

UNDP Innovation Facility | 2018 Call for Proposals

Q1: Title of the Initiative: A human-centred approach to crisis response in Lebanon

Q2: Contact Person for the Initiative: margunn.indreboe@undp.org

Q4: This initiative will take place in: Lebanon

SECTION | THE INNOVATION INITIATIVE

Q10: What is the current stage of the initiative? Early Stage: idea generation phase up to first prototypes created and initial user-feedback collected to further develop them

Q11: Requested amount in US\$ (including GMS at 8%): Amount in US (\$) 79380

Q12: Will further/other funding be available? Yes

Q13: If cost-sharing is available for your initiative, please share:

- How much (in US\$)? 187374
- From whom? UNDP, UNHCR, UNICEF, OCHA

Q14: What is the expected impact?

- More cost-effective in delivering the product/service
- More inclusive processes in specifying development problems / designing solutions

Q15: SUSTAINABLE DEVELOPMENT GOALS | To which SDG is the innovative initiative contributing the most?

Select up to 3.

- Goal 1: No Poverty
- Goal 10: Required Inequalities
- Goal 17: Partnerships for the Goals

Q16: INNOVATION METHODOLOGIES: What innovation method will you be using? Human-centered Design

Q17: Please choose the funding window you are applying to: Development Impact | Early Stage

FORM A | Early Stage and Test & Evidence Collection Stage

Q18: What problem does your innovation respond to? Please share evidence and/or data to support the problem statement

The Lebanon Crisis Response Plan (LCRP) provides a four-year (2017-2020) inter-agency strategy for integrated humanitarian and stabilization interventions in Lebanon. It is one of the best resourced humanitarian responses in the world, with more than \$1,2bn disbursed in 2017 alone, targeting 2,8 million displaced Syrians and vulnerable Lebanese. Yet, when developing complex strategies and services, there is always a risk of losing sight of their end-users and to miss out on localized and innovative solutions to development challenges. While the LCRP serves refugees and host communities in Lebanon, it has so far not systematically included them in inter-agency planning, strategy development and service design. This has created an accountability and effectiveness deficit with three dimensions. First, people on the ground often do not understand the criteria for aid distribution and service delivery. Second, this lack of knowledge has fueled suspicion. The ARK-UNDP perception survey, for example, revealed that almost 50% of respondents believe that international assistance does not go to the people who most deserve it. Third, people's ideas for more effective aid distribution and service design/delivery are not being tapped into. The WhatsApp survey in Lebanon, which was developed using a Human Centred Design (HCD)

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approach, showed that people on the ground are extremely resourceful and have many suggestions as to how services and aid could be made more effective for them and their communities.

Q19: What is the desired change you want to achieve?

Our ambition is to fundamentally change the way we do inter-agency planning in Lebanon. We want to move from an understanding of accountability as consultations with affected populations to co-creating the humanitarian response with them. Through a dedicated HCD budget line in the LCRP for 2019, HCD training of sector and field coordinators and the development of community-designed prototypes, we will embed HCD thinking throughout the LCRP cycle – from planning, to implementation, to Monitoring & Evaluation. These efforts will complement other ‘people first’ methodologies within the LCRP such as the WhatsApp ‘Speak your Mind’ tool (a real-time community engagement and feedback tool), participatory needs assessments (PA) and the Reality Check M&E approach. This will ensure greater development impact as the response is more closely tailored to and reflects the needs, concerns, and ideas of vulnerable host communities and refugees. As the LCRP is a joint plan between the Government of Lebanon, UN agencies, donors, national and international NGOs, it also serves as a platform for broader HCD advocacy in Lebanon thus paving the path for sustainable bottom-up development beyond the crisis response. Indicators: # of community members who have been empowered to develop local designs that respond to core LCRP challenges # of community-developed prototypes tested and integrated into sector strategies # of sector strategies that explicitly apply an HCD approach % of funds raised for the HCD budget line in the LCRP % of vulnerable host communities and refugees who rate the quality of service delivery as excellent, good or fair (as supposed to poor or very poor) % of vulnerable host communities and refugees who believe that international aid is not unfairly distributed

Q20: Formulate a Hypothesis

If HCD informs the LCRP process, from planning to, implementing through, to M&E, then affected community members will be more engaged in defining problems (leading to a better understanding of what the actual problems are) and in designing and implementing solutions that are sustainable and have impact. Our assumption is that putting people first does not only make the LCRP more effective, but also more legitimate and accountable.

Q21: What is your proposed idea? What is its added value?

Our idea is to include the LCRP’s intended beneficiaries more systematically in the planning process through a human-centred design (HCD) approach. HCD is a problem-solving strategy that incorporates the needs, feedback and suggestions of end users of services in every stage of the design process. The first step in realizing this vision is to create HCD champions within the response and the community through dedicated training and outreach. Sector, field coordinators, and community stakeholders will receive training in social innovation and design to equip them with the tools to actualize their ideas. Through dedicated outreach, we will select ‘unusual suspects’ from local communities to participate in the process – people who know their communities well and are keen to make a difference. The ensuing field workshops with refugees and host community members facilitated by an Arabic-speaking HCD consultant and the respective sector field coordinator will provide a creative space for consultation, prioritization, ideation, and prototyping. In co-designing the response, discussions will centre around LCRP sector outcomes with the aim of developing smart, locally-driven solutions to core sector challenges and priorities. This could involve strategizing on how to make basic services more accessible or how to improve communication around aid distribution. We will also create synergies between UNHCR’s community-based participatory assessments (PAs) and the HCD consultations to ensure the wealth of PA data informs the HCD workshops. The most promising prototypes will then be presented at national level stakeholders of the LCRP planning process for 2019 to ensure that local design solutions inform the planning process from the start. In addition, the consultant will produce a short HCD manual which will be shared with all LCRP partners to inform their fundraising and programming strategies for 2019.

Q22: What is the process to test your idea and monitor the roll out?

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The HCD approach will be piloted in two sectors, social stability and water, with the aim of mainstreaming HCD in all ten sectors in the future. Social stability and water are strategic sectors in the LCRP. The Water sector aims to improve access to safe drinking water and wastewater treatment for 1.5 million people. Social Stability targets more than 2 million people with the objective to enhance stabilization and resilience in Lebanon. An HCD expert will be recruited to deliver the national and local trainings and advise on possible ways of institutionalizing an HCD approach in the response. The consultant would first conduct a two-day workshop for all sector coordinators, sector leads, and field coordinators of the two pilot sectors, training them on how to apply an HCD approach to their sectors and the LCRP planning process more generally. This would then be followed by a maximum of 13 field workshops across Lebanon focusing on the social stability and water sectors. Community participants will identify key sector challenges in these workshops, propose ideas, develop prototypes, and conduct early testing and iteration to see what works and what does not. Four to eight prototypes will be tested in Q1 and then adopted as models for scaled up solutions in Q2, Q3 and Q4 of the LCRP. To ensure that successful community-designed prototypes can take off and scale up, sectors will add a budget line on social and human innovation to their LCRP appeal. The budget line alongside the HCD manual will enable and motivate LCRP partners to raise funds for HCD solutions. HCD indicators will be added to the inter-sector M&E framework to measure the impact of the HCD approach on the LCRP's legitimacy and effectiveness. More specifically, HCD indicators will be compared with the quarterly national ARK-UNDP perception surveys both for the baseline (September 2018) with the end line (April 2019). In addition, LCRP partner surveys will be conducted in early 2019 to assess the HCD manual and establish to what extent partners are using HCD in their own work.

Q23: Design for scale! What is the scalability potential?

Incorporating an HCD approach into one of the best resourced humanitarian crisis responses in the world is unprecedented and could change humanitarian and development programming for millions of people in Lebanon and beyond. Both donors and the Government of Lebanon recognize the importance of involving local communities in LCRP planning thus creating a favourable political and funding climate for sustainable scaling. The LCRP forms part of the regional crisis response plan (3RP) and might thus also shape crisis responses in Turkey, Jordan, Iraq and Egypt. Tentative Timeline for Pilot Phase (9 months): August 2018: HCD consultant is recruited. September 2018: HCD consultant delivers HCD training at national and local level. Community members develop prototypes to address key challenges in the social stability and water sectors. September/October 2018: Most promising prototypes and a more general framework of how a HCD approach can be integrated in the LCRP are presented at the LCRP planning workshops. HCD manual is shared with all LCRP partners (electronically). Innovation indicators are added to the inter-sector M&E framework. October 2018: Social stability and water sectors include field analysis and proposals/prototypes into their response plans. Other sectors are also encouraged to rethink their strategies along HCD lines. November 2018: A budget line is included in the LCRP appeal on human/social innovation to ensure prototypes can be properly tested and scaled up in Q2/Q3/Q4. Testing of 4-8 prototypes developed by community members. December 2018: Launch of LCRP and donor engagement to advocate for more funding for human/social innovation using the successfully tested prototypes. January-March 2019: Scaling up prototypes and encouraging LCRP partners to adopt them in their work April 2019: Evaluating the impact of the HCD pilot phase and scaling it up to all sectors for the LCRP planning process 2020. Exploring further development and scaling up of prototypes and pilots as part of supporting local solutions to immediate challenges within the Lebanon 2030 foresight process, funded through the UNDP Country Investment Facility.

Q24: Manage risks

There are three risks that could impede the integration of an HCD approach into the 2019 LCRP planning process: 1) Timing: To ensure that the HCD training and prototyping feeds into the LCRP planning process for 2019, the workshops have to take place in September 2018. Delays with recruiting the HCD consultant and/or with organizing the workshops risk that the HCD component comes in too late in the planning process to be fully

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integrated into sector strategies for 2019. 2) Political context: While the government is co-leading the LCRP and has so far fully supported the process, the political context is volatile as the new government has not been formed since the elections in May 2018 and amidst rising political pressure to prioritize the return of Syrian refugees. This leads to a general, if unlikely, risk that the government’s position on the LCRP changes which could delay or modify the planning process (and thus the HCD approach) for 2019. More specifically, government partners are sometimes wary of consultation processes that involve Syrian refugees which might make it more difficult to fully involve them in the HCD process. 3) Expectation management: Involving vulnerable people in design solutions always carries the risk of raising expectations which cannot be met. There is a risk that it might not be possible, technically or politically, to integrate even very good design ideas into the LCRP’s strategies. While we will include a budget line for HCD, there is no guarantee that funding can be secured beyond the 4-8 prototypes that are included in this proposal’s budget. To mitigate these risks, the following strategies will be applied: 1) The recruitment process for an HCD consultant is well-underway and relevant candidates have been identified to ensure the person can start in time for the LCRP planning process. 2) We have very good working relationships with government counterparts and have already engaged them in discussions on an HCD approach for the LCRP with positive feedback from their side. We also retain the flexibility of organizing separate workshops with host communities and refugees depending on local conflict dynamics, political context and government feedback. 3) We will make clear to community participants from the outset that no funding is guaranteed even for scaling up successful prototypes and that the LCRP is a multi-stakeholder planning process which means that there might be rejection of or push-back on particular bottom-up solutions. That said, we will advocate with LCRP partners and donors to ensure that more funding can be secured for testing and scaling up local innovation.

Q25: Introduce the team!

Margunn Indreboe is Senior Inter-Agency Coordinator and Early Recovery Coordination Specialist at UNDP in Lebanon and has been working on innovative data collection and behavioural insights for many years. Jean-Charles Rouge is Senior Inter-Sector M&E Specialist focusing on integrating innovation in M&E systems in difficult institutional environments. Carol Sparks is Senior Inter-Agency Coordination Officer at UNHCR, Lebanon. Tom Lambert is Social Stability Analyst at UNDP and the Sector Coordinator for Social Stability and has ample experience working with innovative research approaches in refugee crisis contexts. David Adams is the Sector Coordinator for Water, at UNICEF, Lebanon. Missing skills are expertise in human-centred design and design thinking.

Q26: Propose a budget

Activity	Budget	Funding Source	Funding Request in \$ from Innovation Facility
HCD Consultant to deliver trainings (1 national workshop and 13 field workshops as well as development and presentation of prototypes and a HCD manual for the LCRP)	\$25,000	Innovation Facility	\$25,000
1 national workshop (catering and logistics for 30 people)	\$3,500	Innovation Facility	\$3500
13 field workshops (catering, logistics, outreach and transport reimbursement for 260 people, 20 people per workshop)	\$7800 (approx 30USD per person) + 2200USD venue and logistics/outreach = <u>\$10,000</u>	Innovation Facility	\$10,000
Developing and testing 4 – 8 prototypes (depending on investment/scale)	\$35,000	Innovation Facility	\$35,000

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Participatory Assessments (Local Focus Group Discussions with Refugees and Host Communities)	\$50,000	UNHCR	
LCRP planning workshops and integration of HCD in sector strategies	\$14,000	UNHCR, UNDP and OCHA	
UNDP Staff Costs	\$22,575	UNDP	
UNICEF Staff Costs	\$13,419	UNICEF	
GMS	\$13,880		\$5,880
Overall Costs	\$187,374		<u>\$79,380</u>
TOTAL COST	<u>\$266,754</u>		