

STRENGTHENING
SOCIO-ECONOMIC SERVICES
IN EMERGENCY
SHELTER PROGRAM
IN LEBANON

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Learning and recommendation document



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تم إنتاج هذا الدليل بدعم مادي من البرنامج الأوروبي الإقليمي للتنمية والحماية لدعم لبنان، الأردن والعراق (RDPP II) وهو مبادرة أوروبية مشتركة بدعم من جمهورية التشيك، الدنمارك، الإتحاد الأوروبي، أيرلندا وسويسرا. محتوى هذا الدليل يمثل آراء منظمة أبعاد، ولا يعكس بالضرورة سياسات أو آراء البرنامج الأوروبي الإقليمي للتنمية والحماية أو الجهات المانحة له.

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INTRODUCTION AND METHODOLOGY



Credit: ABAAD-Diaa Molaeb

1. OBJECTIVES OF THE RESEARCH

Many organizations in Lebanon support interventions that address, prevent and respond to gender-based violence, under the government's umbrella highlighted by the Lebanon Crisis Response Plan (LCRP). Some of them include ABAAD-Resource Centre for Gender Equality, UNHCR, UNICEF, UNRWA, UNFPA, UN Women, EFI, Mercy corps, Caritas Lebanon Migration Centre, the Danish Refugee Council, International Rescue Committee and International Medical Corps Lebanon. Emergency midway houses (EMW) or shelter houses are one part of the programs implemented by some of these organizations to mitigate gender-based violence.

These institutions aim at sheltering for a limited period of time women being survivors of GBV and provide them a safe space to escape a situation/cycle of violence, recover from it, and further on prepare their reintegration in society preferably outside of their initial environment.

Support in Lebanon can take various forms from midway (short-term) houses, safe house, or longer term sheltering systems:

- **Midway House (MWH):** the Midway Houses were created in 2013 by ABAAD in order to answer the protection needs of both Lebanese and Syrian refugees. The Midway house receive also GBV survivors from other nationalities and they were established to provide

safe, temporary shelter to survivors and those at risk of sexual and gender-based violence (SGBV). There are now three MWHs administered by ABAAD in Lebanon, two of which were established with UNHCR funding¹. The Midway House provides GBV survivors with all types of services; mental health support, emergency, legal assistance, vocational trainings, and childcare support. Additional services are provided based on the needs of the GBV survivors.

- **Safe houses for migrants:** Female migrants work mainly as domestic workers, and they suffer from exploitation, human trafficking, domestic, physical and sexual violence from their employers, or from the agency that brings them from their countries. The major ones are Beth Aleph School with the social office of Vincentian Fathers in Achrafieh; Pine shelter for mentally ill and physically injured migrants; Laksetha temporary shelter and community centre for migrants; Cedar shelter receiving mainly women and children referred by the General Security and the Embassies; and Safe House – Olive shelter receiving the female women migrant domestic workers survivors of trafficking, exploitation and abuses². Migrant Safe House coordinate closely with the General Security, and they provide different types of services; legal assistance, mental health, reintegration and referrals to the country of origin.
- **Long terms shelters:** There are several long terms shelters in Lebanon, and they are distributed among several organizations; Caritas, Martha and Mariam, and Le Service de L'Enfant au Foyer (SEF). Long terms shelters provide assistance to GBV survivors similar to the Midway House, and women are admitted with or without their children. Women can stay up to several years, based on their decision or for safety reasons. Women from different nationalities

¹ Chris Chafary, emergency shelter for women and girls – Lebanon, ABAAD, 2016.

²<http://caritas.org.lb/project/migrants>

are admitted in these shelters; Lebanese, Syrians refugees or other nationalities. While the first two shelters are closed safe houses, the SEF is an open shelter, and women can go out during the day, attend vocational training or work, and come back to sleep at night³.

- **Other shelters:** few other shelters are open across the country. These shelters are not accredited or recognized by the Ministry of Social Affairs, and there is few information about their modality of work, type of cases, mechanism.

These shelter houses are characterized by a survivor-centred approach whereby confidentiality, respect, equality, well-being, safety and security are a priority. Women who seek these shelter houses need their confidentiality, privacy and dignity respected at all stages of the intervention. These shelter houses also provide health-care services, psychological services, legal support and activities for social and economic reintegration⁴.

While best practices in the literature exist for certain characteristics of these shelters, such as referrals; those for economic reintegration and livelihood activities inside the shelters are not abundant. One of the very few sources that highlights the guidelines for this area is the Inter-Agency Standing Committee's (IASC) thematic area guide for: guidelines for integrating gender-based violence interventions in humanitarian actions, whereby there is a direct relationship between shelter and livelihood consideration.

THE GUIDE STATES TO:

1. **Work with shelter, settlement and recovery actors to “identify areas for skilled and unskilled labour mentoring in shelter, settlement and recovery programs”, and**
2. **Consider age, gender and cultural appropriateness in the livelihood opportunities related to the design of the shelters⁵.**

Other guides such as the Inter-agency coordination Standard Operating Procedures⁶, and Gender-based Violence AOR Global Protection Cluster's Handbook⁷ for coordinating gender-based violence interventions in emergencies do not state best practices for livelihood considerations inside EMW shelters.

Income-generating abilities have been shown to be the most valuable factor in deciding to stay in or leave an abusive environment, and returning to it. Secondary factors include the provision of shelter, as well as social and policy environments⁸. This is why shelters and economically empowering activities inside of them are essential to help gender-based violence survivors break-away from the abusive cycle and to exit and reintegrate in a better life.

The present document is a learning and recommendation report on how to approach livelihoods for gender-based violence (GBV) survivors benefiting from emergency safe sheltering

programs. Analysis and recommendations are based on the identification of best practices and lessons learned from survivors themselves, professionals working in shelters in Lebanon, along with other actors providing protection and livelihood services.

The research aims at identifying opportunities that contribute to women's economic services in target communities benefiting from emergency safe sheltering programs. It includes:

- briefly outlining the main consequences of GBV and exploring in some details their impacts on livelihoods contributing to better understanding how various forms of GBV directly and indirectly affect the different sectors and livelihood security;
- providing information and guidance on how to make livelihood interventions relevant to the realities of GBV, and thus enhancing the effectiveness of the programmatic response to livelihood insecurity and GBV;
- exploring the existing services to GBV survivors in shelters to establish a detailed description of best practices, do and don't, as well as successes, challenges and gaps in the present offer of services. This should have an emphasis on the effectiveness and impact of current proposed activities; and
- developing lessons learned and making recommendations on what needs to be done to effectively promote and develop livelihood interventions which contribute to socio-economic services in Lebanon and MENA region.

Socio-economic activities are currently provided within the shelters (or Midway Houses) as part of the intervention plans to ensure the women have economic & financial freedom post-shelter. These activities are meant to ensure that survivors, upon returning to their communities, have access or skills or abilities to find safe employment⁹ to minimize their negative options of returning to abusive relationships because of a lack of financial means.

Specifically, the aim of the report is to focus on:

- Whether these interventions within the shelters are impactful in ensuring women have economic-opportunities post-shelter to maintain their long-term protection security; and
- If gaps are identified, what steps and approaches would contribute to really ensure the livelihood needs of women survivors post-shelter.

The final objective of the document is to propose a comprehensive system to be set-up in future programming in Lebanon and in the Middle East region in general. It presents options for aligning together protection work and livelihood activities to propose a comprehensive long-term¹⁰ support to GBV survivors accessing the shelter; with the objective to provide them with the needed support to break away from the cycle of violence they experienced and identify means to become financially independent.

³ Kill with Zeina Madi, head of the Service de L'Enfant au Foyer shelter.

⁴ Lilleston, P., Winograd, L., Ahmed, S., Salame, D., Al Alam, D., Michelis I. & Joergensen, S., (2016). International Rescue Committee, Reaching Refugee Survivors of Gender-Based Violence. Retrieved from <https://www.icrw.org/wp-content/uploads/2016/10/ICRW-Mobile-Services-Assessment-IRC.pdf>

⁵ Inter-Agency Standard Committee, (2015). Thematic Areas Guide for: Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action. Retrieved from https://gbvguidelines.org/wp/wp-content/uploads/2015/09/TAG-livelihood-08_26_2015.pdf

⁶ GBV-Sub Cluster, (2018). Standard Operating Procedures for Gender-Based Violence Prevention and Response. Retrieved from https://reliefweb.int/sites/reliefweb.int/files/resources/gbv_sc_sops_2018_english_final.pdf

⁷ Global Protection Cluster, (2019). Handbook for Coordinating Gender-based Violence Response Interventions in Emergencies. Retrieved from https://gbvaor.net/sites/default/files/2019-07/Handbook%20for%20Coordinating%20GBV%20in%20Emergencies_fin.pdf

⁸ Canadian Network of Women's Shelters & Transition houses, (2013). Shelter for Women and Girls at Risk of or Survivors of Violence. Retrieved from <http://www.endvawnow.org/uploads/modules/pdf/1363538451.pdf>



Credit: ABAAD-Diaa Molaeb



Credit: ABAAD-Diaa Molaeb

2. METHODOLOGY FOR DATA COLLECTION

Fieldwork was planned with two different types of actors: beneficiaries of sheltering program and implementing teams / experts.

- Key Informant Interviews (KIIs) with beneficiaries of safe sheltering programs. These interviews were the opportunity to understand experiences, exposure to GBV risks, and coping mechanisms. Their objective was mainly focused on gathering detailed personal experiences for comprehensive individual case studies.
- KIIs with key stakeholders, including GBV service providers, as well as protection and livelihood and protection experts to benefit from their point of views and detail strengths and weaknesses of previous measures and existing policies and programs.

While the report has a general objective of informing the work of all safe shelter initiatives at the regional level, it relies on the experiences from actors in Lebanon working in safe shelters specifically, and within the Livelihood and Protection sectors more broadly. Actors included staff members within ABAAD facilities as well as in other humanitarian sector organisations.

Learning from other countries experiences and secondary sources from initiatives in several regions were used in the inception phase to define the tools and precise research questions (see Annex I below).

3. FIELDWORK ACHIEVEMENTS AND CHALLENGES

Overall, the team interviewed a total of 12 beneficiaries along with 17 experts working with survivors, notably within the shelter system.

TYPE OF INTERVIEWS	KIIS
S/GBV survivors	12
Experts	17
Total	32

The total number of expected interviews was achieved and allowed for a comprehensive overview of survivor experiences within the shelter. However, several limitations should be noted:

- Access to beneficiaries during the time of Covid-19 was complex as the shelters were fully closed and not accessible to the public. Therefore, interviews with beneficiaries were limited in terms of number (12 instead of 20), and in terms of types of shelters (mostly living at the time of the study in an ABAAD shelter or having previously lived in a shelter and now following daytime activities in one of the ABAAD Model Centres (which are women and girls' safe spaces in MoSA (Ministry of Social Affairs) SDCs (Social and Development Cen-

tres). Survivors from other shelters were not interviewed (Collective shelters (Shelter Unit under UNHCR, and Caritas Migrant Centre), and Long-term shelters (Mariam and Martha, Sister of Good Shepherd, SEF (Service de L'Enfant au Foyer) and YMCA)). However, the 12 respondents represent a diversity of ages and situations (SGBV incidents, trauma, date of arrival in the shelter) among both host and refugee communities. To compensate, the research team also increased the number of professionals interviewed with a total of 17 KIs. Therefore, the main part of the report focuses on experiences and needs from professionals and beneficiaries from short term shelters welcoming survivors for a period of an initial period of three months (or more) when they seek refuge. However, testimonies and recommendations include considerations from a comprehensive systemic approach including short term shelters, long term shelters, and safe spaces.

- The research took place during the early stage of Covid-19 confinement in spring 2020. The organization initially planned FGDs with experts, which had to be adjusted to take into account the COVID-19 pandemic and its ensuing lockdown measurements. This had two main consequences on the research:
 - (1) Instead of conducting two FGDs with approximately 10 experts, the team conducted a total of 17 interviews with key professionals working in shelter from the protection, Sexual and Gender Based Violence (SGBV), and livelihood sector. This translates effectively in the core of the report with many expert testimonies along with survivor experiences. As a complementary mitigation measure, some of the Key Informants were mobilized for a workshop to collectively debate first findings. Overall, a total of 14 individuals working with ABAAD (82% of the sample), and 3 individuals working outside of ABAAD (18%) took part of the interviews. Complementary to this, a consistency check was done with one livelihood expert and one protection expert working with international humanitarian organizations and both having extensive experience in the country (see table below).
 - (2) The fieldwork period that was planned to last three weeks between April and May was stretched over two months and a half until the end of June, 2020 in order to successfully reach out to beneficiaries and key informants and gather content in similar targets as planned in the inception phase.

#	NAME	ORGANISATION	POSITION	ROLE IN THE RESEARCH
	Key Informant Interviews			Key Informants
1	Alma Chami	Program Associate	ABAAD	
2	Josee Chaaya	PSS social worker	ABAAD	
3	Gaelle Namroud	Senior case worker	ABAAD	
4	Rouba Chamseddine	Trainer	Freelancer working with ABAAD	
5	Laure Yazbek	Case worker	ABAAD	
6	Doloris Badawi	Social worker	ABAAD	
7	Gisele Abi Chahine	Psychologist	ABAAD	
8	Rajwa Faytarouni	Director of shelter	ABAAD	
9	Leilita Rizk	Psychologist	ABAAD	
10	Jihane Isseid	Programme director	ABAAD	
11	Koulthoum Saghir	Facilitator	ABAAD	
12	Nada Kahale	Shelters' coordinator	ABAAD	
13	Zeina Madi	General director	Shelter Service de l'enfant au foyer	
14	Linda Hatahet	Trainer	ABAAD	
15	Nada Halaby	PSS worker	ABAAD	
16	Batoul Hajj Hassan	Coordinator	ABAAD	
17	Samar Boulos	General Manager	Safadi Foundation	
	Report review and Validation			
18	Robin Laur	Economic Empowerment Coordinator	CARE International in Lebanon	Consistency technical check on Livelihood
19	Lélia Tawfik	Protection Coordinator	Première Urgence Internationale (PUI)	Consistency technical check on Protection

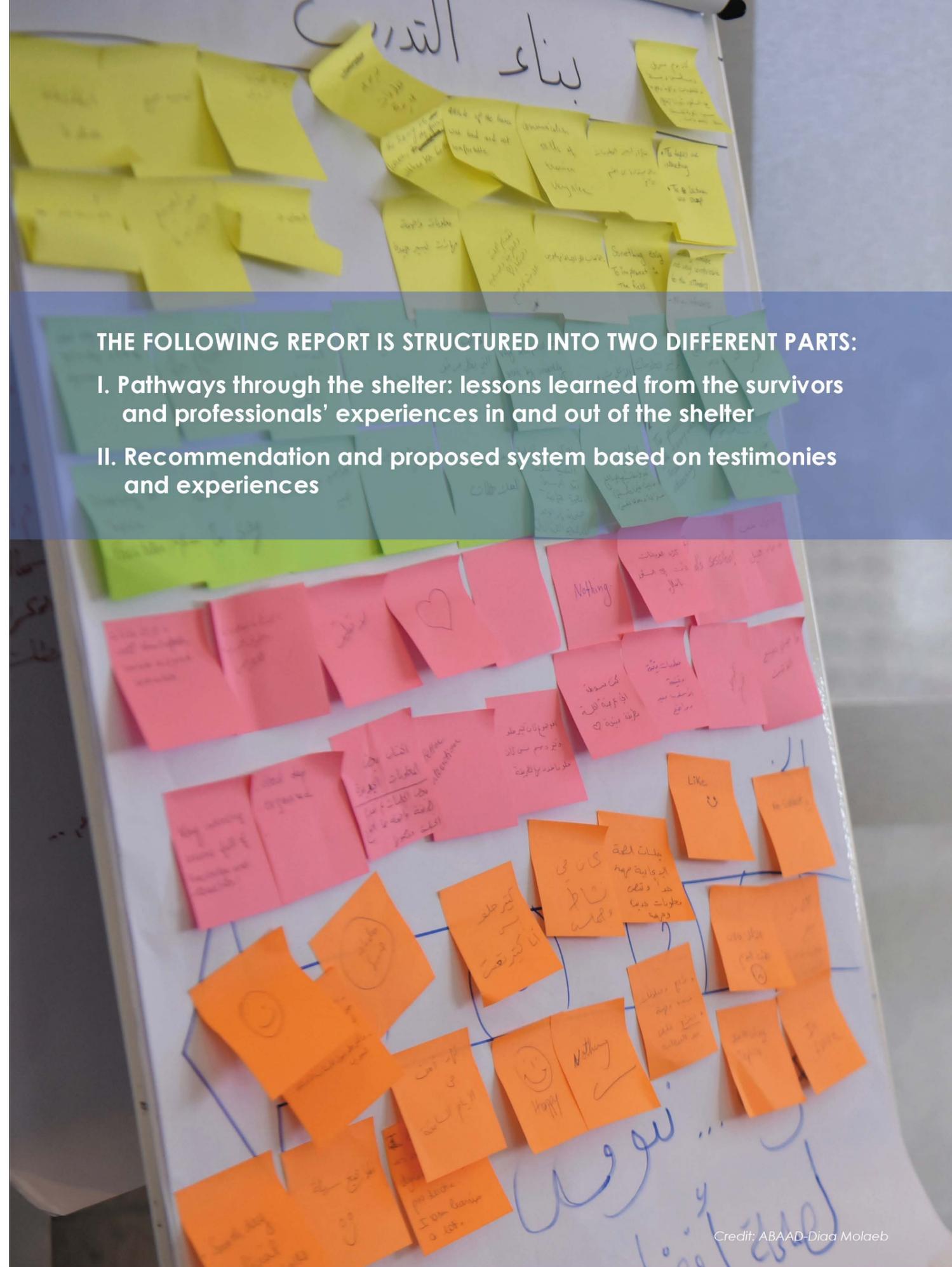
4. ANALYSIS FRAMEWORK

Information gathered on the field allowed the research team to conduct comprehensive case studies, detailing the experience of beneficiaries at every step of their pathway from the event that led to their admission into the shelter, including examples of their daily life upon reintegrating into the community post-shelter.

For every identified step, a series of cases studies and detailed examples were proposed to detail the various situation that beneficiaries and professionals can experience depending on their different profiles.

Examples highlight best practices and gaps in current services. The report provides emphasis on the benefits of existing activities in the short term but also long term. Results allow to identify potential for improvements and innovations in future programming. A focus is given to the relevance of present activities for sustainable integration/reintegration of beneficiaries into society and in safe environments. Recommendations in the document are both meant for:

- internal programming; but also
- general advocacy regarding the relevance of livelihood in shelter and post shelter support. Recommendations thus provide considerations about the feasibility of including vulnerable profiles into durable solutions.



THE FOLLOWING REPORT IS STRUCTURED INTO TWO DIFFERENT PARTS:

- I. Pathways through the shelter: lessons learned from the survivors and professionals' experiences in and out of the shelter
- II. Recommendation and proposed system based on testimonies and experiences

Credit: ABAAD-Diaa Molaeb



PATHWAYS THROUGH THE SHELTER



LESSONS LEARNED FROM THE SURVIVORS AND PROFESSIONALS' EXPERIENCES IN AND OUT OF THE SHELTER

Credit: ABAAD-Diaa Molaeb

The experience of GBV survivors in the shelter is a holistic mix of activities offering a balance of different types of support, aiming at the quick recovery of the beneficiaries to prepare their reintegration into society. Women entering the shelter benefit from services that provide them with empowering traits, notably in terms of emotional, psychological and physical support, including life management skills and economically empowering activities. This is valid throughout the five phases of the care system defined by the staff and described in the methodology above (1) reception, (2) assessment and integration, (3) activities and engagement, (4) preparing for exit, and finally (5) exit itself.

The services provided are imbedded and extended throughout these five steps. Psychosocial services range from basic assistance, security, crisis counselling, health and medical services, to psychosocial support and mental health services, including legal support and childcare. Livelihood activities broadly include education and capacity-building activities within the shelter.

Every individual experience in these shelters is unique, with underlying common traits among women, allowing for an assessment and a generalization of the approaches adopted. Using twelve experiences of the beneficiaries, the journey of each woman from steps one through five permits to draw insights on the services that fulfil their purposes and those that show room for improvements.

1. STEP 1: RECEPTION

- *Main services: referral, case management, security*
- *General assessment: in accordance with the needs of the beneficiaries, with occasional discontent with the severity of the rules imposed, in some cases leading to the termination of the stay*

Referrals and initiation of the case management process are positively seen by the beneficiaries. However, strict rules can sometimes push survivors to leave the shelter. Women reach the mid-way transition house through the hotline or through referrals from other associations and Civil Society Organisations (CSOs) or personal acquaintances. An example of admission into the shelter starts with a telephone assessment of the situation or a primary meeting in the safe spaces, where a case worker engages with the beneficiary to assess whether her needs could be answered in the mid-way house (MWH) and whether the beneficiary understand the integration process and the proposed rules. Depending on each case, women may be admitted into the shelter or, in case of a mismatch of needs and services provided, women may be referred to other organization where their needs could be targeted better. Generally, beneficiaries often praise the swiftness of the process of joining the shelter and

the smoothness of entry into it, while highlighting the sense of security. The average reported timeframe of the process from the notification to the integration in the shelter is remarkably short between a few hours to a couple of days at the maximum depending on the emergency of the case. However, some S/GBV survivors reported a long process of referrals from one association to another before being introduced to ABAAD, especially when dealing with public authorities in the first place.

The case workers play an integral role here in making sure women understand the nature of their stay and are supported in the process. The code of conduct of the shelters is laid out clearly to the beneficiary, preparing her for the system in the MWH and ensuring the fluidity of integration, and documented through the signature of a consent form. Of the rules and recommendations mentioned, the limited contact with outsiders and the inability to leave the shelter during the stay seem the most imperative. This is complemented by the confiscation of the belongings that could be dangerous to her health and the health of others in the shelter. Additionally, women are made aware that they will be sharing and managing the house themselves. The MWH combines women from different nationalities, cultures, ages and backgrounds, where rooms will be shared among them, as well as their children. At this stage, women learn about their responsibilities within the shelter, mainly its maintenance, such as the cleaning and the cooking. Other rules include the prohibition of smoking. Such rules are often assimilated and tolerated by the beneficiaries. However, extremely strict rules inside shelter houses can be a deterring factor to the beneficiary's progress, especially when, as a result of them, she decides to leave the shelter and drop the process halfway, therefore not benefiting from all the services provided, especially economic empowering activities, which normally are set in later phases of the stay.

Focus Box 1: Successes and Challenges of the arrival in the shelter

Abeer, beneficiary, 35 years old, Syrian born and raised in Lebanon

Abeer heard first about a CSO called Kafa through her sister. The CSO works with persons at risk or victims of exploitation and trafficking, on family violence and on child protection. This CSO then referred her to ABAAD. As soon as she arrived in the MWH, she was briefed about the rules, such as not having her phone and not allowing men to enter the shelter. She added that the case worker encouraged her to socialize and work together with the other ladies in the shelter. After spending two months with ABAAD, she was moved to another institution in order to support her professional skills to start having a good career for herself. Nevertheless, she left this second place a month later due to the stricter rules applied in this institution: it was prohibited to pray or wear the veil.

"I do not regret leaving the second shelter, but I do regret ABAAD"

Amal, beneficiary, 26 years old, Syrian

Amal's parents advised her to go to ABAAD after they were referred to it by UNHCR, and had been in the shelter for a month and a half at the time of the interview. Her husband and his family verbally abused her and severely limited her freedom of movement. After the case worker received her in the shelter, she introduced her to the shelter and gave her the necessary items she needs, such as clothing, and introduced her to the other ladies in the shelter. Amal stated that the case worker was reassuring and welcoming, easing her into the shelter. The entry into the shelter was smooth, and the rules were clear to her, but it was difficult for her not to see her parents throughout her stay.

"I need to see my parents more and I can't because I am in the shelter"

This step is straightforward and does not imply recommendations, while steps 2, 3, 4 and 5 are the core of the process to introduce a refined implementation of livelihood programs.

2. STEP 2: ASSESSMENT AND INTEGRATION

- **Main services:** profiling, basic assistance, health and medical services, psychosocial support, nursery, childcare, recovery planning
- **General assessment:** sufficient adjustment period and a complete approach in the establishment of a social and psychological working plan, with opportunities for improvement on economic empowerment planning.

Assessment and integration correctly profiles the survivor for a proper recovery plan on the emotional level, but fails to do so for the plan of economic livelihood.

2.1. Adjustment period

During the assessment and integration phase, the beneficiary's basic and medical needs are attended to. Women are given clothes, kits and medical packages they require. Thereafter, the beneficiaries are observed for two weeks in their daily life interactions. The case worker observes the new beneficiary, allowing her to adjust to the new environment, and also forming an opinion on her needs, based on her degree of interaction, her level of trauma and other factors. This buffer period is praised by practitioners and beneficiaries alike and answers the specific adaptation needs of beneficiaries at the time of their arrival.

Focus Box 2: The necessity of the adjustment period

Rajwa Faytrouni, director of Beqaa shelter

"The first line of success in treating a GBV survivor is to make her feel safe in this new and unknown environment. In the first week she is given information about the nature of work, but we do not burden her with the details yet. A week later we formulate the action plan together, which focuses on self-development and self-love, starting from one-on-one sessions to group sessions to promote the spirit of socializing and group support."

Additionally, a template regarding their profile is filled. The standard template on the beneficiary includes basic information, such as personal experience, age, education levels, work experience and preferences on future activities.

Based on those two elements, as well as the beneficiary's direct input on what her perceived



Credit: ABAAD-Diaa Molaeb

needs and likes are, the baseline assessment of the beneficiary is designed, through which a recovery plan is tailored. It was noted by interviewed experts that direct expression of beneficiaries' own needs and capacities is key, and the full and meaningful participation to the design of the action plan or care plan is to be promoted and encouraged by the case workers (although it might take time, depending of each person and level of trauma). At this stage, livelihood is rarely expressed as a priority by interviewees and is not prioritised.

2.2. Plan division

This plan is only semi-directive, and more concrete on the psychological level than on livelihood activities. Based on it, a team to follow-up with the beneficiary is set, which can include a social worker, a psychologist, a psychotherapist, a legal expert, a medical personnel, a vocational trainer and others. The GBV survivor is guided and not forced to join a specific program, especially taking into considerations that she may not be ready to engage in all the activities at the first stages of the recovery, notably in skills trainings.

2.2.1 Psychology plan

The assessment and integration phase provides enough tools to identify the psychological needs and proper response of women based on their profiles. The observations of the case worker and the templates filled are largely focused on devising this side of the plan. For example, a basic curriculum piloted in 2016 and developed in 2017 contains around 60 sessions and targets several ranges of topics with broad guidelines, mainly focused on psychological

and mental health, as well as social skills. The curriculum helps set a target with a clear message. It includes education on GBV and rights awareness, social and legal protection, partner selection, hygiene and others. This curriculum is complemented by another one of eight sessions targeted at emotional support. Moreover, it is flexible in its implementation as the social workers see fit, depending on the responsiveness of the beneficiaries, whereby some women might benefit more from learning in alternative techniques, such as games. On the contrary, curriculums lack systematized economic empowering activities, notably because it is seen to be difficult to propose clear activities aiming at economic independence with successful long-term outcomes at this stage of the beneficiaries' recovery.

Focus Box 3: the curriculum is more systematized for psychological recovery

Diloris Badawi, social worker

The shelter follows a curriculum to help women recover from trauma based on short-term and long-term goals. Sessions include GBV awareness, early marriage, decision-making, self-empowerment and others.

When it comes to skills training, the objective is to teach women financial independence, but there is no stable system for it inside the shelter. Many women struggle to see the future, and not all of them see a value-added to the trainings. It is a good place to discover a skill, but not a good setting to grow it.

Thus, this plan encompasses a wide range of activities that allows the women to recover on the psychological level, but not enough to develop in terms of economic livelihood activities. The basic curriculum remains generic on the economic livelihood level, where no individual guidelines are adopted. Instead, general and repetitive classes are proposed based on beneficiaries likes and dislikes. This is due to a combination of several factors complexifying the approach to economic empowerment as detailed below.

2.2.2 Economic livelihood plan

The economic livelihood plan is notably disadvantaged due to the absence of personalization and profiling. Although there are some questions in the template pertaining to economic livelihood, they are not encompassing of the whole picture to guide the survivor in the right direction and avoid dropouts in vocational trainings.

Focus Box 4: improvement opportunities as per professionals

Jihane Isseid, program director for Al Dar (ABAAD midway houses), on the weak profiling system regarding economic livelihood activities

The beneficiary's characteristics and skills are detected based on a one-to-one relationship and on the degree of openness of the victim. There is no checklist system.

"The plan of intervention is on several levels, one of which is the socio-economic level. It is the second level that is included in the program, after the basic, psychological and mental support. We check many variables, including the level of education, their work experience and their skills, and we try to capitalize on them and develop them [...] Although the social part is very well-developed, the economic part is still to be improved"

Doloris Badawi, social worker at ABAAD, on the limitation of the initial assessment to the personal level

"The assessment done with the case worker at the beginning is more focused on the personal level"

There are many variables identified at this stage that should be taken into account, that will determine the ability of the survivor to successfully follow a training into a specific type of work (sector, full-time vs. part-time, home based, employee or entrepreneur, etc.). They include:

- type of GBV experience and the extent of the trauma;
- level of education and capacities;
- level of professional experience and skills;
- family and personal situation: age, marital status, children, health issues;
- social norms and difficulties of transitioning into a model based on economic independence; and
- cultural background and nationality restrictions, with various implications such as openness to entrepreneurship, will to settle in Lebanon, access to formal work and others.

Each of these variables will impact the way individuals experience livelihood support and the success of the approach. The basics of these factors are institutionalized and effective for psychological support, nevertheless, these already existing profiling need to be better translated into a tailored livelihood plan, continuously updated given the volatile and rapid evolving state of mind of the beneficiaries, keeping flexibility in the planning.

TYPE OF GBV EXPERIENCE AND THE EXTENT OF TRAUMA

Women are in the process of healing from severe trauma, potentially preventing them from participating in vocational trainings or increasing dropout rates. With the limited timespan inside the shelter, which lasts three months on average, many women could skip the chance of participating in skills trainings effectively because they are not emotionally and mentally ready.

Focus Box 5: difficulties in proposing livelihood activities in the shelter

Professionals themselves highlight the difficulty of considering livelihood activities within the shelter, beginning the training early during the recovery process is not recommended as the ability of the survivor to keep up with skills trainings is related to their state of mind, especially for those who have just arrived. In the beginning, it is very difficult to convince the survivor to start the training. Later on, the situation may improve. Throughout the process, the survivor could have low self-esteem and traumas. She will need to focus on self-confidence and motivation, which further impacts the commitment to livelihood programs.

As of now, depending on the GBV experience, the concentration capabilities of survivors vary in skills trainings. Experts highlight that the GBV experience affects the capacity of women to work or concentrate on a task or see it through. Thus, it takes them time to commit to skills trainings.

This is also supported by beneficiary experiences:

Mariam, beneficiary, 40 years old, Lebanese, unable to commit to skills training mainly due to severe trauma

She is a divorced woman with six children, three of whom are under the age of three. Despite having a low level of education, she has good work experience. She is a GBV survivor. **Her husband and her brother physically and emotionally abused her, and severely limited her liberties of movement. Her father had passed away recently as well. Mariam praised the services provided to her in the MWH: medical, psychological, childcare and others. Although she wanted to deepen her skills in beads and decorations, she could barely attend skills trainings because of her weak emotional state and the need to stay with her children. She stated that she could not learn anything in those four months and spent a lot of time in her room.**

Samar, beneficiary, 50 years old, Lebanese, unable to commit to the trainings at the first steps of recovery

Women with severe trauma cannot concentrate at the first phases of recovery. Samar believes women should rest and treat their psychological issues. Through the daily routine and the psychosocial follow-up, women are able to live with their past and project themselves into the future. Thereafter, a woman can be placed in the right activities according to her abilities and likes.

Thus, skills training could be better targeted when the survivor shows progress on the psychological level, which for some women might mean only beyond their experience in the shelter, after they leave it.

Level of education and capacities

There are discrete levels of education and intellectual capacity that place survivors in different stages of the training, thus requiring a different plan to answer to their needs in the job market. Uneducated women, or women without strong capacities may lag behind in the training, and perceive it more as a pass time activity, or a psychologically empowering activity. Similarly, some women are analphabetic, which puts them at a lag relative to their peers.

Focus Box 6: difficulties and necessities to match training and job placement with initial levels of education

Zeina Madi, Shelter Service de l'Enfant au Foyer, matching the level of education to the job market prospects

"Women have different levels of education, and some are illiterate. We offer uneducated women low skill careers, such as in cleaning services, while more educated women are offered more sophisticated jobs, such as sales."

Gisele Abi Chahine, psychotherapist at ABAAD, women's intellectual capacities serve them differently in vocational trainings

"Intellectual capacities can be factors related to a women's ability to rebuild herself. Women's intellectual capacities vary: Some women have the ability to organize themselves, for instance in manual work, while others do not have the maturity to do so."

Laure Yazbek, case worker at ABAAD shelter, on the survivor's discrete education levels

"We take into consideration the capacity of the survivor and how much she is able to learn, especially if she needs the basics, such as learning how to read and write."

Therefore, it is integral to the training to recognize the different levels of capacity of each survivor and match them with the proper training, to make sure she is benefiting and able to progress in the program she is put in. This is deemed as very important by key informants as being placed in a situation of failure (or perceived failure, due to low self-esteem, delay in terms of progresses compared to peers) could have a harmful impact in the survivor.

Level of professional experience and skills

Women also come to the shelter with different levels of work experience. The program could be more beneficial when it builds on those existing skills. The training program has to match the potential of the survivor and complement it with other skills when applicable, such as tools, management and finance skills.

“

It is important to capitalize on the skills women already have. For instance, a survivor who used to work in baking was provided with a baking machine after she left the shelter so she could guarantee a living.

Josee Chaaya, social worker at Al Dar Beqaa shelter

Family and personal situation: age, marital status, children, health issues

Age, marital status, children and health status also play a role. A minor woman, who may still have to answer to her parents, has different needs and priorities than that a middle-aged woman and an older woman have. Women with children, especially young ones will not find a job easily if they do not have a support system that allows them to lean on for childcare and shelter. It is also especially difficult for women separated from their children. Women with health issues cannot take any job, notably those that require physical effort which are abundant in low-skilled jobs, in farming a land, in cleaning or any other job that requires physical activity, like standing up for long hours. A woman susceptible to go back to her household might have to engage a process that implicates her relatives (husbands, parents) into her project of starting an activity. All these different potential barriers have to be considered in the plan as they will require specific enablers to propose a successful approach. Those specific situations need to be identified and taken into consideration not only for the training phase but after when she will look for a job; and then later, when she will work.

Focus Box 7: personal barriers and risks it creates with regards to successful economic independence

Most professionals, notably psychologist highlighted the risk that women may go back to their predators.

“Without the proper support, a lady may leave and go back to her predator and repeat the same cycle.”

Testimonies from the beneficiaries themselves confirm this tendency. Myriam, a 40 year-old Lebanese beneficiary confirmed:

“I was going to go back to my brother who abused me due to lack of other options, had ABAAD not intervened and supported me”.

The mentioned support included a holistic set of activities to tackle the barriers in the individual's environment.

Social norms and difficulties of transitioning into a model based on economic independence

Social norms also play a big role in the participatory rates of skills trainings. They can dictate whether a woman can or wants to transition into financial independence. Some women do not believe in the need for financial independence and limit a woman's role as solely set to care for the household. In many instances, women do not join the workforce based on these beliefs, or restrict themselves to jobs from home, or in a strictly female work environment, which may be hard to find.

Some barriers might be difficult to overcome to aim for a comprehensive economic empowerment. However, trainings that build specific skillset(s) might constitute a reasonable objective to contribute to raising confidence and empowerment within the household (with regards to relatives with conflictual issues such as husband, mother-in-law or other).

“

Some ladies are not convinced of change; they believe in traditional gender norms and do not believe in equality

Alma Chami, Program Associate, ABAAD, on the effect of social norms on survivor's work habits

One of the reasons Syrians are not working is because their husbands do not accept that they do

Koulthoum Saghir, facilitator of activities at the ABAAD safe spaces, Beirut.

In the planning phase, it is important to consider all the constraints around a woman's future employability and steer her into sectors and professions that pair with her constraints.



Credit: ABAAD-Diaa Molaeb



Credit: ABAAD-Diaa Molaeb

Cultural background notably plays a role in social norms, with various implications such as openness to entrepreneurship, will and legal ability to settle in Lebanon, access to formal work and others

Cultural background is also important to consider, as it affects the willingness to work and the type of job required. It mostly falls under the influence of the nationality. For instance, some Lebanese women are particular when it comes to the type of jobs they are willing to take, and are more lenient towards entrepreneurial roles and less traditional sectors. Syrian women prefer more traditional sectors and may be planning on leaving Lebanon, and thus do not feel the need to actively engage in skills trainings and market placement in Lebanon, not to mention that Syrian refugee women can legally work in the country only under a few sectors. Women may also choose not to work because of how they are treated in the workplace, or because the salary is too low.

Focus Box 8: culture background impact on the survivor’s aptitude to financial independence in specific fields

Key informants insist on the fact that cultural background will affect the survivor’s aptitude to financial independence:

“The first thing to consider in rebuilding the capacities of a woman is her culture. Some survivors come from cultures where women do not work, and do not want to work initially”.

Nationality and religion will often impact the openness to work, and the type of jobs desired as many job seekers elect careers for cultural reasons without actually knowing much about it, and there is often a misconception between the image of the job and the job itself.

“Syrian women are often not ready to work in non-traditional sectors, while Lebanese women are. Religion plays a major role in this as well, where many women constrain themselves to not mix with men, which can limit the possibilities of types of work they can do. Many women fear emancipation because their culture prevents them from imagining it. It is important to try to change this culture, but without forcing a change of belief on the survivor”.

To that effect, many awareness-raising activities on GBV complete the support during the stay in the shelter. That also implies that refugee survivors will require more guidance and initiation to potential jobs (the demand in the market for such jobs, the working conditions that are in place, etc.) as they fail to project themselves into options they are not aware of in the first place:

“Syrian women prefer more traditional sectors, such as hairdressing and makeup, while Lebanese women look for something more specialized, a profession with more predictability and sustainability”.

This is not to mention that Syrian women face more obstacles in the job market. Besides existing limitations in terms of sectors in which they can work, the deteriorating economic situation and the lack of opportunities disproportionately affects them because their community is already marginalized. Syrian women have statistically lower education levels and are married earlier, which affects their employability¹¹.

Taking into consideration the extent of women's willingness to participate in the workforce, and the nature of work she will be comfortable with doing in the future is essential to ensure commitment to the training.

¹¹Assessment of the Impact of Syrian Refugees in Lebanon and their Employment Profile. (2013). International Labor Organization. Retrieved from https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_240134.pdf

2.3. Conclusion of step 2: profiling should contribute to a tailored livelihood accompanying program in and out of the shelter

PROFILE	OBSERVATION	RECOMMENDATION
Level of trauma	The level of trauma varies for each survivor and requires a start of the potential cycle of training at different times during the stay, or beyond it.	<ul style="list-style-type: none"> Adjust the expectations of women on what the shelter and training can provide to them Consider the shelter only as an inception and initiation phase of a longer support timeframe in which ABAAD's added-value is to provide support regarding enablers and barriers in the female environment rather than livelihood training itself. There is more added value in focusing momentarily on soft skills and career counselling sessions, discussions with employers/employees, etc. in preparation for engagement in a more committing technical training
Education and capacities	Illiteracy of some survivors might seriously hinder their ability to undertake any activity and requires additional support and a different orientation than educated women.	<ul style="list-style-type: none"> Offer a range of training (or initiations to training) with varying professional levels due to the different level of education and capacities Introduce to opportunities of future professional accredited certification to ensure a path of success and a successful integration in a very competitive labour market Consider proposing basic literacy classes to illiterate women
Professional experience and skills	Women with existing professional experience can really benefit from complementary elements, such as tools and relevant skills, while all women, especially those with limited professional experience can benefit from internships to explore the workplace	<ul style="list-style-type: none"> Propose initiations linked to further certifying formation and based on identified competencies Target financial literacy, management and leadership Institutionalize partnerships with possible financial support institutions for entrepreneurial initiatives (incl. grants, loans and microfinance institutions) Introduce to exit plans proposing internships especially for low-skilled jobs, and for beneficiaries with limited professional experience to engage in the workplace and adjust their expectations to the potential of roles open to them based on their formation, followed by a debrief with social workers

Family situation	Factors such as age, marital status, having children and health influence the women's ability to commit to training, exit the shelter and join the job market	<p>ABAAD disposes of existing systems to propose an approach tackling environment barriers with no support discontinuities after the shelter exit:</p> <ul style="list-style-type: none"> Continue to provide housing, monetary and legal support for women with difficult conditions Provide central childcare support, or allowance for childcare support <p>To be the most effective, ABAAD could provide personalized support after the shelter with a referent in charge of all enablers and barriers to economic empowerment in the beneficiaries' environment.</p>
Social norms	Social norms regarding women's role in society affects the survivor's financial independence.	<ul style="list-style-type: none"> After the exit during the survivor's development plan, consider including the family in the process of vocational trainings when possible to gain their engagement on women's work as a mean of independence to leave the perpetrator Educate women entering the workforce on their rights, and support them in claiming them in case of violation through collaboration with mediators such as the Norwegian Refugee Council. Propose trainings that will lead to future work types adapted to personal needs and barriers (home-based, part-time, entrepreneur vs. employee) Understand labour market needs and be able to inform the beneficiary about their chances to find a job in a specific sector Realistically define the objective of the training as per remaining barriers (emancipation within the household with home activities vs. comprehensive economic empowerment in the public space)
Cultural background	Especially influenced by nationality, cultural backgrounds impact the survivor's preference on job types	<ul style="list-style-type: none"> Consider preferences and limitations in terms of sector Propose initiations to a limited set of traditional but also non-traditional opportunities outside of comfort zones

3. STEP 3: ACTIVITIES AND ENGAGEMENT

- **Main services:** psychosocial, psychological, emotional support, positive parenting, positive communication, conflict resolution, life skills, decision-making, personal development, community engagement, anger management, gender management, GBV awareness, education on rights, capacity building, economic empowerment, legal support, security, childcare, health, referral.
- **General assessment:** there is an opportunity for improving the curriculum and the way it is delivered. Given the specialization required, there might be more room for exploring partnerships while playing a role of facilitator to improve chances of success rather than internally propose activities.

This step is the lengthiest one in the shelter and involves the implementation of the plan adopted in step 2. After integrating the beneficiary into the shelter and devising the action plan through which her recovery will take place, the process starts.

3.1. Psychological plan implementation

The implementation of the plan starts from the basic routine of the beneficiary during the day in the MWH, where the women themselves take charge of managing the house among each other. Women quickly engage in the shelter by participating in the household's decisions, cleaning, caring for the children, and most importantly caring for themselves again, thus developing a sense of engagement and trust with the organizations and among each other. The routine in the shelter requires waking up at 8:00 and cleaning the MWH together, while women with children help prepare them to go to class at 9:00 am. At 10:00 am, after breakfast, awareness, psychological and psychosocial sessions are given, depending on the schedule of each beneficiary. After the session, the women prepare lunch and attend recreational sessions in the afternoon, such as sports until an educator arrives and they start doing more sessions, until 4:30 pm. The team of MWH personnel then gathers for feedback and evaluations to turn to the night shift.

As stated in section 2.2.1 "psychological plan", the curriculum for psychological support is clear. The targeting of the women's psychological well-being is a distinct success. Women often reported a personal improvement and a feeling of belonging. Their mental state improves as they no longer feel depressed about their past and learn to better deal with their children. Through the weekly psychology sessions, either one-on-one or group sessions, women start to overcome their trauma and to project their future, a necessary step into an effective vocational training experience.



Credit: ABAAD-Diaa Molaeb

Focus Box 9: example of successful psychological recovery at the shelter

Mayssa, beneficiary, 27 years old, Lebanese

After severe trauma, Mayssa was able to get back on her feet, personally empowered thanks to the proposed activities in the shelter. After violent experiences with her family due to being raped, Mayssa's doctor sent her to "Deir Al Salib", a psychiatric hospital. There, Mayssa learned several manual works such as recycling, embroidery and sewing. She also studied English and French, which she believed gave her the basics to be able to take on a job. During the five months she spent in ABAAD in 2017, she attended many sessions: psychologist twice a week, social work, GBV awareness, group therapy sessions, English and French languages, drawing on glass, embroidery and other life skills. Her state of mind improved drastically:

"I started loving my life and how they were treating me. I became stronger thanks to the awareness sessions, psychologists and the skills trainings. I developed a lot of trust for the shelter, the sessions are very empowering to women like me".

Even when the survivor is not ready to actively benefit from skills trainings, they could benefit from them psychologically, and be seen as therapeutic activities to teach them life skills, or a pass-time activity, which boosts their rate of improvement. Nevertheless, women may not stick around long enough to reach the phase of proper skills training.



Credit: ABAAD-Diaa Molaeb



Credit: ABAAD-Diaa Molaeb

3.2. Economic empowerment programming

Lack of diversity in the curriculum and short sessions

The programming of a skills training inside the shelter could be improved on several levels in short-term shelters and safe spaces alike. Unlike the program for psychological development, the economic livelihood program does not have a fixed program, with no clear and written guidelines, comprised of short sessions, and widely based on the preferences of the survivors rather than on skill detection. As such, activities contribute to psychological recovery, personal empowerment and potentially to empowerment in the household to some extent. They are taking place as such in the afternoon as part of recreational sessions mentioned above until 4.30pm. However, they fail to introduce beneficiaries to opportunities for future work and economic independence projects that are personally adapted.

Focus Box 10: self-assessments of the curriculum

Rajwa Faytrouni, director of ABAAD Beqaa shelter, the curriculum is limited and not written

“Regarding the skills training, there is nothing clear or fixed, the curriculum should be better organized and written. The sessions are good, but not good enough to start a career as they are too short.”

Alma Shami, Programme Associate at ABAAD, trainings are not based on skill detection, and curriculums are hard to set because the members of the trainings change rapidly

“We have an assessment that gathers information about a survivor’s previous experience and her preferences. The livelihood programs inside the shelter are not well planned, not all the women would participate in the sessions as it was based on their own preferences. There is no process for skill detection.”, ... “women stay for about 3 months, and the groups are open and members change, this is why it is difficult to stick to a curriculum for a decent time period”.

Lack of material, space and proper accreditations

While some trainings may dispose of elaborated organization, trained trainers and some material, both beneficiaries and experts highlighted that this is not always the case notably due to the lack of resources of space (e.g such as kitchens for cooking classes). Additionally, there is no official and accredited certificate that renders the training of the survivors credible on the market.

Focus Box 11: selection of feedbacks on means dedicated to the livelihood training

Koulthoum Saghir, facilitator at ABAAD a good division of the sessions, but no accreditation

"We have ongoing sessions based on the needs of the ladies and we provide them with the material. In 12 sessions of 2 hours each, we teach them the basics in the profession, with professional trainers, often coming from other institutes or regions. We only give them a participatory certificate, and that is not enough. We need a lot of improvement in the economic empowerment department"

Gaelle Namroud, senior case worker at ABAAD, lack of trainers and tools

"Normally there is no clear mechanism because this sector [economic livelihood] is not strong in our shelters. We are flexible as a team on who and how to give the sessions, but there is nothing systematic. We check who can volunteer to provide the sessions, and many times we are lacking the proper tools, such as computers."

Nadine, beneficiary, 20 years old, Syrian, on what could be improved in the program

"There is no certificate for finishing a course"

The different trainings do not offer enough variety to cover all types of work

In some instances, the trainings are not diverse and focused enough to encompass all types of job prospects, such as entrepreneurship, home-based work, or employee within gender friendly institutions. Besides training on the job itself, there is a lack in delivering trainings in finance, management and digital literacy that could prevent a survivor from working independently.

Examples of technical trainings provided in the shelter according to the beneficiaries and experts in various centres are: cooking and baking, care for older persons, embroidery, cro-

chet, drawing and painting on fabric, sewing, language, cashier, computer, decoration, make-up and hair, accessories, silver crafts, recycling, pottery, soap, photography, farming, online sales, and others. These trainings vary in focus and scope, and are not complemented by essential professional soft skills (financial management, workplace behaviour, customer service, digital literacy, etc.).

Ultimately, the structure of the training has to be made to achieve the highest placement rate in the job market, and that requires several improvements in programming, finance and logistics, addressing many points such as introducing:

- a strong curriculum beyond existing repetitive sessions that are reportedly too short to build professional skills according to beneficiaries and staff;
- a certification beyond the participatory one;
- financial resources and material for trainings;
- a proper space for the trainings;
- a stable and dedicated network of trainers, particularly sensitized on dealing with the pool of participants and PSEA principles;
- supporting skills, such as financial and digital literacy, as well as management; and
- an opening to non-traditional sectors to offer opportunities beyond the limited range of possible that survivors narrow themselves in to.

The partnership with Safadi Foundation that was temporarily proposed by ABAAD could represent a good practice if implemented in a more systematic way on specific pre-identified sector (see section 3 "Proposed System")

For a short period of time, a partnership between ABAAD and Safadi Foundation allowed women from the shelters to access economic empowerment programs from Safadi Foundation (partly inside, and partly outside the shelter, see **Focus Box 12** for more details). While the sustainability of the approach was complex in the current context that the country faces, the experience of ABAAD with Safadi Foundation can lay the ground for a good practice. Safadi Foundation puts a lot of effort in detecting the profile and the skills of the survivor to make sure the dropout rates are low during the training process, a practice that ABAAD does not perform fully. Additionally, the partnership allowed for longer trainings, coupled with a credible certification and an internship that allows the trainee to apply her skills and move from the basic level to the professional level. This cycle of training was conducted in parallel of the support in the shelter rather than fully integrated into it.

Focus Box 12: relevance of involving a partner specialised in livelihood training according to various actors

Alma Shami, Programme Associate at ABAAD, the Safadi Foundation experience was a good practice, from the point of view of ABAAD

Safadi Foundation worked with ABAAD inside and outside the shelter. The main objective of this partnership was to assess the survivor's capabilities and orient them towards career trajectories, preferably in non-traditional sectors. Activities were proposed in three different shelters: Beqaa, Zahle, and Mount Lebanon.

The training proposed to each individual beneficiary was centralized around only one topic (see Samar Boulos' testimony below), complemented by soft skills such as management, marketing and finance. This partnership allowed the sharing of information, whereby Safadi Foundation mapped the relevant regions to match the women with the private sector for traineeships, which would be paid for together by ABAAD and Safadi Foundation. The training in Safadi Foundation provided the women with a certificate, increasing their credibility in the market. The Safadi Foundation itself recorded that approximately 50% of women accessed the final internship phase. However, there was no data shared in terms of employability.

Samar Boulos, general manager at Safadi Foundation, strong elements of general economic livelihood program at Safadi Foundation, from their own perspective

Safadi Foundation works towards social empowerment of beneficiaries, delineated by pre-set objectives and a life plan, based on the profile of the beneficiary. The focus is on professional integration, self-development and awareness through sports, theatre and other creative activities. The services in their training centre are provided for marginalized men, women and the youth alike.

Based on Safadi Foundation experience, the detection of personal and technical skills is the most essential element in avoiding dropouts, followed by the insurance that a woman wants to commit to working after the training period. There is a special unit within the foundation whose mission is to cover these areas.

Of the trainings provided, Samar counted photography, aesthetics and beauty, construction, hospitality, care for the elderly, and baking among others (which can vary depending on the identified work opportunities in each governorate). The program is characterized by its long hours (100 hours), divided among professional skills and life skills and competencies, with a specific curriculum approved by the ministries of education and labor. The program is given by qualified trainers, women are provided with kits so they can work on growing their skills when they are outside of the centre, and train while they are at home. Later, internships are given based on the level of commitment and development of the beneficiary, as well as on the beneficiary's location and geographical access. Alternatively, grants could be given to candidates who show promise in entrepreneurial work. The program is also accompanied by a market analysis of the private sector in order to match the trainings and the skills available with the market needs.

MWH with ABAAD do face stronger constraints than in Safadi Foundation, characterized by a strict safety measures and geographical categorization of MWH. Women leave the area of the abuse to a safe space far from it, which women cannot leave for a specific period of time, making engagement in outside vocational trainings during the stay challenging, especially with respect to matching the needs of the market in the area they come from. Therefore, this third step in the shelter seems more suited to matching of particular profiles with specific activities and sectors adapted to their environmental constraints and own strengths and weaknesses rather than a moment to deliver the bulk of capacity building and certifications.

Credit: ABAAD-Naa Molaeb

4. STEPS 4 AND 5: PREPARATION FOR EXIT AND EXIT

- **Services provided:** preparation of an exit plan, referral to collective shelters, safe spaces and other organizations, basic assistance support, continuous psychological and legal support.
- **General assessment:** the preparation of exit plan is limited in terms of livelihood targeting economic empowerment due to the lack of follow-up on the progress of women in skills trainings, and the lack of job placement after leaving the shelter.

Preparation for exit revolves around ensuring the woman is psychologically and financially able to become independent. The MWH helps the survivor to recover and empower herself and gives her options to prepare for her reintegration in society. A proper exit involves a safe environment, a suitable shelter and the ability to afford basic needs. The social worker meets with the survivor three times a week to set a decent exit plan that makes sure she can meet basic safety and needs, without having to resort back to the perpetrator. This can involve the MWH itself to refer the survivor to another shelter and/or to provide her with a basic allowance and continuous psychological support.

When the woman exits the shelter, she faces a wide range of options. She could go to a back to her original location, to a common shelter, or a long-term shelter like Caritas, Mariam and Martha or the Service de l'Enfant au Foyer. She could also choose to become independent. Aside from providing shelters, the main expertise on which ABAAD can capitalize on for the exit are follow-ups on her psychological state and her professional capacities, as well as market assessments, linkages and job placement. It could also involve accompanying the individual when work was found with the aim to limit job dropouts.

Current situation of follow-up

The exit plan is timed and prepared based on periodic follow-ups within the shelter to track the survivor's progress. When it comes to psychological assessments, they are periodic, adequate and stored in individual independent files. When it comes to the follow-up on capacity-building and economic empowerment activities, better practices can be adopted to mitigate the delays in the process and its lack of systematization.

Focus Box 13: current limit of the follow-up as per professionals

Rajwa Faytrouni, director of ABAAD Beqaa shelter, follow-ups with regard to professional capacities is delayed

There is a weekly meeting led by the director to follow-up on the needs of each case and build on the next week. Capacity assessment for the purpose of finding a job comes at the last stages of the stay, while preparing the exit plan. This is documented and recorded with the case worker in each file.

Laure Yazbek, case worker at ABAAD, follow-ups with regard to professional capacities are rudimentary

There is a follow-up for each survivor. The case workers observe the progress and communicate the remarks among the relevant staff. On the psychological levels, there are specific evaluations that are filled. As for skills training it is done on a narrative basis, and not according to indicators. Participating in skills trainings is not mandatory, thus the process of evaluation is not developed.

Additionally, after the exit, there is no tracking system to observe which survivors are doing well and which are not. The communication at this point becomes non-systematic, if not one-sided and only at the request of the survivor. The long-term follow-up with them may be difficult given the change in regions, and the environment in which the beneficiary lives, which may be conservative and closed, and does not allow proper communication. Besides, it is important according to professionals to mark a symbolic break between the shelter recovery time and the new life that the survivor starts when she exits. Therefore, safe spaces are the key institution meant to provide survivors with complementary services. However, they present two key limitations:

- livelihood activities present the same pitfalls than the one proposed in the shelters both in terms of conception and delivery; and
- the centres rely on the will of the survivor to follow activities rather than on a proactive and personalized follow-up with the survivor.

Market assessment, linkages and job placement are a necessary part of the support beyond the work on environment barriers and enablers

One of the main barriers when leaving the shelter is that the survivor is unable to generate her own income. Shelter sometimes continue to provide financial support when needed, especially if the survivor is having a difficult time finding a job with suitable conditions, without any form of exploitation. However, continuous financial support is not sustainable. Today, women leave the shelters and return to their areas with no clarity on where to apply to jobs that suit their profiles, leading them to go back to their perpetrators or depend on aid. Therefore, job placement is one of the main elements in the success of healing the survivor. So far, job placement based on trainings provided is only played by ear, and not systematized.

Succeeding in job placement could be a challenging goal without the proper market knowledge and linkages with the private and public sectors, as well as other organizations. Therefore, there is a need for regional market assessment, especially considering the geographical location of the survivor after she leaves the MWH. Additionally, linkages with private sector associations, ministries and other organizations can lead to the future placement of these women, especially if the linkage happens at early stages where the demand and supply of labor are matched. This practice is done by the Safadi Foundation, which links women (after assessing their acquired skills) to traineeships in the private sector and pays for their employment in the first phases of the job. Shelters would benefit from adopting a similar practice to succeed in supporting women to become financially independent. However, the success of such approaches in the long-term are only possible through a continuous accompanying of the survivor after finding the job itself, on the livelihood aspect, but also on social and psychological aspects as well. This follow-up could be done by the staff from a relevant organisation once the shelter hands over the case at the exit from the institution.

“

If we hear about job opportunities, we inform the women, but there is no systematic approach to job placement

Josee Chaaya, social worker at Al Dar Beqaa shelter



Credit: ABAAD-Diaa Molaeb

Concluding table of steps 3, 4 and 5

SECTION	TYPE	OBSERVATIONS	RECOMMENDATIONS
Skill Mapping	Skill detection	While the basic assets are taken into consideration, such as level, work experience, willingness to work and type of work, they are not translated into clear and distinct programs for livelihood	Create a skill detection unit or partner up with a centre that does this
	Application to GBV	Similarly, the program is not tailored to barriers that beneficiaries can experience (trauma level, social norms)	Use the time in the shelter to propose initiations on only a limited number of sectors fitting the individual needs and barriers assessment (need for homebased or public job, full time or part-time, entrepreneur vs. employee).
	Lack of evaluation	Lack of periodic evaluation of the evolutions of skilled learned	Include skills evolutions in the weekly periodic assessment
Training organization	Programming	<ul style="list-style-type: none"> Absence of curriculum and repetitive sessions that are too short to build skills Lack of skills on key "supporting skills": financial and digital literacy, management and others Lack of focus on non-traditional sectors 	<ul style="list-style-type: none"> Integrate clearly and structurally economic empowerment as an objective of the program, and constantly highlight its importance to both trainers and beneficiaries Consider the shelter three-month period as an initiation/inception to narrow down the range of possible trainings to activities that fit personal likes, barriers and environment.

			<ul style="list-style-type: none"> Introduce professional soft/support skills (legal awareness on work conditions, behaviour at the workplace, customer service, digital literacy, conflict resolution, purchases, etc.), as well as on personal financial skills (household budgeting, contract negotiation, financial literacy). These models should be tailored to the career path elected at the "profiling stage" described below.
		Certification based on participation	<ul style="list-style-type: none"> Certify the trainings for credibility with official national certification or other recognized standard norms Propose this certified training after the three-month shelter phase
	Finance, logistics, and human resources	<ul style="list-style-type: none"> Resources and material for the training are lacking Spaces are not always adequate Training is organised based on availability of volunteers 	Provide the proper space for specific trainings, and funding for training resources; or consider partnership to avoid operational challenges and focus efforts on ABAAD's strengths and competitive advantages.
Linkages	Market knowledge	Need for linkages with labor market and opportunities for job placement	Consider partnerships and coordination with local municipalities, relevant ministries, NGOs, private sector and associations to ensure proper labor market mapping, and linkage for trainings, internships and job placement

		Beneficiaries usually lack the ability to address on both front a new activity and financial and administrative chores, which can create further vulnerabilities and contribute to failures	Provide centralized support for specific needs: procurement of finances, accounting and others
		Need for regional job market assessment	Conduct regional market assessment for matching trainings with market needs, for information on working conditions, and in case of entrepreneurship initiatives, for women to better understand the reality of the market (prices of primary material, supply chain, sales potential, etc.)
	Personal support	Significant barriers to working women: child-care, abusive employer, insufficient remuneration, resuming of trauma	<ul style="list-style-type: none"> • Ensure gender friendly and safe environments through partnership with specific companies for vulnerable profiles and conduct gender audits • Capitalize on ABAAD strengths to proactively address barriers with survivors in the long term after the stay in the shelter
		Need for proactive follow-up and accompanying towards and within work	Follow-up periodically for at least 6 months on psychological health, and follow-up of well-being in the path towards a job and in the job with a progressive disengagement over 24 months (eventually, the length of the follow-up might be shorter in case of dropouts among participants. However, it was recommended as a necessary process by livelihood experts to ensure the success of professional training).



**PROPOSED SYSTEM BASED
ON TESTIMONIES AND
EXPERIENCES, AS WELL AS
INFERRED LESSONS LEARNED
AND RECOMMENDATIONS**



Credit: ABAAD-Diaa Molaeb

The above testimonies and findings suggest several key points to take into account in future programming to ensure that shelters are impactful in providing survivors with economic opportunities post-shelter to maintain their long-term protection security:

- **The shelter period itself happens at a specific time in the survivor's experience where three months are too short to fully equip them with all the necessary tools for their economic independence.** Aiming at such an ambitious objective requires continuous support in the long run.
- **Ensuring the successful economic and financial independence of a vulnerable individual will require a holistic care with several services difficult to develop in a single organization.** Indeed, providing survivors with livelihood options implicate to tackle not only core competencies and job placement but also long-term personalized support on barriers and enablers in the environment of the individual. This necessitates the involvement of several and very different expertise. In that context, ABAAD could play a twofold role:
 - Offer a set of tailored services specifically relying on ABAAD current strengths (protection, work on environment, social norms and enablers) all along the months of continuous support in the shelter but also after the exit; and
 - Ensure the role of a facilitator and conductor, orchestrating the intervention of other actors specialized on various livelihood tasks.

Alternatively, ABAAD could develop such a various set of expertise in-house within the same organization: both protection & behavioural change on the one hand and livelihood on the other hand. However, this approach would present risks and challenges in terms of financial

capacity required to build these systems, and in terms of capacity to effectively follow-up with individuals on all dimensions throughout the process.

- Finally, while being too short to equip survivors with tools for their independence, **the shelter period is nonetheless a key moment to identify fundamental personalized features that will inform the beneficiary path towards economic independence.** Based on that assessment, the shelter is also an opportune moment to set jointly with the individual both a realistic objective and a path towards economic independence (provided that the organization continuously follows-up with and accompanies the individual on that path).

These observations provide the basis for a road map of future program implementation both in the shelter and outside after the exit, relying on a nexus between livelihood and protection, with considerations for social stability raising issues.

1. INSIDE THE SHELTER

Beyond psychological recovery, profiling the assets of each individual to further guide her into different livelihood path options

As of now, testimonies of both survivors and professionals confirm that current activities, including trainings qualified as livelihood activities successfully contribute not only to psychological recovery but also to empowerment within the household. However, they do not equip beneficiaries for economic empowerment and financial independence.

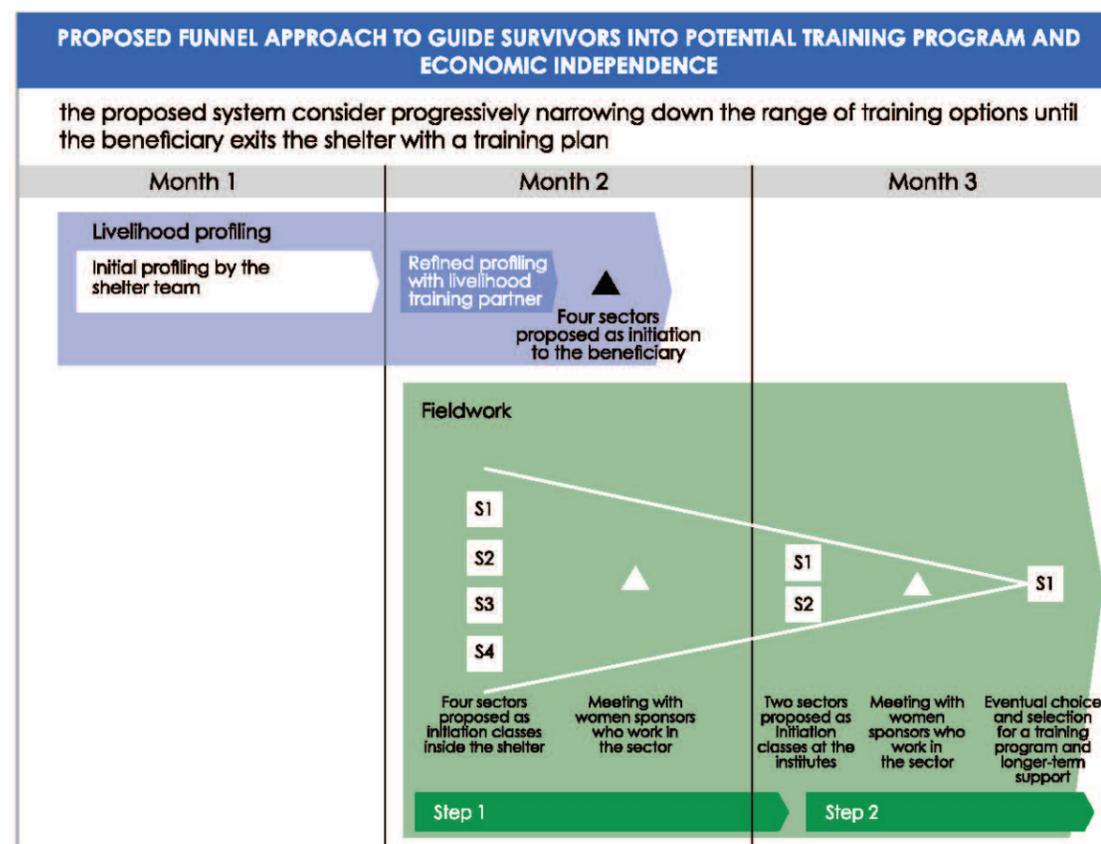
To contribute towards that objective, the short time spent in the shelter can effectively be used for (1) strengthened profiling of the survivor's strengths and weaknesses to then (2) introducing her to various options that match her profile. In order to successfully organize these two objectives, three key processes could be implemented or improved:

- Profiling should be conducted by a mixed team of livelihood, career and protection experts that identify the competencies and the environment of the beneficiary, as well as the sector that corresponds the best to her skills and barriers, among the specific sectors identified in advance (detailed in point 3). The profiling evaluation should include aspects such as marketable skills, gaps in educational and professional experience, expectations and defining first career pathways.
- Proposing such a profiling requires a market assessment that relies on four different variables/conditions. At the area level¹², shelters should be able to propose initiations and placement in certifying programs for a limited number of professions answering the following requirements: not only (a) being in line with the local labour market needs but also; (b) altogether, proposing a diversity of set up to match the various needs of individuals profiles (home based, part time, employee or entrepreneurs); (c) complementing it with existent certified trainings and internships in these sectors that beneficiaries can realistically follow after the time in the shelter; and (d) the existence of gender friendly companies or associations making work vulnerable women in these domains.
- Based on that market assessment, a list of sectors available for initiations should be offered to the shelter residents. The role of the shelter staff after profiling would be to propose a limited set of options to each resident and to guide them into a progressive selection in the two last months of the stay, all the while exposing to the beneficiary the real situation in the job market (salaries, working conditions, actual role on the job, etc.). Sectors should be personalized depending on what fits the individual according to her personal barriers and opportunities' assessment. Shelters would thus become an initiation phase to different livelihood options, with the objective to progressively narrow down available options. This objective could be achieved with a funnelling approach. Over three weeks, the resident would be offered initiation classes with specialized teachers on three to five professions matching her profile and other external factors/constraints. Following the first three weeks,

and based on preferences and abilities during the training, the initiation could be narrowed down to two key professions for which visits in learning institution proposing certifying training would be organized.

To properly accompany residents in their choices, it was highlighted by many respondents that benefiting from discussions with trainers or professionals in the sector as well as past survivors' testimonies having successfully gained their independence is particularly useful and a best practice to consider for generalization. Usually, such sponsors are better able to answer fears and expectations while explaining the different tasks and difficulties to achieve economic independence through a specific profession. In addition, it promotes role models, can boost motivation and can help in developing a social and professional network. Making sure to include success stories of refugee and migrant women who contributed to society's well-being at their exit will have the complementary value-added to promote successful integration and to contribute to intercommunal social stability at a time were competition over jobs can increase tensions and competition.

The proposed funnel system can be summarized as in the figure below:



¹² South and Nabatiyeh, Beirut and Mount Lebanon, North and Akkar, Bekaa.



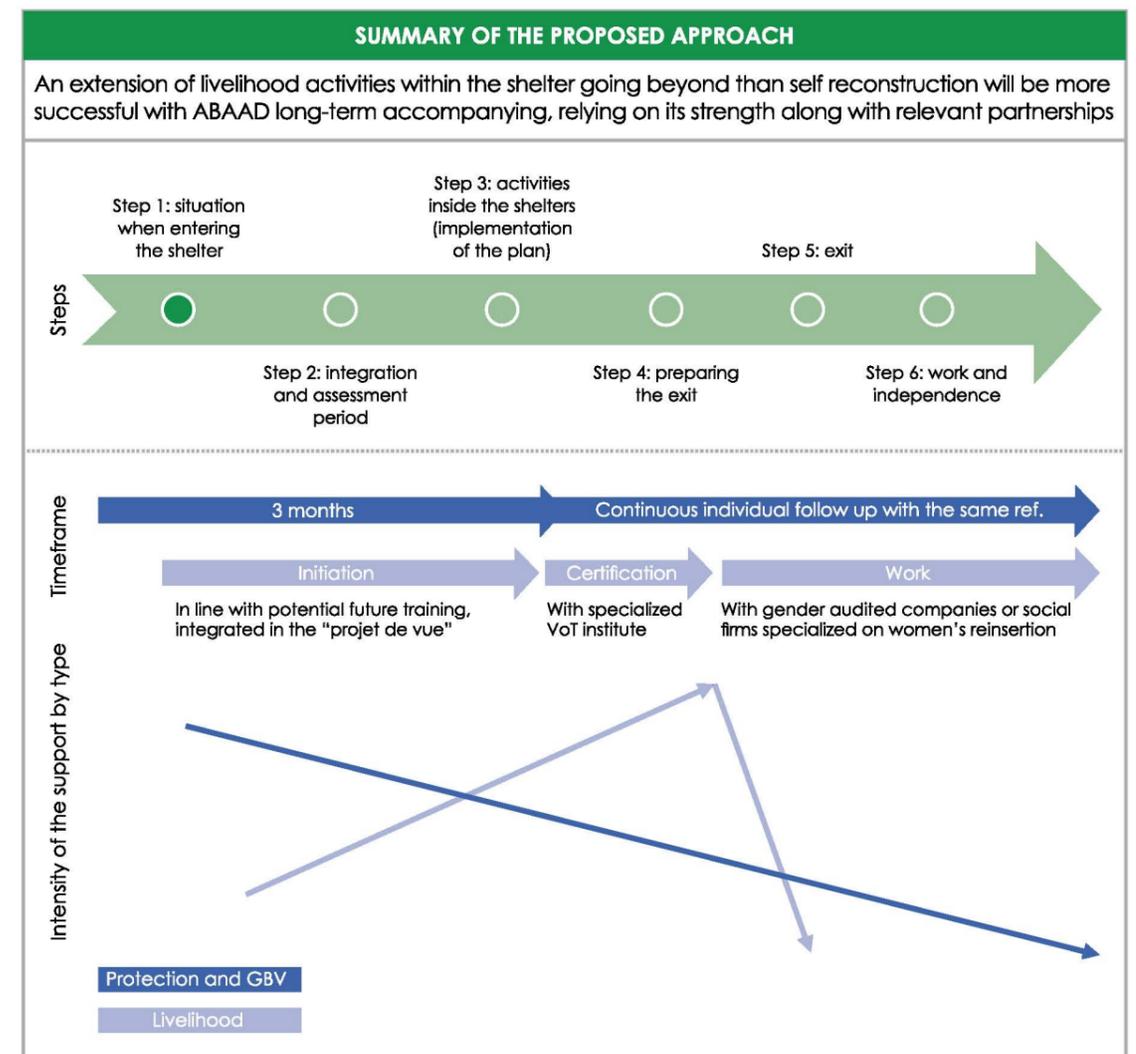
2. OUT OF THE SHELTER

As highlighted by many respondents, the time in the shelter is too short, not only to ensure survivors find jobs guaranteeing their financial independence, but also to provide them with the necessary training to do so. The time in the shelter can only be considered as a recovery and inception period if measured in a more holistic support approach considering the next steps after the exit.

Indeed, women entering the shelter generally seek refuge from situations of systemic exploitation and failure. Providing them with training, support, and hope is part of the recovery and exit plan. Once expectations are raised and given the challenge economic independence represents in Lebanon nowadays, it becomes key to accompany survivors in situations of extreme vulnerability at each step of the process to ensure that she does not fall into a deeper cycle failure.

To that effect, ABAAD or other protection specialized implementer should consider playing a role of orchestrator and facilitator for a longer period. As of now, most of the support is ef-

fectively available but rely most of the time on pull factors (the beneficiary reach out to the NGO) than push factors (NGOs following up). While it is important to mark a rupture between the shelter and outside work, organizations could consider assigning new personal referent to residents once they leave the shelter. The referent's role would be to facilitate housing (through longer term shelters or other), training, job placement, legal support and accompanying the individual after she finds a job during the first months. A progressive disengagement would only take place several months after finding a job. The role of this facilitator and individual referent should also be to address all potential external factors and barriers preventing economic independence.



Complementary to the support to the survivor herself, that approach opens room for work and collaboration. Partnerships may be the best option to implement the goals. Among the partnerships to consider:

- partner schools could be recommended for profiling, education and trainings;
- other partner organizations (e.g. Danish Refugee Council and International Rescue Committee) could be recommended for specializations in linkages with companies providing internships and job placement; and
- such linkages with the job market can be conducted with companies directly as well. That would require to identify companies that are already not only gender friendly but that propose a set-up suitable for vulnerable profiles. Several associations in different cities are already proposing such environments (e.g. Sarah's Bags, Mashghal al Oum). However, there is also a need to work with regular companies that show potential to provide a similar environment and to accompany them in the process of developing such environments. That could take the form of various activities presenting a value-added for companies: providing training of employers for working conditions improvement, support in setting up a social security system or in proposing childcare services, etc).



ANNEX I: INCEPTION REPORT

Learning and recommendation document for strengthening socio-economic services in emergency shelter program in Lebanon

Lebanon – Delivered in March 2020

Report delivered to ABAAD

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PRESENTATION OF THE DOCUMENT

The present document constitutes the inception report for the study to be delivered to ABAAD "Learning and recommendation document for strengthening socio-economic services in emergency shelter program in Lebanon".

The team will identify and analyze best practices and lessons learned from humanitarian actors providing protection and livelihood services and compare it with results of interviews with shelters (midway house) beneficiaries. This document will inform ABAAD's programming and advocacy, but should target a broader audience, specifically in Lebanon but also generally in the region.

To that effect, the inception report will detail the following section:

- a brief reminder of the detailed approach as agreed in the proposal;
- a description of the agenda of research at the date of the launch meeting;
- a desk review, detailing the existing literature addressing the research question; and
- tools for research.

SUMMARY OF THE PROPOSED APPROACH

1. Understanding of objectives

The objective of the research is to produce a learning and recommendation document on how to approach livelihoods for gender-based violence (GBV) survivors benefiting from emergency safe sheltering programs. Analysis and recommendations will be based on the identification of best practices and lessons learned from the whole sector and the majority of humanitarian actors providing protection and livelihood services.

The research will aim at identifying opportunities that contribute to women's economic services in target communities benefiting from emergency safe sheltering programs. The study will notably:

- briefly outline the main consequences of GBV and explore in some details their impacts on livelihoods contributing to better understand how various forms of GBV directly and indirectly affect the different sectors and livelihood security;
- provide information and guidance on how to make livelihood interventions relevant to the realities of GBV, and thus enhance the effectiveness of the programmatic response to livelihood insecurity and GBV;
- explore the existing services to GBV survivors in shelters to establish a detailed description of best practices, do and don't, as well as successes, challenges and gaps in the present offer of services. This should have an emphasis on the effectiveness and impact of current proposed activities; and
- develop lessons learned and make recommendations on what needs to be done to effectively promote and develop livelihood interventions which contributes to socio-economic services in Lebanon and MENA region.

2. Methodology for data collection

Fieldwork will be conducted with two different types of actors (Beneficiaries of sheltering program and implementing teams / experts) and will use two different types of data-collection tools: Key Informant Interviews – KIIs, and Focus Group Discussions – FGDs. Additionally, the research team will attach a particular attention to propose a participative process that includes the steering committee at every key milestone of fieldwork.

- **Tools and sample:**

KIIs will be conducted only with beneficiaries of safe sheltering programs. These interviews will be the opportunity to understand experiences, exposure to GBV risks, and coping mechanisms. Their objective will be mainly focused on gathering detailed personal expe-

riences for comprehensive individual case studies.

FGDs will be conducted with two types of individuals: (1) with beneficiaries of safe sheltering programs. This first FGD will be the opportunity to explore in depth results of KIIs. It will allow the research team to rely on collective discussions to better understand social norms and ingroup norms behind personal experiences previously described during KIIs. (2) with key stakeholders, including GBV service providers, as well as protection and livelihood experts to benefit from their point of views and detail a Strength Weakness Opportunity Threat (SWOT) analysis of previous measures and existing policies and programs.

While FGDs with experts will be conducted in parallel to KIIs with beneficiaries, research team proposes to design and conduct FGDs with beneficiaries in a second phase as described below. The objective of this approach is to adapt the beneficiaries FGD research tools to field observations and first findings from the KIIs and experts FGDs in order to avoid information gap. First findings will be thoroughly analyzed to adapt the questions of the beneficiaries FGDs to analyze angles that might not have been tackled, or to answer questions arising from the first part of fieldwork.

Sample and locations: Depending on methodological considerations during the inception period or ABAAD requirements, the team remains flexible on fieldwork considered areas. At this stage and according to ABAAD recommendations, the research team will ensure a balanced coverage of:

- a-** Types of shelters:
 - Collective shelters (Shelter Unit under UNHCR, and Caritas Migrant Center)
 - Long-term shelters (Mariam and Martha, Sister of Good Shepherd, SEF (Service de L'Enfant au Foyer) and YMCA.
- b-** Types of interviewee:
 - Host
 - Refugees
 - Migrants
- c-** Time of arrival:
 - Recent arrival
 - Longer term stays

The analysis will then rely on this segmentation but will remain open based on findings and experiences of the different interviewees.

Overall, the team will perform the following number of interviews.

TYPE OF INTERVIEWS	BENEFICIARIES	EXPERTS
KIIs	20	NA
FGDs	4	2
Total	29	2

• **Participatory approach and breaking down fieldwork into two different phases:**

all along fieldwork, the team will ensure a participatory approach consulting with the steering committee and making room for methodology and approach adjustments, notably including the following process of milestone workshop described below.

Focus Box 1: Maintaining a participatory approach during fieldwork

Over the course of fieldwork, the team will discuss and present observation(s) and emerging findings to the steering committee with the objective to create a collaborative process where ABAAD's team appropriates the results of the research during data collection.

To that effect, after the first two weeks of fieldwork, the team will organize a workshop with the steering committee or key individuals of reference proposed by ABAAD. This will be the opportunity to discuss preliminary results to identify key features on which to focus on for the remaining interviews based on key actors' exchanges and collective knowledge.

According to this described sequencing, the research team will conduct in parallel during the two first weeks of fieldwork KIIs with beneficiaries and FGDs with experts. The team will then organize a first findings workshop with the steering committee with the objective of fine tuning and finalizing the approach for FGDs with beneficiaries a second time.

3. Analysis Framework

Information gathered on the field will allow the research team to detail comprehensive case studies, detailing the experience of beneficiaries at every step of their pathway from the event that triggered their installation in the shelter, up until examples of their daily life after they leave it.

For every identified step, a series of dive-in examples will be proposed, detailing the various situation that beneficiaries can experience depending on their different profiles, whether it is different status, type of shelters, or type of support received.

Examples detailed will be used to highlight best practices and gaps in current services. They will also rely on examples from beneficiaries having already left the shelter. Therefore, the report will be able to provide an emphasis on the benefits of existing activities in the short

term but also long term. Results will allow to identify potential for improvements and innovations in future programming. A focus will be given to the relevance of present activities for sustainable integration/reintegration of beneficiaries into society and in safe environments (i.e. formal sector rather than informal sector). Recommendations will be both meant for:

- internal programming; but also
- general advocacy regarding the relevance of livelihood in shelter and post shelter support. Recommendation will thus provide considerations about the feasibility of long term accompanying vulnerable profiles into durable solutions.

Individual experiences will be detailed in light of internal mechanisms and current existing systems, that will be detailed during KIIs and stakeholders.

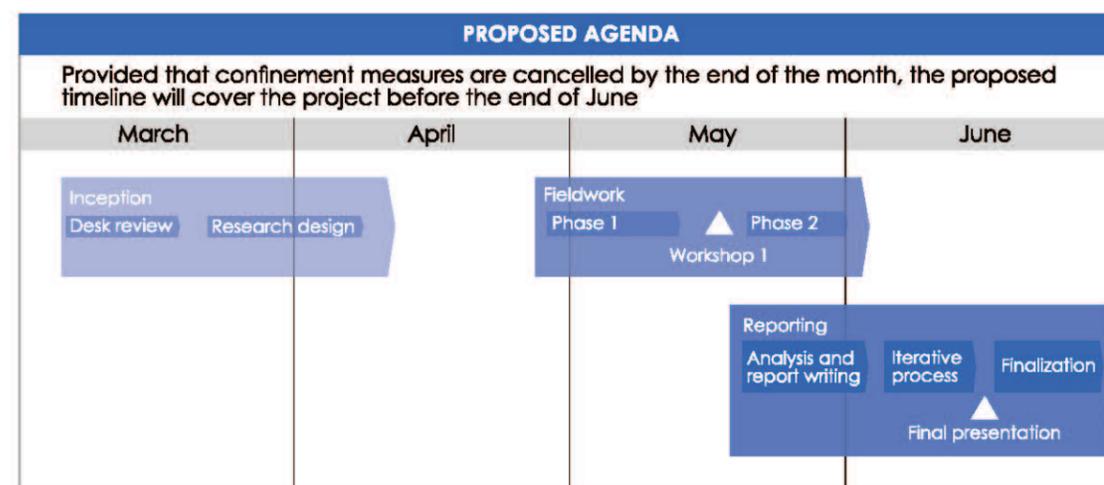
AGENDA

Given the date of signature the contract and of the kick-off, along with present operational challenges cause by the restriction related to the COVID-19, the research team proposes to adjust the initial agenda as detailed below:

Original Agenda In The Proposal



Revised Agenda Based On The Covid-19 Confinement Measures



Iterative process: once the report is submitted, a period of one week will be dedicated to client interaction and review of the report. This will also allow the team to spend some time on the elaboration of the presentation of the results.

Presentation of results: half a day final workshop will be dedicated to the presentation of the final report and discussion of potential orientations of future programming. Following this presentation, another one week will be dedicated to iterations on the report and incorporation of decisions.

There are a number of actual or potential and contextual limitations which require agencies attention. In tandem, support to apply mitigation measures will be essential the success of this research (see below)

Table : Limitations, Risks and Mitigation Measures

No	POINT OF ATTENTION AND RISK	MITIGATION MEASURES AND NEXT STEPS
1	Delays to start with the stakeholders because of the Covid-19	Interviews and FGDs will be conducted on Skype/Zoom to the extent of individuals availability until the end of restrictions measures
2	Sampling finalization	The team will coordinate at this level with ABAAD focal person in order to complete the sampling.

DESK REVIEW

Crises increase the prevalence of gender-based violence (GBV). In 2020, Lebanon has entered a year with severe economic and financial crisis, accompanied by an overwhelming number of refugees, exacerbating its weak social web (from infrastructures and services available, up to the quality of social interactions themselves). This puts women and girls, both Lebanese and refugees, at high risk of GBV. The main elements that contribute to the prevalence of this risk, is the loss and instability of the flow in livelihoods, services, infrastructure, and housing. Additionally, the poor security and unstable community conditions aggravate it. Often, gender-based violence is practiced without impunity, especially in refugee communities¹³.

The consequences of gender-based violence are destructive to survivors and victims. According to the United Nations Population Fund (UNFPA), commonly witnessed results are: physical injuries, mental and psychological repercussions, socio-economic consequences, legal consequences, and death¹⁴. These consequences are often interlinked. For instance, a damage in a woman's physical health can cause one in her mental health, leading to loss of income opportunities and education. It can also inhibit her from accessing services and incur to her healthcare cost, legal fees in case of expert consultation or divorce, loss of marriage and re-marriage opportunities, the costs of raising children born of rape, and many others¹⁵.

Many organizations in Lebanon support causes of gender-based violence, under the government's umbrella highlighted by the Lebanon Crisis Response Plan (LCRP). Some of them include ABAAD-Resource Center for Gender Equality, UNHCR, UNICEF, UNRWA, UNFPA, UN Women, EFI, Mercy corps, Caritas Lebanon Migration Center, the Danish Refugee Council, International Rescue Committee and International Medical Corps Lebanon. Emergency midway houses (EMW) or shelter houses are one part of the programs implemented by some of these organizations to mitigate gender-based violence.

Globally, these shelter houses are characterized by a survivor-centered approach whereby confidentiality, respect, equality, well-being, safety and security are a priority. Women who seek these shelter houses need their confidentiality, privacy and dignity respected at all stages of the intervention. These shelter houses also provide health-care services, psychological services, legal support and activities for social and economic reintegration¹⁶.

While best practices in the literature exist for certain characteristics of these shelters, such as referrals; those for economic reintegration and livelihood activities inside the shelters are not abundant. One of the very few sources that highlights the guidelines for this area is the Inter-Agency Standing Committee's (IASC) thematic area guide for: guidelines for integrating gender-based violence interventions in humanitarian actions, whereby there is a direct relationship between shelter and livelihood consideration. The guide states to:

¹³ International organization for migration (2018), Institutional Framework for Addressing Gender-based Violence in Crisis, retrieved from https://publications.iom.int/system/files/pdf/iom_gbvic_framework.pdf

¹⁴ United Nations Population Fund (2016), More than Numbers Regional Overview: Responding to Gender-based Violence in the Syria Crisis, retrieved from https://www.unfpa.org/sites/default/files/pub-pdf/unfpa_gbvtake10-may17-single41.pdf

¹⁵ International organization for migration (2018), Institutional Framework for Addressing Gender-based Violence in Crisis, retrieved from https://publications.iom.int/system/files/pdf/iom_gbvic_framework.pdf

¹⁶ Lilleston, P., Winograd, L., Ahmed, S., Salame, D., Al Alam, D., Michelis I. & Joergensen, S., (2016). International Rescue Committee. Reaching Refugee Survivors of Gender-Based Violence. Retrieved from <https://www.icrw.org/wp-content/uploads/2016/10/ICRW-Mobile-Services-Assessment-IRC.pdf>

3. Work with shelter, settlement and recovery actors to "identify areas for skilled and unskilled labor mentoring in shelter, settlement and recovery programs", and
4. Consider age, gender and cultural appropriateness in the livelihood opportunities related to the design of the shelters¹⁷.

Other guides such as the Inter-agency coordination Standard Operating Procedures¹⁸, and Gender-based Violence AOR Global Protection Cluster's Handbook¹⁹ for coordinating gender-based violence interventions in emergencies do not state best practices for livelihood considerations inside EMW shelters.

Income-generating abilities have been shown to be the most valuable factor in deciding to stay in or leave an abusive environment, and returning to it. Secondary factors include the provision of shelter, as well as social and policy environments²⁰. This is why EMW shelters and economically empowering activities inside of them are necessary to help gender-based violence survivors to exit and reintegrate in a better life.

Depending on the context and the funding available, shelter houses can provide many services, including career guidance, skills and training, financial skills training, access to assistance, such as aid and welfare benefits, childcare services and reintegration programs. With the limited sources often available, support for women can include partnerships with the private sector²¹.

Economic livelihood skills, education, training and employment are the focus of this research and have been examined by studies in different settings of the world. Capacitating gender-based violence survivors with economic livelihood independence such as entrepreneurial skills and credit schemes will promote a woman's sense of self-worth and increase her belief in self-efficacy. Most programs give a central place to individual empowerment²². In these shelters, women are encouraged to regain control over their lives. They manage the shelter among each other and take up chores ranging from cooking to cleaning to gardening and others. These activities are meant to enhance their decision-making ability. Open source available international examples of programs that empower women in shelter houses from around the world include various countries and set up:

1. "Hemayati"²³ and "Shurouq"²⁴ - Jordan
2. "The Mehwar Center" and "Hayat Multipurpose Center for the "Protection and Empowerment of Women and Families"²⁵ - Palestine
3. "Union de L'action Feminine"- Morocco
4. "Imkaan" and "POPPY"- United Kingdom

¹⁷ Inter-Agency Standard Committee, (2015). Thematic Areas Guide for: Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action. Retrieved from https://gbvguidelines.org/wp/wp-content/uploads/2015/09/TAG-livelihood-08_26_2015.pdf

¹⁸ GBV-Sub Cluster, (2018). Standard Operating Procedures for Gender-Based Violence Prevention and Response. Retrieved from https://reliefweb.int/sites/reliefweb.int/files/resources/gbv_sc_sops_2018_english_final.pdf

¹⁹ Global Protection Cluster, (2019). Handbook for Coordinating Gender-based Violence Response Interventions in Emergencies. Retrieved from https://gbvaor.net/sites/default/files/2019-07/Handbook%20for%20Coordinating%20GBV%20in%20Emergencies_fin.pdf

²⁰ Canadian Network of Women's Shelters & Transition houses, (2013). Shelter for Women and Girls at Risk of or Survivors of Violence. Retrieved from <http://www.endvawnow.org/uploads/modules/pdf/1363538451.pdf>

²¹ UN Women, (2016). Shelters for Women and Girls who are Survivors of Violence in Ethiopia. Retrieved from <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2016/shelters-for-survivors-of-violence-ethiopia.pdf?la=en&vs=5120>

²² Abaad, (2016). Emergency Shelters for Women and Girls – Lebanon. Retrieved from <https://www.refworld.org/pdfid/5a38e02e4.pdf>

²³ Arab Women Organization (2019), <http://www.awo.org.jo/gender-responsive-humanitarian-developmental-program-2/>

²⁴ Ibanez Prieto, A. (2018). National Project Empowers Women Against Gender-Based Violence. The Jordan Times

²⁵ UN Women (2016). A Holistic Approach to Sheltering Services for Women Victims and Survivors of Violence in Palestine.

5. "Saartjie Bartman Center"- South Africa²⁶

These programs as well, do not have a clear "lesson learned" when it comes to livelihood and specifically economic empowering activities within the shelter. Broadly, an assessment of "Hemayati" in Jordan states that both protection and empowerment activities need long-term cycles of funding that go beyond 12 and 24 months²⁷.

Examples of programs and activities adopted in MWHs specifically in Lebanon for the economic empowerment of women subject to GBV include:

ACTOR	PROGRAM	ACTIVITY IN RELATION TO LIVELIHOOD
International Rescue Committee (mobile center)	My Safety, my well-being ²⁸	Courses on mitigation of GBV and economic empowerment, including decision-making and problem solving
ABAAD	Al Dar safe house ²⁹	- Educational activities - Vocational training - Job identification and interview preparation

According to a 2015 UNHCR evaluation of services provided to survivors of GBV such as shelter, findings stated some positive results in terms of awareness of actors but with two main limitations:

- The IASC standards stated above were not widely known. This led to a series of trainings and support were introduced by UNHCR's GBV Task Force.
- The areas of assistance and livelihood were not properly addressed, which calls for a wider implementation, joint work and partnerships³⁰.

More specifically in Lebanon, best practices of livelihood intervention in the specific set up of shelters are very limited online with an almost absence of specific documentation. Likewise, general approaches of addressing GBV through livelihood were limited beyond general documentation³¹. In Lebanon, this constitutes a relatively recent approach for many actors. Indeed, many INGOs either (a) are currently building lessons learned on first projects where livelihood and protection departments were closely collaborating, or (b) are in the design phase of closer collaborative processes between these departments³². One of the key lessons learned of these emerging mixed initiatives is that the success of livelihood activities with very vulnerable profiles necessitate specific attentions in terms of project design, beneficiaries profiling, and support during the implementation. Preliminary exchanges suggest the opportunity to integrate these NGOs in the sample of FGD participants in order to make sure to integrate their lessons learned in the study.

²⁶ Canadian Network of Women's Shelters & Transition houses, (2013). Shelter for Women and Girls at Risk of or Survivors of Violence. Retrieved from <http://www.endvawnow.org/uploads/modules/pdf/1363538451.pdf>

²⁷ UNFPA, UNICEF & UN Women, (2013). Evaluation of the Joint Program: "Hemayati: Promoting women and girls health and well-being". Retrieved from https://www.unicef.org/evaldatabase/files/Final_Evaluation_Report_Hemayati_Jordan16728.pdf

²⁸ International Rescue Committee, (2016). Mobile SGBV Prevention and Response Services- Lebanon. Retrieved from <https://www.refworld.org/pdfid/5a38e0e4.pdf>

²⁹ Abaad MENA. Al Dar. Retrieved from <https://www.abaadmena.org/documents/ebook.1474625433.pdf>

³⁰ UNHCR Lebanon, (2018). Evaluation of UNHCR prevention and response to GBV in the refugee population in Lebanon (2016-2018). Retrieved from <https://reliefweb.int/sites/reliefweb.int/files/resources/5c23c2ad4.pdf>

³¹ IASC (2015). Thematic Area Guide relating to integrating GBV in Livelihood interventions.

³² Preliminary exchanges with livelihood experts from INGOs.

TOOLS

1. Methodology For Tool Elaboration

Two of the three questionnaires were elaborated based on the research questions as detailed above in the methodology and the desk review:

- the KI with the beneficiaries; and
- the FGD with experts and implementers.

The third tool, FGD with beneficiaries, will be designed based on the results of the first fieldwork phase.

2. Approaches For The Sampling And Organization Of Kiis And The Kiis

We propose to organize the selection of individuals to participate to the FGD and in the Kiis in collaboration with ABAAD and the steering committee. A tentative list of experts for the FGD will be provided to the Committee at least one week prior to the beginning of fieldwork.

3. The Tools

3.1. FGD with experts and implementers

Thank you for participating to this Focus Group Discussion organised for a practical research on best practices for ABAAD.

Our objective is to gather a comprehensive overview of the lessons learned regarding the implementation of livelihood and socio-economic activities within shelters in Lebanon.

To that effect, we would like to discuss and exchange for about an hour about your different experiences. Your individual responses will not be reported publicly. They will be analysed along with other respondents to help ABAAD formulate recommendations about shelter services, notably regarding livelihood services within them.

You are always free to refuse to answer some questions, although we encourage you to answer the survey as completely as possible.

1 GENERAL INFORMATION AND KEY FINDINGS	
1.1	Round table – For each participant: - Name - Organization - Position and responsibilities
1.2	Location
1.3	Category
1.4	Quotes Quote 1; Quote 2; Quote 3;
1.5	Narrative information and General findings (summary after completing the interview, including assumptions, impression, causal hypotheses, etc., not necessarily expressed explicitly by the respondent)
2 RECENT EVOLUTION AND CURRENT STATUS OF THE WAYS TO CONSIDER PROTECTION, LIVELIHOOD, AND THEIR LINK WHEN PROPOSING SERVICES TO GBV SURVIVORS	
2.1	Can you detail the services provided by your organization in terms of: - Protection services - Livelihood services - between the two services (a) the degree of knowledge of the service provided by the other department, (b) the degree of collaboration, and (c) the eventual existence of joint programming. <i>Notably tackle if livelihood services were designed specifically for GBV survivor</i> - Between different profiles host/refugee/migrant
3 PRESENT IDENTIFIED SUCCESSES AND CHALLENGES	
3.1	Based on your experience, what are the major challenges of proposing livelihood services to GBV survivor? This question includes two dimensions: 1. How does GBV impact the livelihood of survivors? Does it generate specific needs? 2. Do general livelihood services need to be adapted to the needs and challenges faced by survivors? Note: consider the different profiles host/refugee/migrant
3.2	Do you adapt your approach specifically to it in terms of: - Planning/design - Implementation - Monitoring

	Probing elements: - Selection of beneficiaries for activities depending on their skills and level of vulnerability - Specific accompanying measures - Skills detection - Long term follow-up - Specific monitoring objectives	
3.3	What are the key successes and challenges that your organisation faced in terms livelihood services to GBV survivors? The objective of this questions is to gather specific detailed example of different cases	
4	LESSONS LEARNED AND BEST PRACTICES TO GENERALIZE	
4.1	Based on this experience, did your organization compile best practices to take into account (level of vulnerability taken into account in beneficiary selection for different programs to ensure the success of the approach, specific accompanying measures, or others...)	
4.2	Do you have yourself personal Do's and Don't that you apply in your daily implementation of your current program? Detail in terms of: - Program planning and design - Implementation - Monitoring	
4.3	What would be the key challenges that organisations in Lebanon would need to tackle according to you: - In terms of programming and project design for livelihood services to GBV survivors? - In terms of implementation? - In terms of collaboration, between services and between organisations? - With a specificity for shelters?	

Thank you very much for your contribution.

3.2. KII with beneficiaries from the shelter program

Hello, my name is [\$interviewer name] and I am conducting interviews on behalf of the Abaad Organization. We are conducting a study to contribute to the improvement of economic services notably within shelters.

If you have about one hour, I would like to ask you some questions mostly about your life and experience in the shelter. Your individual responses will not be reported publicly. They will be anonymized (removing your name and personal details), and analysed along with other respondents.

You are always free to refuse to answer some questions, although we encourage you to answer the survey as completely as possible.

Do you agree to continue this interview?

1	GENERAL INFORMATION AND KEY FINDINGS	
1.1	Observations by the interviewer (Appearance of the respondent, body language, tone, etc.)	
1.2	General findings (summary after completing the interview, including assumptions, impression, causal hypotheses, etc., not necessarily expressed explicitly by the respondent)	
1.3	Location	
1.4	Quotes	Quote 1; Quote 2; Quote 3;
2	INDIVIDUAL INFORMATION	
2.1	Name (s)	
2.2	Nationality	
2.3	If not Lebanese, Exact/Estimate date of arrival to the country	
2.4	Exact/Estimate calculated age according to recorded date of birth	
2.5	Civil marital status of the individual, e.g., single, married, etc.	
2.6	Main occupation	
2.7	Education level / Code of the individual's education level (last attended)	

3	FAMILY SITUATION	
3.1	Family present situation (nuclear / recomposed / polygamous / cohabitation of different generations / etc.)	
3.2	Size of case/family, i.e., how many individuals it is made up of	
3.3	Family changes of situation over the last years	
4	SOCIO-ECONOMIC AND CULTURAL BACKGROUND	
4.1	If Syrian, life in Syria before the war (place, education, job, etc.) <i>Avoid questions about the departure and discussing previous traumas</i>	
4.2	Explore social belonging (tribal / rural not tribal / urban, level of conservatism / liberalism, etc.)	
4.3	Life in Lebanon (places, jobs, activities)	
4.4	If Syrian, what changes occurred in the host country?	
5	GBV EXPOSURE	
5.1	Explore the past GBV incidents experienced by the person <i>Let the person express what he / she wants to, and leaving aside what he / she does not want to talk about</i>	
5.2	If Syrian, what kind of GBV risks you used to face in Syria?	
5.3	What kind of risks did you face in the Lebanon? a. Arrival b. During the stay <i>Explore the different risks, related to age, place of living, transportation, etc....</i>	
5.4	Where did you face these risks? (at home, at work, while going to work, etc..), and by who?	
5.5	How was this situation resolved?	
5.6	What are the other forms of GBV you used to witness and against who, and by who?	
6	LIFE IN THE SHELTER	
6.1	Present life at the shelter: can you describe an usual day and an usual week?	
6.2	Social network: For how long have you been living at the shelter, and with whom (kids, family members, etc.)?	

6.3	Services (a) What are the available services at the shelter?	<ul style="list-style-type: none"> - Career Guidance - Skills and training for work (including competences and skills detection)
		<ul style="list-style-type: none"> - Work - Financial training - Access to assistance and aid - Reintegration programs - Childcare services - Health - PSS - AWRS - Entertainment - Other _____
6.4	Services (b) Which of these do you use? Why?	<ul style="list-style-type: none"> - Career Guidance - Skills and training for work (including competences and skills detection) - Work - Financial training - Access to assistance and aid - Reintegration programs - Childcare services - Health - PSS - AWRS - Entertainment - Other _____
6.5	Service (c) Can you describe these services: - How did you access them and chose? - Where do you attend the session?	
6.6	Services (d) For each one you use, can you estimate a level of satisfaction and explain why?	
6.7	Services (e) For each one you use, how would you summarize a key strength and a key lack/weakness (with examples)?	
6.8	Services (f) What other services would like to benefit from in the shelter? Why?	
6.9	What do you feel is necessary to be able to leave the shelter and remain safe (livelihood, protection system, etc....)?	
6.10	Which of these necessary conditions do you think are answered as of now? Why?	
7	CASE MANAGEMENT AND PROTECTION SYSTEMS	
7.5	Explore the personal follow-up of the respondent by case management (Who? How often? What? How?)	

7.6	Explore the services accessed by the person (informed about / referred to / actually accessed)	
7.3	Explore relevance, usefulness and impact of the case management	
7.5	Is there anything you thought lacked during this entire process?	
8	NEEDS AND ASPIRATIONS	
8.1	As of now, what are the key needs that are answered at the shelter?	
8.2	And what key needs do you feel that remains personally for you?	
8.3	<p>If you were to choose your perfect set up for the coming months in terms of work, housing, and personal set up?</p> <p>Explore</p> <ul style="list-style-type: none"> - For work: homebased, private sector, employee, self-employment - Housing: preferred set up and geographical location - Family situation 	
8.4	Other recommendations? What are your aspirations as of now?	

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