

Emergency Response Report
September – December 2024



*Prepared by: Sherihan Edilbi
Date: January 2025*

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Introduction

The escalation of Israeli military operations across Lebanon in late September 2024 marked the most intense period of conflict, resulting in the displacement of approximately 1.2 million people, with 52% of those affected being women and girls¹. The military campaign, characterized by widespread airstrikes and ground assaults, led to significant destruction of infrastructure and civilian life. By late November 2024, a cessation of hostilities was achieved, yet the fragile peace remains overshadowed by the ongoing repercussions of the conflict.

In the aftermath of the fighting, thousands of individuals who fled from southern Lebanon, Beqaa, and Beirut are now confronted with the daunting task of rebuilding their lives. The destruction of homes, schools, hospitals, and essential services has led to estimated damages of around \$8.5 billion², leaving many communities in a state of uncertainty and despair. The social and economic fabric of these areas has been severely disrupted, making recovery efforts increasingly challenging.

Palestinian refugees who returned to their homes are particularly vulnerable, facing not only physical destruction but also psychological scars from the violence. Many have lost their livelihoods and are struggling to access basic needs. As these communities strive to recover, addressing the multifaceted impacts of the war—ranging from food insecurity to mental health issues—is crucial for fostering resilience and facilitating successful reintegration.

This report will outline WPA's response to the humanitarian crisis created by the conflict during displacement. With vital support from partners such as TAAWON, NPA, SIF, INITIATE, and UNRWA, WPA implemented critical and life-saving interventions aimed at alleviating the suffering of both internally displaced people (IDPs) and the host population. The interventions focused on three main areas to provide essential support during these challenging times:

- **Food Security:** Ensuring access to nutritious food for displaced families.
- **Non-Food Item (NFI) Distribution:** Providing essential items such as mattresses, blankets clothing, hygiene kits, and household supplies.
- **Psychosocial Support (PSS):** Offering mental health services to help individuals cope with trauma and rebuild their lives.

By addressing these urgent needs, WPA aimed to support affected communities with immediate basic needs.

Operational Facilities

The war significantly impacted the operations of WPA centers in the South (Rashidieh and El Buss), Bekaa (Wavel), Beirut (Burj El Barajneh), and the head office. While the situation remained relatively stable in the North (Beddawi and NBC) and Saida (Ein El Hilweh), these areas also witnessed a significant influx of displaced people. All centers experienced disruptions, including closures, limited services, and challenges in securing resources. Adapting to the crisis and maintaining operations amidst resource shortages and community tensions presented significant challenges for all centers.

Effective 24 September 2024, the head office transitioned to remote work to ensure continuity of operations.

Following the ceasefire, the head office and centers reopened in the first week of December with the full team. The Rashidieh and El Buss centers sustained minor damage.

¹ Lebanon: Flash Update #50 - Escalation of hostilities in Lebanon, OCHA, as of 12 December 2024

² Lebanon Interim Damage and Loss Assessment (DaLA), World Bank, November 2024

The war has profoundly affected staff's ability to safely access and perform their duties at their respective stations. Out of a total of 34 core staff members, 16 were compelled to flee their homes in search of secure locations. At WPA, the safety of our employees is our top priority. The risks associated with their mobility have significantly impacted the continuity of our centers' operations, occasionally leading to disruptions in communication and coordination.

Location	Core Team Members	Displaced Team Members
Head office	11	3
Rashidieh	4	4
El Buss	2	2
Wavel	2	2
Burj El Barajneh	3	3
Ein El Hilweh	3	1
Nahr El Bared	3	-
Beddawi	6	-

The centers in Rashidieh, El Buss, Wavel, and Burj El Barajneh were compelled to close due to their proximity to the border and targeted areas. Additionally, the camps with closed centers experienced a significant outflow of residents seeking safer locations. For instance, the center supervisor and social worker in Rashidieh relocated to Saida. In Wavel, the center supervisor was displaced to the north, while the social worker sought refuge in Syria. Similarly, in Burj El Barajneh, the social worker moved to the Saida area.

In contrast, the Beddawi and NBC centers encountered minimal disruption, due to the relatively stable security situation in the north. Challenges primarily involved navigating potential safety concerns and ensuring smooth movement within the area. Both centers remained operational throughout the crisis, largely due to the calm security conditions. However, there were a few isolated closures, primarily out of respect for martyrs' funerals or in response to heightened tensions on specific occasions. These closures were brief and did not significantly impact the overall operations of the centers.

In Ein El Hilweh, staff movements were generally less affected, as many employees were residents of the camp, which positively influenced the center's continued operations.

Internal Communication Arrangements

In response to the crisis, an emergency online meeting was initially held daily, which later evolved into a weekly and eventually bi-weekly schedule. The primary objectives of these meetings are to check the safety of all staff and offer the necessary support and share critical updates regarding the camps, including the current numbers and needs of internally displaced persons (IDPs) and host families, as well as the services being offered by humanitarian organizations.

The Management has appointed specific focal points to oversee the communication and documentation of our emergency response initiatives:

- **HR Officer:** Tasked with maintaining thorough records of staff movements, monitoring the status of centers, and documenting the minutes of regular meetings.

- **MEL Officer:** Responsible for gathering daily data on the number of individuals served, categorized by type of assistance. This data will be disaggregated by sex, age, disability, and nationality whenever feasible. Additionally, she will develop tools to monitor and evaluate the effectiveness of the services provided.
- **Finance Officer:** Charged with tracking the allocation and expenditure of funds dedicated to emergency services, organized by donor, location, and type of service.
- **Programs Manager:** Responsible for maintaining records of communication and coordination with donors, managing signed memorandums of understanding (MOUs), and ensuring accurate visual documentation, such as photographs, within the centers.
- The remaining Head Office staff were informed that their expertise and assistance would be utilized as needed, regardless of their current roles.

Coordination with Other Actors

The effectiveness of coordination between the centers and other stakeholders varied significantly across locations during the war.

Successful Coordination

- **Beddawi:** Strong collaboration with local organizations and the popular committee led to the creation of a comprehensive database for internally displaced persons (IDPs), greatly enhancing response planning and resource allocation. This effective coordination ensured that resources were optimally directed to areas of greatest need. The center served as the central hub for data entry related to assessments conducted by various stakeholders.
- **Ein El Hilweh:** Information was effectively consolidated through direct contacts with various groups and associations, culminating in a formal agreement with the popular committee for streamlined IDP registration.
- **Wavel:** An online workgroup was established to identify and assist elderly participants in social and healthcare initiatives, including those displaced both within and outside the camp.
- **Nahr El-Bared:** The Advocacy Committee played a pivotal role in conducting meetings, visiting UNRWA schools that accommodated IDPs, and consulting with UNRWA officials to assess the needs of displaced individuals.

Challenges to Coordination

- **Rashidieh & El Buss:** Prior coordination efforts with humanitarian organizations were severely disrupted due to the closure of centers, funding cuts, and shortages of aid, leading to significant hardships for residents.
- **BBC:** Coordination primarily relied on online meetings, emails, and limited face-to-face interactions, which hindered effective communication and planning.

Key Observations

- Effective coordination significantly improved response planning, information sharing, and service delivery, demonstrating the value of collaboration among various actors.
- Challenges in coordination were often linked to external factors, including center closures, resource constraints, and security issues.
- The involvement of local actors, such as popular committees and advocacy groups, proved essential in facilitating effective coordination and enhancing response efforts.

Communication with Donors

During the emergency response, several Memoranda of Understanding (MOUs) were signed with key partner organizations and donors, including Taawon, INITIATE-NPA, and UNRWA, to streamline the distribution of hot meals to IDPs in UNRWA schools in both Saida and the northern camps, as well as host families. These agreements were crucial in ensuring that vulnerable populations received essential support during a critical time.

Response Overview

Food Security

- **Daily Hot Meals**

This section offers a detailed overview of the daily hot meal distribution initiative, emphasizing the delivery of meals to camps in Ein al-Hilweh, Nahr El-Bared, and Beddawi, alongside schools and community gatherings throughout September, October and November 2024.

- **Distribution Statistics:** A comprehensive breakdown of the total number of meals distributed, the number of families served, and the various distribution locations, highlighting the population reached and the effectiveness of the initiative.
- **Centers' Teams:** An insight into the dedicated teams operating at each center, detailing their roles, responsibilities, and contributions to the success of the initiative.
- **Recipients' Feedback:** An analysis of survey results aimed at gauging satisfaction levels among recipients, providing valuable insights into the program's effectiveness and areas for improvement.



To view more photos, click the link:

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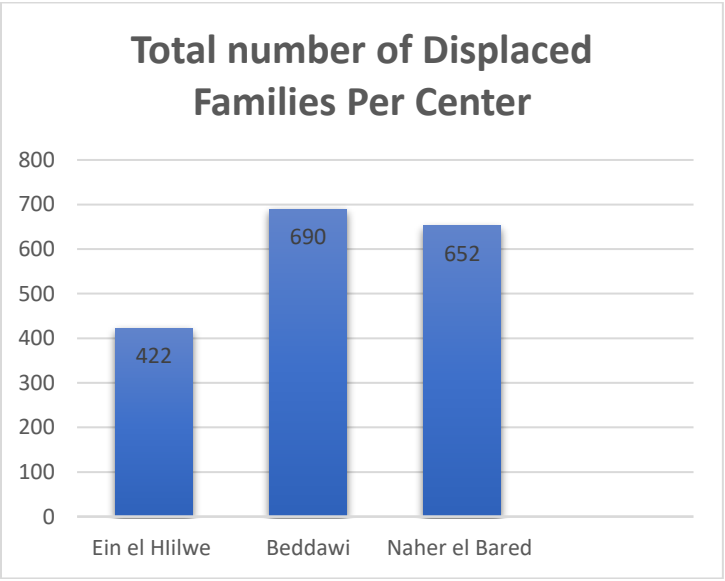
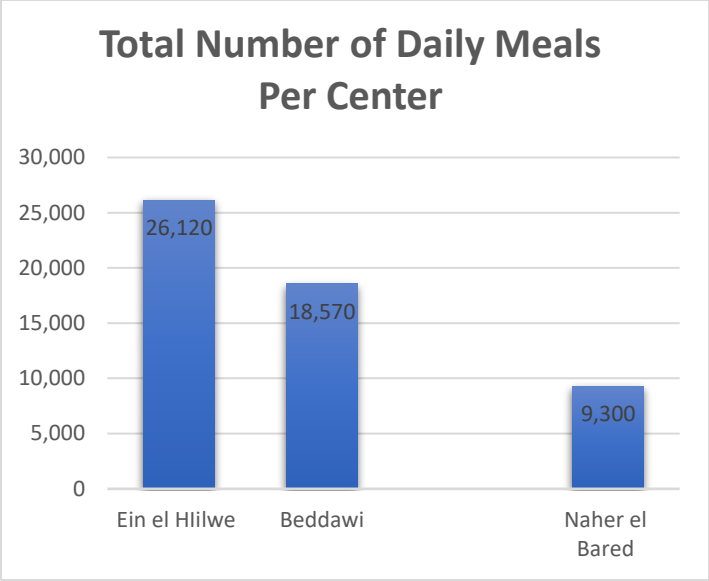
Distribution Statistics

The table presents a detailed breakdown of the daily meal distribution, highlighting the number of displaced families served by each center located in collective shelters. This comprehensive overview not only reflects the scale of the initiative but also underscores the vital role each center played in meeting the nutritional needs of vulnerable populations. By illustrating the distribution patterns, the table enables a clearer understanding of how resources are allocated and the impact of these efforts on the displaced community.

Center	Number of Daily Meals Served	Number of Supported Families	Number of Days	Period	Collective Shelter
Ein el Hlilweh	26,120	422	49	29 / 9 - 17 / 11 2024	Public School: Darb el Seem UNRWA Siblin Training Center EEH Host families
Beddawi	18,570	690	31	7 / 10 - 12 / 11 2024	UNRWA Schools: Amka, Gaza, Tobas, Batir, Jabal Tabour Gathering: Majd & Mazar
Nahr el Bared	9,300	652	31	7 / 10 – 12 / 11 2024	UNRWA Schools: Gaza, Amka, Toubas , Batir, Jabal Tabour. Gathering: Majd & Mazar
TOTAL	53,990	1,764	111		

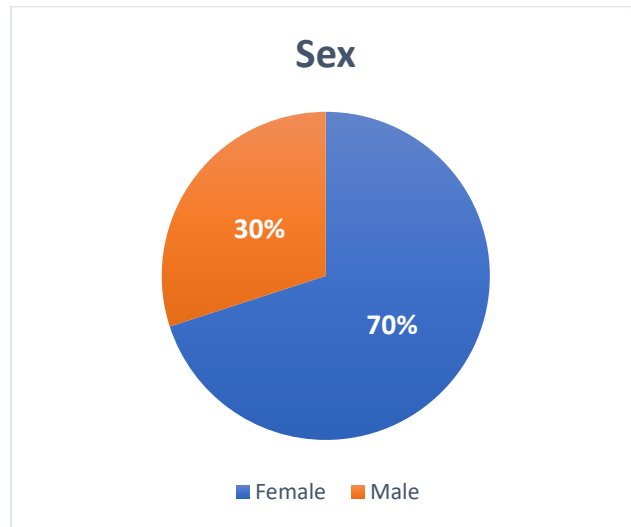
Click the link for a comprehensive overview of the distribution data:

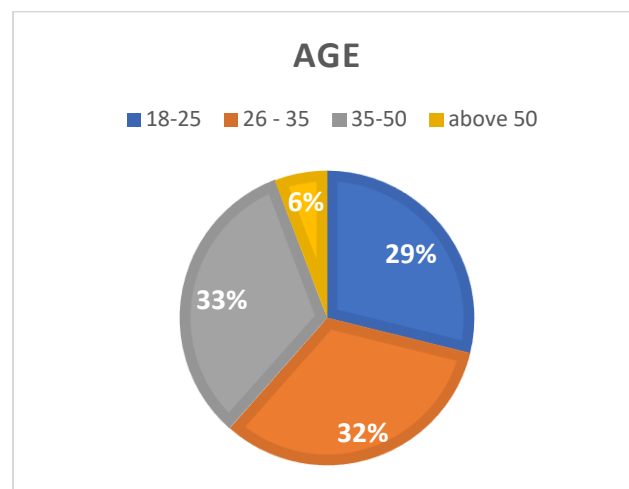
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Emergency Team by center, Age, Sex, and Nationality

Center	Sex		Nationality	Age				
	Male	Female		Under 18	18 - 25	26 - 50	36 - 50	Above 50
Beddawi	8	23	31	2	4	5	15	5
Nahr El Bared	2	8	10	0	6	4	0	0
Ein El Hilweh	6	7	13	0	4	5	4	0
Total	16	38	54	2	14	14	19	5

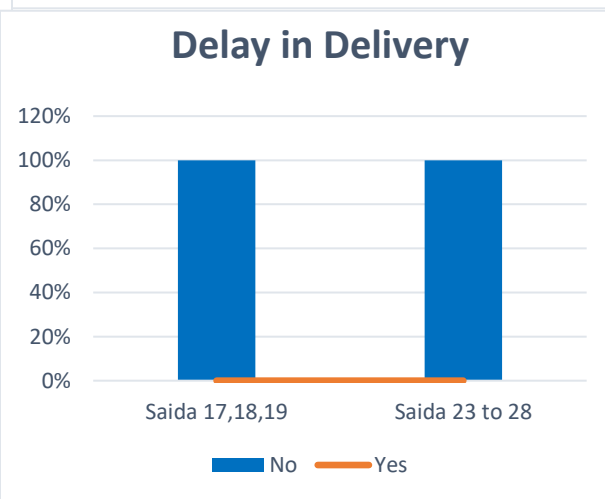
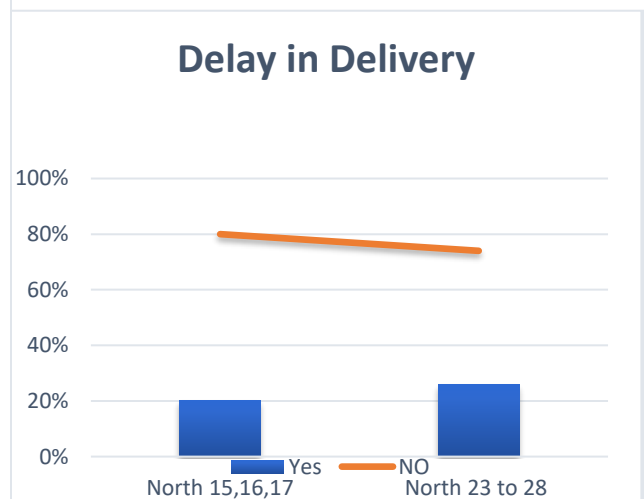
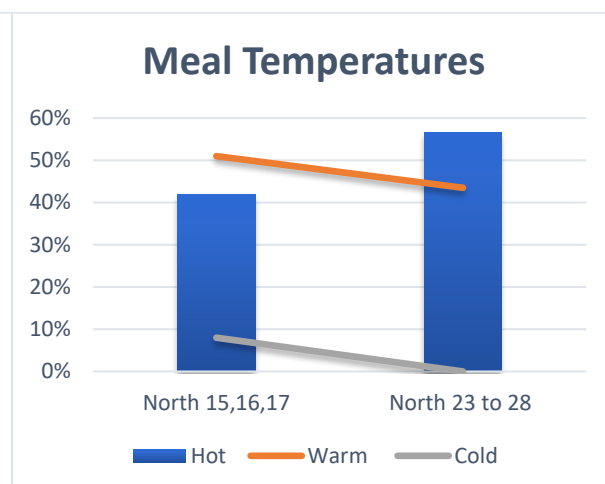
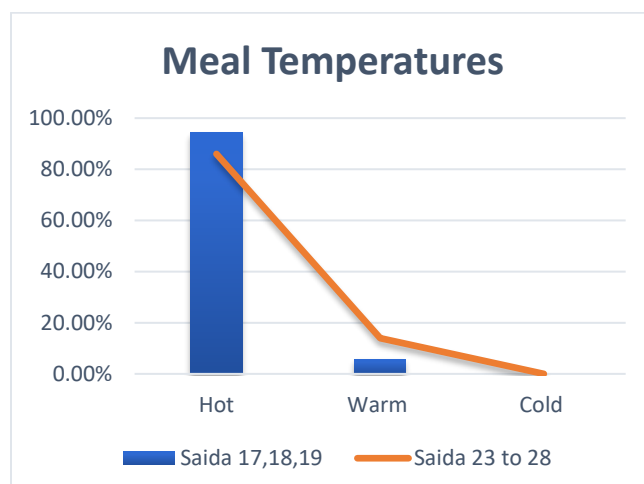
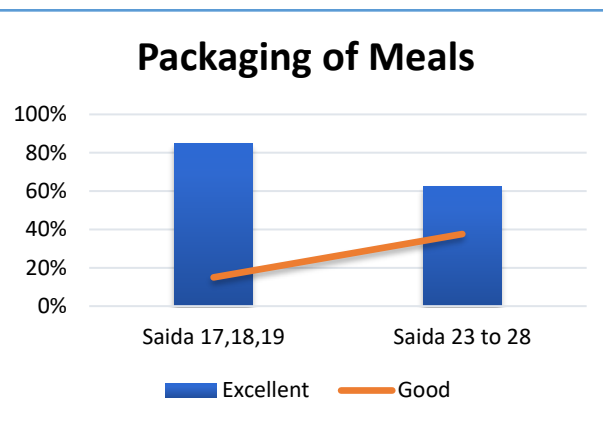
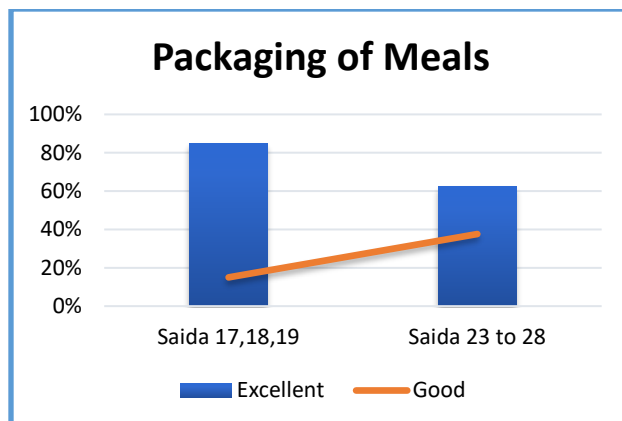




Recipients' Feedback / Satisfaction Survey Results

To evaluate the effectiveness of the daily meals served in Saida and the North, regular surveys were conducted to gather feedback from recipients. These surveys assessed a range of crucial aspects, including the quality of packaging, the temperature of the meals upon delivery, taste, and portion size. By systematically collecting this feedback, the initiative aims to continuously improve the meal distribution process and enhance recipient satisfaction.

The following charts provide a visual representation of the survey results, offering insights into recipient perceptions and highlighting areas of strength as well as opportunities for improvement. This data-driven approach ensures that the initiative remains responsive to the needs of the community it serves.





A comparative analysis of the satisfaction survey responses and feedback regarding the daily meal distribution in both areas has been conducted for two distinct periods. This evaluation aims to identify trends and shifts in recipient perceptions over time, highlighting any improvements or areas of concern. By examining key metrics such as meal quality, delivery efficiency, and overall satisfaction, this comparison provides valuable insights into the effectiveness of the initiative. It allows stakeholders to understand how changes in service or external factors may have influenced recipient experiences, ultimately guiding future enhancements to the meal distribution program. The results of this analysis will be crucial in ensuring that the initiative continues to meet the needs of the displaced community effectively.

Saida Area			
Feature	October 17-19 (n=207)	October 23-28 (n=93)	Change
Packaging			
Excellent	85%	62.40%	Decrease of 22.6 percentage points

Good	15%	37.60%	Increase of 22.6 percentage points
Meal Temp			
Hot	94.20%	86%	Decrease of 8.2 percentage points
Warm	5.80%	14%	Increase of 8.2 percentage points
Cold	0%	0%	No change
Delivery Delay			
No	100%	100%	No change
Taste			
Excellent	66%	71%	Increase of 5 percentage points
Good	34%	29%	Decrease of 5 percentage points
Quantity			
Sufficient	100%	89%	Decrease of 11 percentage points
Insufficient	0%	11%	Increase of 11 percentage points

Key Observations

- **Packaging:** Satisfaction with packaging saw a significant decline in the second survey, with ratings dropping from "Excellent" to "Good." This shift necessitated further investigation to uncover the factors contributing to this change, ensuring that packaging meets the expectations of recipients.
- **Meal Temperature:** While the overall feedback on meal temperature remains generally positive, there was a slight reduction in the proportion of meals served at "Hot" temperatures during the second survey. This decrease was accompanied by a rise in the number of meals categorized as "Warm." Such a trend may indicate potential challenges with temperature control during transportation or distribution, which warranted a review of the processes.
- **Delivery Delay:** Remarkably, delivery timeliness has remained consistently excellent across both surveys, reflecting the effectiveness and reliability of the logistical operations involved in meal distribution.
- **Taste:** There was a modest improvement in the "Excellent" ratings for taste in the second survey, suggesting that efforts to enhance the flavor and overall quality of the meals have been well received by recipients.
- **Quantity:** A concerning trend emerged in the "Quantity" category, where the second survey indicated a decrease in responses categorized as "Sufficient" and the introduction of "Insufficient" responses, accounting for 11%. This notable shift signals a critical area that requires immediate attention to ensure that all recipients receive adequate portions and that their nutritional needs are met effectively.

North Area

Feature	October 15-17 (n=78)	October 22-28 (n=46)	Change
Packaging			
Excellent	96%	80.50%	Decrease of 15.5 percentage points
Good	4%	19.50%	Increase of 15.5 percentage points
Meal Temp.			
Hot	42%	56.50%	Increase of 14.5 percentage points
Warm	51%	43.50%	Decrease of 7.5 percentage points
Cold	7%	0%	Decrease of 7 percentage points
Delivery Delay			
Yes	19.20%	26%	Increase of 6.8 percentage points
No	80.80%	74%	Decrease of 6.8 percentage points
Taste			
Excellent	47.40%	63%	Increase of 15.6 percentage points
Acceptable	12.80%	37%	Increase of 24.2 percentage points
Good	39.80%	0%	Decrease of 39.8 percentage points
Quantity			
Sufficient	86%	97.30%	Increase of 11.3 percentage points
Insufficient	14%	2.70%	Decrease of 11.3 percentage points

Key Observations

- **Packaging:** There was a noticeable decline in "Excellent" ratings for packaging in the second survey, accompanied by a corresponding increase in "Good" ratings. This trend indicates a need for further evaluation to identify and address any shortcomings in the packaging process.
- **Meal Temperature:** A positive shift was observed in meal temperature ratings, with an increase in the proportion of "Hot" meals served and the complete elimination of "Cold" meals in the second survey. This improvement suggests effective adjustments in temperature management during distribution.
- **Delivery Delay:** Unfortunately, delivery delays worsened slightly in the second survey, highlighting an area that required attention to maintain service reliability and customer satisfaction.
- **Taste:** A significant improvement was noted in the "Excellent" ratings for taste, with the "Good" category entirely absent in the second survey. Respondents shifted their feedback predominantly

to "Excellent" and "Acceptable," indicating a polarization in taste preferences and a potential need for menu diversification.

- **Quantity:** There was a positive change in perceptions of meal quantity, evidenced by a substantial increase in "Sufficient" responses and a marked decrease in "Insufficient" responses. This shift reflects an improvement in portion sizes, aligning better with recipients' expectations.

Lessons Learned for Future Distributions

- **Packaging:** To explore alternative materials and innovative designs aimed at enhancing durability, insulation, and user-friendliness. This proactive approach will help address previous feedback regarding packaging satisfaction.
- **Temperature Control:** To ensure meals are served hot, we will implement enhanced temperature monitoring procedures. This includes a thorough evaluation of the insulation properties of our packaging and transportation methods, aiming to maintain optimal meal temperatures throughout the distribution process.
- **Portioning Practices:** Standardizing portioning tools and procedures will be prioritized, alongside reinforcing training for staff to ensure consistent and accurate meal sizes. Additionally, we will review recipes and ingredient quantities to confirm their accuracy, ensuring that recipients receive the appropriate portions.
- **Pilot Testing:** Prior to resuming full-scale distribution, we will conduct small-scale pilot tests incorporating the revised processes and materials. These tests will involve a representative sample of recipients and will focus on gathering feedback regarding packaging, temperature, and portion size satisfaction. Insights gained from these pilots will be crucial in refining our processes and materials before broader implementation.
- **Continuous Monitoring and Feedback:** Future distributions will include a robust system for continuous monitoring of key metrics such as packaging satisfaction, meal temperature, and portion quantity. This will involve regular surveys, direct feedback collection, and temperature checks at various points in the distribution process, ensuring that we remain responsive to recipient needs and can make timely adjustments.

Collaboration with UNRWA “Enhancing Food Security for Displaced People During Lebanon Emergency”

The project was strategically implemented at the Displaced Emergency Shelters (DES) located in the Sibli Training Center (STC) and Nahr El Bared Camp (NBC). This initiative aimed to address the urgent nutritional needs of internally displaced persons (IDPs) residing in UNRWA’s DES, providing essential support in a critical time. This collaboration with UNRWA focused on building the capacity of kitchen teams at both STC and NBC, as well as establishing and managing the kitchen operations at NBC. A separate, detailed report has been prepared to outline the activities and outcomes of this project.

Manual Development

A comprehensive training manual titled “Manual for Food Safety and Efficient Operations in Collective Kitchens” was developed as part of this initiative. The training was conducted by WPA’s kitchen manager and Livelihood Officer, followed by a dedicated coaching period. The manual encompassed several key modules:

Module 1: Food Safety and Hygiene Standards

Module 2: Large-Scale Cooking Techniques

Module 3: Inventory Management

Module 4: Team Dynamics and Workflow Coordination

Training

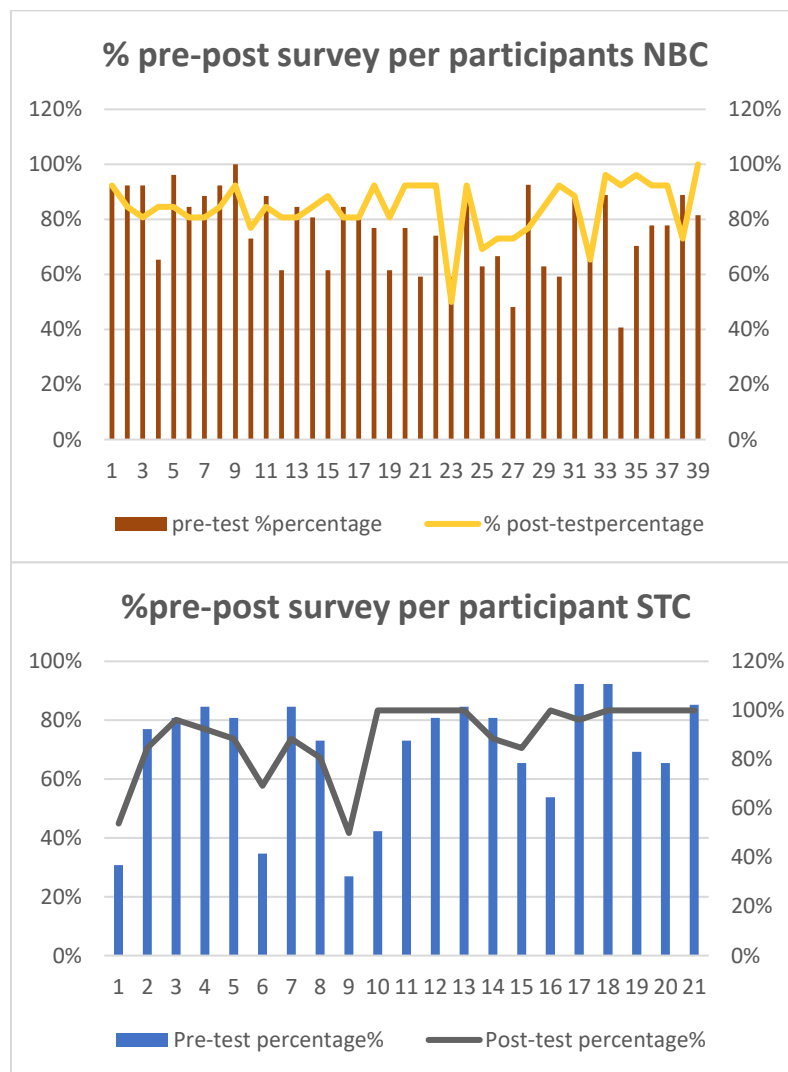
A total of 74 participants comprising 39 from NBC and 35 from STC, including chefs, cooks, bakers, and kitchen workers—successfully participated in the training sessions.

To evaluate the effectiveness of the training, pre-and post-training assessments were conducted using Kobo Toolbox. These assessments measured critical competencies in key areas such as:

- Personal safety and hygiene
- Teamwork and management skills
- Food safety principles
- Essential kitchen equipment and its usage

Findings

A quantitative analysis of the pre- and post-test scores was performed to ascertain the training's impact on participants' knowledge and skills. This analysis will provide valuable insights into the effectiveness of the training modules and highlight areas for future improvement. The following graphs illustrate the improvement of each participant, highlighting the percentage increase from pre-test to post-test scores.



Establishment of NBC Kitchen

WPA's role at Nahr El Bared was crucial in the successful establishment of the kitchen. We provided expert guidance on optimizing the kitchen layout to ensure operational efficiency and workflow

effectiveness. This process included a comprehensive assessment of the available space, selecting the appropriate equipment and tools, and configuring the environment to align with the project's specific needs.

In addition to the kitchen setup, WPA led the recruitment process, meticulously selecting a skilled team to manage and operate the facility. Once the team was in place, WPA's Kitchen Manager conducted extensive training sessions designed to equip staff with the essential knowledge and skills required for their roles. The training encompassed vital cooking techniques, safety protocols, and effective kitchen management practices.

Throughout the implementation phase, WPA adopted a hands-on approach, overseeing daily operations and providing on-site coaching. The presence of the Kitchen Manager during cooking sessions facilitated real-time guidance and support, ensuring that the team felt confident and competent in their tasks. This approach not only enhanced individual skills but also fostered a collaborative and learning-oriented environment, promoting continuous improvement and teamwork.

Distribution of Daily Hot Meals

Starting December 1, 2024, the NBC team successfully prepared and distributed two daily meals—lunch and dinner—to 2,000 internally displaced persons (IDPs) across six schools, following a unified two-week menu for NBC and Siblin approved by UNRWA management.

The meal distribution for the initial days was as follows:

- **Day 1:** 570 meals
- **Day 2:** 350 meals
- **Day 3:** 270 meals

However, operations were abruptly halted due to a sudden ceasefire, which prompted a swift departure of IDPs as they began returning to their homes. This unforeseen development necessitated a suspension of ongoing activities and termination of the agreement between WPA and UNRWA.

Non – Food Items (NFIs)

In collaboration with ANERA, SIF, and the Amal Foundation, a significant effort was made to provide essential non-food items to internally displaced persons (IDPs) during the ongoing conflict. The following items were received or distributed in various locations:

6.2.1 Beddawi

- **Mattresses:** A total of **600 mattresses** were distributed, ensuring that **600 IDP families** had access to a basic sleeping surface, which is crucial for comfort and health during displacement.
- **Blankets:** **300 blankets** were provided to **300 IDP families**, offering warmth and protection, particularly during colder nights.
- **Hygiene Kits:** **120 hygiene kits** were distributed to **120 IDP families**. These kits contained essential items such as soap, toothpaste, and sanitary products, promoting health and hygiene in challenging living conditions.

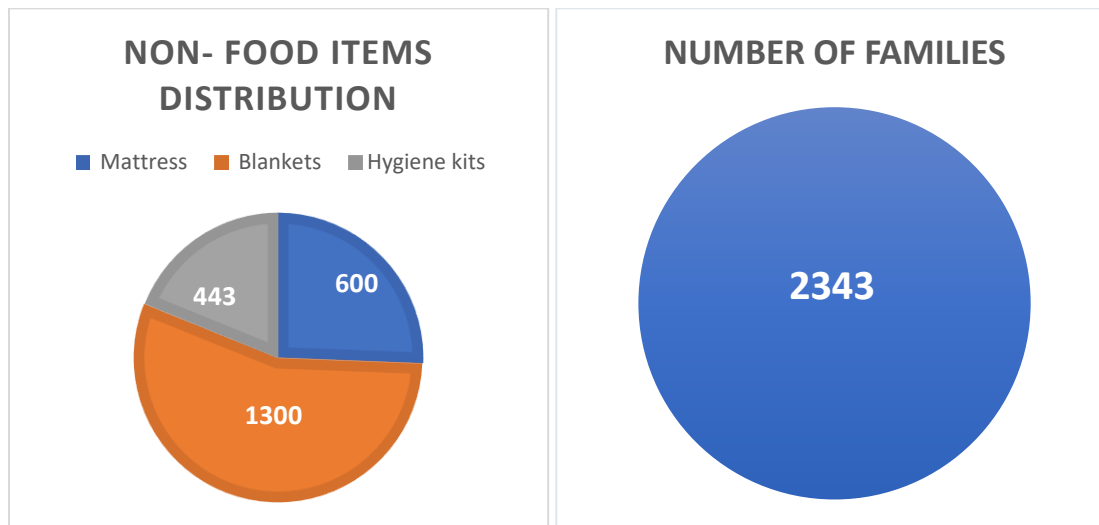
6.2.2 Nahr El Bared Camp (NBC) and Beddawi Camp

- **Blankets:** In NBC and BBC, **1,000 blankets** were distributed to **1,000 IDP families**. This large-scale distribution aimed to ensure that families could stay warm and comfortable during the winter months, reflecting our commitment to their well-being.

6.2.3 El Buss

- **Hygiene Kits:** **323 hygiene kits** were distributed to **323 IDP families** in El Buss. These kits were vital in helping families maintain personal hygiene and prevent the spread of illness in overcrowded and unsanitary conditions.

This coordinated effort highlights the importance of providing not only food but also essential non-food items to support the dignity and health of IDP families during times of crisis. The collaboration with partner organizations ensured that aid was effectively distributed to those in need, demonstrating a strong commitment to community support and resilience.



Psychosocial Support Services

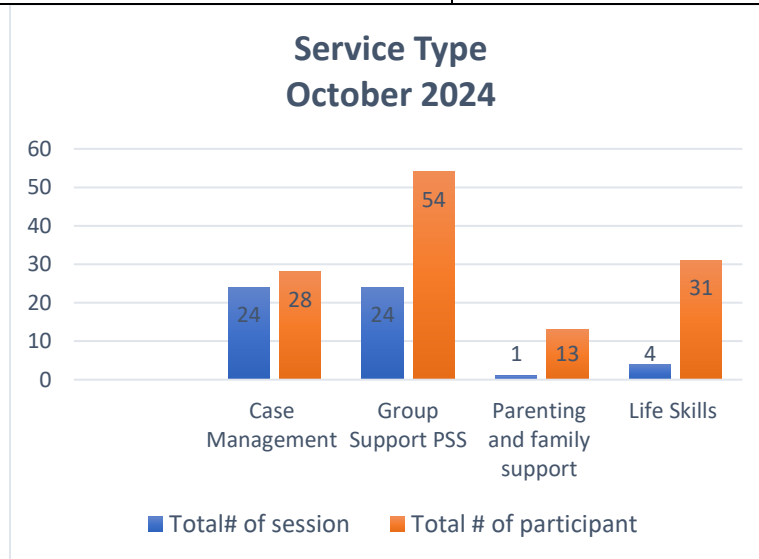
Despite the significant challenges posed by the ongoing conflict in Lebanon, WPA remained committed to delivering essential psychosocial support (PSS) services to vulnerable populations through its dedicated network of social workers. Understanding the critical need for mental health and emotional well-being during such tumultuous times, WPA adapted its approach to ensure that support continued uninterrupted.

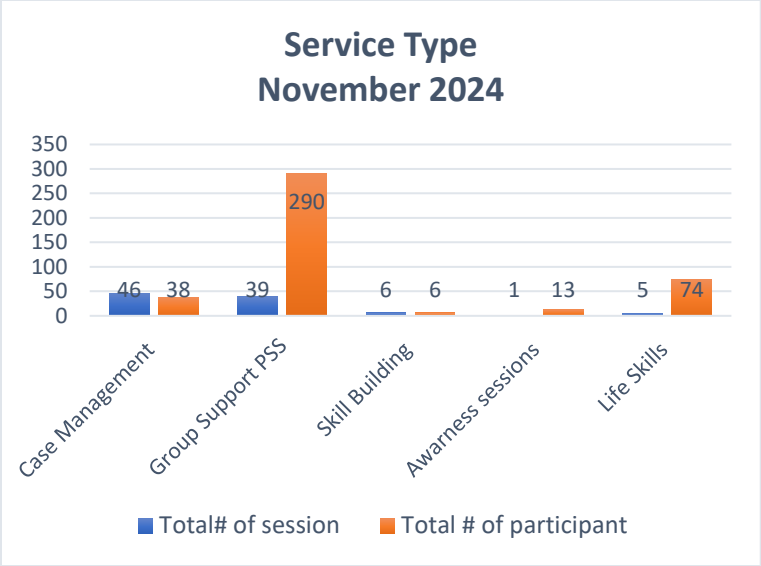
To navigate the limitations imposed by the war, many PSS services were transitioned to an online format. This strategic shift allowed for the continued provision of support to individuals and communities while prioritizing the safety and well-being of both clients and staff. Through virtual platforms, social workers facilitated counseling sessions, support groups, and therapeutic activities, effectively reaching those in need despite physical barriers.

WPA's commitment to psychosocial support during this crisis underscores the importance of addressing mental health needs alongside physical and material assistance, fostering resilience and hope within affected communities. By leveraging technology and maintaining a flexible approach, WPA ensured that vulnerable populations received the care and support necessary to navigate the psychological impacts of the conflict.

Center	Type of Service	Female	Male
Beddawi	Individual counseling sessions, group therapy, PSS workshops	105	4
NBC	Group PSS sessions for individuals	105	0

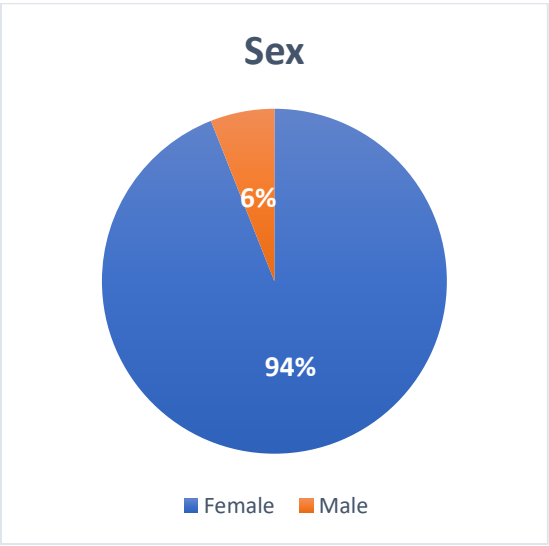
Rashidieh	Online individual and group counseling sessions, Case Management and referrals	60	15
Ein El Hilweh	Group support sessions for students, PSS for elderly individuals, Case management	141	15
Wavel	Online individual and group sessions for women, awareness session for teenagers on reducing anxiety during online study.	80	
Total		491	34

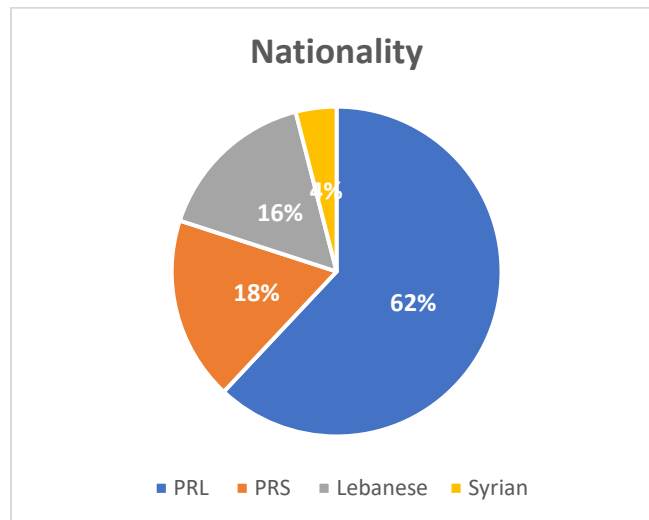
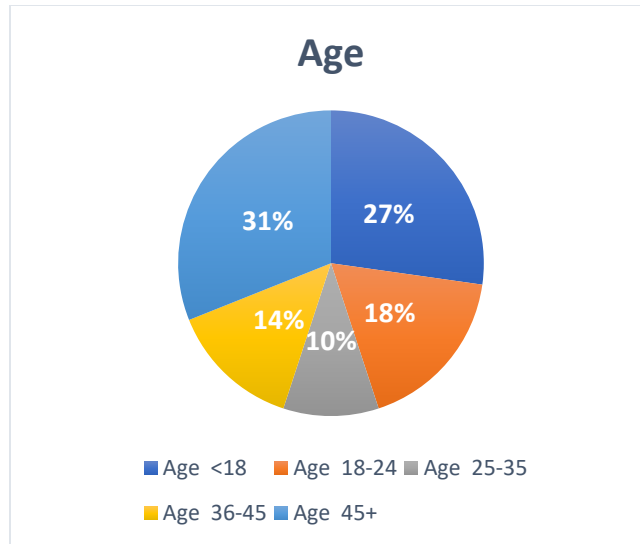




PSS activities participants by Age, Sex, and Nationality

Sex		Age					Nationality			
Female	Male	<18	18-24	25-35	36-45	45+	PRL	PRS	Lebanese	Syrian
491	34	143	93	53	73	163	323	93	86	23





Financial Overview

This section provides a detailed overview of the financial contributions received and the corresponding disbursements made for each type of assistance, categorized by donor. This accounting highlights the critical support provided by various organizations, ensuring accountability and facilitating effective resource allocation.

Area / Center Implementation	Donor	Type of Assistance	MOU Date	Amount \$
Saïda / Ein El Hilweh	Initiate	Hot Meals for IDPs	1/10/2024 To 16/10/2024	7,433
			27/09/2024 To 12/10/2024	34,200
North/	TAAWON	Hot Meals for IDPs	2/10/2024	53,025

Nahr El Bared Beddawi			To 10/11/2024 27/09/2024 To 12/10/2024	25,250
Nahr el Bared & Siblin	UNRWA	Capacity building and Kitchen Management	1/11/2024 To 310/11/2024	20,000
Tyre /Beirut / Beqaa	forumZFD	PSS and Empathy Circles	1/1/2025 To 30/4/2025	23,000
Total				163,399

Lessons Learned and Recommendations: Key Takeaways and Future Suggestions

This breakdown not only serves as a financial record but also illustrates the diverse range of support provided to communities in need. This reflects the commitment of donors to addressing urgent humanitarian needs and emphasizes the importance of collaboration in effectively responding to crises. By maintaining clear records of funds received and disbursed, we aim to enhance transparency and build trust with our stakeholders and the communities we serve.

In the face of ongoing challenges and evolving circumstances, it is crucial to reflect on the experiences gained during our operations. This section outlines the key lessons learned from our efforts, highlighting both successes and areas for improvement. By analyzing our experiences, we can identify actionable recommendations that will enhance future responses and strategies. These insights will not only inform our approach to service delivery but also strengthen our collaborations with stakeholders, ensuring that we remain responsive to the needs of the communities we serve. Through this process of reflection and adaptation, we aim to foster resilience and improve the overall effectiveness of our humanitarian efforts.

Coordination

- **Lessons Learned:** Effective coordination with UNRWA, other humanitarian organizations, and local authorities is vital for maximizing impact. Strengthening community networks and exploring collaborative efforts can enhance service delivery.
- **Recommendations:** Foster improved coordination among all stakeholders, including humanitarian organizations and local authorities, to create a more integrated response.

Communication

- **Lessons Learned:** Prioritizing communication is crucial. Developing a robust communication plan ensures timely and effective interactions with beneficiaries, while also strengthening community engagement and awareness.
- **Recommendations:** Enhance communication channels with the community and actively involve community members in decision-making processes to promote transparency and trust.

Operations/Logistics/Infrastructure

- **Lessons Learned:** Investing in essential infrastructure, including cooking equipment and other critical resources, is necessary to enhance service delivery and operational effectiveness.

- **Recommendations:** Strengthen logistics and infrastructure, particularly in transportation and storage facilities, to ensure efficient and timely aid delivery.

Human Resources/Staff Well-being

- **Lessons Learned:** Strengthening staff preparedness through regular training on emergency response, crisis management, psychological support, and cultural sensitivity is essential. Additionally, prioritizing staff well-being through dedicated support programs is crucial for maintaining morale and effectiveness.
- **Recommendations:** Implement continuous training and capacity-building initiatives for staff focused on emergency response, needs assessment, resource allocation, crisis management, and psychological support.

Community Engagement

- **Lessons Learned:** Enhancing community engagement is vital for fostering awareness and participation in needs assessments, program design, and service delivery. Reinforcing existing community networks can further empower local stakeholders.
- **Recommendations:** Actively enhance community participation in the decision-making process to ensure that programs are responsive to local needs.

Needs Assessment / Data Collection

- **Lessons Learned:** Prioritizing comprehensive needs assessments and developing robust systems for accurate beneficiary identification are critical for effective program implementation.
- **Recommendations:** Establish strong data collection systems and conduct continuous needs assessments to adapt to changing circumstances and ensure targeted support.

Psychosocial Support

- **Lessons Learned:** Addressing the psychological impact of crises is essential by providing adequate psychosocial support for both beneficiaries and staff.
- **Recommendations:** Prioritize psychosocial support services for beneficiaries and staff to foster resilience and well-being.

Financial

- **Lessons Learned:** The necessity for diversifying funding sources has become clear in order to mitigate the risks associated with funding shortages and to ensure continuity of services. Improving financial stability through strategies that enhance liquidity and sustainability is essential, particularly during times of resource scarcity.
- **Recommendations:** Secure sustainable funding by diversifying sources and implementing flexible budgeting practices that allow for adaptive resource allocation.

Contingency Planning / Emergency Preparedness

- **Lessons Learned:** Developing robust contingency plans tailored to various emergency scenarios is crucial. Enhancing emergency preparedness by creating effective response plans and protocols, including rapid response and resource mobilization mechanisms, is necessary for effective crisis management.
- **Recommendations:** Implicit in lessons learned—no additional recommendation needed.

Gender Considerations

- Women and girls, especially those facing multiple and intersecting forms of discrimination, are at heightened risk during crises due to gender-based discrimination that undermines their rights in both private and public spheres. Limited access to national evacuation plans further jeopardizes their safety, dignity, and well-being. Societal changes resulting from conflict may exacerbate these challenges, de-prioritizing their health and life, excluding them from essential services and decision-making processes, limiting their mobility, and increasing their vulnerability to violence and exploitation.

Data Management Improvement

- To streamline data compilation, staff members have proposed the creation of a comprehensive matrix to gather and record necessary information efficiently. Supervisors at the centers, along with program officers at the Head Office, will support this initiative by providing essential data on a daily or regular basis as required.

This consolidated approach to lessons learned and recommendations aims to enhance future interventions, ensuring that responses are more effective, inclusive, and adaptive to the needs of vulnerable populations.