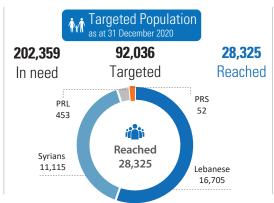
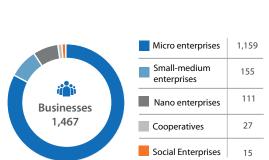


This dashboard summarizes progress made by partners involved in the Lebanon Crisis Response Plan (LCRP) and highlights trends affecting people in need. The Livelihoods sector in Lebanon aims to achieve the following results: OUTCOME 1: Stimulate local economic development and market systems to create income generating opportunities and employment; OUTCOME 2: Improve workforce employability, OUTCOME 3: Strengthen policy development and enabling environment for job creation.





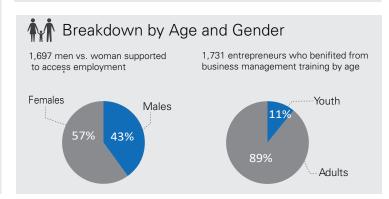


Businesses Reached by Type

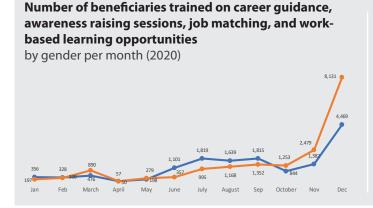
## Progress againt targets

# entrepreneurs & employees who benefitted from business management training # of MSMEs supported through business management trainings, financial/non-financial services or technology transfer  # of new Lebanese MSMEs established  # of value chains valorized and/or being upgraded  # of targeted vulnerable persons engaged in public work projects / environmental assets  USD value invested in LH labour intensive public work projects / environmental assets  # of individuals benefitting from market-based skills training  # of people benefitting from internships, on-the-job training or apprenticeship programmes  # of individuals supported to access employment through career guidance, coaching, or indiviual follow-up services  # of targeted job seekers supported to start their own business  # of decent work regulations amended and/or proposed approved by the Government  # awareness-raising/advocacy material on labour regulations and decent work developed  0 / 3  **O%*	<b>Outputs</b>	Reached/Targe
# of new Lebanese MSMEs established  # of new Lebanese MSMEs established  # of value chains valorized and/or being upgraded  # of targeted vulnerable persons engaged in public work projects / environmental assets  USD value invested in LH labour intensive public work projects / environmental assets  # of individuals benefitting from market-based skills training  # of people benefitting from internships, on-the-job training or apprenticeship programmes  # of individuals supported to access employment through career guidance, coaching, or indiviual follow-up services  # of targeted job seekers supported to start their own business  # of decent work regulations amended and/or proposed approved by the Government  # awareness-raising/advocacy material on labour regulations and decent work developed		1,731 / N/A
# of value chains valorized and/or being upgraded  # of targeted vulnerable persons engaged in public work projects / environmental assets  USD value invested in LH labour intensive public work projects / environmental assets  # of individuals benefitting from market-based skills training  # of people benefitting from internships, on-the-job training or apprenticeship programmes  # of individuals supported to access employment through career guidance, coaching, or individual follow-up services  # of targeted job seekers supported to start their own business  # of decent work regulations amended and/or proposed approved by the Government  # awareness-raising/advocacy material on labour regulations and decent work developed  5 / 4		ngs, 1,467 / 3,000
# of targeted vulnerable persons engaged in public work projects / environmental assets  USD value invested in LH labour intensive public work projects / environmental assets  # of individuals benefitting from market-based skills training  # of people benefitting from internships, on-the-job training or apprenticeship programmes  # of individuals supported to access employment through career guidance, coaching, or individual follow-up services  # of targeted job seekers supported to start their own business  # of decent work regulations amended and/or proposed approved by the Government  # awareness-raising/advocacy material on labour regulations and decent work developed  5 / 4	# of new Lebanese MSMEs established	33 / 1,050
projects / environmental assets  USD value invested in LH labour intensive public work projects / environmental assets  # of individuals benefitting from market-based skills training  # of people benefitting from internships, on-the-job training or apprenticeship programmes  # of individuals supported to access employment through career guidance, coaching, or individual follow-up services  # of targeted job seekers supported to start their own business  # of decent work regulations amended and/or proposed approved by the Government  # awareness-raising/advocacy material on labour regulations and decent work developed  5 / 4	# of value chains valorized and/or being upgraded	13/20
work projects / environmental assets \$ 3.63m / \$168.75m  # of individuals benefitting from market-based skills training 3,871 / 10,000  # of people benefitting from internships, on-the-job training or apprenticeship programmes 1,862 / 2,000  # of individuals supported to access employment through career guidance, coaching, or individual follow-up services 1,697 / 7,000  # of targeted job seekers supported to start their own business 1,943 / 2,000  # of decent work regulations amended and/or proposed approved by the Government 0 / 3  # awareness-raising/advocacy material on labour regulations and decent work developed 5 / 4		16,299 / 67,500
# of people benefitting from internships, on-the-job training or apprenticeship programmes  1,862 / 2,000  # of individuals supported to access employment through career guidance, coaching, or indiviual follow-up services  1,697 / 7,000  # of targeted job seekers supported to start their own business  1,943 / 2,000  # of decent work regulations amended and/or proposed approved by the Government  # awareness-raising/advocacy material on labour regulations and decent work developed  5 / 4		\$ 3.63m / \$168.75m
apprenticeship programmes 1,862 / 2,000  # of individuals supported to access employment through career guidance, coaching, or indiviual follow-up services 1,697 / 7,000  # of targeted job seekers supported to start their own business 1,943 / 2,000  # of decent work regulations amended and/or proposed approved by the Government 0 / 3  # awareness-raising/advocacy material on labour regulations and decent work developed 5 / 4	# of individuals benefitting from market-based skills training	3,871 / 10,000
are guidance, coaching, or indiviual follow-up services  1,697 / 7,000  # of targeted job seekers supported to start their own business  1,943 / 2,000  # of decent work regulations amended and/or proposed approved by the Government  # awareness-raising/advocacy material on labour regulations and decent work developed  5 / 4		
# of decent work regulations amended and/or proposed approved by the Government 0 / 3  # awareness-raising/advocacy material on labour regulations and decent work developed 5 / 4		1,697 / 7,000
# awareness-raising/advocacy material on labour regulations and decent work developed 5 / 4	# of targeted job seekers supported to start their own busine	2SS 1,943/ 2,000
and decent work developed 5/4		0/3
0% 100%		5/4
	0%	100%

Outcomes	LCRP 2016 Baseline	Jan-Dec 2020 Current	2020 Target SYR LEB PRS PRL			
OUTCOME 1: total number of jobs created / maintained*	494	750	2,235			
OUTCOME 2:						ı
# of job seekers placed into jobs*	N/A	585	500	1400	30	70
# of targeted vulnerable persons engaged in home-based income generation *	N/A	317	500	1400	30	70
OUTCOME 3:						
ranking of doing business**	Rank 126	143	120			
*Source: Activity info **Source: World Bank		l				

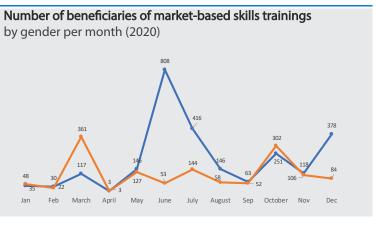


## ✓ Analysis



Men

--- Women



Men

Women





### ANALYSIS OF ACHIEVEMENTS AT THE OUTPUT LEVEL

The year of 2020 was challenging for the Livelihoods sector as the multiple crises in the country resulted in extensive disruptions to the country's businesses as well as job losses, deteriorating livelihoods, and an overall worsening of the economy. The devaluation of the local currency and the hyper-inflation led to price increases of raw materials and essential equipment. At the same time, COVID-19 lockdown measures and mobility constraints delayed the implementation of livelihoods interventions such as labour-intensive activities in environmental and productive sectors, face-to-face soft-skills trainings, individual business coaching and mentoring activities. Despite the challenges, sector partners were able to ensure access to income-generating activities as lockdown measures were lifted. For activities related to technical and soft-skills training and coaching, partners successfully shifted to online modalities and the use of blended approaches (i.e., a mix of face-to-face and online modalities).

Strengthening micro, small and medium size enterprises (MSMEs) to enable growth and decent job creation was one of the areas that was significantly challenging in a context of financial and economic instability. In 2020, only 33 MSMEs were established and functional after 6 months (out of the sector target of 1,296), while 1,393 MSMEs and cooperatives were supported through cash and in-kind grants (out of the sector target of 3,670). Out of the total number of businesses reached in 2020, 8% of the support was provided to nano-enterprises, 83% to micro-enterprises, 7% to small-size enterprises, 1% to cooperatives and 1% to social enterprises. To ensure competitive and efficient businesses, some 1,751 entrepreneurs and employees were trained on business management and business development services such as marketing, bookkeeping, accounting, decent working conditions, procurement support and legal support (out of the sector target of 3,670). During periods of lockdown, the trainings were provided through a blended approach. However, partners faced challenges with electricity cuts and lack of internet infrastructure, especially in rural areas. Among those who were trained, 11% were youth and 89% were adults

Following the lifting of the national lockdown in mid-July, short-term employment interventions were fully resumed with 16,299 vulnerable women and men employed (LEB 60%, 39% SYR and 1% Palestinians) through cash for work activities aiming at improving productive and environmental assets, benefitting indirectly more than 89,645 beneficiaries. These cash for work interventions provided temporary income to unskilled and skilled workers so they can meet their basic needs and prevent negative coping mechanisms, while building or rehabilitating existing productive or environmental assets. To mitigate the impact of the hyper-inflation and currency devaluation, the sector advocated to increase the minimum daily wages, and in October 2020 the Ministry of Social Affairs adjusted the cash for work daily minimum wages for unskilled workers from 30,000LBP to 50,000LBP.

In 2020, 13 value chains were valorized or upgraded mostly in the agriculture and agro-industry value chains. Agriculture and agro-industry value-chains are generally considered to be amongst the promising economic sectors for the country, which the Livelihoods sector continuously aims at boosting. Nonetheless, focus should also be on boosting other key value chains with high potential for employment and income such as manufacturing and construction, creative and cultural industries, textile and furniture, manufacturing and construction and renewable and green energy as identified and prioritized by the Ministry of Economy and Trade and the Ministry of Industry<sup>1</sup>.

To ensure that vulnerable women and men have skills that match market demands, while adhering to COVID-19 preventative measures, soft and technical training continued through web-based modalities or a blended approach. Around 1,697 (out of a target of 7,000) individuals benefited from career guidance, coaching or individual follow-up services to improve their access to employment. Around 3,871 vulnerable individuals (63% women and 37% men) have acquired new skills and capacities to meet the demand of the labour market through market-based skills training. Following these training sessions, around 1,943 individuals (out of a target of 2,000) were supported to start their own businesses. Despite the flexibility of partners to provide online solutions (such as web-based operations, business training and consultations on social media, customer service and e-commerce) partners faced some challenges, which impacted the quality of these solutions. Lack of electricity and fuel, technological illiteracy, and lack of access to the internet continues to be key barriers preventing trainees from fully benefitting from the trainings. Some partners have been able to adopt a blended approach, continuing in-person training with a limited number of participants, as well as through online training.

To improve access to employment, develop skills and better match the needs of the labour market, around 1,862 individuals (out of a target of 2,000) have benefitted from internships, on-the-job trainings or apprenticeship programmes. In 2020, the sector encouraged partners to integrate work-based learning



#### KEY CONTRIBUTIONS OF THE SECTOR TO LCRP OUTCOME AND IMPACTS

With the compounded crises that Lebanon is facing, it was challenging for livelihoods partners to stimulate the demand side of the labour market and to offer longer-term employment opportunities for the most vulnerable populations. In terms of jobs, a web-based survey that took place between April and May 2020 found that in the context of the outbreak, including containment measures, and the economic crises, approximately 30% of Lebanese respondents lost their jobs since the COVID-19 outbreak<sup>2</sup>. In 2019, the national unemployment rate was estimated to be 11% among those aged 15 years and above, and women's participation in the labour market was considerably less than men (29% vs 70%)3. More than 220,000 jobs were either temporarily or permanently lost between October 2019 and February 20204 and two out of three Lebanese households reported experiencing a reduction of income in June 2020 compared to the previous year. Among persons displaced from Syria, the situation is worse, with 52% of Syrian respondents and 38% of Palestinian respondents reporting that they have lost their jobs. In addition, more than 20% of Lebanese respondents, 21% of Palestinian refugees and 18% of displaced Syrian, who didn't lose their jobs, reported salary reductions<sup>5</sup>. In May 2020, 51% of displaced Syrian households reported that at least one household member (above 15) lost a job, compared to 34% in March 2020, and 47% of displaced Syrian families reported unemployment and loss of jobs among the main problems they faced. The 2020 VaSyR, conducted in August 2020, found that the unemployment rate in 2020 was 39%, up from 31% in 2019, while the employment to population ratio was 26%7. The employment to population ratio, however, varied drastically among men and women. In fact, it was 46% among men, much more than the figure reported among women at 8% only. One out of four men were unemployed in 2020 and 86% of women were outside the labor force.

The sector's contribution to Outcome 1: to stimulate local economic development and market systems to foster income generating opportunities and employment, is naturally highly dependent on the overall context of the country. With the current crises, Lebanese and refugees are facing, salary reductions to loss of employment as employers and business owners are forced into reducing their costs. Given that most owners of informal small-scale enterprises have no savings or other financial options, this has resulted in direct closure of businesses (temporarily or permanently) as well as loss of jobs and incomes8. MSMEs have been struggling to finance their minimum recovery and sustainability needs due to limited liquidity of the financial sector and tight regulatory and monetary controls. However, with the support of the sector, 750 jobs were created and/or maintained for a minimum duration of three months after the support was provided (out of an annual target of 2,235).

<sup>1</sup> Ministry of Industry (2020), Strategic Plan for the Development of the Industrial Sector 2020-2025, http://www.industry.gov.lb/getattachment/2020-2025

Infopro, February 2020.
WPF (2020). Assessing the Impact of the Economic and COVID-19 Crises in Lebanon. https://docs.w/p.org/epi/documents/WFP0000116784/download/ download/
UNHCR (2020). Monitoring the Effects of the Economic Deterioration on Refugee Households (MEED)- WAYE (I, May 2020. https://docs.w/p.org/epi/documents/WFP-0000116784/download/
UNHCR (2020). Winderability. Assessment of Syrian refugees in Lebanon. http://alebanon.untic.org/wayen.untic.org



Under Outcome 2, around 585 vulnerable women and men accessed work (out of a target of 2000), through soft skills and technical trainings, as well as work-based learning activities, achieving this while having to adapt to the challenges related to mobility constraints and lack of access to consistent and quality electricity and internet infrastructure. Moreover, around 317 women and men (out of a target of 2000) implemented the skills and start-up kits obtained through trainings to engage in home income generating activities. The home income generating activities either complement and/or substitutes households' expenses.

Under Outcome 3, the sector has advocated to ensure that interventions are designed and implemented to provide decent and acceptable employment opportunities to women, youth and people with specific needs and to support national guidelines on decent work. The Ministry of Social Affairs and Ministry of Labour jointly with the International Labour Organization (ILO) endorsed national guidelines on implementing sound employment intensive projects (EIP) in Lebanon, with key guiding principles, including decent work. The Guidelines serve as the main national reference for implementing EIPs and integrating employment creation with infrastructure development to stimulate local economic development and resilience. In 2020, Lebanon ranked 143 out of 190 economies on the World Bank Ease of Doing Business Index, which is a deterioration in the ranking of Lebanon since 2017 where Lebanon ranked 1269. This development indicates the need to focus on regulations that support the development of SME-friendly employment, legal, regulatory and taxation frameworks to enhance business activity and stimulate economic growth. In 2020, there were no improvement in business regulations.

As the economic and financial context continues to deteriorate, with increasing unemployment, the Livelihoods sector will continue to advocate for decent and meaningful living wages to protect the purchasing power of the beneficiaries. With increasing prices of basic commodities, many vulnerable individuals struggle to afford basic necessities in addition to paying rent. This is forcing vulnerable individuals to accept jobs with inadequate working conditions, mainly in the informal sector, increasingly exposing them to occupational health and safety risks without appropriate protection. Job losses, a lack of decent living wages and rising vulnerabilities could trigger a sharp rise in child labour.



# KEY PRIORITIES FOR 2021

The economic and financial crises as well as the impact of the COVID-19 outbreak, will most likely continue to impact the sector throughout 2021 and cause challenges for MSMEs, cooperatives, entrepreneurs and small-scale farmers. The sector will therefore continue to prioritize investment in businesses across the key economic sectors 10. Considering the high share of micro and small enterprises that operate in survival mode (i.e., ranging from salary reductions to loss of employment as employers and business owners are forced into reducing their costs at best or closing their businesses in many instances), support to businesses will require improving access to both financial and non-financial support such as grants, access to subsidized and inclusive loans coupled with business development and financial management training. Financial management training will be particularly relevant to support the efficiency of businesses' operations to increase product quality, reduce production cost and enhance competitiveness. Moreover, the sector will increase the focus on promoting youth self-employment through business management and technical training to empower and equip them with the skills to participate in the labour market.

In 2020, the COVID-19 outbreak and subsequent lockdown measures had consequences on the achievement of expected results, as livelihoods partners had to alter/suspend most activities or shift to remote implementation, which delayed the implementation and targeting of livelihoods interventions. Further lockdown measures in 2021 is a risk that may cause suspension of livelihoods activities. To mitigate this risk, sector partners are encouraged to 1) plan for alternative modalities, such as web-based operations and online businesses trainings and consultancies; 2) budget for personal protective equipment procurement; and 3) adopt flexibility measures that allows for a contingency plan in terms of continuing conditional cash transfers in the case of a lockdown. Income generating activities i.e., cash for work activities in labour intensive sectors, were not considered a life-saving activity, which is a challenge with a protracted lockdown. In 2021, the sector will advocate to ensure that labour intensive activities are considered as critical, as cash for work is an important lifeline in ensuring income.

In 2021, partners will continue to build on efforts made in 2020 to support businesses in key economic sectors, those being in the agriculture and agro-food, manufacturing and construction, and production of PPEs. In relation to the support to cooperatives, another key priority for the sector is to focus on inter-sectoral collaboration on key value chains. In 2021, the Livelihoods sector and the Food Security and Agriculture sector will continue the joint thematic working groups that were established on a bi-monthly basis to 1) ensure linkages with the General Directorate of Cooperatives and data sharing with this Directorate; 2) strengthen coordination among actors supporting agricultural and agro-food cooperatives to ensure complementary interventions and avoid duplication; and 3) hold technical discussions on improving productivity and capacity of cooperatives to be more business-oriented. Supporting the continuity of key value chains is vital to reduce the potential disruption in the imports and exports of essential raw material and items. The sector will be tracing partners' value chain interventions by re-introducing the interactive value chain dashboard to support coordination and avoid duplication at field and national level.

A particular focus will be put on youth, women and people with disabilities across all activities of the sector, taking into consideration their particular vulnerability and their higher unemployment rates. In 2020, the sector successfully ensured that youth and women were the primary groups benefitting from skills training. In 2021, further emphasis and efforts will be made to increase awareness on the need to include people with special needs in livelihoods activities and to increase their access to income and employment, notably through support to business start-ups, development schemes, and work-based learning programmes. Continued focus will also be made on including youth and women as well as ensuring equal pay for women. The sector will, in 2021, continue to encourage partners to integrate work learning activities in vocational education and training to ensure that skills development trainings are better linked with market demands. This integration should be done early in the project process by, for example, ensuring agreements with already supported businesses, entrepreneurs, or cooperatives to offer on-the-job training, apprenticeships or internship placements to refugees and vulnerable Lebanese.

The sector remains committed to ensuring that it creates decent work opportunities in 2021<sup>11</sup>. This includes working closely with the Protection, Food Security & Agriculture sectors as well as the Child Protection task force to better support partners in their advocacy and work against child labour. The latter is particularly relevant in the context of the COVID-19 outbreak, as one of the challenges faced by women is having to deprioritize work because of increased household duties because of the lockdown measures of COVID-1912. The sector will therefore continue to call for adequate protection in respect of working conditions for all workers and urge the Lebanese government to enforce regulations that improve working conditions and decent and equal pay, safeguard informal work, and counter child labour. 2021 priorities for the sector also include working closely with the Social Stability Sector to prioritize and strengthen conflict sensitivity mainstreaming and do-no-harm, as unemployment and competition over jobs remain the primary reason for intercommunal tensions<sup>13</sup>.

In 2020, the sector received around \$52.2 million in new funds and had a total carry-over of \$65.4 million. The persistent funding gaps for the Livelihoods sector makes transitioning vulnerable people from cash assistance to more durable livelihoods and income-generating opportunities impossible, and the reduction of aid dependency in the short term is unlikely. Thus, the sector will throw out 2021 shared messages around key funding gabs, and advocate for multi-year funding to ensure access to sustainable and decent livelihoods opportunities.

<sup>9</sup> The World Bank "Doing Business 2020" report is a publication that assesses the judicial and regulatory framework governing 10 aspects that are key to the functioning of the private sector
10 The key sectors and sub sectors that have high potential for employment and income generation are industrial sectors, including agriculture and agro-food, pharmaceutical and medical equipment, manufacturing and construction, textile and furniture, and creative and cultural industries. These sectors are prioritized by the Ministry of Encomory, and Trade and Ministry of Industry.

11 Decent work has been defined by the International Labour Organization and endorsed by the international community as 'productive work in conditions of freedom, equity, security and human dignity.'

12 Gender alert on Covid-19: Lebanon - May 15, 2020, see https://eliefweb.int/report/febanor/gender-alert-covid-19-lebanon-may-15-2020-issue-no-2-enar

13 ARK Perception Survey, Tensions Monitoring System, Wave 9





#### **CASE STUDY**

Marwa\* is a 28-year-old Lebanese woman living in the remote and very vulnerable village of Somakiyeh, bordering Syria. Marwa visited the IRC Livelihoods Center in Deir Dalloum, Akkar, asking for apprenticeship training to develop her skills in the hope that she will be able to find employment. Implemented in Akkar, Mount Lebanon, and Tripoli funded by the Federal Republic of Germany through the German Development Bank (KfW), the IRC's apprenticeship is a 4-month program in which beneficiaries are matched to small businesses to learn technical and soft skills. At the end of the training, apprentices receive a certificate signed by the business owner attesting to the acquired skills.

Despite Marwa's village's remoteness, the IRC matched Marwa's apprenticeship to a former IRC-supported businesswoman, Rabiaa\*, running a bakery shop. Business owners offering apprenticeship opportunities are checked for their business venue's adequacy (space & safety) and their willingness to impart knowledge to trainees. A training arrangement between the IRC, the business owner, and the apprentice is signed and it includes a terms of reference document detailing the tasks to be learned by the apprentice.

Before starting apprenticeships, beneficiaries are offered legal awareness sessions, delivered by the center-embedded legal officer, and market-relevant soft skills sessions on communication skills. Following the March lockdown, apprentices resumed their training after completing three precautionary measures: attend COVID-19 awareness sessions and accept personal protective equipment (PPEs) following the IRC's verification of the safety measures adopted by business owners.

Marwa's commitment and focus on tasks at hand encouraged the business owner to broaden Marwa's work scope through showing her how to knead the dough, prepare the thyme and cheese mixtures, and work the oven for varying customer preferences. Towards the end of the 4-month apprenticeship training, Rabiaa, the business owner, extended a full-time employment offer to Marwa. It wasn't easy for Marwa to break through the taboos surrounding apprenticeship in conservative localities. As a first step, before transitioning to employment, the IRC staff worked with Marwa on ensuring that her family would not object to her participating in non-home-based programming. The 4-month apprenticeship offered Marwa the needed confidence to accept the employment offer outside of her house.

Marwa tells the IRC: "When I got the [apprenticeship] certificate, I was pleased. I am now employed. I am independent. I had the chance to change my life."

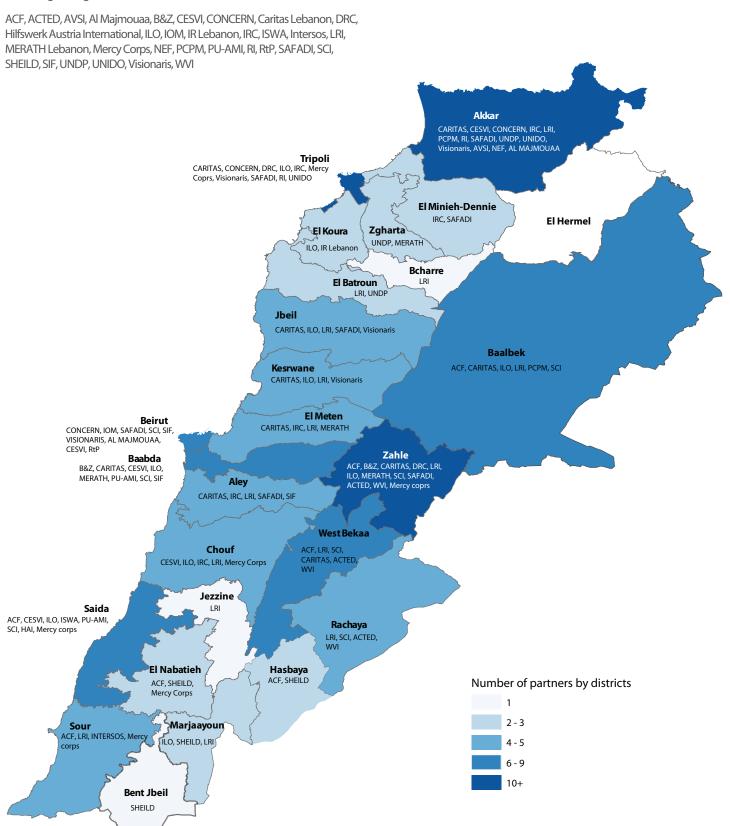








The achievements described in this dashboard are the collective work of the following 32 organizations:



Note: This map has been produced by UNDP based on maps and material provided by the Government of Lebanon for Inter Agency operational purposes. It does not constitute an official United Nations map. The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.