-learning methods, and mentoring to enhance the effectiveness, accessibility and cost-effectiveness of entrepreneur education. Learning in Funzi is self-paced and the program includes online training, field work (e.g. market research and business plan development), and mentor support. Learning is assessed through quizzes, completion of field work tasks, and a panel presentation that includes mentors, educators and business experts, and "partners" (stakeholders). The model is established in each country with a partner institution.

In Jordan, Funzi has partnered with the UN Office for Project Services (UNOPS), Jordan Ministry of Foreign Affairs, the UK Department for International Development, and the Jordan River Foundation to deliver the mobile learning platform for women-owned, and small- and medium-sized businesses in Jordan, equipping them with the knowledge and tools to grow their businesses. The course will be available for approximately
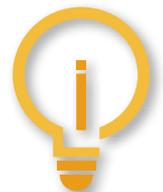
eight months and will cover general business skills and address common knowledge gaps and barriers felt by traditionally disadvantaged businesses. The mobile course ends with a certification and identifies the most promising women entrepreneurs for an offline intensive training and mentorship programme, to help grow their businesses and participate in United Nations procurement processes.

Innovation

This model represents a process innovation, changing the way entrepreneurial learning is delivered by increasing accessibility via the mobile learning service available as a web app, by developing a whole ecosystem of partners into a blended learning model, and by validating the learning.

It is unique because it is designed to quickly adapt to any context where there is a need to increase job creation and access to business start-up support. Funzi uses the human-centered design approach to listen to users and adapt to their needs (e.g. using user-experience mapping to understand how the service fits into and improves the life of users). They also test new products utilising user test groups to gain feedback and adapt product development (learning by doing). For example, in Jordan the application with women business owners is being tested by a subset of participants to adapt to the cultural context and user needs. To enhance adaptation to local needs, Funzi always involves local partners to ensure local relevance and it has also developed Funzi Communities and Funzi Ambassadors to deepen relationships with users. This model allows them to be more tightly present in user communities and provide a better feedback loop about users' needs.

Good Practices

Cost-effective: Mobile learning is extremely scalable due to the penetration of mobile devices globally. The Funzi model involves the funder purchasing learning outcomes (i.e. 1,000 women entrepreneurs will graduate), not paying for inputs - therefore a failsafe mechanism for the funder.

Collaborative Resilience-Based Action: Funzi Communities are communities of changemakers who positively impact their surrounding society, and amplify the impact of Funzi mobile learning. Funzi Communities deepen the connection Funzi has with their users and enable them to get to know their users' needs better, to make sure they continue to provide the tools to build the skills users want to improve their lives. Funzi also wants to encourage the development of peer-to-peer support networks and face-to-face communities.

Sustainable Benefits: The Funzi model helps people help themselves, empowers them to achieve their goals, and gives them concrete skills to be successful.

Locally led: The Funzi model always involves local partnerships to ensure local needs are met. Local 'programme organisers' (i.e. UNOPS) can use the product for free to meet their entrepreneur training goals and any revenues or funding are split between Funzi and the organiser so both parties can meet costs of their portion of the programme.

Contribution to Social Cohesion: Employment opportunities of some sort, whether through being an employee or entrepreneur, are critical to achieving social cohesion, which is why Funzi focuses on livelihood and well-being related topics. By providing people with the tools to develop themselves, Funzi assist in building social cohesion on the ground.

Partners

Partners: Funzi, UNOPS, Jordan Ministry of Foreign Affairs, the UK Department for International Development and the Jordan River Foundation.

"Experience has shown us that where women are fully participating in business at all levels, the economy thrives. Engaging small and medium-sized businesses, as well as those owned by women, is not only the right thing to do - it makes good economic sense."

UNOPS Executive Director Grete Faremo

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4.7 ELECTRICIAN TRAINING FOR SYRIAN REFUGEES IN ZA'ATARI CAMP: JICA JORDAN, UNHCR AND NEPCO

Objectives

To enhance the expertise and skills of refugees in electrical maintenance and repair in Za'atari Camp by providing Syrian refugees with training in these skills, building on JICA's experience with programmes that have trained engineers and technicians in Iraq, Palestine, and Yemen. The project increased the qualifications of skilled refugees working on the newly established electricity grid in Za'atari Camp.

Project Description

This project represents a process innovation in that JICA found a way to fast-track the programme to meet an immediate need. It also took a more direct approach, as a partner country, than many other initiatives. The tripartite partnership between JICA, UNHCR and the National Electric Power Company of Jordan (NEPCO) was also notable, with each party having a defined role in the collaboration to provide the training for Syrian refugees.

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CHAPTER 5: SUPPORTING SUSTAINABLE LIVELIHOODS

PRINCIPLES

Multi-faceted response, market-driven programmes, participatory approaches, mitigating community tensions, supporting livelihoods for marginalised groups, private sector partnerships, flexible funding, and access to finance

PROJECTS

- 5.1 LEADERS Consortium in Jordan and Lebanon: promoting inclusive local economic empowerment and development to enhance resilience and social stability: DRC Lebanon

- 5.2 Iraq Re:Coded: increasing access to ICT training and learning; access to global wage earning employment: UNDP Iraq

- 5.3 Improved Networks, Training and Jobs (INTAJ): Mercy Corps Lebanon

- 5.4 Vocational Training for Syrian Youth and Women Refugees in Turkey: UNIDO – AFAD

- 5.5 Sustainable Livelihoods Solutions to Displacement Affected Syrians, IDPs and Host Communities in KRI: Danish Refugee Council Iraq

- 5.6 Emergency Vaccination and Feeding of Livestock along the Syria-Lebanon Border and Poultry Farmer Field Schools: FAO

- 5.7 Open Higher Education: Kiron

- 5.8 The Graduation Approach: UNHCR Egypt

- 5.9 Emergency employment through the 3 X 6 approach: UNDP Jordan

BACKGROUND

Refugees fleeing from Syria face huge challenges in accessing the livelihoods or income-generating activities necessary to support themselves and their families during displacement. Having exhausted what few assets they had been able to bring, many have sought work in the informal or unskilled labour market where they may be vulnerable to exploitation and abuse. Many of the poor urban and rural communities in host countries already had limited livelihood opportunities due to sluggish economic growth: women and youth had particularly high rates of unemployment in some countries24. Now, there may be fewer jobs available in some areas due to the prevailing economic climate and poor host communities face stiff competition from large numbers of refugees who may be prepared to work for lower wages and in less

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24 In 2012, youth (15-25 yrs. old) unemployment rates (available and actively seeking work) in Jordan, Lebanon, Iraq, Egypt and Turkey in 2012 were 31.3 %, 22.8 %, 32.1%, 35.7 % and 17 % respectively. Figures from ILO, Key Indicators of the Labor Market Database, accessed at www.data.worldbank.org/indicator.

favourable conditions.[25] The impact of the crisis on access to livelihoods of already vulnerable host communities is fuelling tensions between them and incoming refugees.

Facilitating access to safe and sustainable livelihoods and other socioeconomic opportunities for affected populations, including employment or enterprise, provides multiple benefits. It is key to building the resilience of affected households and reducing their dependency on national or international assistance;[26] increasing self-reliance helps to build a sense of dignity and empowerment and a degree of normalcy, particularly for refugees who have experienced high levels of trauma; income-generating activities can build or enhance the skills and assets that will be required when refugees eventually return to post-conflict Syria and implementing comprehensive livelihood support strategies for affected populations that also harness the human capital of refugees can contribute to longer-term development efforts, including skills transfer, enterprise and private and public sector growth.

The prevailing policy environment in many host countries and the emphasis during the first few years of the international response on emergency assistance has meant there are limited livelihood support programmes. However, international organisations are increasingly targeting vulnerable host communities and refugees with rapid income-generating activities, vocational skills training, support to grow micro, small, and medium-sized enterprises and access to finance.

GOOD PRACTICE PRINCIPLES

Multifaceted response: Good practice in livelihood programming requires a multi-layered response. As per existing guidance from UNDP[27] and UNHCR[28] respectively, and from 250 international community organisations through the Dead Sea Resilience Agenda,[29] comprehensive livelihood strategies should combine activities aimed at the 'provision' of livelihoods (such as cash-for-work or other emergency socioeconomic activities), 'protecting' livelihoods with activities aimed at helping households recover assets and adapt to a new livelihood environment, such as skills development, and promoting livelihoods through advocating appropriate policy and legal frameworks that support the right to work and promote safe working conditions. In this complex regional crisis, particular emphasis is required on working with national authorities and institutions to help find appropriate legal, policy and practical solutions that support safe and sustainable livelihoods or socioeconomic

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25 Even in cases where refugees may be eligible for work permits, they may be unwilling to request their employer to support the process (which incurs a cost to employers) for fear that the offer of employment will be withdrawn.

26 UNDG (2014), A Resilience-based Development Response to the Syria Crisis: A Position Paper.

27 See for example, UNDP (2013), Guide on Livelihoods and Economic Recovery in Crisis Situations.

28 See for example, UNHCR (2011), Promoting Livelihoods and Self-Reliance: Operational Guidance on Refugee Protection and Solutions in Urban Areas and UNHCR (2012), Livelihood Programming in UNHCR: Operational Guidelines.

29 http://www.undp.org/content/dam/rbas/doc/SyriaResponse/RDF/DeadSeaResilience%20Agenda_05Nov2015.pdf

opportunities for all affected populations.[30] Over the past two years, organisations have made major advancements in their ability and effectiveness in taking integrated approaches, evidenced by the LEADERS' programme in Lebanon and Jordan (Danish Refugee Council), the Graduation Approach in Egypt (UNHCR), and the Farmer Field Schools in Lebanon (FAO).

Market-driven programmes: Conducting in-depth analyses of local markets, including labour markets and growth sectors, is essential to inform market-driven livelihood strategies. Matching the skills and capacities of affected populations to local market conditions is necessary to create more sustainable livelihoods and market assessments should also be used to inform the design of emergency income-generating activities. Understanding the entire value chain of an industry and designing supports to strengthen the industry has become good practice as seen in several projects in this compendium, including Mercy Corps work in Lebanon through the INJAJ programme. Understanding refugees' skills and also their needs is also key in creating livelihoods programmes that generate the long-term support that will not just provide refugees and IDPs with money and also develop their skills and empowerment so to have a longer-term, transformational impact.

Participatory approaches: Facilitating the participation of affected communities throughout the programme cycle is critical to understanding the social, cultural, political or practical challenges they may face in accessing and maintaining livelihoods and to make programmatic adjustments to help overcome them. Building on methodologies outlined in Chapter 3, participatory approaches for livelihood or income-generating programmes could focus additionally on engaging local private sector actors and on mapping the skills and knowledge prevalent in a targeted community and the aspirations they have regarding employment or entrepreneurial activities. The Farmer Field Schools and other projects use the participatory approach to create long-lasting networks and supports that continue after the project ends. This is especially effective in ensuring sustainable benefits.

Mitigating community tensions: Providing support for livelihoods or income-generating activities for host communities and refugees is key to mitigating tensions arising from competition over employment. With due regard for national policy and legal frameworks and based on appropriate needs and market assessments, this may mean allocating a proportional percentage of places on a vocational training or socioeconomic programme to both refugees and host communities, or implementing complementary programmes that are tailored for the different communities and their circumstances. It will also be important to counter the perception many host populations have that their access to employment has been undermined by the influx of refugees. Although economic data does not necessarily

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30   It is important to note, however, that economic growth in some parts of the region is not necessarily generating growth in jobs.

corroborate this perception,[31] strengthening outreach and sensitisation of all local actors to programme objectives and intended outcomes is necessary to address these concerns.

Supporting livelihoods for marginalised groups: Women, youths and other vulnerable groups across the region face particular challenges in accessing livelihoods.[32] Understanding the practical or social constraints they face and adapting livelihood or socioeconomic strategies accordingly is necessary to help overcome these challenges. For example, a UNHCR initiative in Egypt is focused specifically on enabling women from more conservative communities to access work and to have other support necessary to remain engaged in the workplace. The gender-based response and youth response chapters of this Compendium further highlight this good practice.

Private sector partnerships: As evidenced in recent studies,[33] the private sector can and is acting as an employer, a facilitator, a mentor and an investor in the response to this regional crisis – driven by both commercial and philanthropic interests. Capitalising on the capacities of this vibrant private sector to generate livelihoods for affected populations means understanding their motivations and recognising the diverse roles that they can play. Developing strong partnerships with individual companies, chambers of commerce or other institutions will be essential in this regard.

Flexible funding: As livelihoods programmes meet the needs of an expanding number of IDPs and refugees, sustainability of programming is requiring agencies to seek more flexible funding alternatives. For example, the Community Centers' programme in Iraq has built revenue streams from small-business offerings as a way to make programmes more sustainable in the long-term. Oxfam in Jordan has also piloted similar efforts to ensure sustainability of livelihoods efforts. With declining public funding, these innovative efforts allow organisations to continue to serve the needs of refugees/IDPs even when funding is reduced. Other examples of flexible approaches, such as the UNDP/Re: Coded project have allowed livelihoods programming to innovate dramatically because donors allowed changes during the programme cycle. In the end, flexibility has increased cost-effectiveness and strengthened ability to innovate.

Access to finance: Increasing access to finance, including micro-finance programmes, can enable households and micro, small and medium-sized enterprises to expand their activities, increase their income or revenues and build economic self-reliance. Micro-finance can be converted into other assets such as skills, land, livestock or equipment necessary to support specific income-generating activities. The long-

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31 An analysis conducted by ILO in Jordan in 2013 indicated that unemployment rates in governorates hosting the largest number of refugees had not increased from pre-crisis levels. See ILO (2014), The Impact of the Syrian Crisis on the Labour Market in Jordan: A Preliminary Analysis.

32 For example, a Multi-Sector Needs Assessment conducted by REACH in northern Iraq indicated that only 18% of female members of non-camp refugee households are earning an income. See REACH (2014c), Multi-Sectoral Needs Assessment for Syrian Refugees Outside Camps: Kurdistan Region of Iraq, Assessment Report, September 2014.

33 See for example, Zyck, S. and Armstrong, J., (2014), Humanitarian Crises, Emergency Preparedness and Response: The Role of Business and the Private Sector – Jordan Case Study.

standing micro-finance programme by UNWRA in the region offers important lessons and good practices that could facilitate expanded access to finance for households and businesses affected by the current crisis. These include tailoring programmes to different groups such as women and youth and for uses which include education, housing and small business development; providing support to the development of business plans; engaging private sector partners; ensuring access for both refugees and host populations[34] and mitigating the risk that access to finance may increase indebtedness – a problem for many refugees in the sub-region.[35]

The following projects illustrate these good practice principles.

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34   The micro-finance programme by UNWRA began in 1991 in Gaza and subsequently expanded to three other areas of operation, including Jordan in 2003 where it currently constitutes approximately 4% of the micro-finance market. Eligibility requirements include owning a business already or having a Jordanian act as guarantor for the loan. In Jordan, an estimated 40% of beneficiaries of the programme are Palestine refugees with the remaining 60% made up of Jordanians and other nationalities. More information is available at www.unrwa.org

35   Recent research in Jordan for example indicates that the average refugee household has a monthly income-expenditure gap of JOD 107 (USD 157). See CARE International (2014), Live Unseen: Urban Syrian Refugees and Jordanian Host Communities Three Years Into the Syrian Crisis.

LEADERS CONSORTIUM IN JORDAN AND LEBANON: PROMOTING INCLUSIVE LOCAL ECONOMIC EMPOWERMENT AND DEVELOPMENT TO ENHANCE RESILIENCE AND SOCIAL STABILITY: DRC LEBANON

5.1

Objectives

To contribute to the economic self-reliance, resilience and social stability of displacement-affected populations in Jordan and Lebanon in preparation for durable solutions.

Project Description

The Consortium was initially built by five agencies actively involved in livelihoods issues and alternatives to cash assistance in Jordan prior to the London conference in 2014 (DRC, Oxfam, Save the Children, CARE, ACTED). At the time, the programmatic space for engaging Syrian refugees in livelihoods activities was extremely limited and action-research was nearly non-existent in the field. In response, a strong research and evidenced-based advocacy component was built into the LEADERS project design from the ground up.

The Consortium identified two priority approaches to address hardships faced by hosting displaced populations in Jordan and Lebanon. These include: 1) improving access to sustainable livelihoods opportunities which was achieved by strengthening the employability of vulnerable individuals, linking them with placement opportunities, accelerating the growth of micro, small and medium-enterprises (MSMEs), and engaging in multi-level advocacy efforts to promote a refugee's right to work; and 2) supporting improved local economic development and service delivery in communities hosting refugees – achieved through LEADERS helping build the capacity of local stakeholders such as community members, business leaders and local government to plan, direct and implement development priorities that support local investment and business stimulation. LEADERS empowers local communities to implement practical solutions that capitalize on local resources and assets to the challenges which they themselves identify.
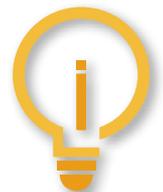
Services of the Consortium include Technical, Industrial, Vocational and Entrepreneurship Training (TIVET), helping micro, small and medium-size enterprises improve viability and profitability and creating collective problem solving among local stakeholders involved in social and economic development. The Consortium also facilitates increased investment in social and economic development priorities at the local level both of an urgent nature, such as critical infrastructure rehabilitation, and longer-term initiatives that improve the economic enabling environment. Beneficiaries are approximately split between 70% host community members and 30% refugees.

Innovation

The programme represents a paradigm innovation in that it has created a comprehensive and interlinked set of services and supports short and long-term efforts to strengthen the enabling environment for livelihoods. The partnership itself is a process innovation in that the group came together to discover a way to meet a pressing need that did not have a clear solution or institutional support and subsequently found a way to deliver the needed services.

The success of the Consortium is partially found in its origin: an organic partnership of NGOs working in Jordan collectively seeking innovative solutions to the core livelihoods challenges faced by refugees and host communities. The design, which was based on existing pilot activities, was later adapted to a call for concepts and, at donor request, turned into a regional platform. The structure then developed for the project was intended to serve primarily as a coordination body that was not associated with a grant but which served as a platform for agencies and donors to engage.

During its exploratory design phase, the LEADERS consortium looked to adapt lessons and models employed in other contexts, including programmatic approaches such as Local Economic Development (LED) promotion and Community Driven Development (CDD). They also addressed a challenge foreseen in Jordanian and Lebanese municipalities: a lack of institutional mandate to engage host and refugee communities in the broader development process.

Cost-effective: While the coordination function for such a complex project is expensive, overall cost is reduced by housing a complex set of inter-related interventions under the same management structure, reducing the need for duplicating management and coordination costs.

Collective resilience-based action: These activities aim to instil inclusive, locally-owned decision-making processes that use local resources and assets and reduce dependency on external assistance. By enhancing the role of the community in crucial decision-making processes, Consortium Members seek to empower local populations and build community resilience.

Sustainable benefits: The programme improves social stability in the target locations, specifically by reducing tensions and conflicting narratives regarding the contribution/burden of hosting Syrian refugees in host communities. It aims to do so by focusing support primarily on the host communities and institutions as the primary driver of activities, while providing substantial resources behind host-identified investment priorities.

Locally led: By engaging with local stakeholders the Consortium supports a collective analysis of economic and development challenges and opportunities in their area. Building the capacity of these actors to plan, direct and implement local development action plans, develop advocacy and fundraising strategies and implement practical solutions.

Contribute to social cohesion: The Consortium integrates social cohesion in all components of the project, supporting connections between stakeholders at various levels through dialogue and joint problem solving and contributing to improved inter-communal relations, equitable and gender-sensitive solutions and broad-based support for the Action.

Good Practices

Partners

Partners: DRC MENA, Oxfam, Save the Children, CARE, ACTED, Makhzoumi Foundation, four municipalities in Jordan, five cadastres in Lebanon.

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UNDP

5.2

IRAQ RE:CODED: INCREASING ACCESS TO ICT TRAINING AND LEARNING; ACCESS TO GLOBAL WAGE EARNING EMPLOYMENT: UNDP IRAQ

Objectives

To give internally displaced persons (IDPs) and refugees increased access to information and communication technology (ICT) training and learning and thus to global wage earning employment and to create innovative, socially-minded leaders in conflict-affected communities by using technology and entrepreneurship as a catalyst.

Project Description

Re:Coded provides IDPs and refugees with ICT training in software coding and the English language as well as soft skills to give them direct access to global wage-earning potential. It is an intensive programme designed to train refugees and displaced youths with no prior coding experience to become production-ready web developers within a matter of months. After a competitive screening process, Re:Coded Fellows begin with an eight-week English course followed by a six-month coding boot camp. Successful Fellows are linked to remote employment with Re:Coded's private sector partners such as Guru, kodluyoruz, UpWork (international platforms that connect freelance technology professionals with clients), Microsoft and other private-sector partners.

The programme connects refugees and other displaced persons to an international labour market in desperate need of skilled technology professionals. The project's hiring partners not only gain access to skilled software developers but also to employees with enhanced skills in communication, collaboration, and problem-solving who aspire to the highest ethical and professional workplace standards.

The programme is adapted from The Flatiron School's Web Development Immersive curriculum – a course that has successfully trained students for the workforce and helped them find web development jobs – and is provided at no cost to refugees and displaced youth in Iraq. Lunch, transport, childcare and equipment are provided as are other supporting services that help them get through unique issues they face as IDPs.

Re:Coded is a paradigm shift in vocational training because it gives participants skills that make them more competitive in the global economy which are accessible from anywhere in the world with an internet connection. It also avoids competition for limited employment in the local economy, reducing tensions between displaced persons and host communities. It was created based on market-based research that explored skill gaps and remote employment opportunities for youths aged 17 to 35.

In its first year the programme is learning from a rigorous feedback process, influenced by Design Thinking, that engages beneficiaries in sharing their successes and challenges on a monthly basis. Speed of learning is also tracked through an evidence-based system that gives quantitative feedback on performance. Re:Coded has seen that adaptability of its programme is key to beneficiary success and participation. From both qualitative and quantitative feedback, Re:Coded has made changes in its innovative vocational training method, offered additional support for the specific challenges faced by the displaced population and extended the English language training. These changes are expected to boost the success rate of Fellows.

Additionally, a mentoring programme based on Boston Consulting Group's design has helped Fellows establish goals, develop soft skills and prepare for employment in a different context by supporting them with mentors in the United States who are software engineers and coders at companies such as Google and Amazon. The Re:Coded team has encouraged and motivated the beneficiaries to continue work toward their goals despite difficulties.

Innovation

Cost-effective: Re:Coded benefits from pro bono curriculum from the Flat Iron School, pro bono mentoring programme design from Boston Consulting Group and partnerships with New York University and UNDP Iraq that bring their institutional expertise to the project.

Collaborative resilience-based action: Re:Coded creates a robust learning environment that engages students (beneficiaries) in the successful implementation of the programme. Mutual mentoring of beneficiaries helps increase overall success and feedback from beneficiaries leads to adjustments in the programme. Synergies from the extensive partnerships across sectors also strengthens the programme.

Sustainable benefits: The skills learned can be continuously improved, provide more income-earning opportunities than in the local context and can be accessed regardless of the beneficiary's location. The work is sustainable and promotes resilience.

Good Practices

Contribution to social cohesion: The training includes refugees, displaced people and the host community and, at the same time, ensures they do not compete with each other for the same jobs in the local economy. This reduces tensions in a market with limited employment opportunities.

Partners

Partners: UNDP Iraq, New York University - Center for Global Affairs, SPARK, Flatiron School, Boston Consulting Group, as well as Microsoft, Guru and other private sector employers.

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IMPROVED NETWORKS, TRAINING AND JOBS (INTAJ) IN LEBANON – IMPROVING STABILITY AND RESILIENCE THROUGH REDUCED UNEMPLOYMENT AND INCREASED INCOME FOR BUSINESSES: MERCY CORPS

5.3

Objectives

To improve stability and resilience in target communities in Lebanon through reduced unemployment, increased income for businesses and strengthening business markets.

Project Description

In 2015, with stalled job growth in Lebanon, existing studies identified several characteristics of the Lebanese labour market as well as several macro-level impediments to economic growth. Based on these studies and its own in-country programming experience, Mercy Corps identified crosscutting constraints to job growth in Lebanon at the individual, business and market levels of economic production and then designed a series of interventions at each level of economic activity to stimulate sustainable job growth.

Improved Networks, Training and Jobs (INTAJ) provides services across multiple layers of the economy to create an enabling environment for increased employment. At the individual level, INTAJ provides demand-driven skills training and linkages to potential employers for individuals from vulnerable communities. At the market level, INTAJ supports small and medium enterprises through a combination of technical and business management support, sub-grants and in kind procurement to increase production, profitability, and employment. INTAJ also supports the Solid Waste Management & Recycling value chain. It provides support to Solid Waste Management & Recycling initiatives in the private sector and at the municipality levels through sub-grants to build recycling infrastructure, technical consultancies for solid waste and recycling market actors, sub-grants to support product development and new linkages establishment.

INTAJ differs from traditional capacity-building programmes in that it tailors training to the specific needs of businesses and individuals. Its comparative advantage is multi-layered, interlinking support that
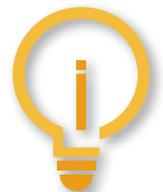
strengthens the entire ecosystem, improving the economic condition of vulnerable groups by allowing them to become more financially secure and able to provide for their families' basic needs.

INTAJ does this by linking vulnerable groups to expanded permanent or temporary employment opportunities, mitigating community tensions by reducing the strain on public institutions and creating shared value among various social groups, and creating incentives to support and replicate successful models. INTAJ also works to upgrade the value chain (in all segments of industry) by developing market-driven relationships that improve efficiency and quality of key market actors to ensure there is a strong market for recyclable material. These actions reduce investment risk.

Innovation

This project represents process innovation because of how individual beneficiaries and private sector companies are involved in project design and implementation, including creation of training curricula, job placement, market-driven skills training and facilitated linkages between trainees, employers, and market actors to ensure higher job placement rates. The interlinked nature of Improved Networks, Training and Jobs (INTAJ) also makes it a position innovation, where the project and stakeholders are in a position to strengthen the waste and recycling segment of the economy collectively.

The design process engaged all stakeholders to understand the needs of all actors and find the key elements to strengthen capacities and the economy. This resulted in a strong theory of change which was the basis of interlinking programmatic elements. INTAJ tested the concept during a six-month pilot phase and made evidence-based refinements which improved the programme. The pilot phase provided an opportunity to experiment with methodologies to identify strategies and interventions that are most likely to achieve impact. Mercy Corps uses both quantitative (endline vs. baseline) evaluations and also a range of M&E tools, such as action research, that allowed for live feedback from the field, assisting decision-makers to swiftly adjust the programmatic approach as necessary.

Specific lessons learned and key insights from the pilot include that soft skills training may play an equally important role in positive employment outcomes, particularly for the most vulnerable; an unintended (and positive) consequence of technical assistance has been the network effects of introducing SME owners to business consultants and creating linkages to other business providers and community-based organisations that explicitly targeted and included local community leaders had the greatest success at persuading municipal officials to modify their own practices in support of greater waste sorting and recycling.

Cost-effective: Learning under the pilot has allowed Mercy Corps to reduce costs by being able to scale up activities inexpensively relative to staff costs and by having established procedures that make activities faster and cheaper.

Collaborative resilience-based action: INTAJ generated new partnerships with key public and civil society stakeholders that are taking collective action to strengthen the market and build capacity in companies, resulting in increased employment.

Sustainable benefits: INTAJ's market/systems development approach to strengthen markets and hiring is driven by profit-driven interactions, which is the surest guarantee of sustainability.

Locally led: INTAJ works closely with local actors. The training curricula are developed with local business people as well as master craftsmen and women to ensure alignment with sought-after skillsets, and the project seeks to solve a highly-visible local issue, namely Lebanon's solid waste crisis.

Contribution to social cohesion: Social cohesion is at the heart of the programming and part of its theory of change; careful programming alleviates social tensions as does the resulting increase in employment.

Good Practices

Partners

Partners: Mercy Corps, the UK's Department for International Development, private sector companies, key public and civil society stakeholders (including Government of Lebanon ministries), other livelihoods sector participants and local implementation partners and beneficiaries.

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Website: https://www.mercycorps.org/improved-networks-training-and-jobs-intaj-program-brief

5.4

VOCATIONAL TRAINING FOR SYRIAN YOUTH AND WOMEN REFUGEES IN TURKEY: UNIDO – AFAD

Objectives

To improve the livelihoods and social security of refugees living in camps, particularly women and young men (aged16-25), by providing them with skills for employment.

Project Description

The project serves vulnerable populations who need support to reach self-sufficiency and integrate into the formal labour force. It seeks to address the considerable gender barriers women face in accessing the formal labour market and to find opportunities for improving the quality of life, given the cultural dynamic in their context. It also addresses the challenges youth face entering the workforce.

Vocational skills developed throughout the project allow participants to generate an income in Turkey and, eventually, in Syria upon their return. This 21-month-long project is implemented in the border provinces with Syria where there is a high concentration of Syrian people and where most of the camps are located. Training includes sewing with special apparel machines, tailoring, pattern-design, adapting to the work environment, line supervision, entrepreneurship, business management and conflict resolution.

Since the training is certified by the Ministry of National Education (MoNE) and very much industry-oriented, graduates are able to start working in factories immediately after the training. In an attempt to make these steps easier, UNIDO registered the graduates into the Turkish Job Placement Agency (ISKUR) database (the first step to gaining employment), notified potential private sector employers of this new labour force, identified one abandoned factory near one of the camps and is in the process of bringing investors in to setting up a textile factory.

The project represents a process innovation in how UNIDO and AFAD (Turkey's emergency response agency) worked together and in how UNIDO worked in a cost-effective, adaptive and rapid manner drawing on experience from previous crisis situations.

Resources were used effectively by employing an in-house project team, responding to changing circumstances quickly, and building strong relationships with AFAD. UNIDO put together a lean mechanism and a fast chain of command within the organisation and with partners. An international expert from the Istanbul Apparel Exporters' Association (IHKIB) assisted with technical challenges, the UNIDO Regional Director was personally involved whenever there was a need to apply pressure and all means of communication were used efficiently by the virtual team.

Throughout the project, there were two general elections and a coup attempt in Turkey, both of which changed the landscape and the demands on the project and led to uncertainty and delays. Because the project was based on extensive collaboration and substantial financial burden sharing between a wide range of public and private sector organizations, intensive and continuous dialogue with all counterparts was vital to build cooperation and address possible delays. Time was also limited as the donor ruled that there would be only one extension. Therefore, a quick response was necessary and it was achieved in a dynamic way. For example, at one point AFAD requested that half of the machinery be dedicated to production. The team arranged that within two weeks and even secured sponsored fabric.

UNIDO used its experience from other crisis areas to set up a Project Management Unit in the region for the trainings. The organisational and operational structure of the Unit was designed to ensure that the project management team had the autonomy and the capacity to conduct its day-to-day operations and/or to make any necessary amendments to the project's action and activity plans. This was a successful approach in acting flexibly when needed.

Furthermore, the implementation of the project led to new alliances and a high level of collaboration at the local level. UNIDO established synergistic relationships at the local level with governors, local heads of Ministry of Education, camp managers, chambers, private sector companies and NGOs. This contributed to capacity development and helped to distribute the burden across local actors by increasing the number of stakeholders.

Innovation

Good Practices

Cost-effective: The management structure that UNIDO and AFAD created for the project in a crisis situation increased the cost-effectiveness of all resources. The production by trainees was also effective as, by the final quarter of trainings, production levels were double the norm for a factory of that size and 15,000 pieces of clothing were made to be used for school children in the camps.

Collaborative resilience-based action: The partnerships and training led to a highly-qualified cohort with skills to start their own businesses or work in local factories. The work is supported by local and national partners who are strengthening the local textile industry for future cohorts.

Sustainable benefits: A collaborative training model was set between MoNE and AFAD which will allow the camps to offer such trainings with fewer resources in the future, utilizing the 12 Ministry of Education staff developed as trainers by the project.

Locally led: New local alliances were formed as a result of the project. These partners have identified an abandoned factory near one of the camps and are in the process of bringing investors to set up a textile factory.

Contribution to social cohesion: By increasing employability of women and young men inside the camps, and through conflict-resolution training, the project contributes to social cohesion.

Partners

Partners: Partners: UNIDO, AFAD, Istanbul Apparel Exporters Union (İHKİB) and Ministry of National Education (MONE) and the Turkish Job Placement Agency (ISKUR).

Contact: Özge Dursun - UNIDO Turkey - o.dursun@unido.org

Websites: http://www.bmdergi.org/en/vocational-training-for-syrian-youth-and-women-refugees-in-turkey/

http://www.womenseconomicempowerment.org/assets/reports/unido/Vocational%20training%20for%20Syrian%20Youth%20and%20Women%20Refugees%20in%20Turkey_UNIDO.pdf

SUSTAINABLE LIVELIHOODS SOLUTIONS TO DISPLACEMENT-AFFECTED SYRIANS, IDPS AND HOST COMMUNITIES IN KRI: DANISH REFUGEE COUNCIL IRAQ

5.5

Objectives

To provide sustainable long-term livelihood opportunities for Syrian refugees, IDPs and host communities in Erbil by building individual and community capacities and assets, both material and social, required for individuals to achieve a livelihood.

Project Description

In the Kurdistan Region of Iraq (KRI), 78% of IDPs require livelihood support to meet their basic needs. After conducting a labour market assessment in early 2015, the findings indicated a variety of needs to strengthen livelihoods. In this context, the Danish Refugee Council (DRC), partnered with UN Development Programme (UNDP), Ministry of Planning and Social Affairs, and vocational training organisations, to create a Job Seeker Support Centre that has reached more than 10,000 beneficiaries with access to sustainable livelihood opportunities and resources to build on their individual capacities. Social cohesion is enhanced by involving Syrian Refugees, IDPs and host communities in all project activities to reduce social tensions as a result of the influx of vulnerable conflict-affected households in Erbil.
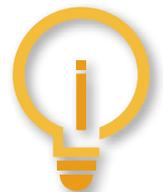
The project has six components to support conflict-affected individuals: a Job Seeker Support Centre to provide drop-in support recruitment support, employability skills, employer networking and computers; basic language skills in English, Arabic and Kurdish to help job seekers be competitive in the job market; professional skills development and two-month paid entrepreneurship's for professional-level positions; computer coding training through the Re:Coded Project for youths to access tech jobs in the global market; business incubation for IDPs to start sustainable small to medium business enterprises with the support of a business advisor and community cohesion between displaced populations and the hosting communities through the inclusion of host communities in livelihood development.

Innovation

The Livelihoods Solutions project is a product innovation because it has combined a wide range of support to meet the needs and skill levels of a diverse set of beneficiaries. It is unique in that its business model includes revenue streams that have kept the Job Centre running after the project ended, which is a paradigm innovation. It also has several levels of service and support ranging from helping individuals find jobs to extensive business development support. The project describes their culture of innovation as aiming to learn from experiences and institutionalise innovation within Danish Refugee Council programmes in order to streamline the process of innovation for two new Job Centres in Dohuk and Erbil.

The job centre model implemented in Iraq is an adaptation of one in Turkey. Danish Refugee Council Iraq took the model of placing several activities under one roof and then applied it to the context of the Kurdistan Region of Iraq based on the specific needs of beneficiaries, labour market assessments and feedback from participants. Interestingly, as the project evolved, new components such as a business unit were added based on donors' requirements, including looking for ways in which the job centre could become sustainable (Business Unit) and meet donor requests to support other organisations (Re:Coded project).

Sustainable funding for the Job Seeker Support Centre is provided for the Business Unit that Danish Refugee Council established in collaboration with UNDP. The profit realised from the business unit funds the operational costs of the Centre. The business unit provides three main services to the community: a hair salon, a barbershop and a tailoring shop producing various types of clothes and garments and creates employment for eight beneficiary graduates of the Danish Refugee Council vocational training programme. The Business Unit is currently managed by the Women's Rehabilitation Organization (WRO) with technical support by Danish Refugee Council.

Basic services such as professional skills training and a jobs database are open to everyone and include basic employment and professional skills, linkages among beneficiaries (IDPs, refugees and host communities), and employment opportunities allowing beneficiaries to meet their most basic current and long-term needs. Advanced services such as the business incubator, entrepreneurship and business startup grants, require participants to meet robust criteria in order to be selected as beneficiaries. For example, startup businesses must have a potential profit large enough for a sustainable living source for at least three families. Selected beneficiaries enter into a clear agreement (Memorandum of Understanding) that outlines their mutual commitment, which is supported by monitoring and follow up.

Cost-effective: To ensure the project covers its costs and can continue, a Business Unit was established, which provides a revenue stream that funds the ongoing work of the Job Centre.

Collaborative resilience-based action: The project has created a network of supports for job seekers, entrepreneurs and new businesses in Kurdistan Region of Iraq that includes businesses, mentors, trainers and a business advisor. These partners are committed to the success of the job seekers to transform their lives so their livelihood needs are met.

Sustainable benefits: Small business development is a key activity for livelihoods opportunities in the urban and peri-urban context of Erbil city. This programme had some of the highest success rates due to the continual monitoring and follow-up provided and it resulted in the creation of a number of successful businesses, each supporting multiple households.

Locally led: After the project ended the Job Centre was handed over to the Women's Rehabilitation Organization (WRO), a local partner.

Contribution to social cohesion: Involving Syrian Refugees, IDPs and host communities in all project activities reduced social tensions as a result of the influx of vulnerable conflict-affected households in Erbil and improved social cohesion.

Good Practices

Partners

Partners: UNDP, Ministry of Planning and Social Affairs (MOLSA), Re:Coded, private vocational skills training institutions, private sector companies, Women's Rehabilitation Organization (WRO).

Contact: Hector J. Vivero - livelihoods.cash.coordinator@drciraq.dk
Website: https://drc.dk/what-we-do/stories-from-the-field/drc-undp-job-center-provides-livelihood-support-for-idps-refugees-and-host-community-in-iraq

5.6

EMERGENCY VACCINATION AND FEEDING OF LIVESTOCK ALONG THE SYRIA-LEBANON BORDER AND POULTRY FARMER FIELD SCHOOLS: FAO

Objectives

To ensure the availability of safe and nutritious food and to strengthen national veterinary capacities for improved food security by preventing the spread of trans-boundary animal diseases and by increasing poultry production and protein consumption among vulnerable populations.

Project Description

The large influx of Syrian refugees into Lebanon (an estimated 1 million[36]) constitutes a major challenge for the agriculture sector, the main source of income and livelihoods for a large proportion of the population. Many refugees arrived with a substantial number of unvaccinated livestock, increasing the risk of transboundary animal diseases (TADs) in their host country. The poor health and nutrition status of livestock affects their value, fertility and marketability. Further, the influx has led to an increase in the demand for food, including affordable sources of protein, such as eggs.

FAO, with the support of DFID, carried out two projects ending in late 2015: the first conducted a two-year emergency livestock vaccination and feeding campaign throughout Lebanon and the second was to increase small-scale poultry production via the participative Farmer Field School (FFS) approach.

The vaccination of the entire national herd led to a decrease of mortality rates and an increase in fertility of livestock. With regards to the semi-intensive egg production units, through the establishment of 25 poultry Farmer Field Schools, 40,000 laying hens and a four-month supply of feed were distributed to 1,500 farmer beneficiaries. Part of the egg production helped beneficiaries to cover the dietary needs of their families and

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36   Refugees from Syria: Lebanon, UNHCR, 2015 and UNHCR Data Portal, accessed December 2016.

the other part was sold to increase their income and cover the running expenses of the chicken coop and the purchase of extra feed. The poultry FFS was so successful that a second phase is currently implemented to double the number of beneficiaries with the support of the European Commission (EC).

Innovation

The Farmer Field School approach, applied in a new context, represents a process innovation. The FFS participatory approach, used in agriculture for more than 20 years, is now inspiring thousands of projects – in different countries in different situations – ranging from humanitarian response to long-term development. The creation of an empowered group of farmers moving toward the creation of mini-cooperatives has shown tremendous positive impacts in building resilience in vulnerable populations. In Lebanon, FAO implemented this approach to enhance integrated pest management and, within this project, to create 1,000 semi-intensive poultry production units.

Farmer Field Schools are based on an innovative, participatory and interactive learning approach in which farmers are empowered to direct their own learning process. Groups of 20-35 farmers meet regularly to consult and make decisions on project implementation, with the support of local facilitators who hold weekly meetings with the members practicing poultry farming and carrying out experiments on factors influencing egg quality, quantity, and disease management of laying hens. Participants compare their results and discuss factors that led to success and failure – learning by doing. This process of group learning spanned the full length of the project from building chicken coops to selling eggs. The project goes beyond increasing production and helps foster better marketing opportunities for the farmers by improving their post-harvesting practices and stronger marketing skills.

An innovation in funding approach also increased the effectiveness of the programme. Multi-year funding from DFID has allowed for a shift from purely responding to the impacts of the Syria crisis on animal health in Lebanon to better managing risks and building capacity for long-term learning and innovation. The multi-year funding has allowed for an integration of Farmer Field School activities to facilitate learning and exchange best practices and innovations, further enhancing farmers' knowledge and productivity and reinforcing their resilience to future shocks.

Good Practices

Cost-effective: The FFS approach is a low-cost, efficient method for a group of local farmers to learn production and marketing skills, requiring one trained facilitator to serve 20 farmers.

Collaborative resilience-based action: The Farmer Field School is known for its strength in developing resilience in food security. The mini-coops that form through the practice create a network of support for farmers to learn and improve their effectiveness.

Sustainable benefits: Improved animal health has helped ensure the availability of nutritious milk and meat for 10,000 households and the 200 trained animal health professionals will continue to maintain animal health. Additionally, the Farmer Field School community will continue to operate as small producer associations after the project ends.

Locally led: Poultry FFS allowed beneficiaries to learn by doing with the support of local facilitators, and the animal health project strengthened the skills of local animal health professionals.

Contribution to Social Cohesion: The FFS provide a context where community members connect with each other and learn together, creating stronger bonds among a diverse group.

Partners

Partners: Ministry of Agriculture (MoA), Lebanese Agricultural Research Institute, Statistics Lebanon Ltd., Jordan University of Science and Technology's Veterinary Virology Laboratory, and the World Poultry Science Association.

Contact: Bruno Minjauw - Bruno.minjauw@fao.org

Websites: http://www.fao.org/agriculture/ippm/programme/ffs-approach/en/

https://www.youtube.com/watch?v=W8sTFxPa7vc

HIGHER EDUCATION FOR REFUGEES: KIRON

5.7

Objectives

To remove barriers that students face in accessing higher education, to offer viable alternatives and to provide millions of refugees worldwide with the opportunity to graduate with an accredited university degree free of charge.

Project Description

With less than 1% of refugees globally having access to higher education, there is a need to increase the access and affordability of university-level education. Many programs offer scholarships to refugees to study higher education, yet many refugees still do not have transferable skills to the job market.

Kiron feels that education is key to alleviating the world's most critical issues. Their model allows refugees, regardless of their legal status, location, and social background, to have access to higher education. Kiron empowers refugees to live a self-determined life by empowering them to study. It is their goal to not only enable students to access the local and international labour market, but also provide the assets necessary for social integration at large. Kiron bridges the gap between refugees arriving in the host country, waiting for their asylum to be granted, learning their host country's language and going to university.

In order to scale the solution and make it available to a large population, Kiron follows a holistic approach of combining existing resources through strong partnerships and establishing synergies between the relevant stakeholders. Kiron's programmes use blended learning: the target-oriented combination of online and off-line education.

Kiron's tradition of facilitating access to higher education by giving students the opportunity to study online then transfer to a partner university to complete the bachelor's degree has been highly successful in Germany
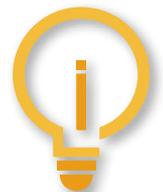
and France. This approach also has potential to succeed in the Middle East, where students face a more diverse range of challenges. Therefore, Kiron has adapted its model to provide more opportunities to potential students. Kiron has expanded their programmes to Jordan and Turkey, and plans to expand to other MENA countries in the coming years. The Jordan branch has three partner Universities and over 70 active students, whereas the Turkish office is taking the lead in a new way of delivering professional knowledge and skills for job market integration to refugees through 1) Short Intensive Certificates, 2) Quality Language Training Online and 3) Blended Guidance. Additionally, student support services such as the Buddy Program, Kiron Study, the mentoring program, and access to psychological support are available to programme participants to help improve adaptation and learning. Students who do not have access to computers and the internet at home can go to study centers where Kiron students can use the facilities for free.

Innovation

Kiron represents a product (service) innovation because it offers blended learning in a new way and in a new market where there has been an increase in refugees. It is unique in that it combines online and offline platforms and provides refugees with applied learning to facilitate entry into the workplace. Its mentoring programme and access to psychological services help refugees integrate and provide opportunities to build social cohesion.

The Kiron offering in the Middle East and Turkey is an adaptation of its successful programme in Europe. Through initial piloting, there were several learnings that led to further adaptation to the context. For example, to ease integration and the lonely experience of being in a new country, Kiron enhanced mentoring, peer connections and psychosocial support to ensure students gained the contact time required to study online.

Kiron has refined its user feedback systems to improve their capacity to adapt to needs of students in the new locations and to help students solve issues together. The user feedback in the pilot phase has led to further adaptation such as adding a basic English test, increasing English language instruction, and offering courses through Arabic language Massive Open Online Courses (MOOCs).

Cost Effective: The programme is very affordable (free) and operational costs are about 20% of similar trainings due to Kiron's 4:1 online-offline course ratio. Kiron also has used feedback data to reduce drop-off rates by adapting to the time availability of learners, such as by offering night courses and weekend sessions.

Collaborative resilience-based action: Kiron creates a community of learners who support each other in learning and coping with the difficulties of being in a new country so they can transform their lives and achieve their aspirations.

Sustainable benefits: Governments and institutions in the Middle East are encouraged to incorporate the Kiron model as a sustained good practice of their national refugee response, as is the case in Germany. In the process, local Universities will be digitalising more content thus making it easily accessible to a wider audience.

Locally led: Kiron is establishing local ownership and engagement in the Middle East and Turkey by supporting training centres and working with municipalities and universities in developing most needed training models and in-person teaching schedules to complement Kiron's online courses. A pilot is planned for 2017 to expand local involvement.

Contribution to social cohesion: The programme has socio-cultural impact through integration, such as with Syrian students feeling less marginalised and domestic students gaining awareness of the Syrians' situations, and a personal-psychological impact through coping mechanisms and increased confidence in approaching the job market.

Good Practices

Partners

Partners: Kiron, German Ministry of Education and Research, BMW, Daimler Fonds, Volkswagen, Wefugees, Babbel, LinguaTV, MIT PanArab Innovate for Refugees competition.

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Website: https://kiron.ngo

UNHCR
The UN Refugee Agency

5.8

THE GRADUATION APPROACH:
UNHCR EGYPT

Objectives

To improve refugees' self-reliance so they can move from poverty to self-sufficiency.

Project Description

Egypt currently hosts a total refugee population of 195,358, 60% of which is Syrian. The refugees in Egypt settle in urban areas, as opposed to camps, where identification, outreach, and service delivery is more challenging. They face difficulties in obtaining work permits due to restrictive legislation, which pushes them towards the informal sector. In a context of job scarcity (12.7% unemployment in 2016), the presence of refugees in the labour market is perceived as a burden despite their relatively small number in comparison to the Egyptian workforce (0.7%), and usually leads to tensions with host communities.

UNHCR established a Graduation Programme pilot in Egypt in 2014 with the overarching objective of supporting refugees in urban areas to improve their livelihoods and become economically empowered. The Graduation Approach is a methodology used to address the multiple constraints of the extreme poor through a combination of livelihoods interventions, which include self-employment support through provision of cash grants to start-up businesses and wage employment help through linking persons with suitable jobs. Participant monthly income level averages between 700 and 1200 EGP (USD 70-120 in mid-2016).

The Graduation Approach takes into consideration how safety nets, capacity building and financial support can be sequenced to create pathways for the poorest to move out of extreme poverty. Training components focus on core skills such as presentation skills and CV writing, financial management skills and vocational training for refugees and some members of the local communities. Throughout the process, participants

are accompanied by a mentor who provides business assistance as well as support to the family regarding other issues and who helps them to build trust and confidence in their ability to access services, build skills and meet their goals. All specific elements of the Programme are carefully sequenced and targeted to achieve sustainable impact in a set period of time. Other supports such as strong legal assistance and a psychosocial counselling component have also been helpful.

The approach has the aim of helping urban refugees progress from vulnerability to economic empowerment, seeking to make them less reliant on UNHCR cash assistance while still receiving protection services such as education, health, psycho-social support.

The Graduation Approach in Egypt is a process innovation in that it is an integrated programme combining entrepreneur start-up support, cash assistance and social support to help refugees move out of extreme poverty. The project has used evidence-based pilots to continue to adjust and adapt the approach to the needs of refugees and changes in the context.

Innovation

The Graduation Approach has conducted several pilots in Egypt over the past three years to test the model in the refugee context, addressing emergency along with protracted situation in order to adapt and innovate the approach to increase effectiveness continuously. Pilots varied with solutions tailored to abilities and needs of the refugees, including wage employment for some participants and a self-employment track for others. All participants were given vocational training, health and social development guidance, as well as consumption support under the form of cash assistance. They were coached on savings strategies although refugees in Egypt are not permitted to open a bank account. Each participant was also matched with a field worker who carried out regular follow up with both employers and employees. The pilot projects involved not only Syrian refugees (60-70 % of the total), but also other protracted refugees (20-30 %) and, in an effort to support local communities, Egyptians (10 %).

As a result of the pilots and continued changes in the context, the Graduation Approach will take another shape starting 2017 with more focus on protection as a way of using the approach to address the economic needs of individuals who are subject to protection risks, rather than those from extreme poverty levels, because cycles of vulnerability are continuous.

Good Practices

Cost Effective: By tailoring the approach to the skills and needs of refugees and by testing various adaptations, UNHCR was able to reduce its costs and increase its effectiveness. The only non-aid cost is mentor salaries: these are minimal, representing 15 % of overall support.

Collaborative resilience-based action: The Graduation Approach was developed to build resilience among vulnerable and poor refugees. Refugees are also able to enjoy a greater respect for their Human Rights as self-reliance eliminates the use of negative coping mechanisms and gives refugees the chance to build their own future. Stronger social, economic and cultural ties are built between the communities, who benefit from the knowledge and skills of the refugees.

Sustainable benefits: The Programme's overarching objective is to improve refugees' self-reliance. Enhancing such self-reliance is empowering for refugees socially and economically. The collected data suggest that the Programme's impact on the ground is positive. However, expenditure patterns are still focused on basic needs with little to no spending on better education and health services or towards increased savings or investments.

Locally led: UNHCR engages local NGO partners to deliver the programme.

Contribution to social cohesion: Including Egyptians and using existing training institutions have been used as a tool for social cohesion and an inclusive approach.

Partners

Partners: UNHCR Egypt, Plan International (Cairo), Save the Children, and Caritas (Alexandria), Trickle Up and BRAC University.

Contact: Nermeen Abdelaziz - abdelazn@unhcr.org

Websites: www.unhcr.org/55005bc39.pdf

http://www.cgap.org/blog/graduation-unhcr-protecting-most-vulnerable-refugees

EMERGENCY EMPLOYMENT THROUGH THE 3 X 6 APPROACH: UNDP JORDAN

5.9

Objectives

To stabilise livelihoods through emergency employment creation, while linking it to sustainable livelihoods creation through entrepreneurship development.

Project Description

The presence of a large number of Syrians in Jordanian host communities is having a significant impact on the host communities, including increasing perceived competition for available job opportunities, lowering wage level and exacerbating already poor working conditions for low paid jobs. Given the high unemployment rate among local youth and the low labour force participation rate among women, the livelihoods component of the Jordan Response Plan for the Syria Crisis aims to ensure dignified, sustainable livelihoods and create economic opportunities for both Jordanians and Syrian refugees, while at the same time strengthening national capacity.[37]

The three by six project (3x6) aims to stabilize livelihoods in Jordan while enhancing social cohesion through employment creation utilising the cash for work modality for Syrian refugees and Jordanians in host communities. As of December 2016, the project benefited around 1,500 people in host communities who struggle to find livelihoods opportunities. Through cash for work activities and skills training, the participants boost their income and strengthen their sense of belonging as productive members of households and societies.

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37   Jordan Response Plan for the Syria Crisis 2017-2019; Hashemite Kingdom of Jordan, Ministry of Planning and International Cooperation, December 2016.

The programme gets its name from its three phases and six components. Phase I starts with emergency employment through cash for work to stabilize participants' income; phase II) is a bridge from emergency employment to more sustainable livelihoods through microbusiness development; and phase III) ensures sustainability of microbusinesses through start-up support and mentoring. The six key components are 1) engaging participants in temporary work schemes, 2) generating immediate income, 3) encouraging saving, 4) joint venturing in developing a feasible microbusiness, 5) investing savings into the microbusiness, and 6) accessing markets and successfully launching the business with the programme's support.[38]

In its first year, the programme increased the income of beneficiaries' households by almost 54 percent. Around 50 percent of the participants in the cash for work phase (Phase I) further moved to the establishment of microbusinesses (Phase II), for whom UNDP continues to provide support to ensure the sustainability of the new businesses, such as mentoring, advanced business training, as well as value chain development. In addition to positive economic impact for the beneficiaries and communities, transformative social changes were also documented—youth's sense of belonging to the society and social cohesion were strengthened, and women were empowered by joining labor intensive work which changed the beneficiaries and communities' perception of conservative gender roles.

Innovation

The 3x6 approach represents process innovation in that links livelihoods stabilisation to sustainable livelihoods creation, while bringing social changes including gender roles. It is also unique because its integrated approach helps ground participants by encouraging savings. It also helps participants transform their life circumstances by tapping into their aspirations and passions in order to develop viable businesses that contribute to strengthening the local economy.

The programme was adapted to the Jordanian context after having been piloted in Burundi and Yemen, so it would also be considered an adaptation and as such has engaged partners to innovate particular aspects of the programme. For example, a joint-programme with the World Food Programme (WFP) has the goal to implement the same model, mainstreaming food security by targeting agricultural-related infrastructure and tracking food security and coping mechanism of beneficiaries, and integrating Syrian refugees in the project to practically implement the Jordan Compact. In addition, key partnerships with the National Aid Fund target the most vulnerable Jordanian households and

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38   UNDP Global Toolkit on the 3x6 Approach: Building resilience through jobs and livelihoods; United Nations Development Programme, September 2016.

bring the best practice methodology of 'graduation from poverty.' The National Microfinance Bank, a private sector MFI, offers support to provide access to finance and non-financial services for the project beneficiaries.

Cost-effective: The programme takes a cost-effective approach that leverages resources to create immediate results by addressing poverty and unemployment in the short-term, while laying a foundation for stabilization and economic growth in the medium and long term.

Collaborative resilience-based action: The 3x6 project aims to create sustainable jobs targeting mainly youth with a focus on newly graduated students, women, and those seeking employment in both rural and urban settings. In an attempt to enhance the employability of youth, it gives attention to labour market needs, supports access to micro-finance, and supports business development and mentoring.

Sustainable benefits: The project strives to contribute to longer-term recovery and development, emphasizing continued resilience building through implementing quick wins to pave the way for medium to long term gains.

Locally led: The inclusiveness phase of the project works with local authorities and municipalities as they tackle issues of delivery of basic social services to communities. The business support and mentoring are also led by local organisations.

Contribution to social cohesion: Social cohesion is one of the most visible impacts of the approach. Youth were trained to design activities that enhance social cohesion in the communities, which included innovative activities such as collection of proverbs and poems, which are part of the cultural heritage of both Jordanians and Syrians. Many activities created community places and platforms for all community members beyond the line of Syrians and Jordanians to come together. Also, Syrian refugees were engaged as indirect beneficiaries in the implementation of some cash for work activities during the inclusiveness phase.

Good Practices

Partners

Partners: UNDP, Jordan Ministry of Municipal Affairs, Jordan Ministry of Social Development, Jordan National Aid Fund, National Microfinance Bank, NGOs and CBOs, Business Development Service providers.

Contact: Minako Manome - minako.manome@undp.org

Website: http://www.jo.undp.org/content/jordan/en/home/presscenter/pressreleases/2016/06/18/undp-kicks-off-the-3rd-phase-of-the-emergency-employment-project-3x6-approach-in-mafraq.html

SHELTER AND INFRASTRUCTURE SUPPORT FOR NON-CAMP SYRIAN REFUGEES AND HOST COMMUNITIES IN IRAQ: UN-HABITAT

Objectives

To support vulnerable Syrian refugee families living in substandard conditions by rehabilitating their rented accommodation, improving their security of tenure and investing in community infrastructure projects, including water, sanitation and health (WASH); and to expand the absorption capacity of neighbourhoods and help to foster resilience, durable solutions, and a peaceful coexistence between refugees and host communities. The project activities created a win-win situation, benefiting municipalities with increased WASH facilities, house owners with rehabilitated houses, and refugees with more secure tenure in better dwellings.

Innovation

This represents a process innovation in that a needs assessment was conducted on a case-by-case basis, and included cultural consideration in the project design phase. It was also a position innovation because it included technical and financial inputs from the implementing agency and because of its integrated approach. The project delivered WASH facilities for municipalities, rehabilitated houses for the property owner, fixed the rental agreement for refugees, and created job opportunities for refugees and host community members. This resulted in a win-win situation for all parties, which is strengthening the absorption capacity of municipalities and the host community.

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Website: http://unhabitat.org/iraq/

CHAPTER 6: GENDER-BASED RESPONSE

PRINCIPLES

Leadership and empowerment, access to livelihoods, role in political decision making, gender equality, and safe spaces.

PROJECTS

- 6.1 Protecting the Rights and Promoting Resilience of Syrian Refugees and their Host Communities: Concern Worldwide

- 6.2 Protecting the Rights and Promoting Resilience of Syrian Refugees and their Host Communities: UN Women

- 6.3 Cash-for-Works (Public Works) designed for community services and women beneficiaries: UNDP Egypt

- 6.4 Support to the Adaptation of Syrian Women Living in Southeast Anatolia to Social and Economic Life Project: UNDP Turkey

BACKGROUND

Of the nearly 7 million people who have fled Syria to live in neighbouring countries or are internally displaced in Iraq, three out of four are women and children.[39] The crisis has put several pressures on women as reflected by increased domestic violence, child labour, early marriage, economic hardship, as well as pressures on job markets with women's restricted access to livelihoods.[40] The protracted crisis makes the lives of Syrian women more difficult and calls for longer-term solutions for their wellbeing.

Innovation partners from across the region are forging solutions to increase leadership and empowerment of women, including economic empowerment (access to jobs and support for business startups strengthening women's role in the workplace), political empowerment (role in community decision making, and gender equality) and freedom from violence (safe spaces and programmes to eliminate gender-based violence).

These programmes and the principles below incorporate key elements of the Convention on the Elimination of All Forms of Discrimination against Women,[41] namely the equal participation of women to lead and be involved in decision making at all levels, economic empowerment of women, especially the poorest and most

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39   UNHCR Data Portal and UNICEF Humanitarian Situation Report, accessed December 2016: http://data.unhcr.org/syrianref-ugees/regional.php and https://www.unicef.org/iraq/UNICEF_Iraq_Humanitarian_Situation_Report_-_June_2016(1).pdf

40   UNHCR 3RP Annual Report 2015: https://data.unhcr.org/syrianrefugees/download.php?id=11002 , accessed December 2016.

41   http://www.ohchr.org/Documents/ProfessionalInterest/CEDAW.pdf

excluded, and ensuring that women and girls live a life free from violence. Additionally, social cohesion and security efforts have been shaped by women's leadership and participation as reaffirmed by Security Council Resolution 1325.[42]

Key principles for gender-based response include:

GOOD PRACTICE PRINCIPLES

Economic empowerment. Good practice in response to the Syria and Iraq crisis includes stabilising livelihoods of women: supporting women gaining access to the workplace, despite cultural conditions that may restrict access or lessen their role; empowering women to take leadership roles, to learn new skills, and to follow their aspirations to take on meaningful work; strengthening women's support systems through coaching, mentoring and networking opportunities.

Political empowerment. Good practice includes ensuring gender balance and women's roles in decision-making on committees and other entities formed to enhance community governance, civic engagement and local decision-making. Many projects in this Compendium utilise participative processes and in the process, have enhanced local decision-making, ensuring that gender balance is part of the equation.

Elimination of all forms of violence against women. Prevention and protection programmes have been part of the response to the Syria crisis since the early days of the crisis[43] yet risk of gender-based violence remains a concern. Good practices include risk assessment,[44] creating new conditions that enhance social cohesion and safe spaces for women, and programmes that directly address causes of violence.

The following projects illustrate these good practice principles.

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42   https://documents-dds-ny.un.org/doc/UNDOC/GEN/N00/720/18/PDF/N0072018.pdf?OpenElement

43   SYRIA CRISIS - Dimensions of gender-based violence against Syrian refugees in Lebanon, Forced Migration Review, September 2013: http://www.fmreview.org/detention/anani.html

44   Urban GBV Risk Assessment Guidance: Identifying Risk Factors for Urban Refugees: https://www.womensrefugeecommis-sion.org/gbv/resources/1353-urban-gbv-tools

CONCERN worldwide

6.1

PROTECTING THE RIGHTS AND PROMOTING RESILIENCE OF SYRIAN REFUGEES AND THEIR HOST COMMUNITIES: CONCERN WORLDWIDE

Objectives

To strengthen the resilience of vulnerable Syrian and Lebanese communities by increasing self-awareness among men and boys, to improve capacity for self-management, positive coping mechanisms and conflict transformation, and to build awareness of gender equality.

Project Description

Of the nearly 5 million people who have fled Syria to live in neighbouring countries, three out of four are women and children. Refugee men feel it is their duty to support their families but often cannot find the means and end up committing gender-based violence. Perpetrators are often victims of their circumstances and they need support and skills to change.

The programme is based on the belief that helping men recognise their own traumatisation is key to improving the lives of women and children refugees.[45] The programme delivers 18 structured life skills sessions, each of 2-3 hours, specifically designed for men and boys in order to strengthen their resilience and enhance positive coping strategies. The programme also helps participants to recognise gender equality, to reject violence against women, to improve parenting skills, to recognise children's rights, and to reject early marriage and child labour.

The project strengthens resilience of both refugee and host communities through training and community-based projects implemented by training participants to apply and test their learning by designing a project that benefits their community. The first component of the training improves psychological wellbeing through the skills of self-management, which includes stress management and anger management. The training participants acquire the knowledge of how to transform negative coping

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45   UNHCR Data Portal, accessed December 2016: http://data.unhcr.org/syrianrefugees/regional.php

mechanisms into positive ones, how to recover from psychological discomfort, and how to reach psychological wellbeing. Three other components of the training, namely conflict resolution, gender equality, and child protection focusing on early marriage and child labour, will contribute to the transformation of communities, and to a change in participants' attitude and behaviour to create a more equal, peaceful coexistence among men and women and among different communities.

The programme incorporates the planning of small-scale community-based projects by participants to benefit their own communities and a community component can be added to engage families and others in the community.

The project represents a product innovation in that the approach addresses the issue of violence against women from the perspective of and with support to men and boys.

The initial project concept was to design an innovative programme to reduce violence against women. Within Lebanon there were many programmes targeting women and girls. Concern Worldwide decided to target men in order to change their attitudes towards the acceptability of violence against women, and ultimately change their behaviour. A curriculum for the training course was developed specifically for the Lebanon context and implementation began in 2014.

Extensive feedback and evaluation has led to improvements in the curriculum in order to enhance the impact of the course. External reviews and internal monitoring have led to a stronger focus on the psychological wellbeing and coping mechanisms, and the individual resilience of the participants. This is in order to increase their personal wellbeing and enable them to implement change in their lives. Additionally, issues around understanding conflict and conflict resolution skills have been incorporated to enable men to navigate conflicts within the home and the community, and between communities. In response to materials discussed regarding gender roles and the positive engagement of men in childcare, a parenting skills component has been added to enable men to feel more confident in caring for their children.

Thus, the training course, whilst continuing to address gender-based violence and gender equality, has developed into a broader life skills training which enables men to acquire the self-confidence, knowledge, and skills they need in order to make positive changes in their roles within their families and communities. Evaluations also indicated that more efforts should be taken to help the programme groups develop their sense of common interest and wellbeing.

Innovation

Good Practices

Cost-effective: The project is affordable and does not require extensive funding. Costs for the 18-session training for a group of 25 men and boys are currently USD 1,500 plus modest support and staff costs. While staff require solid training to deliver the course, return on investment is high.

Collaborative resilience-based action: The goal of the project is to improve the resilience of whole communities and change their attitude and behaviour in order to have more equal and peaceful societies. While originally focused on individuals, the project is being enhanced to help the programme groups develop their sense of common interest and wellbeing.

Sustainable Benefits: Based on data collected through knowledge, attitudes and practice (KAP) surveys and the impact evaluation, there was an attitude change of 30% in the following indicators: resilience, conflict resolution, violence against women, gender equality, early marriage, and child labour. It is expected that training participants will transmit their new ideas to their families, friends and neighbours, thus contributing to change of attitude and behaviour.

Locally led: As the training participants are refugee and host communities, local capacities are reinforced and the local population's resilience is improved. Concern Worldwide is currently mentoring a national partner in the delivery of the course and envisages increasing this to other local NGOs and possible Social Development Centre staff (government service centre).

Contribution to social cohesion: The project directly contributes to social cohesion and stability by integrating men from Syrian refugee, Palestinian refugee and Lebanese host communities into each group. This has contributed greatly to facilitating interaction between different individuals and communities, enabling them to know and understand each other better and to find common ground.

Partners

Partners: Concern Worldwide

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Websites: https://www.concern.net/where-we-work/middle-east/lebanon

https://vimeo.com/130988680

http://www.concernusa.org/story/syrian-men-refugees-confront-feelings-of-powerlessness-in-innovative-program-to-fight-gender-based-violence/

LEAP WOMEN'S LEADERSHIP, EMPOWERMENT, ACCESS & PROTECTION IN CRISIS RESPONSE- JORDAN COMPONENT IN CAMP SETTINGS: UN WOMEN

6.2

Objectives

To empower women in camps through increased access to economic recovery and livelihood opportunities.

Project Description

The protracted nature of the Syrian conflict has placed severe pressures on families and this is reflected through increases in domestic violence, child labour, early marriage, and economic hardship. Since 2013, UN Women has established three Women and Girls Oasis Centres in the Syrian refugee camp of Za'atari, in Jordan, in 2013 to provide women and girls with employment opportunities and access to training as well as cash assistance. Each Centre is a safe space, able to reach 2,500 users per month, providing protection services as well as life skills training, Arabic literacy, English, and computer classes.

After three years, and with the crisis continuing, UN Women re-assessed their engagement and considered how they could innovate to best meet their goals. They learned that assistance is not enough for promoting a real change in women's roles, social inclusion, and empowerment and that longer-term solutions are needed, despite the temporary settings.

An internal innovation process and conversations with partners led UN Women to establish a micro-business incubator, which included skills development, micro-finance services, vocational training, spaces and assets, in the Za'atari Camp as part of its Oasis Centres. The new project component aims at integrating assistance with resilience by providing services for longer-term economic opportunities. UN Women has leveraged the funds received by donors by involving the private sector in a Corporate Social Responsibility initiative and Building Peace Foundation has donated the building that will host a real business incubator for women micro-businesses.
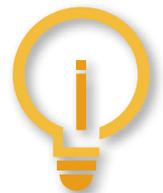
A partnership with a private sector provider will complete the package by providing the services for women's business development. The incubator will provide women with spaces, equipment and supporting services for finding market opportunities for good locally-produced goods, shifting from the creation of cash for work opportunities to sustainable business creation.

The overall project, which is part of a broader multi-country project for supporting refugees and displaced women, will continue with its objectives of facilitating women's entry into the labour market by providing them with lifelong skills, expertise and experience; to promote women's political inclusion; and to enhance women's protection from all form of violence. While some beneficiaries will engage in the business incubator, others will continue with Oasis Centre services to build skills for employment.

Innovation

The business incubation centre is a product (service) innovation as it offers women in the camp a means to generate new business ideas, test the ideas, and create business plans to take their businesses to market.

The business incubator is UN Women's response to changes initiated at the London Conference which opened the doors to refugees generating income through employment or starting businesses inside or outside the camp. The concept was generated through a participatory approach engaging beneficiaries, colleagues, private sector businesses, and NGO partners. The process began by stakeholders providing feedback on previous projects to the Recovery, Resilience and Response Unit (RRR). Based on this feedback, the RRR Unit consolidated the ideas to create longer-term economic opportunities for the beneficiaries. Further dialogue with private sector partners, the Country Director, and other colleagues led to the formation of the business incubator.

The involvement of businesses, through a Corporate Responsibility Initiative, has resulted in a donation to the UN Women Oasis project of a specifically-designed building, suitable for camp settings, that will host the business incubator. A second partnership with a service provider will allow UN Women to deliver vocational trainings, skills development, as well as training and mentoring for micro-business development, and markets opportunities identification. The Centre will support the development of sales opportunities inside the camp and will support the women entrepreneurs in developing business and marketing plans and coach them through successful market entry outside the camp.

Cost-effective: The Oasis Centre building has been donated by a business partner and construction by refugees has been timely and inexpensive.

Collaborative resilience-based action: The emphasis of the project is to move from cash assistance to a more sustainable form of income generation that empowers and transforms the lives of the women involved.

Sustainable benefits: As women establish their businesses and learn by using their business skills on real business opportunities, their experience and revenues will increase and create sustainable benefits.

Locally led: Syrian refugee women will be leading each business, reinforced by the business development skills and capabilities they gain in the Oasis Centres.

Contribution to social cohesion: Women interacting with customers outside the camp will contribute to social cohesion.

Good Practices

Partners

Partners: UN Women, Building Peace Foundation, UNHCR, and private sector partners.

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6.3

PUBLIC WORKS / CASH-FOR-WORK FOR WOMEN BENEFICIARIES: UNDP EGYPT

Objectives

To provide short-term emergency employment with focus on women and youth while enhancing community services (health and waste management) in refugee-affected communities.

Project Description

In light of high unemployment and poverty rates and a lack of basic social services in the most marginalised governorates in Egypt, the Social Fund for Development and UNDP launched a Public Works Programme in 2012 to create emergency jobs for poor men and women.

The Public Works programme (cash-for-work) does not directly select beneficiaries but instead relies on voluntary, self- selection, based on the type of work involved. It ensures pro-poor engagement using geographic-based poverty mapping and by setting daily salary rates under or near the minimum market wage, which is the international best practice for the method. However, in public works projects focused on infrastructure rehabilitation and instalment such as road paving and pipeline installation, UNDP could not attract women beneficiaries to participate.

The project therefore introduced and adopted the labour-intensive public works method to activities that women are willing to engage in based on need analysis, cultural considerations, and local consultations. The areas include public health campaigning and engagement; waste management and environmental awareness; and cultural heritage restoration. In the first year, with focused effort, women beneficiaries of the social services component reached 62%. This ensured that over 30% of overall project beneficiaries were women.

Throughout the three-year project, UNDP provided social services by implementing maternal and child health campaigns and waste management and environmental awareness activities. It also improved

more than 53 public facilities including public marketplaces, health units, veterinary units, and historic building sites. For some women, encouragement by programme staff led them to visit a doctor for the first time.

Starting in 2016, the partnership with the Social Fund for Development (SFD) expanded the cash-for-works to communities affected by Syrian refugees. The Regional Refugee and Resilience Plan (3RP) public works programme aims to create emergency, short to mid-term jobs for unskilled and/or semi-skilled workers who will provide social services in the areas of health and waste management targeting at least three impacted host communities of Syrian refugees.

This phase aims to create at least 60,000 workdays for 300 young men and women in three impacted host communities, providing them with additional income as well as basic skills training to carry out the services. For this component, the target is to have women forming more than 30% of the beneficiaries. The project has a secondary social impact by enhancing access to community services for both host communities and Syrian refugees, which will likely enhance their quality of life and social interactions. The project will also work closely with local NGOs and Community Development Associations in implementation. As a result, the project will enhance the overall self-reliance and sustainable livelihoods for both host communities and refugees.

Innovation

This programme represents a process innovation because of the alternate methods utilised to ensure women and youth would engage in the public works programme. The approach is unique in its design of a labour-intensive cash-for-works programme that also benefits women and uses an area-based approach to select communities based on level of poverty and refugee density.

Between 2012 and 2015, the project supported the development of an upgraded poverty mapping tool to enhance the targeting of public works activities to the poor and vulnerable communities based on up-to-date data on poverty, population and service provisions. The project was also instrumental in developing a public works model contextualised to Egypt's socioeconomic environment building on the poverty map and pilot activities, especially in social services and engagement with women. This model was subsequently scaled up at the national level with additional parallel funding to the Social Fund for Development (Egypt) received by the World Bank and the European Union.

The project benefitted from strong monitoring and evaluation to assess successes and failures and to inform continued innovation. One of the key learnings was that it is important to hear the views from various stakeholders and to take risks in order to adapt to meet their needs and to ensure outcomes are met or exceeded.

Good Practices

Cost-effective: Public works projects are cost-effective as they ensure maximum support to the direct beneficiaries (the unskilled who are gaining work) by guaranteeing that more than 70% of the budget is committed to labour. Additionally, these project have a secondary community benefit of enhancing social services and infrastructure in the local communities. For the ongoing phase, implemented within the 3RP framework, the project will provide work opportunities to poor and vulnerable (unskilled, under-skilled, or first-time employees) population from host communities while also providing community services in public health and waste management for both host communities and Syrian refugees.

Collaborative resilience-based action: The project engages community members, refugees and workers in projects that help women in poverty cope with difficult circumstances and, for many, engage in the workforce for the first time. It is a first step in building resilience.

Sustainable benefits: This project is a short-term emergency initiative, but the on-the-job training involved will be retained by the beneficiaries.

Locally led: The national partner, the Social Fund for Development (Egypt), implements the project through their local/regional offices in intervention areas. SFD has a total of 31 local/regional offices in all governorates of Egypt and has strong experience in the implementation of Public Works Programmes.

Contribution to social cohesion: Support to and engagement of both refugees and host community members, which benefits social cohesion.

Partners

Partners: UNDP Egypt, Social Fund for Development (Egypt).

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Websites: http://www.eg.undp.org/content/egypt/en/home/ourwork/sustainable-development/successstories/PublicWorks.html

http://www.eg.undp.org/content/egypt/en/home/operations/projects/sustainable-development/employment-creation-in-innovative-public-works-programmes.html

SUPPORTING THE ADAPTATION OF SYRIAN WOMEN LIVING IN SOUTHEAST ANATOLIA: UNDP TURKEY

6.4

Objectives

To stabilise the livelihoods and improve the basic living conditions for the most vulnerable Syrian households living in or in proximity to refugee camps. To strengthen institutional structures delivering services to Syrian women in selected provinces of Southeast Anatolia.

Project Description

The protracted crisis makes the lives of Syrian women more difficult and calls for longer-term solutions for their wellbeing. Women often suffer difficulties adapting to a new culture, anxiety about future economic difficulties, and are at the risk of sexual and domestic violence, prejudice, early and forced marriages, and other forms of exploitation. During UNDP's visits to the camps, camp administrators emphasised the need for women to engage in even the smallest activities such as income-generating ones, to keep them connected to life. In interviews, women stated that they prefer to work or engage in productive activities rather than brooding on tragedies they face from the crisis. In that regard, observations in the field demonstrate that there is a continuous need to reach out to Syrian women in both camp and non-camp settings.

This integrated project builds on the ongoing interventions implemented by UNDP in support of local economic development efforts in the Southeast Anatolia Region with the focus on women as well as communities and local systems impacted from the Syrian crisis. The comprehensive approach includes three aspects: 1) combining social and economic empowerment to strengthen women's ability to access work; 2) strengthening the response of the community centres to support empowerment of Syrian women in selected locations and 3) engaging with the Koton company to provide income-generating activities for Syrian and host-community women. At least 1,000 women were engaged in the project. Women's NGOs are also being supported to strengthen their institutional capacities through Multi-Purpose Community Centres through cooperation and sharing experience.

Syrian women receive basic life skills and works skills development training including courses in Turkish language, empowerment, confidence building, communication skills, work readiness, specific work skills, gender equality and reproductive health as well as initiatives that provide psychosocial support and childcare support when possible. Social cohesion and community building have been improved through joint activities with the Syrian women and the women from the host communities.

Partnership with the regional economic development agency, the Southeastern Anatolia Project (GAP) of the Regional Development Administration (RDA), enables the project to reach out to Syrian women easily and on a regular basis through GAP RDA's Multi-Purpose Community Centres (CATOMs). The collaboration also ensures the project is connected with broader economic development of the region through GAP RDA's economic development activities. This helps to realise the project in an efficient and inclusive way, leading to sustainable benefits.

Innovation

This project is a process innovation because it takes an integrated approach to supporting women's economic and social empowerment by strengthening both the community centres that deliver social services and the economic development authority that is helping businesses to increase employment opportunities in the region.

The project strengthened the community centres by helping to broaden offerings for women to include more tailored training as well as employment-related services, such as job matching. The partnership with GAP RDA has led to an innovative pilot project with the Koton company, one of Koton's Corporate Social Responsibility projects, to work together using an 'Inclusive Business Model'[46] while providing income-generating activities for the Syrian and host-community women. In the joint pilot, Koton's designers created a particular line of clothes called the 'Hand Made Collection'. Clothing was embroidered by 800 women living in the region and the CATOMs manage the project. The clothing was offered to Koton customers in 45 stores and a total of TL 140,000 (USD 40,000) was generated as income for women.

The pilot project was a good first step in partnering with companies and with GAP RDA to create concrete work opportunities. In 2016, the pilot phase was successfully concluded as the project became one of Koton's official clothing lines. For 2017, women in Southeast Anatolia Region are producing the new 'Hand Made' line of clothes, which will be sold in nearly 200 stores in the Summer season of 2017, reaching 10,000 women. In future, there is a possibility of a private-public partnership between

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46   The term 'Inclusive Business Model' has been adopted in developing countries meaning: to create new markets, enhance entrepreneurship, and increase the quality and quantity of employment.

CATOM and Koton. UNDP learned that it was important to ensure the model was sustainable rather than being a one-time Corporate Social Responsibility project, which served only the commercial interests of the company. Accordingly, the involvement of UNDP and GAP RDA in partnership was critical to long-term success.

Good Practices

Cost-effective: With quite a small budget (USD 250,000), the project managed to reach more than a thousand Syrian women.

Collaborative resilience-based action: Increasing Syrian women's employability through adding new skills built their individual resilience and partnership among all actors. This helped to strengthen the regional economy in concrete ways.

Sustainable benefits: This project builds on the ongoing interventions implemented by UNDP in support of local economic development with a focus on women of the Southeast Anatolia Region, taking a large step forward toward sustained public-private partnerships.

Locally led: The project is managed at the local level by more than 30 Multi-Purpose Community Centres; local women cooperatives and women's NGOs are also involved.

Contribution to social cohesion: Various cultural exchange and social activities have been organised to support social cohesion as well as increase positive interaction between Syrian women and women of the host communities.

Partners

Partners: Ministry of Development - Southeastern Anatolia Project Regional Development Administration (GAP RDA), Mardin Women Cooperative, Antep Women Cooperative

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Websites: http://www.tr.undp.org/content/turkey/en/home/operations/projects/poverty_reduction/support-to-adaptation-of-syrian-women-living-in-southeast-anatol.html

www.tr.undp.org

CAPACITY DEVELOPMENT AND EMPOWERMENT FOR SYRIAN REFUGEES WITH DISABILITIES: JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

Objectives

To develop the capacity for Syrian refugees with disabilities to support other people with disabilities (PWDs), and to raise the awareness among people in the community without disabilities, including organisations providing services for PWDs. The awareness-raising is delivered by providing Disability Equality Training (DET) to both PWDs and non PWDs and by teaching a peer counseling methodology. JICA trains a group of Syrian refugees with disabilities (Syrian PWDs) to enable them to empower other PWDs and to give awareness-raising DET to non PWDs in the community and to organisations that serve them. JICA is providing support from a social prospective, through DET and peer counseling, which is not being provided by many organisations but which ultimately is important to empower PWDs.

Innovation

This represents a paradigm innovation because of the self-supporting nature of the intervention. The Syrian PWDs group empowers other PWDs and raises awareness among both PWDs and non PWDs of the needs, concerns and human story of the persons with disabilities. The programme is cost-effective in that is both peer counseling session and Disability Equality Training is given by PWDs to other PWDs.

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CHAPTER 7: MEETING THE NEEDS OF YOUTH

PRINCIPLES

Skill-building, civic engagement, psychosocial wellbeing, leadership and empowerment

PROJECTS

- 7.1 A Space for Change: Youth Center in Za'atari Camp: UNFPA Jordan and Questscope

- 7.2 Innovation Labs Network: UNICEF Lebanon

- 7.3 Circus of Syria in Za'atari camp: Finnish Church Aid

- 7.4 Violence Free School Initiative: UNDP and UNHCR

- 7.5 Distance learning and education in remote and besieged locations in Syria: MIDAD

- 7.6 Better Learning Programme: Norwegian Refugee Council

- 7.7 Bridges: Building and Reinforcing Integration through the Development of Guidance, Employment and Skills: UNICEF Syria

BACKGROUND

With over half of the refugee population in camps aged 17 and below, and nearly half of urban refugees being youth, the issue of meeting the needs of youth refugees is critical. Youth have limited access to education and empowerment opportunities and crowded conditions combined with high social tensions lead to risk of violence and unrest. The good practice principles below endeavor to better understand and serve the needs of youth; empower youth to build skills and take leadership; and create conditions for a future that transforms the lives of youth and nurtures their aspirations.

GOOD PRACTICES PRINCIPLES[47]

Ensure participatory leadership

Participatory leadership is based on the axiom 'nothing about us without us'. It invites those most affected by an issue such as youth, families, service providers, and management to generate a shared understanding of problems, priorities and possibilities and to work towards achievable and sustainable goals. It empowers youth and builds their capacity to mobilise around issues that are important to them, and to contribute to social change.

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47   Adapted from Youth Engagement Toolkit; Ontario Centre of Excellence for Child and Youth Mental Health, http://www.yetoolkit.ca/content/guiding-principles accessed December 2016.

Build authentic relationships

Relationships are key to building and sustaining resilience and positive youth development. Intergenerational relationships are built on respect and trust. They involve an equal power balance between youth and adults working as a collective to achieve common goals. Working in partnerships means youth have a voice in decisions and both adults and youth are valued for their contributions.

Meet youth where they are

Authentic youth engagement is about having realistic expectations, building on young people's unique strengths, addressing barriers to participation and creating opportunities for youth to develop their skills. Adults often feel the need to help youth to succeed and prevent them from failing. When it comes to youth engagement, youth and adults may make mistakes along the way. Youth engagement is not just about outcomes, it's about the process of being meaningfully involved.

Use a whole community approach

Youth live, work, and play across multiple systems that affect their mental health and development. Several factors can threaten youth mental health including unemployment, job insecurity and poor working conditions, low income and education, food insecurity, the absence of safe and affordable housing, social exclusion and so on. Youth mental health is a shared responsibility, and young people are key players in creating solutions.

Put safety first: Do no harm

Interventions should not add to existing political or social tensions. The safety of participants, both youth and adult, is paramount. Accessible support across youth-engagement activities is essential, particularly when youth and adults are asked to draw on lived experience while engaging in these activities.

The following projects illustrate these good practice principles.

UNFPA   questscope

7.1

A SPACE FOR CHANGE YOUTH CENTER IN ZA'ATARI CAMP: UNFPA AND QUESTSCOPE

Objectives

To establish a safe, welcoming, and empowering community centre for youth that relies upon and builds their skills and knowledge, with a particular focus on reproductive health and reproductive rights through meaningful volunteering opportunities and activities promoting positive development, wellbeing, and leadership as agents of change in their community.

Project Description

'Engaging youth in opportunities to learn and apply new skills…is a necessity for Syrian Youth in Za'atari camp…Such chances provide youth with a number of key benefits, such as building their self-confidence, opening up their access to the wider world and the opportunities available, as well as providing them with the means to make valuable contributions to their communities. Those youths with potential should also receive support to build on their skills in order to reach more advanced levels.' Za'atari Camp Youth Newsletter, Volume 2

The Space for Change Youth Center is run by Syrian refugee youth volunteers who are male and female, aged 20-30 and living in Za'atari camp. UNFPA, and its implementing partner, Questscope, invested a great deal into building the capacity of the volunteers so that they would be able to run the Center themselves. When beneficiaries first come they are required to take seven days of mandatory training on YPEER, a peer-to-peer network that focuses on reproductive health through interactive approaches, gender based violence, and life skills.

Once beneficiaries have completed their training, they are paired with a mentor or mentee depending on their age. This helps with psychosocial support and ensures they get the most out of the Center. Subsequently, youth are encouraged to select activities they wish to participate in from arts and crafts such as mosaic making, calligraphy, origami, painting and jewellery making, music, English, International Computer Driving Licence, Photoshop, Karate, Zumba, Fitness, Football, Library and more. All activities offered at the Center are led by Syrian youth volunteers themselves.

The Center aims to be an inclusive place for various youth-oriented activities; provide capacity-building opportunities and meaningful roles for Za'atari youth and integrated programming (with specific focus on reproductive health, gender-based violence, and wellbeing); enable creative social action and empowerment activities; and facilitate greater engagement and participation of Za'atari youth in their community as well as with INGOs, Camp Management, and Public Security. Youth-led initiatives increase quality of life and opportunities for young people to engage in their community with confidence as leaders and change makers.

A Creativity Fund encourages youth beneficiaries to write short concept notes/proposals for youth-led initiatives in the camp that can benefit the camp. The process teaches them how to design and implement a mini project, keep records of receipts, and write reports on the results of a project. This not only provides quick fixes to problems that the community might be facing but also develops young people's skills in the long term.

Innovation

The Space for Change Youth Center is a process innovation because the project has been led by youth for youth from the beginning. This is one of the main reasons for its success. The ownership felt by the youth volunteers is translated into their passion and commitment to the Center and comes through in their positive energy, laughter, jokes and smiles with the beneficiaries, which brings much needed relief and hope to those coming to the centre.

This project was new for UNFPA in Jordan and is intended as a model for other youth centres. It was innovative for the organisation to take the leap of faith to invest in youth from A to Z and give them the freedom to run the Center. From the very first step, the project staff worked hand-in-hand with the volunteers to design the physical space, plan the activities, outline trainings needed, and conceptualise the Creativity Fund project. There were a number of challenges such as where to locate the Center, approval mechanisms, and delays. A breakthrough of sorts occurred when it became clear, through popular demand, that young women and men above 24 really wanted to be included, especially in terms of the reproductive health and gender-based violence awareness raising. Based on this feedback, UNFPA and its partner responded to needs and changed the target group to 15-30.

The Center has honed its feedback mechanism to make quick changes, adaptations, and enhancements based on regular communication. It also documents learning of failures and successes to encourage continual improvement. Key learnings have been around the importance of a deliberate partnership-building process, especially with external partners. Rich learnings have also come from youth – who are full of great ideas – and providing them with the platform to voice and develop ideas and then implement them has great value for their sense of community spirit, and can benefit the society with a sense of volunteerism.

Good Practices

Cost-effective: The cost is considered affordable for donors at an average of USD 125,000 per quarter, especially since 1,400 beneficiaries have gained knowledge about important topics to which they have little other access. Utilising youth volunteers also increases cost effectiveness.

Collaborative resilience-based action: Through the UNFPA and Questscope initiative, there have been a large number of interested partners who have visited the Youth Center and interacted with the youth, such as MBC Hope, SIT Study Abroad, and the Jordan River Foundation. These exchanges and initiatives help build understanding and partnerships between organisations working with youth, as well as between the young people themselves.

Sustainable benefits: The educational activities have led youth to change attitudes on life decisions such as early marriage or women in the workplace (SDG 5.3 and 5.6). Overall, the Center develops young people's skills and self-esteem for the long term.

Locally led: Given that the Center is led by local youth and supervised Jordanians, the programme is pioneering youth leadership in this setting.

Contribution to social cohesion: The social cohesion of the community in Za'atari camp is accounted for throughout the work being done in the Center by directly addressing the dignity of the refugees and their wishes. The Center also gives the young people the knowledge and opportunity to be as self-sufficient as possible given the circumstances.

Partners

Partners: Questscope, YPEER Jordan.

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INNOVATION LABS NETWORK IN LEBANON: UNICEF

7.2

Objectives

To educate and provide income generation opportunities for marginalised youth between the ages of 14-24 in Lebanon in the areas of technology and innovation.

Project Description

The percentage enrolment in tertiary education in Lebanon is 45.8% with only a 26.4% graduation rate, partially due to the limited seats in the public university and high price of private universities. Young people make up 27.4% of Lebanon's total resident population, and of this, 24% are Syrian, 5% Palestinian and the remaining 71% are Lebanese or of other nationalities. Among this group, 20.6% are unemployed.

The Syrian crisis has clearly put pressure on education and opportunities available to youth in Lebanon. Old methods can no longer accommodate the speed at which global plights are proliferating. New, nimble and more efficient methods must be deployed leading to innovation, technology and entrepreneurship.

In response to these needs, UNICEF Lebanon's Youth and Adolescent section (YAD) has founded an Innovation Labs Network of educational facilities composed of multi-purpose learning and working areas hosting innovation and digital courses and activities. Each individual facility is called an Innovation Lab. With pilot labs already underway, the project plans 15 Innovation Labs, spread throughout regions with high numbers of marginalised youth and that are accessible to youth aged 14-24.

The Innovation Labs key activities are to provide youth with innovation/digital training courses, enrol them in Business Incubator programme to create and grow their enterprises, provide youth with income-generating

opportunities through Impact Sourcing (move from poverty to formal sector jobs), and an open space where youth can create, design and experiment.

Participants learn 'New World' skills allowing them to compete in a global, quickly-changing market. The Social Entrepreneurship trainings will help youth learn how to prototype, probe for community problems, and think of innovative solutions. The Digital Skills Trainings will teach youth how to develop websites, apps, and code. Training will then be followed by income generation opportunities in the form of an incubation programme and an impact-sourcing programme.

The project began in August 2016 and, over the next three years, will set up 15 centres equipped to facilitate the programme activities which are both educational and income generating in nature. UNICEF is partnering with organisations who actively promote and support innovation and entrepreneurship and have worked with disenfranchised communities. Partners include Nawaya Network, INJAZ Lebanon, SamaSource, Digital Opportunity Trust (DOT).

Innovation

Innovation Labs is a paradigm innovation because it is not designed around innovating for the most marginalised, it is designed to empower the most marginalised to innovate within their own communities for their own challenges. The global approach so far has been training individuals to understand, learn and solve the problems of the less fortunate. This approach is radically different because it empowers the marginalised youth with innovation and digital skills.

This programme leverages the booming start-up ecosystem in Lebanon, the government's efforts to promote innovation, and UNICEF's Youth and Adolescents team's deep experience with and knowledge of marginalised youth and adolescents in Lebanon. The varying but complementing inputs of the various players have come together to develop this programme. Key tenets of the programme are that young people have the potential for ambition, creativity and drive regardless of circumstance; that this potential can be unlocked through targeted support by building confidence, teaching necessary skillsets and developing new ways of thinking; and that those living within disadvantaged communities are best placed to understand the issues faced by their communities.

For each of the Lab activities, UNICEF has run a 2-3 month pilot to test the programme. Together, the partners determine the shortcomings of the programme, iterate, amend and continue to test until the pilot is over. Once they gather lessons learned from the pilot, they develop a national, longer programme accordingly.

Cost-effective: The programme builds on the significant experience of UNICEF Innovation and the partners in Lebanon who, working collaboratively, have found synergistic ways to deliver the programme.

Collaborative resilience-based action: By creating a network of innovation labs and sharing learnings and youth successes across labs, it is expected to multiply its impact in Lebanon.

Sustainable benefits: The project is expected to create youth entrepreneurs with successful businesses and employment out of a significant number of the 13,000 participants. The labs themselves have a four-year period to become sustainable, and many are integrated into established entities, in most cases a municipality. The labs have an income-generating potential through the youth and through the labs themselves.

Locally led: The project engages with local networks to deliver the programme.

Contribution to social cohesion: Interaction between Syrian and Lebanese youth is expected to build relationships that contributes to understanding and ongoing connections.

Good Practices

Partners

Partners: UNICEF Lebanon, Nawaya Network, INJAZ Lebanon, SamaSource, Digital Opportunity Trust (DOT), Municipalities.

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FCA actalliance

7.3

CIRCUS OF SYRIA IN ZA'ATARI CAMP: FINNISH CHURCH AID

Objectives

To enhance psychosocial wellbeing and life skills of youth in the Za'atari refugee camp through participation in recreational circus activities with a peer group in a safe environment.

Project Description

The atmosphere of the Za'atari Camp, which has a population of 79,580,[48] can be difficult for youth because "there's not much to do in the camp," according to one youth. With 56% of the residents being 0-17 years old, the schools operate in two shifts and the school days are only a few hours long. Not all school-aged refugee children go to school and youth describe the atmosphere of the camp as 'tough'. In this context, Finn Church Aid (FCA) staff started the Circus School in January 2013 as a place where young refugees could unload the traumas of war and being a refugee. The Circus is a refreshing intervention that 'brings joy' into the lives of youth and improves their psychosocial wellbeing.

The objective of the circus is to improve the psychosocial wellbeing of children and youth of the Za'atari refugee camp through sports and recreation. It was reported by all the beneficiaries interviewed in all evaluations that the circus has enhanced social relationships, reduced stress, and increased self-confidence. Their statements were validated by parents and volunteers, who reported positive changes in behaviour, emotional wellbeing, and academic performance.

The Circus of Syria circus school is open to children, adolescents and youth between 10 and 24 years, both male and female. Seven youth trainers, approximately 250 participants, and hundreds of spectators benefit from

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48   Data.unhcr.org/syrianrefugees/settlement.php – Accessed December 2016.

the circus activity annually. Every day, around 40 young Syrian refugees train in acrobatics, juggling, unicycle riding and diabolo tricks. The youth circus trainers received a training-of-trainers from professional circus instructors as well as biannual refresher courses from Sirkus Magenta from Finland. The participants receive daily trainings at separate times for male and female students in the FCA hangar in District 4. The benefits of the programme are improved psychosocial and physical wellbeing, capacity building, and cash for work for circus trainers.

The circus activity in Za'atari has been very popular and also gained attention of international media. The circus group formed what they call The Syrian National Circus and have plans to go back to Syria one day with the skills they have gained and continue investing in the circus to become an internationally-recognised group.

The Circus of Syria represents a service innovation leading to an improved quality of life for refugees residing in a camp setting.

Innovation

FCA staff designed the programme after informally brainstorming out-of-the-box ways they could make a difference for the youth in the camp. They started the circus activity as a pilot in January 2013 together with Nablus Circus School. The trial produced encouraging results and the activity was continued and further developed based on the findings, as mentioned above - positive changes to behaviour, reduced stress, increased confidence, emotional wellbeing, and improved academic performance.

FCA continues to be open to new innovations and, based on feedback from beneficiaries, looks for new ways and methods in assisting the refugee population. They have learned that thinking outside the box and having the courage to take risks can lead to magnificent results. The circus school was seen as a break in the cultural norms at the beginning but has been proven to strengthen the relationships within the local community, especially amongst women. It has also challenged the cultural role of women and led to their increased empowerment.

Good Practices

Cost-effective: Maintaining and continuously upgrading the circus safe space and activities has been proven to be a cost-effective way to enhance the psychosocial and physical wellbeing of beneficiaries.

Collaborative resilience-based action: FCA plans its activities in close cooperation with other actors in the camp and complements other services offered to the refugees, especially youth, that build personal resilience in coping with difficulties and recovering from trauma.

Sustainable benefits: The circus skills are transferred from professional circus trainers to the different Syrian groups (male and female, trainers and participants). The youth circus participants have ownership of the activity and plan to transfer the skill to their home country once they return.

Locally led: The circus has strengthened the resilience of the Syrian refugees by providing the participants with a way to cope with the challenges and difficult circumstances they live with at the camp.

Contribution to social cohesion: The circus decreases tensions among youth in the camp by providing an outlet for releasing the negative energy caused by boredom and frustration.

Partners

Partners: Circus of Syria, Finn Church Aid, Sirkus Magenta, Finland.

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VIOLENCE FREE SCHOOL INITIATIVE: UNDP AND UNHCR LEBANON

7.4

Objectives

To integrate peace building into formal and non-formal educational channels in Lebanese intermediate public schools that host refugees and are prone to violence; and, to nurture a culture of joint planning and execution of shared initiatives, creating a new school culture.

Project Description

In 2014, the repercussion of the Syrian refugees' influx had expanded to most of Lebanon. Signs of conflict between the Lebanese and the Syrian communities had become clear in many regions, based on social and economic contexts. Tensions were high in schools, where the number of Syrians attending was often greater than that of Lebanese students, inside already-crowded classrooms. Differences in social and academic backgrounds between Lebanese and Syrian students became amplified sources of tension and students were transmitting their parents' anger. As such, teachers, students and administrators were overwhelmed and the harmonious flow of school life was disrupted, with discriminatory attitudes, sometimes violent actions, and continuous frustration. As in any complex situation, it was essential that all stakeholders came together to generate solutions, actions and new ways of relating to transform the challenges.

The Violence Free Schools initiative was established by UNDP and UNHCR to mobilise schools and to activate their role in peace preservation and violence prevention in the community through activities, training and infrastructural support. The initiative engages children, youth, educators and parents in violence-prone areas in their role promoting peace preservation and violence reduction. A facilitated working group is formed in each school with educators, students and parents who meet weekly and develop a Code of Conduct (COC) that defines the values of the school and sets its basic regulations. Each working group organises an event advocating for non-violence and decides on a physical rehabilitation project in which all parties could engage. The non-violence Code of Conduct is then disseminated within the school based on a plan

that is set by the working group, which is in charge of the sustainability of the COC and the school's commitment towards non-violence. A group of teachers and students also receive training on their role in peace building and they are provided with tools that they can use in their institutions to create a culture of non-violence. A well thought-out process that raises awareness, forms the working groups, and facilitates the developing of a COC was designed by UNDP and UNHCR and adapted throughout the project based on feedback.

The initiative strengthens the public schools' capacity to cope with the Syrian crisis not just as educators but also as communities. It allows them to innovate and adapt their internal mechanisms to contain new or intensified tensions that they are facing.

Innovation

This project represents a position innovation in that it repositions the school community - administration staff, teachers, parents and students - in defining, instilling and taking responsibility for a new culture of non-violence. Many schools explained that they had never previously collaborated together in making decisions related to their school.

Feedback from participants in evaluations and meeting discussions has generated much interesting learning:

For the first time, the students were considered to be on an equal level with the educators, whether by taking part actively in the task force, or deciding on activities. This reinforces the active engagement of students and their sense of active citizenship.

School communities are eager to get engaged in peace preservation and non-violence and are enthusiastic about being provided with a space and means to do so.

It is important for initiatives related to non-violence to be implemented over an extended period of time as it takes time for beneficiaries to identify the issues that are negatively impacting their school environment and making it violence prone. The issues are also very different between areas so the methodology must be adaptable to the context such as clan tension in some areas, discrimination based on accent in others and so on.

Implementing partners should be ready to address signs of resistance due to host community fatigue and include an element of fun in the intervention to reduce stress and build trust within the community of beneficiaries.

Cost-effective: Like any other peace building type of activity, the Violence Free Schools project is considered to be affordable. With relatively few resources, teachers are using new methods to resolve classroom conflicts and children are adapting quickly, with new responses to conflict.

Collaborative resilience-based action: The activity is very much participatory; it builds on the local ownership and on the interactions and feedback of beneficiaries and it allows whole-school communities to take collaborative action toward peace and non-violence, which hopefully will have a transformative effect in the long term.

Sustainable benefits: Violence Free Schools is addressing one of the many root causes of conflict in Lebanon and between Lebanese and Syrian communities: socioeconomic tensions. UNDP and UNHCR are following up with schools as well as working with counterparts on the national level to support integration of this method into the existing education system and culture.

Locally led: The programme creates a locally-led initiative at each school involved, reinforcing the capacities of educators and school personnel to dealing with the impact of the crisis on their institutions and communities. It also builds the skills of public servants in the educational system.

Contribution to social cohesion: The initiative mobilises the educators to activate their role in violence prevention and peace preservation. It also mobilises and trains the parents and students to provide support and collaborate with the school towards these objectives. The initiative helps communities that are hosting Syrian refugees look at the crisis in a different way and transform the impact of the crisis.

Good Practices

Partners

Partners: UNDP (Peace Building in Lebanon project), UNHCR, Ministry of Education and Higher Education, Center for Active Citizenship (CAC), Knowledge Development Company (KDC).

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7.5

DISTANCE LEARNING AND EDUCATION IN REMOTE AREAS OF SYRIA:
MIDAD - EDUCATION WITHOUT BORDERS

Objectives

To support Syrians to access education opportunities regardless of their location or the conditions in which they live.

Project Description

With the Syrian people facing difficult conditions such as war in their homeland, the upheaval of their lives, and new situations in host countries, education is not always easy to access. Before the civil war, Syria had one of the highest literacy levels in the world at 99.6%. As a people who value education greatly, Syrians' access to education has decreased dramatically over the past six years. MIDAD was established during the war by a group of former teachers, education professionals, and administrators who volunteer to continue providing education to Syrian children in Syria; however, many of these educators recently crossed into Turkey. MIDAD is now a Syrian civil society organisation licensed in Turkey and specialising in education. It seeks to ensure access to education for Syrians and at all educational levels, from primary to high school.

MIDAD volunteers' work has had many iterations based on where they are located and the conditions they face. Their early work was to find ways to continue the educational process with children by creating safe spaces for education, including underground schools to improve the content, overcome physical barriers, and mitigate risks linked to bombardment and shelling of schools.

In the past year, after many school closures, MIDAD responded by increasing its efforts on distance learning in Syria with the use of generators and some internet connection. Because the context is more difficult, MIDAD focuses more on 'excellence' and on the groups of children who show the strongest determination to keep on learning. MIDAD developed a special programme focusing on the most resilient children: highly motivated,

psychologically resilient and fast learners, aged 7 to 14. They have the responsibility to convince children who have dropped out to come back to learning. In 2016, MIDAD also established The Free Aleppo University (FAU) Medical School, located in Aleppo, with the mission of becoming one of the country's few remaining centres of higher education. Faculty and students from the Yale School of Medicine teamed up with the Union of Syrian Medical Relief Organizations (UOSSM) and SUNY Albany to support the students in Aleppo. Volunteer lecturers, mainly from US-based universities, helped to develop distance learning courses and an anatomy app. Recently, due to changing conditions, MIDAD decided to expand the distance learning for secondary-level, pre-university students. MIDAD continues to adapt in order to fulfil its mission, despite the conditions of the crisis.

Innovation

MIDAD's constant adaptation is a process innovation, demonstrating the level of adaptation necessary during a crisis and how a locally-led organisation can nimbly adapt and respond to immediate needs. Testing of innovations was on the ground and included learning by doing by responding to the greatest need, while maintaining networks of volunteers, communication, and quality levels. MIDAD is fuelled by the passion of educators and their ability to continue to morph to provide learning and development opportunities for students.

MIDAD also adapts to the technology available for learning. In Syria, it made decisions based on electricity, internet, and security conditions. From Turkey, it is increasing the sophistication of their distance learning programme and also experimenting with 'teaching robots' so that children, who are missing school because of trauma, are able to continue learning through computer-assisted learning devices.

Good Practices

Cost-effective: MIDAD has found inexpensive ways to offer education curricula under difficult circumstances by engaging both volunteer teachers and students in their mission.

Collaborative resilience-based action: The MIDAD staff, partners, and students have collectively demonstrated their passion for education and a determination to build their own future; their approach supports and enables the most resilient children in Syria to act for themselves with responsiveness and adaptability despite the deterioration of the context. And, they have mobilised their learners, at no cost, to engage other students in overcoming difficulties and continuing to learn.

Sustainable benefits: Under drastic and changing conditions, MIDAD has been able to go beyond a survival strategy. In addition to offering basic education services, they have continued to improve the quality of curricula, found ways to rehabilitate schools in Syria when conditions permit, and created shared leadership with all of their stakeholders.

Locally led: MIDAD is led by Syrian education professionals, in each local context, who are connected through a network, collaboration, and working relations with the Syrian diaspora and volunteers worldwide. They quite uniquely define 'local' as wherever there are Syrians who want to learn.

Contribution to social cohesion: MIDAD has given support to a besieged population by connecting them online to the world and to education, overcoming the impression of being left alone. MIDAD has also supported Syrians' access to higher education institutions in Turkey, enabling better integration.

Partners

Partners: MIDAD, Syrian General Union of Teachers, the Ministry of Education in the Syrian interim government, Turkish local authorities, Syrian teachers, and Syrian students.

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BETTER LEARNING PROGRAMME: NORWEGIAN REFUGEE COUNCIL SYRIA, LEBANON, IRAQ, JORDAN, (TURKEY FORTHCOMING)

7.6

Objectives

To improve learning conditions for children and adolescents exposed to war and conflict by empowering the school community, integrating coping techniques into daily teaching and learning, and encouraging pupils' natural recovery.

Project Description

Conflict and war can reduce the learning capacity of children and youth. Experiencing life-threatening situations often results in post-traumatic disorders with symptoms including chronic nightmares that reduce concentration. Students will stay alert even though danger is no longer present, hindering their engagement in learning. For refugees and IDPs with additional stressors from limited resources, the trauma is a double burden.

The Better Learning Program (BLP) is a school-based intervention combining psychosocial and educational approaches to support conflict-affected children to recover their lost or reduced learning capacity while promoting their resilience and wellbeing. The BLP helps teachers, educational psychologists, and parents address behavioural difficulties of children, while at the same time empowering them with strategies for calming and self-regulation.

The first stage of the programme, BLP-1, is carried out by teachers for all pupils in a classroom by providing support to stimulate their resilience and natural recovery process. BLP-2 is a more specialised intervention targeting those children who show symptoms of more traumatic stress. The selection criteria for BLP-2 are primarily based on sleep disturbance with a focus on nightmares.

The BLP is a joint initiative of the Norwegian Refugee Council, the Institute of Education of the University of Tromsø, and the Norwegian Centre for Violence and Traumatic Stress Studies (NKVTS). The BLP was originally tested in Northern Uganda (2009) and later piloted in Palestine in 2011 in cooperation with UNRWA.

Its application in the Syria and Iraq crises differs in that it is being implemented in a large variety of cultural, educational, and national contexts at the same time and for a much larger number of students. The hope is that this will advance the practice of helping children recover from and learn in crisis conditions.

The Norwegian Refugee Council has started scaling up the programme to cover the countries affected by the Syria crisis. It also has been building the capacity of Syrian teachers, its own staff and local partners in Syria affected countries on BLP skills. NRC also aims to capture the learnings, build knowledge from sharing across countries, and contribute to the emerging field of education in emergencies.

This long-term goal is envisioned to be achieved through: 1) improved classroom environment characterised by fewer classroom discipline issues and more dedicated time on learning tasks, and 2) children with enhanced skills to maintain their wellbeing. These two results are mutually reinforcing. Children will be able to mitigate their stress, reduce nightmares, ask for healing and support, and better concentrate and engage in learning.

BLP represents a service innovation and the method in which it is rolled out – regionally to maximise generation of knowledge – is a process innovation. Regional workshops are being held to train teachers who will use these skills in their daily lessons as an immediate education in emergency response.

Innovation

As mentioned, the programme was adapted from two previous pilot programmes, taking into consideration cultural aspects of each country and how efforts inside Syria will need to differ. The Syrian partners working with the Norwegian Refugee Council Syria response team will add a great value to the programme. They will be able to cascade the skills and practices inside Syria and reach high numbers of teachers and children.

Building the capacity of partners of BLP will help the partners run an immediate 'education in emergency' response; this will meet the huge needs resulting from the ongoing conflict inside Syria. Cooperation with the local authorities inside the NRC Syria response countries will help make this intervention sustainable for other needy children.

The Norwegian Refugee Council has been working on enhancing the monitoring and evaluation tools. New tools have been produced to measure the progress of BLP-1 and BLP-2 and its impact on learning outcomes and students' well-being. This has been happening simultaneously with strengthening the theory of change for the BLP programme. In crisis situations, BLP finds it essential to ensure technical quality and evidence-based results when providing children, teachers, and counsellors with psychosocial support. For this reason, the Norwegian Refugee Council

is providing capacity-building support through the Middle East BLP Roving Capacity Building Coordinator to help with quality control and sustainability of the programme.

Cost-effective: The intervention is cost effective and open source. Teachers can apply it in all education institutions regardless of the space available. It does not require purchase of expensive services, teachers only need to print the BLP manuals and download the instructional videos. The impact of BLP-1 is seen within days after introducing the program.

Good Practices

Collaborative resilience-based action: BLP is an education in emergency response that is a collective effort of teachers, children, parents, and the education system in each country and district. It builds resilience at the individual level for children and supports community recovery.

Sustainable benefits: Master trainers on BLP-1 and master trainers and coaches on BLP-2 will remain after the first phase to roll out future training. The intervention is school-based and ensures the incorporation of skills gained in daily classroom practice. This will enable local education systems to respond efficiently to emergency situations in their countries.

Locally led: While the training of trainers and master trainers is done by the Norwegian Refugee Council, the programme on the ground is led by local staff in schools and mental health departments.

Contribution to social cohesion: The group sessions in both BLP-1 and BLP-2 aim to increase team spirit and the programme focuses on group and community support. These basic factors for support, recovery, and regaining hope all contribute to social cohesion.

Partners

Partners: Norwegian Refugee Council (NRC), the Institute of Education of the University of Tromsø, the Norwegian Centre for Violence and Traumatic Stress Studies (NKVTS), Ministries of Education.

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7.7

BRIDGES: BUILDING AND REINFORCING INTEGRATION THROUGH THE DEVELOPMENT OF GUIDANCE, EMPLOYMENT AND SKILLS: UNICEF SYRIA

Objectives

To strengthen the resilience and social and economic inclusion of the most marginalised young girls and boys in Syria; to broaden employability skills; to boost employment prospects; and to create a positive narrative of young people as proactive change makers at the community level.

Project Description

This project was created to serve the 'asks' made by adolescents and youth: girls and boys, including many residing in Hard to Reach Areas, who have expressed to UNICEF their fears and uncertainty of the future, such as isolation; limited access to quality education, and lack of opportunities for safe and dignified livelihoods. Young people are growing frustrated and disempowered by their lack of voice, venues for contributing to their communities, and lack of opportunities for positive engagement in social cohesion and decision-making processes.

The project expands fresh thinking through a livelihood lens and seed funding, which aims to address their call for continued support and development. It will reduce poverty and increase the likelihood of young people to engage in decent income-generating activities, giving them a stronger voice at community level.

The Bridges project is engaging 1,500 adolescents and youth in Syria, 50% of whom are girls aged 10-24 years, including IDPs, who are being identified through existing UNICEF-NGO partnerships where they currently benefit from life skills and vocational capacity building opportunities. The participants are being empowered to take a greater leadership role in the design and implementation of social and business entrepreneurship initiatives at the local level. The geographical areas identified are where UNICEF has established strong partnerships with local NGOs and where the largest number of young people reached in 2015 resided. Robust selection criteria ensure a diverse mix of participants with an entrepreneurial spirit.

In the Innovation Lab, through a series of collaborative processes and exercises which aim to release and/or boost the creative skills of the participants, will initially discover creative ideas and in a second step, produce entrepreneurial ideas. The Lab intends to answer the question 'How could I produce a potentially sustainable entrepreneurial and social idea?' Participants will be provided with useful informational material as food for thought.

The training in the Bridges innovation project contains of five phases: start-up training including a 'business model canvas' and minimum viable product; advanced entrepreneurship training (boot camp); building a business plan (feasibility study); presentation of proposals for seed funding; and business coaching and mentoring. Initiatives should be informed by UNICEF innovation principles, especially Design with the user; Design for scale; Build for sustainability; and Do no harm. Ultimately, the project will strengthen resilience and increase social and economic inclusion of the most marginalised young people. It will give young people the opportunity to broaden their employability skills and to boost employment prospects. It will also create a positive narrative of young people as proactive change makers at community level.

Bridges kicked off in October 2016, when official approvals were obtained from the Ministry of Foreign Affairs (MOFA), Ministry of Social Affairs and Labour (MOSAL), and Syrian Arab Red Crescent (SARC). The project positively benefits key stakeholders involved, ranging from a Ministry counterpart, to Civil Society Organisations and beyond. Together with the line ministry, UNICEF maximises on the partnership by ensuring that practices and results are documented and used for replication and institutionalisation. UNICEF is also exploring linkages with the private sector such as how a business could benefit from one of the project ideas and offer job placement/internships.

Bridges represents a position innovation because UNICEF is taking a more concrete position to champion a development-oriented agenda through strengthening its role in early recovery efforts. Young people are leading actors and as proactive menders of peace, cohesion, and reconciliation. It is also a process innovation in that young people are seen as true partners throughout the process of this project and as vibrant actors of their own development.

Innovation

Innovative models implemented by other UNICEF programmes in the region can also be transferable to the Syrian context. In designing the project, UNICEF Syria considered the needs of the beneficiaries and adapted other successful models. The emphasis on livelihoods, seed funding and entrepreneurship responds to the 'asks' of marginalised young people and is anchored in the No Lost Generation Initiative, which aims to expand livelihood opportunities for young people. It is framed

in the 2016 Humanitarian Response Plan, under the Early Recovery and Livelihoods sector and will remain so in the 2017 equivalent of this plan. The programme is informed by the experiences and lessons learned from similar programmes implemented in the region and elsewhere by UNICEF, notably the Innovations Lab Kosovo.

Good Practices

Cost-effective: UNICEF, in collaboration with youth, will integrate innovative monitoring to document the effectiveness of the activities through online platforms such as Kobo Tools that measure capacity development, civic engagement, and changes at the community level.

Collaborative resilience-based action: The services and opportunities provided by Bridges, including access to seed funding, are expected to build and enhance youth resilience (self-esteem, outlook for future, relationship with peers), family resilience (household economy and food security) and community resilience.

Sustainable benefits: By accessing the multiple capacity development opportunities, adolescents and youth can take steps to identify, analyse, and resolve the challenges or difficulties they face with compelling evidence. In the long run, evidence and training will enable Bridges members to advocate more effectively with stakeholders on issues affecting young people.

Locally led: Bridges embraces a human rights-based approach, where adolescents and youth are engaged as partners rather than beneficiaries. The aim is to strengthen the capacity of adolescents and youth to claim their rights and make their voices heard.

Contribution to social cohesion: Activities proposed are designed with a gender and social inclusion lens. Boys and girls will be given equal access and opportunity for seed funding and capacity building. Mechanisms will be established within Bridges to ensure equitable engagement and participation of all adolescents and youth in all components of the project.

Partners

Partners: Ministry of Social Affairs and Labor, Syrian Red Crescent, the Institut Européen de Coopération et de Développement (IECD), NGOs, local entrepreneurs, and youth networks.

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7.8

ENGAGING YOUTH: UNITED NATIONS RELIEF AND WORKS AGENCY (UNRWA)

Objectives

To provide support for an improved standard of living and access to opportunities for young Palestine refugees and Syrian youth.

Project Description

Conditions in Syria are expected to remain volatile and marked by continuing and intense armed violence with limited humanitarian access. Unemployment is predicted to rise to over 60 percent, with youth joblessness soaring to over 70 percent.[49] Battered by displacement, impoverishment and insecurity, young people are also losing traditional pathways into the workforce as infrastructure and industry collapse. Given that youth are the backbone and the future of every community, UNRWA is committed to serving Syria's youth as a contribution to helping build the country's future.

The Engaging Youth project offers a range of services to young Palestine refugees and Syrian youth, including vocational training, career guidance, business development support, as well as support to dedicated Youth Centres to provide youth with a space where they can get together, socialize, and learn new skills. The project targets Palestine youth in Syria between the age of 15 to 33 years old. Syrian youth are also able to access services as well. Since January 2012, the project has reached over 25,500 young people, which has enabled them to attain better opportunities, including livelihoods and paid employment. It has provided a range of young people with support, skills and a network to grow, socialize and learn in a context where their life and future is particularly uncertain and

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49   https://www.unrwa.org/galleries/photos/midst-conflict-engaging-youth-helps-palestine-refu-gee-youth-realize-their-potential

frightening. Even as a number of young people have left Syria, they have been able to use the skills and competences acquired through the project to adapt to their new environment.

The project was originally designed in the context of pre-crisis Syria, at a time when the socioeconomic situation of the country – albeit challenging – could still provide a somewhat enabling environment for Palestine refugee youth. With the onset of the crisis, and the ensuing protracted humanitarian crisis, the design of the project had to be extensively adapted to remain relevant. In doing so, the main asset of the project has been the close involvement of beneficiaries in the management of the project. This enabled the project team to better understand the evolving needs of young men and women in the context of the Syria crisis. This resulted in a complete revision of the catalogue of courses offered, the expansion of service providers to reach out to displaced refugees and a change of focus towards supporting entrepreneurship, informal and self-employment in a context where the Syrian economy was completely overhauled. Partnering organisations have been helpful in terms of increasing the operational footprint of the project particularly at a time when 62% of the Palestine refugee population became displaced as a result of the crisis.

This represents a service adaptation because the entire offering was redesigned to meet the needs of youth during a time of volatile change and crisis. It also represents a process innovation since the way services were delivered changed so they could be continuously adapted as the crisis and youths' needs changed.

Innovation

In its redesign process, UNRWA reviewed the relevance and potential impact of each component of the project, in the new and unstable operating context of Syria. As a result, UNRWA reduced the scope of the community development component of the project, which was less feasible in a context of active conflict and re-focused on providing youth opportunities to increase their resilience and access to livelihoods opportunities in a heavily constrained socio-economic context.

The adaptation process is a joint effort between the project team and the youth. The project team remains in constant contact with youth groups, who are mobilised either directly (as project users) or through civil society organisations. This constant feedback loop has helped ground the review of the project in the reality of young people's specific experiences of the Syria conflict, with their particular vulnerabilities. This knowledge was then fed back into successive adaptations of the project scope and design, to maintain its relevance and impact. In recent years, this was done in a very ad hoc and informal manner, consistent with the fluidity of the operational context.

Good Practices

Cost-effective: The engagement of youth in redesign, adaptation, and management has made the programme more responsive to the changing needs of youth, and as a side benefit increased cost effectiveness.

Collaborative resilience-based action: By strengthening the skills and competences of youth, the project seeks to strengthen their resilience and ability to continue coping with shocks in a context of profound uncertainty and instability.

Sustainable benefits: The project focuses on building the skills and competencies of youth on a range of issues, which they will be able to apply and utilize in a variety of situations. Other benefits include supporting access to livelihoods opportunities for youth. As such, the benefits of the project are largely sustainable.

Locally led: With support of the project team, the project is led by youth and supported by local partner organisations.

Contribution to social cohesion: The engages both young Palestine refugees, and Syrian youth, in interactive programmes, creating spaces of social interaction between these two groups and enabling them to access more opportunities for livelihoods and employment, which contributes to their dignity and self-sufficiency.

Partners

Partners: UNRWA, local Community Based Organisations (CBOs).

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CHAPTER 8: LOCALLY-LED RESPONSE

PRINCIPLES

Innovation on-the-ground, strengthening local capacities, and collective action

PROJECTS

- 8.1 Hospitals Underground: Syrian American Medical Association (SAMS)

- 8.2 Restoring sustained access to lifesaving water supplies in rural Syria: WATAN-Khayr

- 8.3 City and Neighborhood Profiling: UN-Habitat Lebanon

- 8.4 Micro-finance pilot project in Syria: Bonyan

- 8.5 Facilitating Social Harmony, Integration and a Common Future: Bülbülzade Foundation

- 8.6 Eastern Mediterranean Institute

BACKGROUND

Organisations working in the midst of crisis in Syria faced food and medical supply shortages, shocks, rapid changes in conditions, poor sanitation, and insecure water supply in the most difficult times of the crisis. Changing needs and increasing self-sufficiency in northern Syria has brought different conditions and needs for agencies to meet in the past year. Local agencies have adapted to each phase of the Syria crisis and learned how to respond in an agile way, benefitting from their networks on the ground, local knowledge and desire to make a difference.

Since mid-2015, localisation of programmes and locally-led approaches have been seen as a way to benefit from local knowledge and expertise and a way to be able to address the scale of the crisis. Stephen O'Brien, Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator at the 31st United Nations Economic and Social Council (ECOSOC) meeting said that, at a time when the "scale of need, the diversity and scope of capacity at the local and national levels, and the global political commitment to change" [50] are all strong, localised programmes are key to reducing vulnerability among displaced populations. To do that, moving beyond business as usual by shifting mindsets, identifying collective outcomes and using new language and approaches are among the critical tools that could translate globally agreed commitments into improvements in the lives of people facing poverty, war and suffering around the world. While much is being said about locally-led approaches, in many instances it remains a buzz word or an extension of business as usual by local actors.

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50   ECOSOC 2016 Session, 31st and 32nd meetings (ECOSOC/6777): https://www.un.org/press/en/2016/ecosoc6777.doc.htm

In our research for this Compendium, we set out to uncover how locally-led approaches are making a difference in the response to the Syria crisis. We identified several programmes that went above and beyond to understand the needs of local displaced persons and those in war-effected areas and to craft a response that both helped to cope with immediate shocks and also contributed to sustainable solutions. Through the research, we developed emerging principles for a locally-led response.

GOOD PRACTICE PRINCIPLES

Learning by doing: Innovating on the spot, adapting rapidly to changes in the crisis, arriving at solutions and finding ways to experiment or test the solutions and adapt step by step are all ways local organisations learn by doing. They see a need and work together with local actors to find a way to meet the need, adapting based on what works. In the best case, this is done with evidence-based criteria (such as number of lives saved) that can be used to assess where to adapt further and what to keep as a new produce, process or service.

Cost-effectiveness and self-sufficiency. Organisations on the ground often adapt out of necessity and because of scarce resources find surprisingly cost-effective solutions, taking very practical approaches. Characterised by a passion to make a difference, they also tend to have extremely low operational costs and high energy levels to meet seemingly unsurmountable challenges.

Strength of local knowledge. Benefitting from local relationships, innate knowledge of local culture, and the ability to adapt and build new local networks to respond to specific needs, local organisations can help build collective networks that take aligned action to solve local problems. Partnerships with national and international organisations can strengthen these networks and also bring legitimacy and international norms (transparency, accountability, and so on) that further strengthens their contribution.

8.1

HOSPITALS UNDERGROUND: SYRIAN AMERICAN MEDICAL SOCIETY (SAMS)

Objectives

To continue to provide medical services while hospitals in Syria were being bombed.

Project Description

"In the midst of war zones, civilian doctors, nurses, and health care administrators face major challenges that are not encountered in time of peace, including massive and often near-simultaneous influx of trauma victims; severe shortages of medical supplies and human resources; epidemics of infectious diseases; chemical weapon attacks; doctors and patients living under siege; and breaches of medical neutrality. Health care in the war-torn nation of Syria exemplifies these challenges."[51]

The Syria American Medical Society came up with an innovative solution in real-time crisis in Eastern Ghouta, Syria, after the continual bombing of hospitals made medical services too risky for doctors and patients. After several meetings to come up with an innovative solution, doctors at the Eastern Ghouta Hospital split the hospital services into several buildings, underground. Each wing of the hospital was located in a different part of the city or outskirts in building basements and caves and continued to provide most emergency and basic services in a non-traditional way. For example, when patients had surgery in one underground location, they were moved to another underground location to recover. After two months, using the rate of death as their indicator, the doctors decided that an intensive care unit needed to include simple surgery and urgent response, so new services were created.

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51   Annals ATS, Volume 13, Number 2, pp. 147-155, February 2016.

The location and functions of the networked hospital system changed over time and was refined based on what saved the largest number of lives. Moreover, a contingency plan was also created for chemical attacks with a treatment plan and location based on potential wind directions and estimates of the numbers of people who would be affected so there could be a response to attacks in any location and patients could move to a safe facility that had breathable air. Daily rounds, where doctors visit patients to assess their condition, were conducted by video by doctors from the United States. Medical equipment, such as a dialysis machine, were recovered, repaired and consolidated in order to provide the broadest range of services possible given the circumstances.

This represents process innovation in that it changed how medical services were delivered by hospitals and developed a rapid innovation and decision-making system that allowed for continuous change and minimises the death rate.

Innovation

The first dispersed hospital system was created out of need by a small group of doctors. They learned by doing and refined their design as emergencies happened and when they found another way to save lives. They met about every week to discuss potential changes and made decisions mainly by consensus. Innovation was based on learning by doing. Doctors would attempt one configuration of hospitals and, based on immediate feedback from three or four attacks, they made a change to the plan. It took time for the local population to understand the system of dispersed hospitals. Over a six-month period, seven other locations in Syria began to copy Eastern Ghouta's underground/dispersed hospital model.

Similarly, war injuries were different from those in peacetime and required innovation. They were treated with consultation from doctors in the United States, but the types of injuries were unknown to doctors who had not experienced war, so new procedures were developed over time through experience; some of the knowledge generated was reported to the World Health Organization for use in future crises.

Good Practices

Cost-effective: Because resources were extremely limited, the system was by necessity affordable and efficient. With saving lives as the ultimate goal, the effectiveness of the networked hospitals increased over time while resources and supplies were available.

Collaborative resilience-based action: This ad hoc medical system in each city was developed by the collective action of doctors and health workers both from the United States and Syria, supporting each other as best they could. As the model in Eastern Ghouta was replicated in other cities, support from the medical community came in different ways and small groups of doctors were formed in each city to redesign the hospital system, using a similar learning by doing approach, benefiting from Eastern Ghouta and other communities' experience.

Sustainable benefits: While this experience was horrific, the knowledge generated and shared with the World Health Organization and non-governmental organisations can help better address similar crises in the future.

Locally led: Over time, the doctors in Syria developed skills to treat unusual war injuries; they also developed the capacity to redesign their facilities quickly based on conditions and on feedback of what would save lives.

Contribution to social cohesion: The dispersed hospitals created some sense of stability in Eastern Ghouta in that people were willing to return to the hospitals for treatment because they felt safer.

Partners

Partners: Syrian American Medical Society, World Health Organization.

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RESTORING SUSTAINED ACCESS TO LIFESAVING WATER SUPPLIES FOR UNDERSERVED COMMUNITIES IN RURAL HASAKEH: WATAN-KHAYR

8.2

Objectives

To improve and sustain access to safe water and sanitation for women, men, boys and girls and to enhance skills in operations, maintenance and cost recovery systems in rural Hasakeh.

Project Description

In 2015, where water was available in rural northeastern Syria, it was often contaminated due to poor sanitation conditions such as failing sewage and waste disposal systems. WATAN-Khayr's survey of users indicated that the primary issues were insufficient water (reported by 64% of those interviewed); insufficient household water storage capacity (28%); limited access due to security constraints (21%); and water price increases (6%). The lack of resources for regular operations and maintenance also hindered the functioning of water distribution. Residents were relying on water delivered by trucks: an expensive solution which, in some cases, led to a decrease in water consumption below healthy levels.

The Restoring Access to Water project aimed to rehabilitate existing community water infrastructure to improve 218,398 individuals' (IDP and host communities) access to a sustained, safe and adequate water supply in 12 towns and villages in Al-Hasakah Governorate. The project worked with local institutions responsible for water, sanitation and hygiene (WASH) services and representatives of the communities using these services in the target locations. Primarily, activities included the repair of two sewage systems to prevent the contamination of water sources and the installation of generators for the functioning of 12 water plants to improve existing community water distribution systems. To ensure sustainability, the project included the training of 20 local WASH engineers from local councils, who were responsible for setting up a user fee collection system to cover future operations and maintenance costs.

The project achieved the proposed objectives, in constant coordination with the other agencies working in related areas. WATAN-Khayr also formed technical advisory groups so that community-based organisations would benefit from lessons learned from this and previous projects implemented by all NGOs in the area. A key learning is that the wisdom of success lies in community engagement in all project levels, utilising resources diagnosis and fulfilling needs by the efficient utilisation of resources.

WATAN-Khayr is a network of various organisations and volunteer groups that work on the ground in Syria to create solutions with local actors in humanitarian and recovery efforts. It gained legal status in 2006 through Syrian diaspora members in the UK and was registered in Turkey in 2012. It is known for its engagement of local actors; the vitality of volunteers and staff; and its ability to work on the ground with local actors to generate and deliver high quality solutions to structural problems, and build networks locally that help to design support for those solutions so that they can be sustainable.

Innovation

The project represents a process innovation in that it changed how water was delivered and created a support system to repair sanitation and maintain safe water in the governorate and also to recover costs to pay for maintenance. The project is innovative in that, with WATAN-Khayr's facilitation, a local organisation was able to set up infrastructure and the governance of water and sanitation services. As important as the intervention is the way in which WATAN-Khayr engages locally, working with local councils and citizens to understand the needs and challenges and to collaboratively generate a cost-effective solution.

Their design for this project began with a focus on the cost-recovery system to ensure there would be an income flow that would fund future maintenance and operations of the water and sanitation system, thus ensuring project sustainability. With this in mind, they conducted household surveys to understand income levels; they worked with an Iraqi Technical advisor to inform design of an affordable water tariff systems; and they engaged local engineers from local councils on the project design team in each location. Furthermore, WATAN-Khayr conducted regular lessons learned from discussions at each location to share challenges and work out how they can be addressed; to bring the team together to ensure their full involvement; and to engage and coordinate with partners. They found several factors to be key to their success: continuous assessment was one for making good decisions quickly; acknowledging and working through challenges together improved teamwork was another, and flexibility to help move the team into action was the third.

Cost-effective: The project focused first on ensuring costs could be recovered through an affordable tariff system and efficient maintenance and operations. Out of necessity, cost effectiveness was the primary focus.

Collaborative resilience-based action: Through mutual effort and cooperation between partners and the network of local supporters created by WATAN-Khayr in each location, the benefits of the project go beyond just establishing a new WASH system.

Sustainable benefits: The cost-recovery system will contribute to maintenance of water systems and the success in working together will help rebuild local governance.

Locally led: The project utilised local capacities existing in the community.

Contribution to social cohesion: The project created conditions that built trust between local councils and community.

Good Practices

Partners

Partners: WATAN-Khayr, CARE International-Health Pooled Fund.

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UN-HABITAT

8.3

CITY AND NEIGHBOURHOOD PROFILES: UN-HABITAT

Objectives

To improve understanding of urban stresses, how these have been affected by the post-2011 refugee influx and to inform how the refugee response can better serve the needs of the urban poor.

Project Description

Humanitarian interventions and local delivery of municipal services are undermined by Lebanon's lack of a robust statistical base and accurate data on where people live. Regarding the approximately 100,000 refugees in Tripoli, data is unclear on the number of unregistered individuals, as well as how the point of registration relates to the actual place of residence.

Paying for shelter is the second highest outgoing cost amongst Syrian households, and housing insecurity is a major concern – the dynamics of which are not well understood for Tripoli. Further, governance and service delivery is based on pre-refugee locations and inaccurate population figures. In conclusion, integrated and mutually-supportive collaboration between municipalities for service planning and delivery would create greater potential for efficiency gains and the capture of economies of scale. Also, more accuracy on where services are needed would increase efficiencies.

To help improve the accuracy and reliability of available data, UN-Habitat has created City Profile, a continually-updated compendium of multi-sectoral analysis on Lebanese cities, reporting spatially on demographic, social, economic, infrastructural and environmental challenges facing urban populations generally and the urban poor specifically. UN-Habitat City Profiles are intended to support all partners to the Lebanese Crisis Response to improve their efficacy of service delivery.

City Profiles are a multi-sectoral spatial tool (map, data tables, and data analysis) to improve understanding of vulnerabilities in specifically urban settings, and to inform the response. Developed in close collaboration with municipal unions, municipalities, humanitarian partners, and other stakeholders, the profiles are based on currently-available data, and are updated online to take account of new information. The City Profile is structured around four themes: space, governance, population, and services. National and city-specific data is presented against each theme followed by identification of gaps and challenges. The last theme, services, is divided into economy, basic urban services, and social services.

UN-Habitat City Profiles offer a headline evidence-based orientation on each city, identifying key gaps as well as challenges and opportunities for development. They reduce the baseline analysis requirements for crisis response partners seeking to begin or continue work in a given city. They offer evidence and arguments for unions and municipalities to develop in their discussion with the ministries. They offer evidence and arguments to inform donor funding agendas, and conversely for NGOs to put cases for funding to donors. They provide a functional city-level forum for humanitarian partners to speak with a unified voice to the union and municipalities, in a context where local authorities are not always fully aware of the work and agendas of partners operating on their territory.

City Profiles facilitate a position innovation in that, as an enabling tool, they help local authorities improve and reposition how services are offered. Innovatively applying the now internationally-recognised area-based approach to understanding humanitarian vulnerabilities in urban areas, City Profiles functionally define agglomerations or catchment areas where services are needed most.

Innovation

UN-Habitat City Profiles target urban systems at the level of the urban agglomeration rather than at the level of historical administrative boundaries. They therefore present analysis on the 'functional' city, the level at which strategic urban challenges and opportunities may be optimally addressed. So they help municipal unions, municipalities, humanitarian partners, and other stakeholders improve and better focus their service delivery. Additionally, UN-Habitat City Profiles are integrated, multi-sectoral and evidence-driven documents. They mitigate against negative 'silo-working' effects of the sectorally-structured humanitarian response, in a chronically data-poor environment. When stakeholders use the Profiles as a basis of joint decision-making, innovative solutions can be generated. Working with partners to help structure the profiles in helpful ways was a key piece of the success of the Profiles.

Good Practices

Cost-effective: City Profiles enable municipalities, humanitarian partners and other stakeholders to reduce their costs and increase their efficiency in delivering services to the most vulnerable in urban settings.

Collaborative resilience-based action: City Profiles can be a tool to set the stage for collective action by actors in one geographical area. Their joint involvement in the design and structure of the data that will be included is a first step toward collaboration.

Sustainable Benefits: Good practice in City Profiles involves working closely with local authorities to build capacity and to encourage long-term institutionalisation of actions or perspectives emerging from building the Profiles.

Locally led: Local authorities lead the definition of data requirements as much as possible.

Contribution to social cohesion: City Profiles are consciously aimed at providing the type of information and insights which, if responded to by the relevant competent entities, have the potential to benefit both host and refugee communities alike. Improving the urban setting for all offers a route to mitigate host/refugee tensions and competition.

Partners

Partners: UN-Habitat, Unions of Municipalities, municipalities, NGOs, and the local community.

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http://www.jadaliyya.com/pages/index/25506/report_tripoli-city-profile

MICRO-FINANCE PILOT PROJECT IN SYRIA: BONYAN

8.4

Objectives

To help residents of rural northern Syria cope with difficulties, generate income and strengthen their recovery by helping mobilise skills and knowledge.

Project Description

Bonyan is one of many local organisations that developed on the ground in Syria to help with humanitarian efforts and moved to Turkey to continue work to support Syrians. The Bonyan initiative was launched in 2004 in Aleppo as a network of university students from different universities of Syria who were eager to volunteer in development activities. After 2012, they were one of the many organisations delivering aid for international institutions.

Bonyan realised how quickly the population became dependent on humanitarian aid when other solutions were possible. Consequently, Bonyan decided to shift progressively from the delivery of humanitarian aid to a more development-oriented approach. They worked with residents of rural northern Syria to find durable solutions to food shortages such as home gardens and raising poultry to feed entire villages with minimal investment, successfully helping seven villages in a catchment area of 60,000 people become self-sufficient.

Now that the crisis is shifting toward early recovery, Bonyan is turning its emphasis on micro grants which enable entrepreneurs to create durable recovery solutions based on existing skills and know how. One such solution uses olive production by-products to be recycled into soap, firewood and compost to enrich gardens. Another solution is vocational IT Training for Syrian youth, where young Syrians learn web design, mobile app programming, and graphics design. Now in the pilot stage, Bonyan is working with local councils to identify candidates for the ten micro-financing projects that will help create livelihoods for a small number of people in the rural area where jobs are scarce.

Innovation

The organisation represents a process innovation in that it has continuously responded to the crisis, being one step ahead of what's needed to build self-sufficiency and resilience in the rural area. It is an example of one of the many innovative organisations on the ground that have found ways to respond to the crisis, supporting local councils and rural populations. Their innovation process is to understand the needs of the population and then to look at best practices to meet those needs. For example, in developing the micro-financing model they looked at best practices in Afghanistan and Gaza. Bonyan also benefits from the capacity-building support of the Eastern Mediterranean Institute and that has helped to strengthen the reach of its programmes.

Good Practices

Cost-effective: As a small, agile organization with low administrative costs and a total budget of USD 30,000 from a private, diaspora donor, Bonyan has been able to support ten high-leverage projects inexpensively.

Collaborative resilience-based action: Building on the strength of its initial network, and with a focus on durable solutions, Bonyan's work leverages existing skills and know how to empower local actors for self-sufficiency.

Sustainable benefits: The project is supporting recovery, livelihood and mobilising existing resources for a productive purpose.

Locally led: While Bonyan is now registered as an NGO in Turkey, it continues to engage and empower local actors such as local councils and farmers at the core of its work.

Contribution to social cohesion: Bonyan's work prioritises the dignity and self-sufficiency of affected, local populations.

Partners

Partners: Bonyan, Local Councils, Eastern Mediterranean Institute, Diaspora.

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FACILITATING SOCIAL HARMONY, INTEGRATION AND BUILDING A COMMON FUTURE: BÜLBÜLZADE FOUNDATION

8.5

Objectives

To support Syrians with practical initiatives that deliver relief aid in Syria and support social harmony and integration of Syrians in Turkey, through a long-term approach including cultural exchanges between Syrians and Turks, and between Turkish, Arabic and Kurdish speakers.

Project Description

The approach, developed by the Bülbülzade Foundation in response to the Syria crisis, is comprehensive and multi-sectoral. As a locally-led, voluntary-based organisation established in 1994 in Gaziantep, Turkey, to work in social services and education, the foundation was well positioned to redefine priorities in order to respond to the Syria crisis both in Turkey and Syria.

Bülbülzade has built on its past expertise by using its knowledge to help strengthen 50 local organisations and to establish new structures (networks) that integrate Syrian and Turkish actors engaged in aid delivery, education and social services. Bülbülzade foundation works under the Anadolu Platform Organization, a network of NGOs and CBOs located all around Turkey, as well as 20 Syrian NGOs to enhance their organisational capacities and to build social cohesion at the same time. The organisation continues to use its existing network to deliver services and relief to Syrians in Turkey and Syria. The foundation also provides books on integration and social cohesion in Turkish-Arabic and Arabic-Turkish newspapers and access to a radio station in Arabic and Kurdish run by the Foundation, which employs Syrian refugees.

Innovation

This represents a process innovation in that it has created and strengthened networks of local organisations and engaged a large number of refugees in delivering aid and social cohesion programming. It has also been effective in adapting to the changing crisis by establishing new social cohesion activities, such as multi-lingual newspapers and radio, to meet emerging needs. For each project, Bülbülzade takes a long-term view to ensure that the new programme has the capacity and organisational supports to be successful. For example, when it established the multi-lingual newspaper, Işrak, it also created a network of Arabic-speaking journalists to support it, the Syrian Union of Writers, and ensured management capacity was in place to run it. This long-term perspective helps ensure sustainability of the interventions.

When Bülbülzade sees a need it finds a way to meet the need and support efficient and effective implementation. For example, when there was a need for increased aid delivery inside Syria, they supported the establishment of NGOs by Syrians which were used as a channel for the delivery of aid. They trained the new NGOs with their organisational methodology to strengthen capacity, ensure ethical standards, and focus on clarity of communication and enhanced coordination. It further supported quality results by providing peer coaching for the Syrians managing these organisations.

Good Practices

Cost-effective: Bülbülzade cost-effectively utilises existing local capacity to mobilise resources including volunteer staff and charitable donations and, as a result, aid is delivered in a cheaper way while upholding human dignity.

Collaborative resilience-based action: The approach empowers communities: Syrians help Syrians and also Turkish groups engaged in the efforts help to strengthen the sense of duty and moral responsibility within the Turkish community. Moreover, Bülbülzade has used its networks and community mobilisation skills to involve a broad range of actors and create collaborative action that has had a significant impact in meeting refugees' needs and building social cohesion.

Sustainable benefits: The approach empowers smaller actors and enhances their capacity to work together, effectively delivering services within the Syrian community in Turkey as well as across the border in Syria. Bülbülzade has also established several organisations that deliver services such as multi-lingual radio, and networks called sectoral commissions that will remain in place after the crisis.

Locally led: By paying attention to local needs and supporting or establishing organisations that fulfil those needs, Bülbülzade strengthens the local response, enhances the capacity of Turkish CBOs to mobilise support, and facilitates outreach for Syrians in Turkey to come together to

support their community inside Syria and to enhance their profile in Turkey. The Foundation supports some 20 Syrian NGOs in Syria; its main NGO partner, MinberSham, which is located in Turkey, was founded by Syrians and actively takes role in the delivery of reliable social and educational services, working in collaboration with Turkish NGO, lyilikder (working nationally and internationally) Social Assistance and Solidarity Foundation, focusing on aid delivery branch of the Anadolu Platform.

Contribution to social cohesion: The foundation promotes long-term involvement and aims to give shape to a common future. More practically, the activities have increased interactions and exchanges between Turks and Syrians; professional interaction and awareness-raising activities have a positive effect on refugees' acceptance within host communities and overall social harmony.

Partners

Partners: Bülbülzade Foundation, Syrian NGOs and CBOs, Turkish NGOs and CBOs within the Anadolu Platform.

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8.6

BUILDING LOCAL, STRATEGIC CAPACITY: EASTERN MEDITERRANEAN INSTITUTE (EMI)

Objectives

To support and strengthen organisations involved in emergency response, peace building, and early recovery across the Syrian territory. EMI has a broad mandate and is a critical organization because it provides capacity building, monitoring and evaluation, and implementation support to a wide variety of organisations. While EMI has relatively low visibility, without it many of these locally-led organisations would not have been able to provide support on the ground, build capacity, and be effective in their work in peacemaking, economic development, and emergency response. EMI provides a range of innovative capacity-building workshops in financial management, governance, and community building taking a multi-stakeholder, networked approach.

Innovation

EMI's work represents a position innovation in that they help organisations build capacity in ways that strengthen transform these organisations to a new level of operating. While being sensitive to the complex political dynamics, EMI has found a way to be an agent of positive change under very difficult circumstances, leveraging its knowledge, network, and expertise to help other organisations innovate and expand with broader strategic capacity.

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CHAPTER 9: POLICY SUPPORT AND STRENGTHENING GOVERNANCE

PRINCIPLES

Do no harm, flexible approach, recognise multi-dimension objectives, project ownership, strengthen intergovernmental and public-private dialogue.

PROJECTS

- 9.1 Governance in Social Care Iraq: SKL International

- 9.2 Promoting Investment in a Fragile Context: The OECD Iraq Project

- 9.3 Empowering refugees through Social Service Centers: UNHCR Turkey and IMPR

- 9.4 Social Support Response for Syrian Refugees: Gaziantep Metropolitan Municipality

- 9.5 Access to Education for Syrians: Ministry of Education, Turkey

BACKGROUND

Noting that increased innovation was coming from the government sector, our research for this compendium sought to understand how state organisations and their partners could increase their agility, adaptability, and flexibility to create innovative and needed response to the Syria and Iraq crisis. We found that these organisations had an ability to engage with a variety of stakeholders; build trust through multi-stakeholder dialogue; breakthrough bottlenecks and adapt quickly to meet immediate needs; find a way to take a flexible approach despite challenges; and learn from difficulties through processes such as action learning.

To formalise the innovation, they forged new structures, policies and mechanisms to codify their response within the more formal structure. They found ways to create support for innovation, to strengthen capacities and resource gaps, to ensure financial stability, and to encourage good governance. In short, the organisations in this chapter found ways to innovate and strengthen government's contribution, together with diverse partners, and in the face of many challenges that would stall other government agencies.

GOOD PRACTICE PRINCIPLES

Principles for Good International Engagement in Fragile States[52]

'Do no harm': Interventions should not add to existing political tensions. Involve a wide and balanced representation of stakeholders in its activities and have increased its acceptance, ownership and thus impact.

Flexible approach: Respond quickly to emerging or changing reform priorities of the government, changing conditions in the crisis, and other environmental factors.

Recognise multi-dimension objectives: In the early stages, understand how activities relate to the cross-cutting development issues of poverty reduction, gender mainstreaming and conflict sensitivity. Monitor and evaluate how these cross-cutting issues are integrated by defining certain targets and milestones. This approach can create awareness and better understanding among stakeholders of how activities could contribute to stability and other, broader developmental goals.

Project ownership: Build relationships with key stakeholders to gauge their priorities and take stock of what they expected from reform, policy interventions, and other activities. Ensure strong ownership by being inclusive and bringing together high-level policy-makers, representatives from ministries, civil society and the private sector.

Strengthen intergovernmental and public-private dialogue: Engaged private sector stakeholders, which can open new, wider perspectives in discussing policies at meetings. Include representatives of foreign firms to share their views, constraints and outlooks on investment and other key issues.

The following projects illustrate these good practice principles.

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52   Adapted from the OECD Principles for Good International Engagement in Fragile States

SKLInternational
AFFILIATED TO THE SWEDISH ASSOCIATION OF LOCAL AUTHORITIES AND REGIONS

9.1

GOVERNANCE IN SOCIAL CARE IN IRAQ: SKL INTERNATIONAL (AFFILIATED WITH SWEDISH ASSOCIATION OF LOCAL AUTHORITIES AND REGIONS)

Objectives

To support strengthened governance and management in the social care sector by addressing issues of service quality, accessibility, accountability, responsiveness, effectiveness, and cooperation between legislative and executive powers at the sub-national level.

Project Description

Effective local governance is crucial for building stability and fostering peace at the local level. In fragile settings, attention is often put on national reform processes, civil society development, and addressing immediate humanitarian or basic service needs. But local government is the formal duty bearer at the local level and, for sustainable results, it needs to be directly involved.

The Governance in Social Care (GOVSOC) project was developed in close collaboration with governorate partners in Iraq and it was incrementally planned according to the upcoming needs of partners. Given the unpredictable context in Iraq, the flexible nature of planning was necessary and it promoted trust and dialogue among those involved.

The project worked directly with provincial councils and administrations, directorates of social care, and institutes for the disabled to address capacity development on several levels from overall governance to quality of services delivered to beneficiaries. The project was organised around key results and tailored to each location as identified by the respective governorate in an inclusive process. Result areas include an up-to-date social care programme; leadership skills; collaboration among partners; staff social and technical skills; motivation to serve beneficiaries; accuracy of social safety network; effective monitoring and delivery of results; cross-agency learning; and knowledge exchange.

Most services and products were related to capacity development and were a combination of process development, action learning programmes, learning visits, on the job training, manual development, and dialogue facilitation. There were also minor investments in physical infrastructure to pilot new initiatives and services such as centres for the disabled and local social security offices, and there were minor investments made to pilot new initiatives. Most importantly, all activities were integrated in the formal structures of the local government system, and the main work was carried out by small project groups at respective institutions. The project had a distinct impact on the organisational culture as a result of comprehensive action learning training programmes such as post- traumatic stress for social workers, leadership and management, planning, and follow-up, that have been tailor made to be as close as possible to the day-to-day work of the target group.

Innovation

The project has led to both process and paradigm innovation. As described above, the complex context demanded a different mode of design and delivery, where more incremental planning is applied, and local presence is necessary for trust and relationship building.

As SKL International usually works in more stable contexts with the clear mandate of local governments, working in conflict settings has required rethinking and becoming more practice-based and operational. The concept in Iraq was new and SKL had the benefit of a flexible donor. Thus, the project started with a very loose results framework and a flexible budget and it began with a two-week planning workshop with the two partner governorates. The workshops gathered a wide range of stakeholders from the local governance system and the social sector, including local politicians, governor's office, directorates of social care, departments of social safety networks, local universities, institutes of social and disabled care, and SKL. The output was narrowing down the main stakeholders to work with and developing a framework of four results areas per governorate and accompanying results strategies. This was inspired by Outcome Mapping, defining indicators at the outcome level as 'changes in behaviours' of the stakeholder.

The process itself set the foundation for the engagement and ownership, as SKL has seen from our partners over the years. As the result areas were broadly defined, SKL was also able to respond to upcoming needs.

The project was characterised by responsiveness and attentiveness to the reality and the needs of the local authorities. This had been recognised and appreciated by the partners, and the fact that activities have been incrementally planned based on continuous consultations with beneficiaries have made them highly relevant, well timed, and well-paced. It has also meant a high degree of ownership as well as increased

transparency and public dialogue. Having a strategic approach for communication, especially externally, was essential for the team to share what they were learning and producing; this multiplied the project's impact.

The project also had to respond in real time to crisis. For example, following a large influx of refugees to Duhok after Daesh overtook Mosul in 2014, SKL developed social workers' capacity to detect and treat post-traumatic stress disorders, and engaged all senior sector heads in a crisis management coordination process. SKL also helped the government make structural changes at the provincial level to increase effectiveness.

Good Practices

Cost-effective: Local governance development in conflict settings take time and investments are risky; however, by systematically using the action learning cycle: acting -reflecting - reviewing - planning - in both project management and in capacity development efforts learning (also from failures) the project increased its effectiveness.

Collaborative resilience-based action: Increased responsiveness and effectiveness by being transparent with all partners, by lobbying to the donor about the need for flexibility and engaging them in close dialogue; and by creating sustained conditions for collaboration locally.

Sustainable benefits: By working directly with local government and through official structures, and not creating parallel ones, results are integrated into ordinary operations and governance. Capacity development in planning, leadership, crisis management, PTSD and so on are internalised.

Locally led: By having the right implementing partner, remaining responsive and flexible, and allowing the partner to lead the project achieved greater results and sustainability.

Contribution to social cohesion: Bringing together local stakeholders (politicians, governorate administration and service executing agencies) who usually do not interact and by investing time in trust and relationship building, peaceful dialogue resulted in trust.

Partners ☐

Partners: SKL International, Iraqi Research Foundation for Analysis and Development (IRFAD), Provincial Administrations of Diwaniyah and Duhok, Swedish International Development Cooperation Agency (SIDA).

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9.2

PROMOTING INVESTMENT IN A FRAGILE CONTEXT: THE OECD IRAQ PROJECT

Objectives

To improve the business and investment climate in Iraq in order to attract Foreign Direct Investment (FDI).

Project Description

Iraq faces enormous political, security, and economic challenges. Conflict and overdependence on hydrocarbons are two main drivers of fragility in the country. Local and foreign direct investment is needed for reconstruction and economic revitalisation. The country continues to experience a protracted crisis characterised by violence and conflict and a large number of internally displaced persons. However, Iraqi policy makers understand the need to attract investment despite the conflict situation in certain provinces and the Government has continued to adapt, innovate, and find ways to be more effective even during this time of crisis.

The OECD Iraq Project combined capacity building and policy dialogue activities to improve the Iraqi policies and institutions concerned with private investment and governance of the business environment. The project also supported the government's efforts to strengthen the investment and regulatory policy framework building around two pillars: assessment of the legal investment framework and capacity building.

In the area of private investment, the project helped increase the Government of Iraq's investment promotion capacity to attract and keep investors, particularly in sectors strategic to long-term economic development. It included carrying out a diagnostic study of Iraq's investment promotion agencies and tailored capacity building in the areas of investment marketing, targeting, and facilitation for investment and promotion officers. The capacity building for investment and promotion officers improved skills in developing tailored investment marketing

material, handling investor inquiries, presenting material to investors, and preparing investment files to formulate and market investment opportunities in Iraq. The project also supported the Government of Iraq's efforts to establish develop Special Economic Zones.

To help the Government of Iraq develop a more attractive policy framework for investment, both at the legal and institutional levels, activities included an assessment of the legal investment framework, technical assistance to review legal provisions of the new investment law, and expert reviews on policy analysis for targeted topics. Stakeholders also had access to international debates on investment policies and trends through the MENA-OECD Competitiveness Programme, which was helpful given the isolation they faced. Some of the tangible outcomes of the OECD Iraq Project include the enactment of a revised Investment Law and a unique and independent platform for stakeholders from all sectors to engage in dialogue. This platform allowed for improved coordination among several institutions and brought a whole government approach to identify key issues and challenges on interrelated topics.

The OECD Iraq Project had to adapt to a number of unforeseen challenges that stemmed from political developments in Iraq. The IS offensive in northern Iraq put back the project's original schedule; the security situation limited missions and changed the project's roll out. Nonetheless, the project continued with a more flexible approach.

Innovation

The project represents a process adaptation because the model of implementation had to be altered to deal with the increasingly challenging environment. Strongly engaging stakeholders, strengthening ownership, creating space for dialogue, and involving the private sector, all became essential to manage the project within an environment of conflict and uncertainty.

Policy-making frameworks and international standards need to be adapted to the context of conflict and fragility. While based on key principles such as OECD Principles for Good International Engagement in Fragile States,[53] innovation worked on a case-by-case basis during the project development and with an intense dialogue with beneficiaries, donors, and partners.

These principles include 'do no harm' (do not add to existing political tensions); utilise a flexible and inclusive approach; recognise multi-dimensional objectives (cross-cutting issues); project ownership by stakeholders; and strengthen intergovernmental and public-private

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53   *Promoting Investment in a Fragile Context: The OECD Iraq Project,* Organisation for Economic Co-operation and Development, June 2016.

dialogue. As such, the project focused on building strong partnerships with the country stakeholders throughout the project, which was crucial towards creating ownership and spaces of trust.

The project undertook a detailed risk analysis at the beginning of implementation, which was further adjusted as events unfolded. It was agreed with the donor to take a flexible approach and the team evaluated progress every six months and, with approval from the donor, prioritised components to yield more tangible results.

Good Practices

Cost-effective: By working at the policy level, the OECD achieves high impact through its interventions beyond the direct participants and beneficiaries involved. Flexibility of the donor optimised use of resources and led to stronger results.

Collaborative resilience-based Action: The OECD's methodology relies heavily on policy dialogue, and the project created a space for public and private representatives from across Iraq as well as connecting Iraqi policymakers to the regional and international policy networks. Project stakeholders repeatedly appreciated this aspect and it led to more effective policy interventions.

Sustainable benefits: The project contributed to tangible results that will ensure sustainable benefits beyond the end of the intervention, including a revised investment law which has been enacted, new investment promotion capacities, improved marketing materials and technical systems, and progress for Iraq to join international conventions that will significantly improve the investment climate. The project also built awareness of the need for Iraq to be integrated in the international investment policy process and adhere to international conventions.

Locally led: The project engaged and built capacity for 60 staff from the National and Provincial Investment Commissions, improving their capacity for investment promotion and facilitation. Furthermore, the policy dialogue process enhanced capacity for coordination between stakeholders.

Contribution to social cohesion: The diverse mix of stakeholders in the policy dialogue increased understanding of the positions and perspectives of all parties.

Partners

Partners: OECD, Provincial Investment Commissions, Ministries involved in investment issues, Prime Minister's Office, local and foreign private sector.

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9.3

SOCIAL SUPPORT RESPONSE FOR SYRIAN REFUGEES: GAZIANTEP METROPOLITAN MUNICIPALITY

Objectives

To respond the needs of Syrian refugees in Gaziantep and to adapt to changes in the crisis.

Project Description

The population of the city of Gaziantep, Turkey, increased by 20% from 2014 to 2016 as a result of the refugee influx from Syria. The total population of Syrian refugees living in camps within the limits of the Gaziantep province is limited to 50,960 with an additional 285,450 refugees in the city of Gaziantep. The governmental refugee response led by AFAD is limited to the camps and there is no institutional refugee response in the urban context. The municipality has been responsive to the emergency situation by inventing new ways to extend municipal services to refugees by addressing social needs, by looking at ways of preserving social cohesion, and by contributing locally with practical initiatives to improve integration of Syrians into Turkish society.

Early in the crisis, the Municipality opened two educations centres and mobilised Syrian teachers. In 2012, the number of refugees in Gaziantep was only a few hundred. The general understanding was that the crisis would last only a few months. Education appeared to be a priority nevertheless. So, to prevent refugee children from missing classes, the municipality opened two schools for Syrian refugee children. In the absence of appropriate regulation, the Ministry of National Education (MoNE) opposed the initiative. The municipality renamed the schools Syrian Education and Information Centers and explored other services beyond education.

In parallel, the municipality prioritised the improvement of social cohesion and social inclusion of Syrian refugees living in Gaziantep by providing them with reliable information and guidance in all aspects of their daily life

and by strengthening relations and communication with local institutions. An information centre was first established in collaboration with the Governorship of Gaziantep. A staff member from the directorates general of each ministry as well as a translator was seconded to the centre.

After beneficiaries decreased in the following years, the municipality closed the centre and decided to replace it with a community centre geared toward women and children. To fund the efforts, the municipality engaged volunteers and received a grant from UNHCR to pay incentives to refurbish the centre. As the Syrian population adapted to the local context, extensive use of social media allowed for the sharing of information and the need for the centre changed again. The municipality decided to adapt once again by developing services specifically for women and children in need of special support in their daily life in the city. The centre had a strategic location in order to mitigate tensions, prevent conflicts, and enhance social cohesion. The centre offers services for Syrian women and children with a focus on human rights to foster social cohesion and social inclusion. It offers information and counselling in law, health, employment, education, social services, sports, and culture.

This represents a process innovation in that the Municipality found a way to respond to the changing needs of refugees in a timely way and to creatively adapt to conditions and limited resources as the needs of those most in need changed.

Innovation

The municipality has been proactive in a crisis that put a stress on the quality of municipal services and put at risk social cohesion, stability and public order. Its process of adaptation was characterised by attentiveness to the needs of all residents, finding creative solutions that maximised integration, and shifting priorities as the situation changed. For example, actions in support of social cohesion became a higher priority as the vulnerability of the city population increased.

In order to create additional resources and innovate the process of service delivery, it began working with international organisations and agencies such as UNICEF with the Prevention of Child Marriage and Child Abuse Project; UNDP vocational training; language classes; Mitigating the impact of Syrian Crisis on Southeast Anatolia Region project; and GIZ 'employment of Syrian refugees' recruitment of Syrians for a year to work in municipal parks and gardens and other parts of the city.

The rapid change of the urban population and the sense of increased vulnerability brought the need to generate data and to enhance the capacity for intervention. So, the municipality adopted an evidence-based planning and intervention mechanism through the Center for Social Studies in late 2014. It has created a social risk map of the city from

a district-based survey of all households in Arabic and Turkish. Using a codification system based on the degree and nature of vulnerability, the database can be accessed online and can be used to intervene with specific services in case of emergency. Additionally, the municipality has made institutional innovations to streamline the processes of delivering services to Syrian refugees by establishing a special administrative unit, the Migrants' Affairs Division, in order to coordinate with international NGOs, disseminate information on refugee rights, and act as a project office.

Good Practices

Cost-effective: The municipality developed its own response with the best use of its existing resources in a very cost-effective way by leveraging current assets, by partnering with international agencies, and by using data to improve effectiveness.

Collaborative resilience-based action: While creating a welcoming environment for refugees, the Municipality generated new partnerships to attend to refugees' needs and help them transform their lives in their new home. They also created a volunteer network of Syrian Refugees (doctors, teachers, translator, engineers, course administrators) who run classes for the Syrian and Turkish community.

Sustainable benefits: By responding quickly, supporting refugees' adaptation to the new environment and putting infrastructure in place to serve the needs of the large number of new residents, Gaziantep fostered sustainable benefits that continue to unfold.

Locally led: The municipality showed leadership by coordinating tasks among the other important public institutions of the city as well as its partner INGOs and international agencies. It also developed its capacities in terms of database planning, preparedness for emergency intervention, and serving refugees through a special administrative unit, the Migrants' Affairs Division.

Contribution to social cohesion: The massive influx of refugees represented a high risk for the quality of life in the city. A proactive and responsive approach in addressing the challenges helped preserve social cohesion in the early stages and integration and social inclusion of Syrians in the longer-term has helped maintain a sense of inclusion and social harmony.

Partners

Partners: Metropolitan Municipality of Gaziantep, Governorate of Gaziantep, People in Need, Turkish Olympic Committee, UNICEF, UNHCR, UNDP, GIZ.

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9.4

ACCESS TO EDUCATION FOR SYRIANS: MINISTRY OF EDUCATION, TURKEY

Objectives

To provide Syrian children living in Turkey with access to education as a public service in conformity with the 1950 Geneva Convention. This recognises that all children in Turkey have the same rights as nationals when it comes to accessing public education. This is to be achieved through the enrolment of Syrian children in Turkish schools and through progressive integration of children from the temporary education centres into the public school system.

Project Description

Until 2014, the Ministry of National Education (MoNE) in Turkey was only working in coordination with the Disaster and Emergency Management Authority (AFAD), who supported the delivery of educational services to Syrian children in camps. Classes were in Arabic and designed according to the curriculum approved by the interim government. Outside the camps, and until 2014, Syrian children could only enrol in Turkish public schools if their parents had a residence permit. This led to de facto exclusion of the children whose parents were beneficiaries of temporary protection. NGO-run schools developed in parallel and served the increased refugee population outside of the camps.

As the notion of 'temporality' was progressively phased out in the Government of Turkey's approach to the Syrian refugee issue, and also to ensure consistency, the MoNE's role was reemphasised as the legal authority in charge of quality education to all Syrian children in Turkey. As such, it was reconfirmed that the MoNE was in charge of the delivery of education within Turkey to all children. After 2014, Syrian children under temporary protection had been provided with access to public schools. The 2014 Regulation required all NGO-run schools to sign a protocol with the MoNE and become temporary education centres. The June 2016 Regulation made clear the 'integrationist' perspective of the MoNE and underlined that the temporary education centres would be progressively closed, and that any attempt to set a parallel, specific educational services to Syrian refugees was unlawful.

As of December 2016, the total population of school age Syrian children was 833,039, the total number of Syrian children enrolled in Turkish schools was 181,183 and 302,404 were still enrolled in temporary education centres. To help increase the number of Syrian children enrolled in Turkish schools, the MoNE set a requirement that any agency or actor willing and interested in supporting Syrian children in the field of education must establish a partnership agreement with the Ministry of Education and agree to establishing programming in a support role to the Ministry.

The partnership with the European Union (EU) provides an illustration. The Facility for Refugees in Turkey was set up in response to the European Council's call for significant additional funding to support refugees in Turkey. The Facility has a budget of €3 billion (USD 3.18 billion) for 2016-2017; within this framework the EU signed a direct grant agreement worth €300 million with the MoNE in order to help the Turkish authorities cover operational costs, access to compulsory education and, more precisely, the costs incurred in their efforts to integrate Syrian pupils and students into the Turkish education system. The Promoting Integration of Syrian Children to Turkish Education System project has four main pillars: support to Turkish and Arabic language teaching; improvement of school infrastructure and the learning environment; school transportation, and provision of guidance and counselling services for Syrian students.

This represents a process innovation in that the MoNE has identified how collaboration with international agencies and NGOs could help achieve goals in the education of Syrian children. The MoNE has noted specific areas for collaboration which it deems will bring more robust results. Furthermore, the MoNE showed flexibility to the evolution of the general policy and has been effective in establishing the State's authority after a first period of a minimalist interpretation of its role.

Innovation

More specifically, the MoNE has defined the main areas for collaboration with NGOs and international agencies as construction of new school buildings; maintenance of school buildings; prevention of dropout and absenteeism; support to Turkish language classes, and support to the schools family union which helps the school management in the organisation of social activities. Additionally, collaborations on vocational training activities and all activities related to the education of adult Syrians should be conducted in coordination with the Lifelong Learning Directorate General of the MoNE.

The MoNE has been able to show flexibility and elaborate collaboration models with NGOs, international agencies and Syrian education volunteers and the collaboration model is leading to the increased enrolment of Syrian children. In addition, the MoNE enhanced its internal coordination and consultation structures in order to better integrate the lessons learned at the local level of the provincial directorates of the Ministry.

Good Practices

Cost-effective: Programming and the collaboration model aimed at supporting national institutions in delivering educational services to Syrian children is more cost effective and sustainable than any parallel education system.

Collaborative resilience-based action: The strategy aims to integrate children and provide their families with positive future prospects.

Sustainable benefits: This approach enables a long-term integration for the children and their families into the national system and aims to provide the children with quality education to help them to build their future wherever they live.

Locally led: The MoNE acknowledges the importance of the experience accumulated at the local level. Most of the challenges will need to be solved at the local level. Supporting teachers is also recognised as an important priority.

Contribution to social cohesion: Education is fundamental for social cohesion. Integration of Syrian children into the national education system and having Turkish and Syrian children in same schools and classrooms will contribute extensively to social cohesion.

Partners

Partners: Turkish Ministry of National Education, European Union.

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CHAPTER 10: ENHANCED CASH-BASED SOLUTIONS

PRINCIPLES

Determining whether cash is appropriate; understanding likely market impact; effectively communicating with beneficiaries; rigorous monitoring and evaluation; ensuring common standards and cash as livelihood support

PROJECTS

- 10.1 Intelligent Voucher Solution for Humanitarian Emergency Response: AID:Tech

- 10.2 Predicting Poverty for Refugees in Lebanon: UNHCR and WFP

- 10.3 Cash Voucher Programme in Rural Turkey: International Organization for Migration

- 10.4 EYECLOUD©: UNHCR Jordan

BACKGROUND

Cash[54] and vouchers have been used as a programming modality in the sub-region previously by a number of UN agencies, including UNRWA[55] and UNHCR,[56] but in the current crisis they are being used on an unprecedented scale, across most sectors and in all crisis-affected countries. Providing a greater degree of dignity and choice for beneficiaries than in kind assistance, the use of unconditional and conditional cash and vouchers is proving a highly effective and efficient tool in this largely middle-income region with generally high literacy rates, functioning banking systems, and relatively stable markets.

Providing assistance in the form of cash or vouchers enables beneficiaries to make choices as to what assistance they need and when. It can offer a sense of normalcy and inclusiveness, enabling families to interact with local shops and service providers, rather than queuing for in kind assistance from international organisations. Cash programmes can be a quicker distribution method and offer some cost efficiencies since they eliminate the need for large-scale in kind distributions and necessary procurement and logistics. The direct and indirect benefit of cash-based programmes to national and local economies is also evident: recent assessments in Lebanon and

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54   See, for example, the Cash Learning Partnership – www.cashlearning.org

55   UNRWA has been using cash-based assistance in varying formats for Palestine refugees for many years and it now constitutes a greater proportion of UNRWA's emergency work than in kind aid, allowing refugees the freedom to prioritise their own needs across several sectors.

56   Cash, through an ATM card system, was used as an effective programming tool in UNHCR's response to the Iraqi refugee crisis in Syria, Lebanon and Jordan – see UNHCR (2009), Surviving in the City: A Review of UNHCR's Operation for Iraqi Refugees in Urban Areas of Jordan, Lebanon and Syria.

Jordan indicate that cash-based programmes can increase the revenues of local and national retailers, create new jobs in local communities and the cash provided can have a significant multiplier effect.[57]

Across the region, international organisations are using cash-based programming within and across sectors to address basic needs for food, shelter, education and health. There are a range of risks and challenges inherent in using cash-based programming on such a large-scale but the following principles and approaches may help to mitigate them.

GOOD PRACTICE PRINCIPLES

Determining whether cash is appropriate: Cash is not a panacea and it is first necessary to determine whether this is the most appropriate programming tool to provide assistance. Undertaking a response analysis, as part of or immediately after a needs assessment, will help to understand the likely efficacy and appropriateness of cash versus other modalities, as well as the most appropriate form of cash programme (conditional or unconditional cash transfers, vouchers or cash for work). Taking into account the preferences of beneficiaries is key at this stage although their preferences may not always be catered for. For example, international organisations in the sub-region report the main preference of beneficiaries is for unconditional cash. However, political and security concerns in some host countries have meant that vouchers are more appropriate since they may be less controversial vis-à-vis host communities and governments. They also enable international organisations to direct beneficiaries' spending towards goods and services linked to their intervention objectives although, compared to cash, this does limit the choice households have.

Understanding likely market impact: Understanding local markets and how they may be impacted by large-scale use of cash-based assistance is essential to inform the design of programmes.[58] For example, between April and May 2013, International Rescue Committee led an interagency Emergency Market Mapping and Assessment (EMMA),[59] which found evidence of the increasing competition in key labour markets resulting from the refugee influx.[60] Large injections of cash through various modalities into local economies can have both positive and negative impacts. Key questions to consider include whether local markets are competitive; whether there are any restrictions on movement of goods, particularly to remote areas; whether existing

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57   See WFP (2014b), Economic Impact Study: Direct and Indirect Effects of the WFP Value-based Food Voucher Programme in Lebanon; WFP (2014a), Economic Impact Study: Direct and Indirect Impact of the WFP Food Voucher Programme in Jordan"; and IRC (2014), Emergency Economies: The Impact of Cash Assistance in Lebanon: An impact evaluation of the 2013-14 winter cash assistance program for Syrian refugees in Lebanon.

58   For a checklist of questions that could be included in response analysis and market assessments, please see Harvey, P. and Bailey, S., (2011), HPN Good Practice Review: Cash Transfer Programming in Emergencies.

59   See http://emma-toolkit.org

60   Battistin, F. (2014), IRC Cash and Livelihoods Support Programme in Lebanon.

traders or retailers can respond to quick increases in demand; whether there is a risk that increased demand may result in rising prices; and whether local markets are sufficiently integrated to be able to mitigate the risk of inflation.[61]

Effectively communicating with beneficiaries: Noting the multiple cash-based programmes being implemented across the region, communicating effectively with beneficiaries is essential to avoid confusion, identify any problems and quickly put mitigating measures in place, ensuring that people are able to access their assistance quickly and efficiently. Combining different modes of communication may support more effective outreach: for example, Support to Life (a Turkish NGO) utilised mobile technology, a network of Syrian volunteers and traditional leaders (mukhtars) to communicate with the beneficiaries of their food e-voucher programme in Turkey.[62] Articulating a clear mechanism through which beneficiaries can report problems and receive help is also necessary to ensure the efficient functioning of a cash-based programme and to build confidence among beneficiaries in the implementing agency.

Rigorous monitoring and evaluation: Whilst the methodology for monitoring implementation of cash-based programmes may not be substantially different to in kind assistance, lessons learnt indicate the need for rigorous monitoring at multiple levels. Vouchers in particular pose unique risks because they can create a market dominated by a small number of players. This requires monitoring of shops to ensure services are appropriate and to prevent abuse, such as artificially raising prices. For both cash and vouchers, monitoring of prices and supplies is necessary in order to respond to inflation if it occurs and thereby ensuring consistent purchasing power for refugees and host populations. Household-level monitoring is important to understand the probable impact and inform necessary adaptations in programme design and implementation. For example, as part of its 2012 cash assistance programme, UNHCR Jordan and IRD launched a Home Visit project to assess the impact of cash and other assistance on households. Between October 2012 and March 2013, 61,823 refugee home visits in rural and urban areas were conducted and the results have provided a detailed analysis relevant for cash and other programming.[63] In Lebanon, the UNHCR and partners' winterisation unconditional cash assistance programme in 2013/14 was subject to a detailed comparative assessment conducted by IRC that is now being used to inform the design of this year's programme.[64]

Ensuring common standards: Ensuring that the diversity of cash-based programmes implemented in the region is based on common standards is essential to ensure some degree of coherence and equity of assistance to populations in need, which may help mitigate tensions between different groups. The Cash Working Groups in

61   More information and guidance on market assessments is available at www.cashlearning.org; the Emergency Market Mapping and Analysis toolkit (http://emma-toolkit.org); and Harvey, P. and Bailey, S., (2011), HPN Good Practice Review: Cash Transfer Programming in Emergencies.

62   Kuğu, B. and Okşak, E. (2013). Evaluation Study of Support to Life's Response to the Syrian Refugee Crisis 2012 and 2013.

63   UNHCR/IRD (2013), Syrian Refugees Living Outside Camps in Jordan: Home Visit Data Findings, 2013.

64   IRC (2014), Emergency Economies: The Impact of Cash Assistance in Lebanon: An impact evaluation of the 2013-14 winter cash assistance program for Syrian refugees in Lebanon.

Jordan and Lebanon are developing common standards for use of cash assistance across multiple sectors, including in relation to needs assessments, vulnerability analysis, distribution methods, post distribution and evaluation measures, as well as sharing of lessons learnt from different sectors.

Cash as livelihood support: Noting the varying policy, legal and practical restrictions in accessing sustainable livelihoods in host countries, cash-based livelihood support is increasingly important for refugees. Cash for work programmes can, for example, offer positive, though short-term, socioeconomic benefits. Cash can also be used to pay off debts - an increasing problem for many refugees in this region, in large part due to their lack of access to employment or other income-generating activities. IRC, for example, has provided unconditional and unrestricted cash assistance to a small number of vulnerable refugees and host communities in northern Lebanon as part of its cash and livelihood support programme.[65]

Enhancing national social protection programmes: The experience of implementing large-scale cash-based programmes for refugees presents opportunities for enhancing national social protection or poverty alleviation programmes. In Lebanon, for example, UNHCR, the World Bank and WFP are assisting the Ministry of Social Affairs to implement a food e-voucher system as part of its National Poverty Targeting programme. The system being adopted is similar to that implemented by WFP and partners for Syrian refugees in Lebanon – it uses the same bank partnerships and ATM system, the voucher has the same value and the programmes uses the same list of contracted retailers. Cash, perhaps more than in kind assistance, may cause jealousy and tension between refugees and host communities. Utilising similar approaches to support local poor populations may therefore help mitigate the risk of tensions over cash-based support.

The following regional programmes reflect an innovative approach in cash-based programming and demonstrate some of the good practice principles discussed above.

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65   Battistin, F. (2014), IRC Cash and Livelihoods Support Programme in Lebanon.

AID:Tech

10.1

INTELLIGENT VOUCHER SOLUTION FOR HUMANITARIAN EMERGENCY RESPONSE: AID:TECH

Objectives

To field test intelligent voucher technology in the most demanding conditions possible, focusing on Syrian war refugees living in camps and in the city of Tripoli, North Lebanon.

Project Description

Lebanon, a country of 4 million people that borders war-ravaged Syria, now hosts nearly 2 million displaced people. All of the world's major humanitarian organisations assist in dealing with the crisis. Aid is distributed through a system of vouchers, usually paper-based, which allow refugees to buy essential goods. Vouchers replace cash, which attracts corruption on a massive scale. However, paper-based vouchers also have inherent problems. They are easy to duplicate and attract fraud, can get lost or stolen, require a working banking system which is expensive due to bank charges, and are subject to delays which result in problems for the aid agency frontline staff and refugees themselves.

AID:Tech's solution overcomes these problems. AID:Tech works with NGOs and International Development Agencies to provide an intelligent voucher and digital identification system that can be seamlessly used by refugees and/or migrants. The system stores a digital record of a person's identity along with a wide array of additional information such as electronic cash, social welfare entitlements, dental records, health records, etc. The platform is built on blockchain, a technology that allows for the instant transfer of digital assets, such as electronic cash, from one person to another in any country around the world without fees and without restrictions on amounts transferred.

Vouchers are electronic, utilising either a card with a unique code for each refugee family or an electronic code sent to their mobile phone. The voucher is scanned at the cash till when groceries are bought and the total bill is deducted from the voucher instantly. The AID:Tech voucher

can be topped up remotely by the aid agency staff. All transactions can be monitored remotely in real time providing the aid agency with instant data on purchases, volumes, location of purchase, etc.

AID:Tech teamed up with The Irish Red Cross and Lebanese humanitarian experts to carry out a prototype project in Lebanon. AID:Tech's objectives were to field test their technology in the most demanding conditions possible, focusing on Syrian war refugees living in camps and in the city of Tripoli in North Lebanon. The humanitarian objectives were to ensure refugees received aid while preserving their dignity. Within a matter of hours after starting the pilot, perfect copies of the cards were being presented to shopkeepers but the forged copies were useless once the QR code was scanned and showed the attempted transaction to be invalid. This showed that the technology developed by AID:Tech has the potential to offer a sustainable solution to this problem.

AID:Tech represents a service innovation in that it provides an intelligent voucher and digital identification system that can be seamlessly used by refugees and/or migrants. It supports the current best practice of using some form of cash rather than food or supplies. It also is a process intervention in that the digital technology allows for the instant transfer of digital assets, such as electronic cash, from one person to another in any country around the world without fees and restrictions. While the technology is still in the pilot stage, it shows great promise because of its flexibility and potential to reduce costs.

Innovation

AID:Tech has been experimenting with blockchain technology for quite some time. They have found that one of the key benefits of the technology is to increase transparency and trust amongst people who don't know each other. With this in mind, AID:Tech identified the delivery of international aid as a perfect test case, then they developed a prototype which was piloted in Lebanon. AID:Tech is currently scaling up and building partnerships with NGOs and governments to roll out the technology across the globe.

In terms of their innovation process, they have used Human Centred Design and an agile software development process to create user personas to help them better understand the needs and requirements of their end-users or beneficiaries. While this is a somewhat time-consuming process, it leads to time savings and cost savings further in the development stages. In learning from their innovation process, AID:Tech discovered that they should have deployed their prototype earlier than they did. They spent too much time developing features that they thought people wanted rather that testing locally with test users and then rolling it out in the field. They would also recommend assigning persons to collate all feedback from users during the pilot so that all feedback is properly maintained.

Good Practices

Cost-effective: This solution is cost effective as the technology overhead is minimal. For example, a merchant only requires a basic feature phone with a QR code scanner to verify that an intelligent voucher contains enough credit to fulfil the transaction. The intelligent vouchers can be procured at a very low price if purchased in bulk. And even in cases where vouchers cannot be obtained, the voucher can be sent to a mobile phone instead.

Collaborative resilience-based action: This project was only made possible by collaboration between the Irish Red Cross and AID:Tech. The Irish Red Cross provided the humanitarian and logistical know how, while AID:Tech provided the technical infrastructure. It could be said that this project was a perfect example of engaging the private sector in the resilience response and developing new approaches. Also, because local merchants and businesses were consulted and involved in the process, it helped foster stronger and more productive relationships between them and the humanitarian actors.

Sustainable benefits: Because technology was at the heart of this project, scalability is relatively easy to achieve and replicating the project quickly on a global basis would be possible and sustainable. Also, future involvement of the implementing agencies would be minimal. Once the solution is deployed, all that is required is remote maintenance of the underlying technology infrastructure.

Locally led: Because the solution is used entirely by local actors, it puts the power in their hands. Permissions can also be granted to local trusted actors to distribute the digital resources, thus ensuring that the right resource reaches the right person at the right time.

Contribution to social cohesion: The most notable feedback from the project in Tripoli was that the people using the intelligent vouchers said they found it to be a very empowering experience. They reported feeling very satisfied that they could obtain products of their choice rather than relying on handouts. Providing them with a re-usable intelligent voucher that resembled a credit/debit card gave them a sense of dignity not previously afforded with paper-based vouchers.

Partners

Partners: AID:Technology, Irish Red Cross.

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PREDICTING POVERTY FOR REFUGEES IN LEBANON: UNHCR AND WFP

10.2

Objectives

Efficient targeting of the most economically-vulnerable refugees in Lebanon.

Project Description

According to the Living Conditions Index, it is estimated that 52% of the population of Lebanon is living in poverty and 17% in extreme poverty;[66] The share of refugee households

living below the poverty line is at an alarming 71%[67] and 50% of Syrian refugees are below the household survival minimum.[68] Resources are limited; therefore, there is a need to prioritize those in greatest need. UNHCR, WFP, and partners began household visits to identify those most in need through a 45-minute interview and observations. While this process provided partners with valuable information, profiling a population of one million would require at least two years, with refugees in need waiting to receive cash assistance.

In response to these levels of poverty and refugees' immediate needs, UNHCR partnered with the American University of Beirut (AUB) and WFP to find a faster and more efficient formula to estimate household economic needs of Syrian refugees in Lebanon in order to assign benefits more quickly. Through this partnership, and backed by sound research,

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66   The International Fund for Agricultural Development (IFAD), Rural Poverty Portal. Accesses December 2016.

67   Vulnerability Assessment of Syrian Refugees in Lebanon 2016, UNHCR, UNICEF, WFP, December 2016.

68   Poverty, Inequality and Social Protection in Lebanon, Oxfam and Issam Fares Institute of American University Beirut, January 2016.

WFP, UNHCR, and partners agreed on one common targeting approach: the Desk Formula uses data from one year of household visits and other vulnerability assessments to reliably predict household needs based on information collected at registration, allowing UNHCR, WFP and partners to automatically include those most in need as soon as resources are available. The same Desk Formula is used by UNHCR and WFP to target food assistance and the Lebanese Cash Consortium (LCC), creating consistencies in the system.

Prior to adopting the Desk Formula, humanitarian agencies relied on information provided by refugees through a household visit during which detailed information was collected on expenditures, income, assets, shelter condition, and the general conditions of the family. This information was used to conduct a proxy means test that was meant to predict economic vulnerability. Drawing upon this wealth of data and the results of the annual vulnerability assessment for Syrian refugees, UNHCR and WFP worked with the American University of Beirut to arrive at a Desk Formula that would be able to predict vulnerability for the entire population at once, rather than wait for the completion of time-consuming household visits. This research venture required about six months of work to analyse the data, present a recommendation, and implement.

Innovation

The Desk Formula represents a process innovation in that it has created a new, more cost-effective way to assign benefits. It also is a product innovation, having created the Desk Formula.

The model relies on regularly updated data and information about the situation of Syrian refugees in Lebanon; examples include the information collected during the annual Vulnerability Assessment for Syrian Refugees (VASyR) and information collected by UNHCR when refugees approach the office. The model is built to ensure that partners are reaching the most vulnerable refugees. The targeting system provides all agencies and sectors with a means to target those most in need.

UNHCR is currently looking into how to develop vulnerability assessments that could be relevant for multiple operations. The experience of implementing the Desk Formula in Lebanon demonstrates the need for external expertise to conduct sophisticated analysis and to consult academic and research institutions. But the overall savings in time and resources that it would take to come up with other solutions, which are usually less objective, makes it a worthwhile investment.

Cost-effective: By design, the Desk Formula removes the time and resources required by a household visit, the previous manner in which information was collected to determine vulnerability. A single household visit may cost as much as USD 25, a significant amount when multiplied by the number of refugee households in the country.

Collaborative resilience-based action: The partnerships were critical to success and represents what can be achieved when UN agencies work together. The Lebanon Cash Consortium comprises six agencies: ACTED, CARE International, International Rescue Committee (IRC), Save the Children (SC), Solidarities International (SI), and World Vision (WV) to provide multipurpose cash assistance to Syrian refugees in each of the agencies' respective areas across Lebanon.

Sustainable benefits: The Desk Formula helps UNHCR and partners target activities to those individuals who are most vulnerable, therefore reducing potential risks. Organisationally, UNHCR is looking into using this experience as a starting point to develop vulnerability assessments that could be relevant for multiple operations.

Locally led: Researchers at the American University of Beirut brought their expertise and rich experience to the project and the creation of a common formula and the collaboration strengthened the Lebanese Cash Consortium.

Contribution to social cohesion: The Desk Formula increases speed and efficiency of beneficiaries receiving assistance, reducing tensions and increasing stability.

Good Practices

Partners

Partners: UNHCR, WFP, American University of Beirut, Lebanon Cash Consortium and other NGOs.

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Website: http://www.unhcr.org/en-us/lebanon.html

IOM • OIM

10.3 CASH VOUCHER PROGRAMME IN RURAL TURKEY: INTERNATIONAL ORGANIZATION FOR MIGRATION

Objectives

To provide the most vulnerable Syrian Refugees living in rural districts with unconditional cash assistance in the form of electronic smart cards to be used to purchase essentials at local markets.

Project Description

In the context of migration crisis response, and also in pre-crisis and fragile settings, resilience-strengthening is a strategy to promote agency, coping, and self-reliance abilities, and to create opportunities for informed decision-making, while building capacity to manage the underlying drivers of displacement and vulnerability. Resilience-building approaches empower affected people to influence their conditions while reducing vulnerability to future, protracted or reoccurring shocks and stresses. In Turkey, one way that the International Organisation for Migration (IOM) is increasing the resilience of Syrian refugees is through cash assistance for the most vulnerable households, thereby reducing their vulnerability and promoting dignity.

Working in several rural districts in Southern Turkey, IOM has developed an e-card which is given to beneficiaries and functions similar to a debit card. The card is accepted in local markets and family-operated shops that have an agreement with IOM and have received training on the implementing system. The electronic cards are managed through the most advanced and integrated platform system that enables real-time programme management, which allows for rapid adaptation to changes or beneficiary needs and enables IOM to customise all operational features to adapt to any project context.

The cash voucher project is implemented in multiple districts of Hatay province where IOM is already operational, focusing on rural populations where the Turkish Red Crescent and WFP are not working. The most vulnerable beneficiaries are targeted by IOM, following a multi-sector

vulnerability assessment and household verification visits. The electronic cards are loaded with a standard transfer value of 100 TL (USD 27 USD) per person per month for all basic household needs for a total number of 2,573 families (15,308 individuals. Beneficiaries are informed of the markets they can visit to purchase items, as well as the dates of reloading, via an SMS system.

The software used for the cards allows IOM to use a data interface to monitor activity and make simple programme changes and it enables real-time management and a process to facilitate adaptation. The system is, as a result, more flexible, transparent, and efficient both from a managerial and beneficiary perspectives and it allows IOM to be responsive in real time to the needs of refugees and market changes.

More specifically, the software system allows IOM to respond quicker to population movements and to the changing vulnerabilities of refugees. The software is fully customizable to respond to programmatic needs and was custom developed for IOM's cash programming. The e-voucher cards and project activities are integrated into one online platform. This allows IOM to analyse and input data from all components into the system such as registering beneficiaries, topping up cards, seeing what beneficiaries are purchasing, market activity, and complaint mechanisms. The live online system shows immediately who has spent what where and if a card is not being used so IOM can immediately follow up to see what the problem is.

Compared to projects provide in-kind assistance, this project allows for a quicker and larger response and reduces costs associated with logistics, warehousing and procurement. In terms of achievement, IOM has been able to register over 600 households on a daily basis and distributed over 2,000 cards.

Innovation

The project represents a product innovation in that the cash voucher system has been adapted to the specific rural locale and the software allows for real-time management and monitoring, allowing IOM to be responsive to the needs of refugees and to market changes. The software and programme have been designed to be highly adaptable to beneficiary and local needs.

The programme has been running for the past two years and has been amended and improved with each phase. IOM believes that its current cash project through the e-card modality and its integrated system is highly efficient and is best suited to deliver the most urgent basic needs to refugees living in the rural areas of Turkey. The real-time management and monitoring provided by the software system has meant that IOM has been able to adapt its approach to better reflect the Turkish context and it has provided insights into areas where the quality of activities can be improved. IOM is able to respond quicker to population movements and is able to meet the ever-changing vulnerabilities of refugee population in Turkey and, more particularly, in Hatay province.

Good Practices

Cost-effective: The project maximises effectiveness by continually updating the system according to refugees' needs and lessons learned, which are evidence-based and allow for future replication. Additionally, IOM strives to meet international best practices to move away from non-cash modalities and paper-based voucher systems. This reduces fraud, which can be quite costly.

Collaborative resilience-based action: The e-card system strengthens the local economy by encouraging local spending. The programme helps beneficiaries cope by providing them with stable supplementary financial resources. The e-card system has also resulted in equalisation and stability in household power dynamics as it has allowed women to take more responsibility in managing the financial aspects of the household in recovering from the crisis.

Sustainable benefits: The intervention has a positive impact on the local economy as funds that IOM provides to refugees are spent locally.

Locally led: IOM has benefitted in particular from cooperating with local authorities who have added insights on the situation on the ground and continue to provide advice on the local context. This has increased feelings of ownership among the local stakeholders and has allowed IOM to build trust with the governors and authorities to ensure the activities are managed in a secure environment.

Contribution to social cohesion: Through the trainings, shopkeepers are made more aware of the situation of refugees and therefore support the effective implementation of the project. The fact that the e-cards resemble debit cards and can be topped up remotely allows refugees to have increased dignity. As IOM is supporting the economy of small towns this has created a positive effect, stimulating and improving the financial situation of the host community and decreasing friction and hostilities between refugee and the host communities.

Partners

Partners: IOM, local shop owners.

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EYECLOUD©: UNHCR JORDAN

10.4

Objectives

To deliver timely cash assistance to Jordan's most vulnerable refugees using biometric authentication in a way that is efficient and effective, guarantees the security of refugees' data and is fraud-proof.

Project Description

Prior to its launch in 2016, refugees were burdened with having to enrol and reverify their identities with the bank in order to access their assistance from UNHCR. Humanitarian partners, for their part, often had to resort to use less efficient and more costly means to transfer their assistance to refugees, opting in most instances for one-off bank cards, cash in hand and local money exchanges. In Jordan, as well as in the MENA region, UNHCR collects biometrics in the form of iris scanning during the registration of refugees. Iris scanning measures the unique patterns in a person's irises, which are used to verify and authenticate identity. The biometric data of refugees is protected in a database. UNCHR/Jordan built a secure and encrypted network connection that can be used to authenticate beneficiaries known as EyeCloud©.

EyeCloud© allows third parties like participating banks and supermarkets to authenticate refugees without sharing any personal or biometric data. To disburse cash assistance, UNHCR sends a monthly list of case numbers and cash assistance amounts to its partner bank, similar to payroll instructions. UNHCR uploads the same list to the EyeCloud. When a refugee approaches the iris-enabled ATMs, the iris is scanned, and the ATM connects to Eyecloud© to identify and authenticate the refugee. The refugee, once identified, can withdraw funds. The system allows for timely assistance: in urgent cases, for example when the refugee faces eviction, the system lets UNHCR provide cash in less than 24 hours.
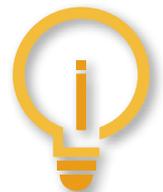
UNHCR has partnered with the Cairo Amman Bank in order to utilize its broad network of existing iris-enabled ATMS. Refugees can access cash assistance using more than 90 iris-enabled ATMs throughout the country. The programme is card-less, pin-less and fraud-proof. Refugees who have not withdrawn their allocated cash assistance at the end of the month are contacted by UNHCR. If they are unreachable, the funds are recovered and allocated to vulnerable families on the waiting list.

In August 2016, UNHCR extended the agreement with the Cairo Amman Bank, and access to the EyeCloud to other humanitarian agencies in Jordan through the 'Common Cash Facility'[69] (CCF). All partners joining the facility - large and small – can transfer cash assistance on an equal and direct basis, under the same terms and conditions and at the same record-low overheads, with no entry and exit barriers. This means that a small NGO processing a one-off payment for a limited number of refugees would benefit from the same low fees as a large agency delivering monthly cash assistance to thousands of refugees.

The Common Cash Facility offers economies of scale and cost advantages as it has negotiated the same lower bank fees for all partners (which at the end of 2016 were of 1.67%). It also ensures that each organisation maintains a separate and direct relationship with the bank, upholding financial integrity and accountability. The CCF is jointly managed by representatives of all partners participating in the facility, of which UNHCR is one of its members.

Innovation

EyeCloud© combined with the Common Cash Facility is a process innovation. It changes the operational aspects of how services are delivered to Jordan's most vulnerable refugees in a way that is efficient, effective, transparent and fraud-proof, while at the same time guaranteeing the security of refugees' data. The CCF and the Public Private Partnership between the iris company, the partner bank and UNHCR effectively utilises collaboration to reduce overhead costs and leverages the private sector and banking industry towards an innovative cash-based approach.

The CCF allows all organisations to collectively target their assistance at lower banking costs by negotiating advantageous bank fees due to the strength of its pooled funding. It provides coordination among partners to avoid beneficiary duplication and allows each organisation to work directly with a bank, thereby satisfying financial regulations and audit requirements. No agency acts as a 'service provider', thereby maintaining the integrity and importance of the full spectrum of humanitarian assistance provision.

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69   Executive Committee of the High Commissioner's Programme, EC/66/SC/CRP.13 ; 3 June 2015
http://www.unhcr.org/5596441c9.pdf

The project was conceived and developed when UNHCR was looking to utilise its rich biometric registration data for operational purposes. The development occurred through a public-private partnership (PPP) between the iris company, the partner bank and UNHCR. The PPP took the risks in development and testing the technology. Strong communication with refugees through the UNHCR call centre and strong trouble-shooting/ response mechanisms helped increase the success of the venture. The PPP allows UNHCR and other humanitarian partners in Jordan to take advantage of marketplace advances in banking and biometrics without the initial costs of development and testing.

Cost-effective: EyeCloud© reduces administrative hurdles that refugees experience to receive their assistance. Cost-wise, no bank employee is required to dedicate his or her time to verifying cash beneficiaries, which reduces bank fees. Further, the CCF has negotiated lower bank fees by buying services collectively. Using iris scans guarantees that allocated cash reaches intended recipients not just once, but every time money is withdrawn from the account.

Collaborative resilience-based action: The CCF means low overhead costs for all partners – large and small - and a world first in leveraging the private sector and banking industry towards an innovative cash-based approach in support of refugees. The first partners to join the CCF were the German Red Cross, UNICEF and World Relief Germany. It has since partnered with World Vision, ACF, Medair, and NICOOD. The Common Cash Facility Steering Committee is the decision-making body for the platform and creates the standard operating procedures. It is currently co-chaired by UNHCR and World Relief Germany.

Sustainable benefits: The sustainable benefits of this project are in the way they have innovated partnerships in both the Common Cash Framework and the PPP.

Locally led: The cash assistance is spent in local markets in support of the local economy, promoting and strengthening the relationship between refugee and host communities.

Contribution to social cohesion: Firstly, it dignifies refugees by providing them with the choice to best determine how to spend their assistance. Secondly, refugees spend it on those items that they need the most, reducing waste and the chance of aid items being sold on the black market at inflated prices. Refugees are treated equally at an ATM. They use the ATM as their Jordanian neighbours do, without stigma.

Good
Practices

Partners

Partners: Implementing partners: Common Cash Facility, Norwegian Refugee Council and the World Food Programme; CCF Partners: German Red Cross, UNICEF, World Relief Germany, World Vision, Medair, ACF, UNHCR, NICCOD.

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Websites: http://www.unhcr.org/en-us/jordan.html

http://www.cab.jo/news/unhcr-cairo-amman-bank-and-irisguard-unveil-ground-breaking-technology-enhance-delivery-refugee

https://www.youtube.com/watch?v=dGSWDnF9qYQ

CHAPTER 11: HARNESSING NEW TECHNOLOGY

PRINCIPLES

Integrated, adaptive, systems approach; ethical innovation; privacy and data protection

PROJECTS

- 11.1 Medical Emergency Supply Line for northern Syria: WHO Turkey
- 11.2 Smart services for waste collection: UNICEF Jordan
- 11.3 Connectivity for Refugees: UNHCR Jordan
- 11.4 AIM for Protection and Solutions: UNHCR Jordan
- 11.5 Infoline: Access to Critical Information: UNHCR Egypt
- 11.6 Innovative use of Existing Resources: Helpline for Work Permits: UNHCR Jordan

BACKGROUND

Information Technology is playing a transformative role in the emergency and longer-term response in the sub-region but it poses challenges and risks as well as offering significant benefits. At worst, information technology can be used to inadvertently or deliberately exacerbate local tensions or conflict, and violating data privacy and protection standards can place individuals or local communities at great physical risk. When guided by good practice principles, however, information technology can build on local capacities to foster social cohesion and strengthen the resilience of households, communities, institutions and systems.

The following good practice principles can support international organisations in maximising the benefits and minimising the risks in using information technology to support programming responses in this sub-region.

GOOD PRACTICE PRINCIPLES

Integrated, adaptive, systems approach. In complex crises understanding the dynamics between multiple actors and being able to understand or see the whole system is essential in order to create effective interventions and initiatives. Complex systems are dynamic and interventions need to be adapted as the system changes. Engaging and collaborating with multiple actors, especially private sector companies, can allow the whole system to engage and create more effective solutions that are informed by on-the-ground realities and a deeper understanding of beneficiary and stakeholder needs. Information can be integrated from multiple sources, costs can be shared and the result is often more sustainable because of increased local ownership and win-win solutions.

Cost-effectiveness. Utilising technological solutions can be a way to reduce costs and increase effectiveness. This may take more upfront planning, testing, and adapting solutions to generate sustainable solutions that reduce costs in the long-run. At times, a low-tech solution, such as the WHO medical supply line, must be chosen in order to deliver the innovation within time and budget constraints. Other initiatives, such as UNICEF's smart waste project, find ways to reduce overall costs by using data. It is noted that this region lags behind in its use of big data and data-driven solutions.[70]

Ethical innovation. UNICEF proposes an ethical framework to bridge the worlds of technology and international development. This overarching framework emphasises that information technology should be participatory and sustainable, humanistic and non-hierarchical. A number of key elements are presented as part of this framework:[71] design with the user; understand the existing ecosystem; design for scale; build for sustainability; be data driven; use open standards, open data, open source and open innovation; reuse and improve; be collaborative; and do no harm. In general, an 'open' standard is one that is publicly available and can be freely adopted, implemented, and extended.

Privacy and Data Protection. Perhaps one of the greatest risks related to use of information technology, particularly in such a complex conflict context, is misuse of personal data and information. The principle of Open Data, which is gaining momentum in the sub-region, can run counter to protection of beneficiaries and local partners. All organisations collecting personal data should place significant emphasis on maintaining data privacy, protection and security. The International Committee of the Red Cross's (ICRC) Protocols on Data Privacy, Protection and Security provide concrete, operational guidelines on data-sharing and informed consent in conflict zones and are summarised in the box below. Even the best, most transformative information technology is unlikely to meet all aspects of data protection and security. Consequently, good and innovative use of information technology should begin with a risk analysis and development of a risk mitigation strategy.

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70 "While the Middle East lags slightly behind more developed markets in big data adoption, trailblazers are proving that organisations can find immense value in this emerging technology": ITP.net, October 13, 2015: http://www.itp.net/605160-big-datas-big-calling-the-mega-trend-hits-the-middle-east

71 Fabian, C. and Fabricant, R. (2014), "The Ethics of Innovation".

World Health Organization

11.1

MEDICAL EMERGENCY SUPPLY LINE FOR NORTHERN SYRIA - SUPPLY LINE ONLINE SYSTEM: THE WORLD HEALTH ORGANIZATION (WHO) TURKEY

Objectives

To respond quickly and cost-effectively to the critical supply shortages in Northern Syria in a way that strengthens communication among multiple stakeholders and is managed remotely.

Project Description

WHO partners operating health facilities in northern Syria have reported a lack of medicines, a reduction in the number of health staff, and worsening access to health care. Many hospitals face critical supply shortages. Prior to the crisis in Syria, more than 90% of medicines were locally produced; however, substantial damage to the pharmaceutical plants located in Aleppo and Rural Damascus governorates where 90% of the country's plants are based, means that medical supplies must come from outside Syria.

In response, WHO has created the Supply Line Online System, a package of all procedures and tools necessary to provide support to the emergency medical supply line maintained in north Syria for 155 health facilities, supported by WHO, its 23 NGO partners, and the local health authority in northern Syria. The unique online system enables collaborative and transparent delivery of essential medicines through strengthening communication among multiple stakeholders using a remote mode of management.

The system includes: 1) planning tools that are completed by the partners by submitting an expression of needs and used to identify priority facilities to receive the supplies according to patient load and medical profile; 2) distribution tools that provide the details of the shipment contents, route, delivery date, and recipient partner and facility and 3) tools that partners use to report on the utilization of the supplies on a monthly basis. These tools are accessible by all partners. Such a system ensures delivery of medicines based on needs, contributes to the monitoring through transparency and peer-to-peer monitoring, and facilitates accurate reporting of deliveries.

The supply line is coordinated from Turkey to provide the support through cross-border operation and the beneficiaries are in hard to reach and besieged areas in northern Syria. The system enables a remote mode of work in a situation where giving humanitarian actors access to beneficiaries is a constant challenge.

The emergency supply line system is efficient, timely, and transparent. It reaches the right beneficiaries on time while ensuring accountability at every stage of the supply line process. By continually reassessing the dynamic changes of the target beneficiaries, their needs, the partners available, and the access to the beneficiaries, the system is updated to meet the needs of the targeted population. The system enables a smooth, fast, and transparent identification of partners for any 45-day cycle (on average) of medical emergency distribution; continual overview of the procured goods vs. distributed goods vs. needed goods; and monitoring and evaluation of the supply line process to assess needs and identify gaps.

The Supply Line represents a process innovation. It uses the minimum technology to ensure inventory and supply is carried out. The shared portal has led to new ways of collaboration and coordination among WHO partners.

It was developed based on an urgent need using existing, inexpensive tools and technology such as Google Docs and existing monitoring and reporting systems in an efficient and effective way. The WHO Gaziantep technical resource team, in consultation with its regional offices, partners, and stakeholders, designed the system and created a prototype, which was tested and refined. The system utilizes available resources and technology as a means to ensure proper coordination and collaboration among the different stakeholders, and it eliminates duplications. Additionally, the team has noted that the transparency of the system increases the efficiency and effectiveness of the operation whereas lack of transparency blocks it. The fact that many people in the supply chain can see the needs and deliveries stops the blockages that the previous system was experiencing. Of course, the transparency could also be a risk so data security is managed as much as possible to mitigate that.

Innovation

Good Practices

Cost-effective: The system was developed by the office technical resources (Public Health Officer, Emergency Coordinator, Pharmacist and the essential support by NRC through its partnership with WHO in information management) in consultation with other partners. This collaborative design process led to a more cost-effective and efficient solution.

Collaborative resilience-based action: Health facilities are directly involved in needs assessments and reporting and everyone using the Supply Line can see where supplies are and what is needed. This has led to increased collaboration among NGO partners, which has improved responsiveness and effectiveness.

Sustainable benefits: The emergency supply line system is enabled in cycles that are tailored according to the needs assessment to meet the actual needs of population. Additionally, the team makes a point to understand the needs and build capacity among NGO partners; strengthening human capacity is of immense value to ensure system sustainability.

Locally led: All NGOs involved in actual distribution and utilization of the distributed supplies under the emergency supply system are operating locally in Syria with their additional support presence in Turkey. At least 40 staff from WHO partners have been trained by WHO to report on monitoring and assessing needs to support the supply line system.

Contribution to social cohesion: The transparency of the system has successfully reversed the crisis-induced dynamic of interrupting the medical supply.

Partners

Partners: WHO, NRC, and non-governmental partners in Syria: ACU, AID, Alsham Humanitarian Foundation, Atta, Bihar, HIH, IDA, IPHSS, Khayr, MRFS, MUSA, ORIENT PAC, QRCS, RI, SAMS, SEMA, Shafak, SRD, Syria Charity, UOSSM, Violet, and WAHA.

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Websites: https://data.unhcr.org/syrianrefugees/download.php?id=11945
www.who.int

The system tools can be viewed at: bit.ly/ddcksyria. The presentation poster of the project can be downloaded under: bit.ly/WHO-Innovation-Jordan

SMART SERVICES FOR WASTE COLLECTION: UNICEF JORDAN

11.2

Objectives

To use data science to streamline operations, increase efficiencies, and reduce costs of waste water collection in Za'atari camp.

Project Description

Za'atari refugee camp has been open since 2012 and currently is home to 80,000 residents. At refugee camps, municipal services set are up from scratch by the humanitarian community and at Za'atari, water and sanitation facilities falls under UNICEF's mandate. Because the camps are put together quickly and are usually considered to be temporary, the systems are often not as efficient as they could be. Further, the old system functioned based on the population and location data in camp, which is updated every six months and, unfortunately, the movement and changes over the six- month period make planning and operations of waste management difficult.

In Za'atari there are three wells in the camp which produce 3.6 million liters of water per day for use by refugees. Each day, 2.1 million liters of waste water is treated in one internal and one external treatment plant. In Za'atari, caravans have private waste facilities with waste tanks that are shared by several households. Waste water collection is monitored using a paper-based system that does not capture all real time coordination for waste removal, resulting in potential delays in collection for certain tanks, and costly inefficiencies. Given the protracted nature of the Syrian crisis, the long-running operation of the Camp, and to address health concerns, a more cost-effective solution is needed.

UNICEF's innovation team created a smart solution to the waste problem using data science and simple GPS tracking. In the new system, dispatchers can view the location of trucks in real time, and assign them tanks that refugees have reported to be full (similar to the 'uber' taxi
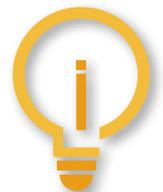
service). In addition, a profile of each tank is created based on its 'fill rate'. Predictive analytics are used to estimate when each tank is full. When the truck arrives at the waste water treatment plant, completion of the mission is recorded including waste volume. This allows the system to detect changing patterns in waste volume, and update the tank profiles accordingly. In addition, because all accounting functions are automated, the operations team can look at which trucks perform best and reward the crew accordingly. The entire system improves the planning and efficiency and accountability to the refugees. The system is also accessible on an app via tablets and mobile phones, which reduces the cost of equipment and improves efficiency.

The new project automates the functions of requesting service, accounting, daily reporting, and contingency planning in case of bad weather. This frees up Hotline staff, who used to take service inquiries about other problems in the camp.

Innovation

This project represents a process innovation which changes the way UNICEF manages waste operations in the camp in order to increase efficiency and reduce costs. Most importantly, the process increases accountability to refugees and ensure their waste is collected in a timely manner. It is unique in that it relies on cutting edge data science, and also that the application was developed using a human-centred design process to engage all stakeholder groups in the design of the system.

To identify a solution, the UNICEF Innovation Specialist worked with the Water and Sanitation (WASH) section team. After spending several days with the WASH team in both major refugee camps, the Innovation Specialist defined the scope of project and put together the team needed to build a solution. The project uses a human-centred design approach, and the service is following a traditional development methodology of an 'alpha version', which is tested by a limited number of users for feedback; a 'beta version', which is deployed to all key users for feedback and lastly the 'final version'. An interesting learning in design is to include all stakeholders in the design process from the beginning, especially the end users of the system, in this case truckers and refugees.

A key factor in the success of this project to date is bringing a diverse set of actors to the table. The project relies on diverse perspectives coming together around a common goal. The design team includes hardware developers, software developers, data scientists, accountants, waste experts, truckers, and refugees (end-users), who are all part of designing the system. This is a data science project and its success is determined by available infrastructure and current operations. Integrating the project sooner into the infrastructure plans of the camps would have increased the success.

Cost-effective: Streamlines operations in the camp, saving money and increasing efficiencies.

Collaborative resilience-based action: The project Increases responsiveness and effectiveness by planning and delivering together.

Sustainable benefits: Strengthens infrastructure in the camp.

Locally led: The waste management network at the camp was fully engaged in the design process. User needs were considered as part of the human-centred design process.

Contribution to social cohesion: The project, now in the pilot phase, is expected to contribute to reducing tensions at the camp by improving services.

Good Practices

Partners

Partners: UN Global Pulse, Meshpoint, UNOPS, and SLASHH.

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https://vimeo.com/183633734/c7f6c2663c

UNHCR
The UN Refugee Agency

11.3

CONNECTIVITY FOR REFUGEES: UNHCR JORDAN

Objectives

To provide communication tools for refugees to connect with loved ones and to increase self-reliance by broadening the opportunities for refugees to improve their own lives.

Project Description

Having to live offline means that contact and communication with loved ones is difficult and often impossible. Refugees often feel disconnected from their family and insecure in their new environment. Without access to up-to-date information on events in their home countries, as well as in their countries of asylum, refugees cannot access basic services such as health and education or make informed decisions on how to start improving their lives. Refugees, especially in the urban context, need communications tools to apply for scholarships, take classes, and integrate into their new community. A lack of connectivity constrains the capacity of refugee communities to organise and empower themselves, cutting off a path to self-reliance.

UNHCR has responded through the Connectivity for Refugees programme, providing communication tools for refugees. It is a multi-faceted solution that provides international calling through Skype, internet connection at community centres, and charging stations at key locations. The programme gives refugees affordable and available communication tools to connect with their family, to engage in online learning, to pay bills, to ensure medical care for elderly refugees, to get help by calling families, and to connect with others in their new surroundings.

Distributed jointly with the International Organization for Migration (IOM), Skype vouchers of USD 20 are given to resettling Syrian refugees to call landlines and mobile phones in Syria or elsewhere. In order not to discriminate, Skype vouchers are also distributed by International Relief and Development (IRD) for Iraqi refugees who have just arrived and by community-based organisations to Somali and Sudanese refugees.

A unique tripartite collaboration among UNHCR Jordan, Zain, and Facebook is providing internet connection at four Princess Basma Community Centers for five years – funded by Facebook and Zain. These Community Centers provide assistance to Syrian refugees and to the vulnerable Jordanian community, including help desks, protection services, counselling and so on. Additionally, at the Azraq refugee site, CARE Worldwide and NRC collaborate to provide charging stations at the Community Centers and at the Azraq Reception Area. These serve as an energy provider because the Syrian refugees not only are able to charge their mobile phones but also have access to a mosque speaker, flashlights, transistor radio, razors, tablets and so on.

A connected refugee population not only is more empowered to get their own needs met and to begin to transform their lives, UNHCR hopes to unleash innovation in areas such as communicating with displaced persons, responding to their security needs, and getting humanitarian services to them. It would improve their lives and transform humanitarian operations.

Connectivity for Refugees represents a service innovation. It is unique in that it takes a new view on UNHCR's role – to give refugees tools that empower and engage them in finding solutions and in improving their own lives.

The programme was initially pioneered in Jordan with Skype voucher distribution. Subsequently, it was expanded to include Iraqi refugees in resettlement and those in transit through Amman or Istanbul where it was distributed at the airport. At each step of the pilots, tests were run to understand cost-effectiveness and meeting the needs of the refugees both in the camp and in urban settings and to understand the issues refugees had with the programme.

It was discovered that trust had to be established between refugees and communications providers; a process was established to communicate the purpose of the programme to refugees and to ensure confidentiality in communications. UNHCR responded by working with Zain to develop a process to verify file numbers and ensure privacy of sensitive information in an efficient and confidential way. Technical testing was also done in the pilot phase to test the quality of the Skype calls. Different distribution models were also tested. For example, CARE's 'ideas in a box' was used as a model to distribute vouchers and information.

The programme placed a strong emphasis on partnerships with the private sector. Partners include Zain, Facebook and six communications providers. Microsoft gave feedback on the initial programme guidelines and shared business practices that could potentially be helpful in tailoring the programme to the different connectivity needs of specific refugee groups. Volunteers from Microsoft came and helped load Skype credit and 4G connection at the Registration Center in Marka. They also explained

Innovation

registration documents and filtered for counselling needs and health referrals. This experience gave them a sense of the realities of the refugees as well as of UNHCR's work resulting in better suggestions and participation of these partners in the overall project. After the visit, Microsoft Jordan increased their cooperation and sent their regional director to Jordan to see first-hand what UNHCR does.

UNHCR learned that advocacy is important. People talk of refugees' connectivity as if it already exists, but not everyone understands the needs and realities of refugees' situations.

Good Practices

Cost-effective: The programme is very affordable and cost-effective. The USD 20 voucher is more than enough Skype time for one refugee and private sector partnerships have reduced costs.

Collaborative resilience-based action: Innovative partnerships and engaging partners with refugee services resulted in a better understanding of and deeper commitment to the project.

Sustainable benefits: Better connectivity can promote self-reliance by broadening the opportunities for refugees to improve their own lives. Access to the internet and mobile telephone services has the potential to create a powerful multiplier, which boosts the well-being of refugees and of the communities that host them.

Locally led: Local communication partners and community centres are enhancing the project's work to develop the ability of refugees to integrate into the local context.

Contribution to social cohesion: The programme helps connect refugees with their families, which can provide psycho-social benefits and boost wellbeing. Communications tools also give refugees access accurate information and basic services, promoting self-sufficiency.

Partners

Partners: UNHCR (Jordan and Geneva), Zain, Microsoft (multiple offices), Skype, facebook, Al Beit University, IOM, CARE Worldwide, Princess Basma Centers.

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Websites: http://www.unhcr.org/en-us/jordan.html
http://www.unhcr.org/en-us/connectivity-for-refugees.html

AIM FOR PROTECTION AND SOLUTIONS: UNHCR JORDAN

11.4

Objectives

To map and manage integrated protection functions that contribute to the resettlement process in order to identify vulnerable refugees more effectively and ensure rapid assistance and resettlement.

Project Description

UNHCR Jordan is currently the largest resettlement operation in the world with the operation having submitted 245,000 vulnerable refugees' applications in 2015 and another 40,000 individuals in 2016. The multiple and increasing targets to meet the demand from resettlement countries means that vulnerable refugees need to be identified accurately in the shortest possible timeframe and in a way that rules out fraud.

In response, UNHCR developed a real-time management tool in 2015: the Application for Integrated Management for Protection and Solutions (AIM), which is an important contribution towards ensuring that increasing demands can be comfortably met through efficient planning and use of resources. AIM supports the advanced and innovative approach that the operation has implemented to enhance the identification of vulnerable refugees based on both protection needs and socio-economic insecurities through the integration of more than 30 vulnerability variables. These include an efficient screen-in for children at risk, refugees receiving cash assistance, refugees with specific socioeconomic vulnerabilities, lesbian, gay, bisexual, trans, and/or intersex (LGBTI) individuals, and persons with medical conditions and other needs.

AIM accesses lists of individuals eligible for resettlement that are generated by the UNHCR refugee registration database integrated with the mentioned variables and locks-in cases to prevent tampering with the system and influence the identification process. AIM effectively maps and manages integrated protection functions that equally contribute to the

resettlement process such as Registration, Refugee Status Determination, Resettlement, Legal, Child Protection and Sexual and Gender-Based Violence.

Another key feature of AIM is that it allows UNHCR to view and manage the whole resettlement submission process in real time, from identification to interview to submission. This provides for the better planning, implementation, and management of resources in a more transparent manner and it is being considered for application in other operations to assist small, medium, and large scale refugee resettlement operations.

Over the past year, AIM has enabled UNHCR Jordan to process 12,000 individuals in four weeks for submission to Canada and to interview 26,000 individuals in two months for the United States of America. Between December 2015 to September 2016 a total of 36,000 refugees were submitted for resettlement. AIM ensures that the increasing number of refugees are comfortably met through the efficient planning and use of resources.

Innovation

AIM represents a process innovation because it dramatically increases the speed, effectiveness, and integrity of the resettlement processes, while decreasing costs. It is unique in that it uses technology to jump to a new level of efficiency by automating the process, increasing privacy and data security, and better matching refugees with a host country. It also enhances the rapid identification of protection services for the most vulnerable.

Under crisis conditions with increasing demands, there was a need for a more efficient system to enhance the identification of vulnerable refugees and speed processing of resettlement cases. A team from operations, protection and IT came together to brainstorm what would best meet the needs of vulnerable refugee groups, host countries and UNHCR staff. The initial design was tested to ensure accuracy, data protection and ease of use and then refined based on feedback from UNHCR staff. What UNHCR learned in this pilot phase was the importance of ensuring protection staff understood the full spectrum of the systems capabilities.

Cost-effective: AIM allows UNHCR to increase the number of resettlement cases 25% faster, with increased data security and accuracy. This reduces operations costs significantly on a per case basis and allows for more planning even under crisis conditions.

Collaborative resilience-based action: AIM facilitates UNHCR departments working more effectively together and increases their collective ability to quickly meet the needs of vulnerable populations.

Sustainable benefits: The new system is being considered for application in other operations to assist small, medium and large scale refugee resettlement operations.

Locally led: In designing the system, particular sensitivity was placed on meeting the most vulnerable refugees' needs.

Contribution to social cohesion: The dignity and self-sufficiency of affected populations has been prioritised and the speed of processing has increased, so vulnerable refugees can reach safe environments more quickly.

Good Practices

Partners: UNHCR

Partners

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UNHCR
The UN Refugee Agency

11.5

INFOLINE: ACCESS TO CRITICAL INFORMATION: UNHCR EGYPT

Objectives

To inexpensively improve access of coordinated communication and feedback from the diverse communities of refugees in Egypt.

Project Description

Egypt is host to the most diverse population groups in the whole of the MENA region with refugees and asylum seekers, mainly from sub-Saharan Africa, Iraq and Syria. These urban refugees and asylum seekers live in numerous neighbourhoods across Greater Cairo, Alexandria and Damietta. It is often difficult, as well as expensive, for refugees and asylum-seekers to come to the office, a professional in-house call centre, for queries as they are spread all over the cities.

UNHCR Infoline was established in 2015, based on Cisco technology. Prior to this, most telephone communication was done through mobile phones, which was uncoordinated and did not allow for structured analysis and reporting. It was initiated by the External Relations and Communications Unit, who conceptualised and developed the call centre solution and ran it for the first year. Recognising that the Infoline is an important protection tool, it was later placed under the supervision of the Protection Unit.

Answering 1,000 calls a day, the ten staff and a team leader are based in Alexandria and in Cairo and speak Arabic and English. In addition, interpreter services are available in five different languages on specific days. Call attendants respond to many questions on the spot, offering information about services and standard procedures. A portal was created for Infoline staff, consisting of frequently asked questions and responses. All unit heads have access to this portal to enable them to update information and make changes, as required. The main queries relate to registration, refugee status determination and assistance, and resettlement. They also inquire about documentation renewal and protection concerns such as theft,

rape or domestic violence. The Infoline call attendants respond to these inquiries as well as the questions posted as direct messages on Facebook. They report detention, deportation, residency or any emergency issue to the concerned focal point and calls are tracked for follow up through a tracking system and the caller is then contacted within a week for the feedback.

UNHCR has established partnerships with private sector companies and other agencies. For example, its partnership with Vodafone Foundation provides refugees with a 'Golden Number' to allow them to call the call centre for free. Vodafone Egypt provided 20,000 prepaid sim cards for UNHCR-registered refugees and asylum-seekers, free of charge, distributed by UNHCR. Feedback is solicited from agency partners in terms of challenges and improvements in the Infoline. UNHCR chairs a Communication with Communities (CWC) technical working group. Representatives of all the partner agencies are members of this group. At the monthly meetings, partners may express any concerns that they are experiencing, share information, and provide suggestions.

The Infoline is a process innovation because it has made information more accessible to asylum seekers and refugees. They are able to report protection-related issues and receive timely responses that enable them to get to the relevant service faster. It has helped cut down on costs to asylum seekers and refugees, both in terms of time and money.

Innovation

The Infoline is an important tool in harmonising the dissemination of information and facilitating communication with refugees in Egypt. Beyond the use of social media to communicate with all refugee groups, it enables refugees and asylum seekers to speak to UNHCR without requiring an appointment or waiting in line. Protection is the key mandate of UNHCR in Egypt and the Infoline is an innovative protection tool that enables asylum seekers and refugees to feel more secure when they can speak with a person in UNHCR to assist them. As it is an important protection tool, it has not been outsourced; this ensures that the information being shared with asylum seekers and refugees is correct and relevant. It also allows for systematic training and professional development for staff of UNHCR and partners, as required.

Good Practices

Cost-effective: The Infoline is an inexpensive service that increases ease and speed of issues being reporting. Protection-related issues receive timely responses and enable callers to get to the relevant service faster. It has helped cut down on costs to asylum-seekers and refugees, both in terms of time and money.

Collaborative resilience-based action: The Communication with Communities (CWC) technical working group, chaired by UNHCR, enhances the information available in the community and the sharing of effective community response among all partner agencies.

Sustainable benefits: Through regular training and supervision the call attendants are better equipped to respond to refugees and asylum-seekers. They are also able to develop professional skills and expertise that will make them more employable in the future.

Locally led: The call centre is led by local staff.

Contribution to Social Cohesion: The Infoline contributes to social cohesion and stability for refugees and asylum seekers, in that it enables them to have easier access to UNHCR. They are not required to travel long distances, often in heavy traffic, and at a financial expense to them, in order to reschedule appointments, seek clarification, report crimes, and seek advice on protection related issues and concerns.

Partners

Partners: UNHCR, Vodafone Foundation and CSR, Vodafone Egypt.

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INNOVATIVE USE OF EXISTING RESOURCES: HELPLINE AND SENSITIZATION ON WORK PERMITS: UNHCR JORDAN

11.6

Objectives

To determine the most effective use of technology to enhance communications services to refugees.

Project Description

The UNHCR Helpline was established to provide information to refugees and asylum seekers in Jordan about available services and issues related to their resettlement processing, as well as to receive complaints and inquiries about urgent protection problems. The Helpline team also provides basic counselling, monitors trends in refugee protection, and provides public awareness to urban refugees.

While the helpline appeared in Volume I of the Compendium, this year the team explored uses of technology by conducting several trials using the helpline as well as the SMS system in order to expand the functions of the helpline. Several methods were tested. For example, automated calls and SMS messages were sent to inform refugees about regularising work through work permits as well as to inform refugees about existing job opportunities. In a second trial, groups of refugees and their contact phone numbers were sourced through the UNHCR 'Progres' registration system. Following a filtered search based on occupation, age, and gender as required by the job vacancy, registered refugees were called or received an SMS in which they were informed about the positions. In a third test, dissemination of information by SMS was sent to a large number of refugees of working age: seven text messages were sent to 186,000 individuals informing them about the decision of the Jordanian Government to allow 200,000 refugees to work. One of these SMS messages was directed to only cash assistance beneficiaries and another to those receiving multiple benefits. A follow-up survey confirmed that SMS messages were the most effective tool for reaching refugees. UNHCR subsequently expanded use of SMS. Because the trials involved different areas of UNHCR, collaboration between departments was also necessary.

Innovation

This represents a product adaptation through the use of evidence-based testing, creating an innovative product, and new intra-agency collaborations. Many agencies are incorporating prototypes, behaviour insights, and evidence-based testing to increase effectiveness of their interventions, and this is one example.

UNHCR learned that the SMS messages need to be well targeted to be effective and that partnerships benefit from transparent and open communication, exchange of ideas, and being open to new ways of working. Incorporating others' expertise enhanced these messages and UNHCR found that to be more important than the technology was the collaboration of different units. Flexibility and prioritising time and energies by units and utilising protection tools for the purpose of livelihoods messages was an innovation in the way UNHCR staff see priorities in the Jordan operation.

Good Practices

Cost-effective: Efficient use of resources and effective outreach saved costs on the project.

Collaborative resilience-based action: Through the SMS system, UNHCR was able to increase the effectiveness of its reach, engaging a large number of beneficiaries in activities that could help transform their lives.

Sustainable benefits: Refugees were successfully mainstreamed into livelihood activities.

Locally led: Line ministries appreciated agencies' collaboration.

Contribution to Social Cohesion: Refugees are mainstreamed into economic development efforts and work alongside national staff.

Partners

Partners: UNHCR, line ministries.

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ANNEXES

ANNEX I: CRITERIA FOR GOOD AND INNOVATIVE PRACTICES

GOOD AND INNOVATIVE PRACTICES
INNOVATION FOR CRISIS
OUTLINE OF KEY DEFINITIONS AND APPROACHES

Given the many sources of principles and potential action steps suggested to build resilience in response to the Syria refugee crisis, we have for this Compendium consolidated criteria for assessing innovative and good practices to the seven criteria below. These derive from the World Humanitarian Summit, OECD Development and Cooperation Directorate's Active Learning Network for Accountability and Performance in Humanitarian Action(ALNAP), and the Dead Sea Resilience Agenda from the Resilience Development Forum. [72]

The Regional United Nations Development Group (R-UNDG) for the Arab States has provided guidance on the adoption of a resilience-based approach in the context of the Syrian crisis. It has defined resilience as:

"The ability of individuals, households, communities, and societies to withstand shocks and stresses, recover from such stresses, and work with national and local government institutions to achieve transformational change that supports sustainability of human development in the face of future shocks."

It has also defined a resilience-based development approach as *"a set of principles and conceptual framework necessary to achieve resilience in sustainable human development"*. The framework comprises the ideas of coping, recovering and sustaining. The criteria below are a means to assess innovative and good practices and will be used to determine which projects are included in the next Compendium on Good and Innovative Practices in the Regional Response to the Syria Crisis.

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72   Dead Sea Resilience Agenda, outcome of the Resilience Development Forum, November 2015, bringing together 500 local and international community stakeholders working collectively toward a more sustainable response to the Syria refugee crisis.

GOOD PRACTICE CRITERIA

1. CONTRIBUTION TO SUSTAINABLE BENEFITS - To what extent are we: basing our intervention on a clear and regularly updated risk analysis; targeting our activities to those (individuals and institutions) most vulnerable to these risks; supporting activities that address the root causes of these vulnerabilities by strengthening absorptive, adaptive and transformative capacities at all levels; bridging sectoral silos by creating synergies among sectoral interventions; learning regularly and systematically from our interventions and fostering the emergence of technological and social innovations that promote equity and environmental responsibility; and scaling up these innovations for impact?

- To what extent are sustainable development goals achieved despite disturbances?

- Have we developed or utilized **innovative,** multi-year financing mechanisms and instruments to enhance financial predictability?

- Have capacities been planned and built to enable future reconstruction and recovery efforts?

- Is the activity or its impact likely to continue after the implementing agency has scaled down/withdrawn and/or donor funding has ended?

- What is the wider impact or effects of the project – social, economic, technical, environmental – on individuals, communities, and institutions? [Impacts can be immediate and long-term, intended and unintended, positive and negative, macro (sector) and micro (household).]

2. STRENGTHENING LOCAL OWNERSHIP AND LEADERSHIP - To what extent are we: aligning with existing national and local plans and priorities; fostering national ownership of the required responses through involvement in all stages of response and financial commitment; relying on existing capacities instead of by-passing them and helping develop the capacity to prepare and implement both the overall plans and the detailed responses; and promoting integration and partnership?

- Have local capacities been reinforced (and enhanced), not replaced?

- Is there an appropriate resilience response: To what extent are these capacities used to take resilience actions in the face of shocks and stresses?

- Has the project strengthened the resilience of people, communities, and response capabilities inside Syria? (when applicable)

- Have local capacities been strengthened by responding with and through local systems, institutions, and structures?

3. CONTRIBUTION TO SOCIAL COHESION / STABILITY - To what extent are we: attempting to understand the pre-existing and crisis-induced social dynamics and risks and their root causes; using conflict management methods to mitigate potential conflict; creating spaces of dialogue and interaction among various community groups, between these groups and local authorities, and between local and higher authorities and agencies; building trust and ensuring accurate flows of information; and supporting security and mechanisms to resolve conflict and disputes?

- Has social cohesion been safeguarded to jointly foster resilience and peaceful cooperation?

- Has the dignity and self-sufficiency of affected populations been prioritized?

- Have capacities been cultivated for dispute resolution among affected populations, public institutions, host communities, faith-based organizations, and other relevant entities?

4. COLLECTIVE RESILIENCE-BASED ACTION

- How are we organized to deliver resilience-based programming? To what extent have we:

  - Increased responsiveness and effectiveness by planning and delivering together.

  - Generated new and inclusive partnerships to build resilience, foster innovation, and promote relevance, effectiveness, and efficiency.

  - Increased synergies between humanitarian and development investments and approaches.

  - Expanded the use of program-based approaches for basic service delivery.

  - Engaged the private sector in the resilience response and developing new approaches.

  - Expanded opportunities by strengthening the enabling environment for established businesses and entrepreneurs.

  - Strengthened the legal and programmatic basis for – and dramatically scale up – economic opportunities for affected communities.

5. AFFORDABLE, EFFECTIVE, EFFICIENT

- **Efficiency (cost-effective):** What is the level of efficiency, measured by the outputs – qualitative and quantitative – in relation to the inputs (including costs, resources, time)? This includes whether the activity would be considered affordable to beneficiaries or donors, and would remain financially feasible despite declines in funding.

- **Effectiveness (and coverage[73]):** To what extent does the activity achieve progress toward its stated objectives? This includes consideration of how target populations were selected and the degree to which they were reached. It also includes level of organizational effectiveness, collaboration and synergies between organizations to increase effectiveness.

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73   This refers to the need "to reach major population groups facing life-threatening suffering wherever they are, providing them with assistance and protection proportionate to their need and devoid of extraneous political agendas" (Minear, L. (1994), "The International Relief System: A Critical Review"). It is also linked to 'effectiveness', since objectives in humanitarian action often refer to numbers or percentages of population to be assisted/reached (see ALNAP (2006), "Evaluation Humanitarian Assistance Using the OECD-DAC Criteria: An ALNAP Guide for Humanitarian Agencies").

- **Relevance (and flexibility):** To what degree does the activity addresses the needs and priorities as identified by the intended beneficiaries? This includes consideration of how flexible or adaptable an activity or practice has been in relation to changes in the context, feedback from intended beneficiaries, evaluations, etc.

INNOVATIVE PRACTICE CRITERIA

INNOVATION is often measured by level of diffusion, disruption and breakthrough in achieving desired goals. Our focus in assessing innovation will be on building resilience in an effective and impactful way. To do so, we will use the 'working' criteria developed for the World Humanitarian Summit[74] and those in the ALNAP 2009 and 2016 report on Innovation in Humanitarian Action.[75]

1. **INNOVATION PROCESS**

   Orchestrate an **innovation processes**

   a. Understand the innovation ecosystem and principles of innovation that apply to their context
   b. Collaborate with others when innovating or adapting new programmes/ products
   c. Data driven, using evidence-based approaches to adapt or innovate

2. **USER-CENTERED DESIGN**

   Design in collaboration with beneficiaries, end users, and gatekeepers to maximize the insights and applicability of the innovation/adaptation.

3. **ADAPT, REUSE AND IMPROVE**

   Find ways to adapt, re-use and improve existing programmes/products based on knowledge, pilots and experience. Or, use existing knowledge and experience as a basis to develop new innovations.

   a. "Fresh thinking that creates value (recognizing the need for new but also focusing on the impact)"
   b. "Creative problem solving (recognizing that it is not just about novelty but results/benefits)"
   c. "Process for adaptation and improvement" (including piloting, prototyping, and flexible approaches)

4. **MANAGE RISK**

Manage **risk by assessing potential risks and assumptions and articulating how risks will be mitigated. Utilize a step-by-step process** to experiment, test, and learn while adapting or innovating in order to more easily address complexity and rapidly changing environments (i.e. adaptive management, adaptive leadership, prototyping, design thinking).

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74   World Humanitarian Summit (2014b), "Approach Paper - WHS Theme 3: Transformation through Innovation".

75   More than Just Luck: Innovation in Humanitarian Action, HIF/ALNAP, Obrecht and Warner, 2016.

5. CULTURE OF INNOVATION

Create a culture of innovation that supports creative thinking, is open to new ideas from unusual places, actively learns from failure, collaborates to widen perspectives, facility independent thinking by increasing autonomy and decreasing rigid boundaries/rules.

INNOVATION TYPE will be categorized by criteria (put forward by ALNAP and others), as follows:

1. **"Product innovation"** – changes in the products and/or services that an organization offers;

2. **"Process innovation"** – changes in the ways products and services are designed or delivered;

3. **"Position innovation"** – changes in how products/services are framed and communicated; and

4. **"Paradigm innovation"** – changes in the underlying models which shape what an organization does.[76]

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76   ALNAP (2009b), "Innovations in International Humanitarian Action: Background Paper".

ANNEX 2: METHODOLOGY

For this Compendium of Good and Innovative Practices in response to the Syria and Iraq crisis, nearly 100 innovations were submitted in a variety of categories including engaging business markets, entrepreneur development, livelihoods, skills building, locally-led initiatives, policy and governance, social cohesion, habitat, enhanced cash response, technology, growing local economies, youth engagement, and gender-based response. Since the last Compendium, we've found that agencies are collaborating more effectively, finding ways to decrease costs and enhancing use of technology to more efficiently deliver aid and services to the most vulnerable.

The methodology for developing the first compendium included a desk review of more than 100 publicly available studies, reports and evaluations (see Annex 3); semi-structured interviews and exchanges with more than 80 key stakeholders; and a peer review process involving coordination and agency staff across the region and key experts. Criteria for assessing good and innovative practices included five core evaluation indicators: effectiveness, efficiency, impact, relevance and sustainability, together with working definitions of innovation (see Annex 1). A number of crosscutting issues were also considered, including social cohesion, drawing on national capacities and knowledge, and links with national planning processes.

In this second Compendium, we conducted extensive field research including unstructured interviews with 25 colleagues, in-person interviews with 30 project managers, a workshop with 50 colleagues, and a learning event with over 100 participants. The two-hour workshop, structured around the good and innovative practice principles, allowed us to expand the principles and test our understanding of trends in innovation in the sub-region. At the two-day Innovation for Crisis learning event, we held several sessions that allowed us to refine the principles in this Compendium and also enrich our understanding of good practice and the challenges practitioners face.

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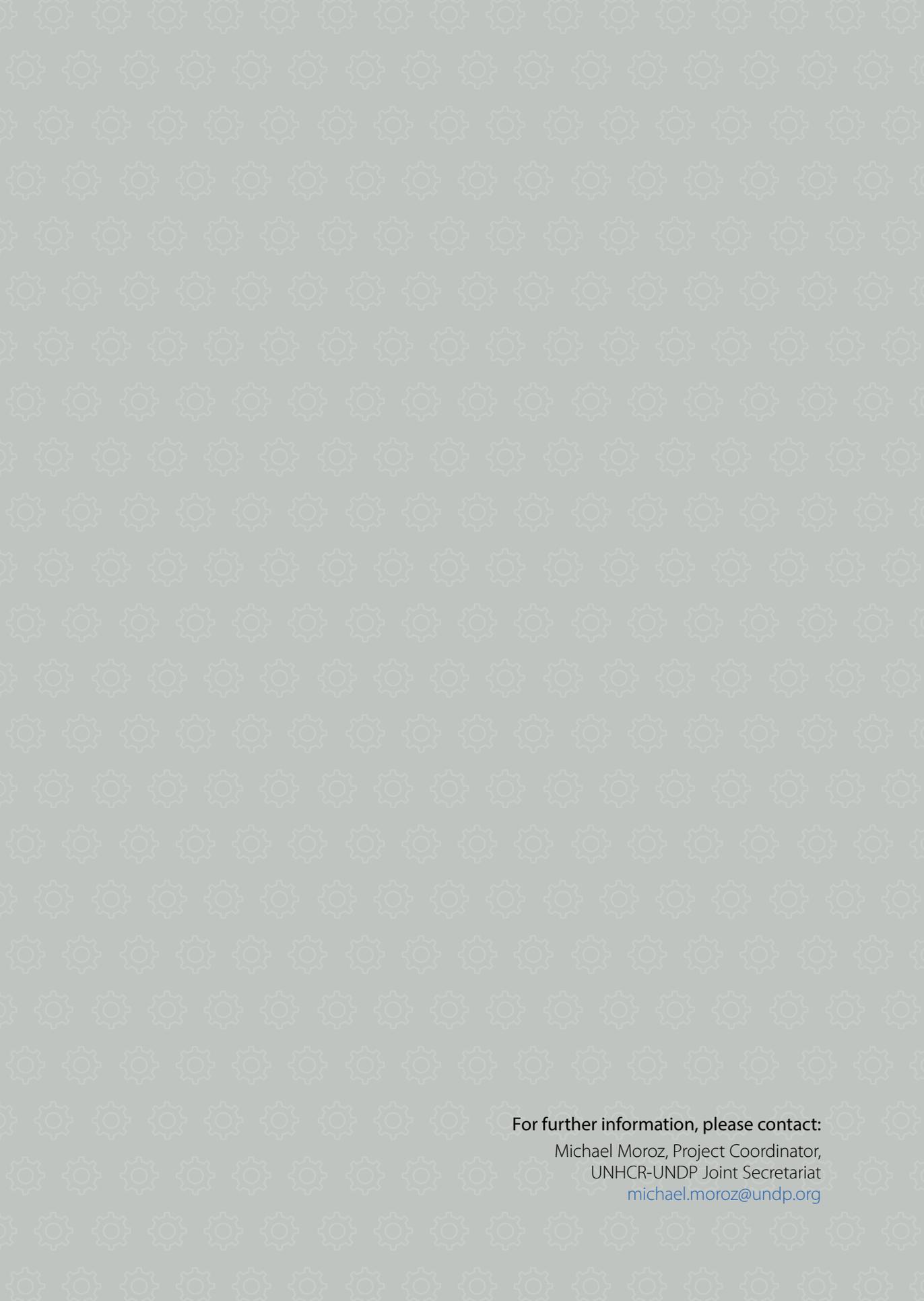- INEE (2010), "Minimum Standards for Education: Preparedness, Response, Recovery".

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