

SOLUTION BRIEF

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**MULTI-STAKEHOLDER
COORDINATION RESPONSE**

Prepared By:

BEYOND GROUP

beyondgroupconsulting.com



MULTI-STAKEHOLDER COORDINATION RESPONSE FOR THE BEIRUT BLAST

A PROPOSED PLATFORM FOR TRUST, EFFICIENCY
AND ACCOUNTABILITY

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BUILDING THE CASE FOR A MULTI-STAKEHOLDER COORDINATION RESPONSE FRAMEWORK

A FRAMEWORK FOR A MULTI-STAKEHOLDER COORDINATION RESPONSE PLATFORM (MCRP)

The Beirut port explosion that took place on August 4th has had disastrous implications on the capital and the whole country and left more than **200 people dead** and more than **6000 injured**.



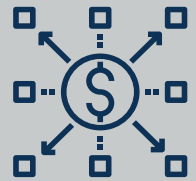
On August 30th, the **World Bank** published a **Rapid Damage and Needs Assessment Report** describing the implications of the Beirut explosion, and the **cost of the required response** which was estimated to be **US\$ 8.1 billion**.

It also proposes a **Framework for Reform, Recovery and Reconstruction (3RF)** for the response based on four main pillars:

- **Governance**
- **Economic recovery**
- **Social cohesion & resilience,**
- **Services & infrastructure**

Several proposals have been suggested for the response coordination mechanism, and they are currently being discussed with state institutions and between international actors. Other coordination mechanisms have also been put in place by local NGOs and citizens' initiatives, in addition to those led by the Lebanese Army and the Prime Minister's Office.

The challenge is to setup one transparent, efficient and trustworthy coordination response platform that engages all actors and maximizes on their resources, capacities and efforts in service of Beirut residents.



**US\$ 8.1
BILLION**

WORLD BANK ESTIMATE
FOR COST OF RESPONSE
TO BEIRUT BLAST

The following is a recommendation for a Multi-stakeholder Coordination Response Platform (MCRP) that takes into consideration the current situation and realities, learns from previous lessons and builds on all existing efforts, to potentially be sustainable throughout the 3RF. It can also be scalable as a participatory model for response in other areas in Lebanon to deal with the implications of the current financial crisis and the COVID-19 pandemic.

REALITIES TO BE CONSIDERED FOR A RESPONSE COORDINATION FRAMEWORK

For this platform to be viable, the following realities should be taken into consideration:

- Most donor countries have expressed **distrust in state institutions**, leaving a majority of their support to be deployed through the army.
- The **United Nations, along with the World Bank and the European Union**, have been assigned by the international community to assume the **responsibility of the response and the dispersement of international donations**.
- The **first responders the day after the Beirut explosion and until today are citizens' initiatives** along with NGOs, civil society organizations and the SMEs on volunteer basis.
- **UNOCHA has developed a response plan** including 7 major INGOs to be deployed for its implementation and developing the needs assessment.
- Several **digital platforms, lead by private initiatives to increase coordination** of funding, resource allocation and volunteer support, (www.elda3em.com, www.beiruturbanlab.com are two of the most commonly used), in addition to the official online platform developed in collaboration between the army and the Red Cross (www.beirutfer.com).

The UNOCHA issued a flash appeal on September 16th, 2020 for immediate relief amounting to **US \$344.5 million** to cover the following needs: **Food Security, Health, Shelter, Education, Protection and WASH.**



FOOD SECURITY



SHELTER



HEALTH



EDUCATION



PROTECTION



WASH

THE NEED FOR A TRUSTWORTHY RESPONSE

AN IMMEDIATE COORDINATED RESPONSE IS NEEDED FOR BEIRUT RESIDENTS DUE TO:



Government weak financial, institutional and physical capacity to respond



Disastrous implications of the explosion on Beirut residents within a national multi-layered crisis



Distrust of citizens and international donors in government



A variety of actors implicated in the response with risk of duplication, inefficiency and corruption



NGOs and Citizens' solidarity response networks created and operating on volunteer basis



AFFECTED PEOPLE

~190 DIED
6500 INJURED
12 MISSING
300,000 AFFECTED



DAMAGED INFRASTRUCTURE

15KM RADIUS
 » ELECTRICITY
 » WATER
 » ROADS
 » TELECOM



DAMAGED RESIDENCE SHELTERS

29,771 MINOR
17,100 MODERATE
1,144 HEAVY



DAMAGED BUSINESSES AND LIVELIHOODS

15KM RADIUS
 MSMES



DAMAGED HEALTH PREMISES

6 HOSPITALS
20 CLINICS
55 FACILITIES



DAMAGED EDUCATION PREMISES

120 PUBLIC AND PRIVATE SCHOOLS AND CULTURAL SITES

SITUATION ANALYSIS OF THE CURRENT RESPONSE STAKEHOLDERS

RESPONSE STATUS OF AFFAIRS

TWO MONTHS AFTER THE BEIRUT EXPLOSION

The social, economic and security situation is deteriorating with the fall season approaching:

RUBBLE STILL COVERS THE STREETS AND MOST **DAMAGES HAVE NOT BEEN REPAIRED**

NGO AND CITIZENS' SOLIDARITY NETWORKS' **FINANCIAL AND HUMAN RESOURCES ARE DRAINED**

CENTRALIZATION OF THE HUMANITARIAN RESPONSE WITH THE **LEBANESE ARMY**

DUPLICATION HAS INCREASED BETWEEN THE ARMY, INGOs AND LOCAL NGOs

GOVERNMENT HAS BEEN PARALYZED BY **POLITICAL STALEMATE** AND IS IN TRANSITION TO FORM A NEW ONE

SOCIAL UNREST, INCREASE IN THEFT AND **PETTY CRIME**

THE FOLLOWING REPRESENTS THE FOUR PILLAR RESPONSE ADOPTED BY THE UN, WORLD BANK AND EU AFTER THE BEIRUT PORT EXPLOSION TO MITIGATE INCREASED VULNERABILITIES AMONGST CITIZENS:

ECONOMIC RECOVERY



PRIVATE SECTOR ENABLING ENVIRONMENT



COMMERCE & INDUSTRY



FINANCIAL



TOURISM

SOCIAL COHESION AND RESILIENCE



SOCIAL PROTECTION



CULTURE



SOCIAL SUSTAINABILITY & INCLUSION

SERVICES AND INFRASTRUCTURE



HEALTH



EDUCATION



TRANSPORT & PORT



WATER SUPPLY & SANITATION



ENERGY



ENVIRONMENT



MUNICIPAL SERVICES



HOUSING

GOVERNANCE



ACCOUNTABILITY & TRANSPARENCY



JUSTICE & HUMAN RIGHTS



PUBLIC FINANCIAL MANAGEMENT & PROCUREMENT

MAPPING CURRENT RESPONSE STAKEHOLDERS

THE FOLLOWING IS A LIST OF THE TYPES OF STAKEHOLDERS THAT ARE ALREADY CONDUCTING RESPONSE RELATED ACTIVITIES:

	KEY STAKEHOLDERS	CURRENT ROLES	RISKS
GOVERNMENT INSTITUTIONS	<ul style="list-style-type: none"> • Ministries • Higher Council for Relief • Governor\Municipality 	<ul style="list-style-type: none"> • Mapping damages and needs • Sporadic responses by various institutions 	<ul style="list-style-type: none"> • Bureaucracy and clientelism • Lack of updated data • Growing negative perception by the general public
ARMY AND SECURITY FORCES	<ul style="list-style-type: none"> • Lebanese Army • Internal Security Forces Municipal Police 	<ul style="list-style-type: none"> • Mapping damages and needs • Coordinating bilateral donations through the FER (Army and the Lebanese Red Cross) • Maintaining security 	<ul style="list-style-type: none"> • Centralized decision making • Lack of experience in such response • Security driven approach to response
DEVELOPMENT PARTNERS AND INGOS	<ul style="list-style-type: none"> • Donors • UN Agencies • World Bank • INGOS 	<ul style="list-style-type: none"> • Mapping damages and needs • Funding for shelter and humanitarian support • Planning for the recovery phase 	<ul style="list-style-type: none"> • Lack of coordination amongst development partners and INGOS • High operational costs • Less connected with the field
NGOS AND CITIZENS' INITIATIVES	<ul style="list-style-type: none"> • Large NGOs • Small NGOs • Civil Society Organizations • Citizens' Initiatives 	<ul style="list-style-type: none"> • Mapping damages and needs • Mobilizing private resources and volunteers • Assisting residents in shelter refurbishment and offering humanitarian support 	<ul style="list-style-type: none"> • Decentralized and uncoordinated • Unsustainable (as it is volunteer based and with private funding) • Lacks the capacity for large-scale mobilizations
PROFESSIONAL NETWORKS	<ul style="list-style-type: none"> • Order of Engineers • Bar Association • Syndicate of Restaurant Owners 	<ul style="list-style-type: none"> • Mapping damages and needs • Providing legal support • Attempting to represent interest groups 	<ul style="list-style-type: none"> • Lacks expertise in crisis-response • Polarization between and within some interest groups • Weak financial capacities

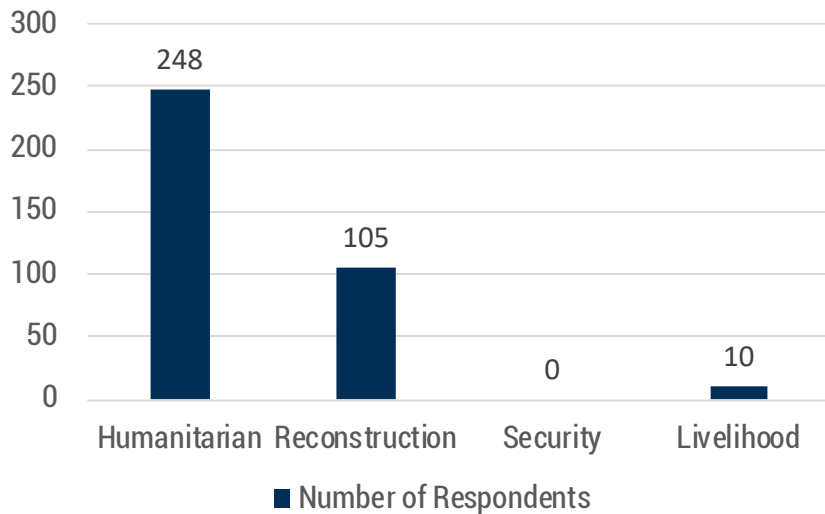
MAPPING CURRENT RESPONSE STAKEHOLDERS

Based on the primary observations of the list of actors involved, it could be concluded:

- There is high risk of duplication between actors.
- There is no centralization of data for better coordination.
- There is high complementarity between actors capacities.

The following graph describes the type of response provided by local non-governmental actors.

TYPE OF RESPONSE

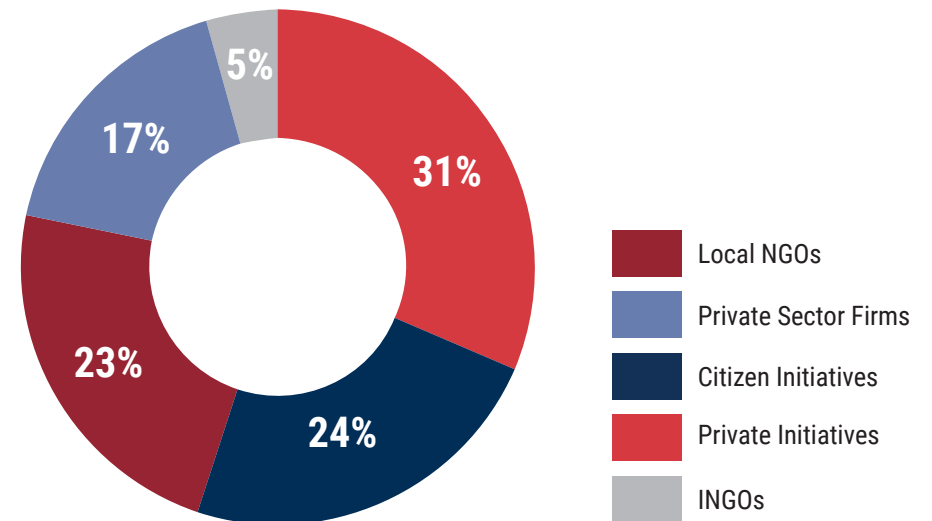


351 NON GOVERNMENTAL INITIATIVES

mapped by elda3m.com

REPRESENTING A MULTITUDE OF ACTORS FROM DIFFERENT SECTORS WHO ARE MOBILIZED TO ALLEVIATE THE DIRECT NEEDS OF BEIRUT RESIDENTS.

TYPE OF ACTORS RESPONDING IN BEIRUT



AVOIDING PITFALLS AND LEARNING FROM PREVIOUS EXPERIENCES

At times when the country is lacking in resources and international support is limited, the figure to the right lists several pitfalls may lead to inefficient allocation of resources, overlooking the most vulnerable of the affected community, and allowing clientelistic practices based on political loyalties.



CITIZENS' DISENGAGEMENT



Side-lining citizens' solidarity initiatives, lead by civil society groups, NGOs and private networks, resulting in citizens' disengagement and distrust.

INEFFICIENT RESPONSE



Lack of coordination between international partners, local actors and government institutions, resulting in duplication of efforts and inefficiency.

WEAKENED STATE INSTITUTIONS



Excluding public institutions from taking part in the response in order to overcome corruption, resulting in the weakening of state's ability to offer sustainable response.

MISMANAGEMENT OF RESOURCES



Weak procurement practices during the response, resulting in corrupt practices and benefiting clientelistic networks of businesses and NGOs.

LACK OF ACCESS TO DATA



Unintegrated data management pertaining to assessed needs and priorities, resulting in the incoherent definition of needs and priorities.

THE PROPOSED MULTI-STAKEHOLDER COORDINATION RESPONSE PLATFORM

MANDATE

OF A MULTI-STAKEHOLDER COORDINATION RESPONSE PLATFORM

MANDATE

The MCRP aims at coordinating all response resources, efforts and initiatives by using the most efficient, accountable and trustworthy practices in order to adapt rapidly to residents' needs and priorities and alleviate the social, economic and physical damages they have sustained.



PRINCIPLES

LOCAL

Any response platform should be established at a local level to create higher proximity, engagement and accountability between citizens and the response platform, while avoiding national clientelistic networks.

INCLUSIVE

Any response platform should be inclusive of all civil society, NGOs, private sector, academia, government entities and international partners in order to strengthen coordination, efficiency and trust in the response measures.

PARTICIPATORY

Any response platform should be participatory throughout the process including the identification and prioritization of needs, allocation of resources, coordination of efforts, choice of implementation mechanisms and monitoring of impact.

SUSTAINABLE

Any response platform should be established with the intent to institutionalize it as a scalable framework for higher inclusion, participation and integration of programs and services.

TRANSPARENT

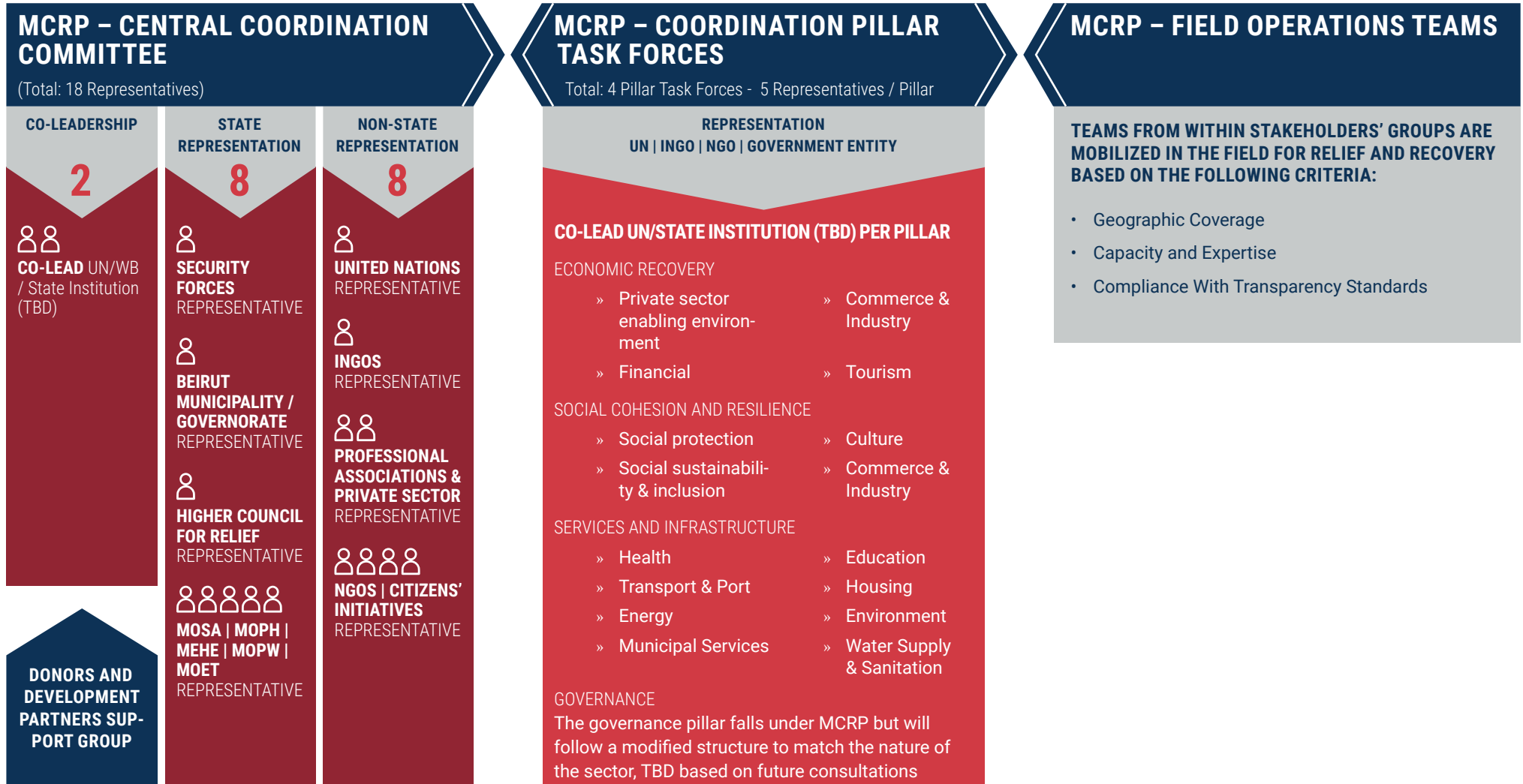
Any response platform should be evidence-based using digital platforms for data integration, updates and sharing allowing for a more efficient response and higher transparency.

EFFICIENT

Any response platform should be agile and capable of rapid adaptation to residents' needs. Therefore, decision making, governance and accountability mechanisms should be well outlined and adopted by all stakeholders.

GOVERNANCE

OF A MULTI-STAKEHOLDER COORDINATION RESPONSE PLATFORM



GOVERNANCE

OF A MULTI- STAKEHOLDER COORDINATION RESPONSE PLATFORM

MCRP – CENTRAL COORDINATION COMMITTEE

(Total: 18 Representatives)

The Central Coordination Committee consists of 4 functional committees, 4 people each, responsible for the following functions:

1. Needs Prioritization
2. Resources Management
3. Procurement
4. Impact Monitoring

It can recruit external full/part time technical resources on need basis.

SCOPE OF WORK

- Ensure that the response is coordinated and achieved in the most efficient, adequate and transparent manner.
- Provide evidence-based response priorities to all stakeholders involved, based on continuous needs assessment.
- Maximize on financial and human resources to assist residents of Beirut at all levels.
- Guarantee transparent procurement mechanisms, with clear checks and balances.
- Supervise and measure impact of response.

MCRP – COORDINATION PILLAR TASK FORCES

Total: 4 Pillar Task Forces - 5 Representatives / Pillar

Four Coordination Pillar Task Forces, 5 people each, are responsible for the following pillars:

1. Economic Recovery
2. Social Cohesion & Resilience
3. Services and Infrastructure
4. Governance

It can recruit external full/part time technical resources on need basis.

SCOPE OF WORK

- Cascade the overall priorities into plans at the level of neighbourhoods and within the four pillars.
- Ensure that response services and programs reach out to residents in the most efficient and transparent manner.
- Coordinate and deploy Field Operation Teams for response execution.
- Monitor Field Operation Teams' performance, impact and ensure any necessary support.
- Report back to the Central Coordination Committee concerning field operations & residents' changing needs.

MCRP – FIELD OPERATIONS TEAMS

The field operation teams consist of volunteers and paid staff from NGOs INGOs and citizens' initiatives, recruited on need basis, responsible for delivering the services and programs within the four pillars:

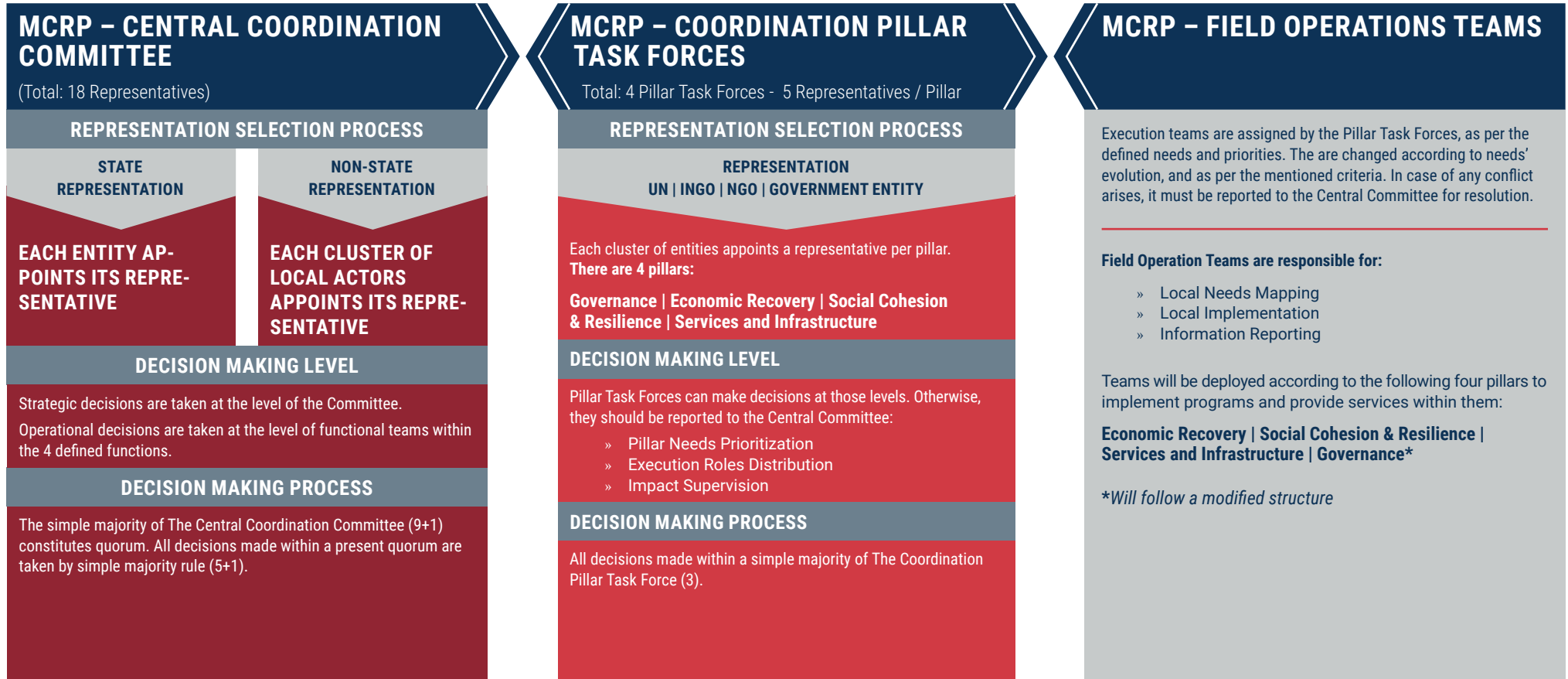
1. Economic Recovery
2. Social Cohesion & Resilience
3. Services and Infrastructure
4. Governance

SCOPE OF WORK

- Deliver all services and programs to Beirut residents.
- Report on activities implemented.
- Collect data for continuous needs assessment.

GOVERNANCE

OF A MULTI- STAKEHOLDER COORDINATION RESPONSE PLATFORM



OPERATING MODEL

OF A MULTI-STAKEHOLDER COORDINATION RESPONSE PLATFORM

CENTRAL LEVEL

1. NEEDS MAPPING

SOURCES OF INFORMATION:

- Existing Assessments
- Call Center
- Online Requests
- Field Teams

A continuous evidence based exercise that can provide a baseline for identifying citizens' priorities and the risk factors that might arise throughout the response activities.

2. NEEDS PRIORITIZATION

PRIORITIES REPORTS:

- Functional Committees
- Pillar Task Forces
- Filed Teams

Decisions based on urgency in relation to availability of resources in order to better target the most vulnerable segments of society and those who are at high risk.

3. RESOURCE MANAGEMENT

RESOURCES REPORTS:

- International Donations
- Government Budget
- Other Donors

Resources, provided by government or international partners, allocated in an efficient and transparent manner far from clientelism and corruption.

CENTRAL AND PILLAR LEVELS

6. IMPACT MONITORING

LEVELS OF MONITORING AND REPORTING:

- People-Level Impact
- City-Level Impact
- Socio-Economic-Level Impact

Continuous evaluation and assessment of impact based on set measures, adjustment of plans and programs, and transparent sharing of results with the general public and stakeholders.

5. RESPONSE IMPLEMENTATION

FEEDBACK LOOPS:

- Field Team Meetings
- Pillar Task Forces Meetings
- Central Committee Meetings

A clear division of roles and responsibilities, and supervision based on a set of criteria pertaining to geographic distribution, capacity, competence and understanding of the context.

4. RESPONSE COORDINATION

LEVELS OF COORDINATION:

- Central Committee
- Pillar Task Forces
- Field Operation Teams

An exercise of alignment of efforts, capacities and programs between the different local and international stakeholders, that would allow more for efficient use of available resources.

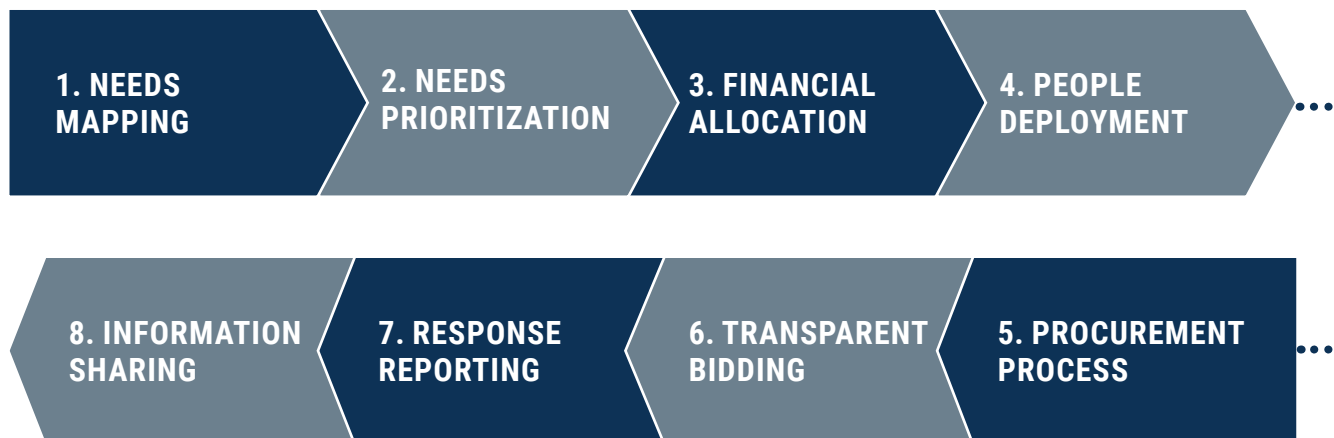
PORTAL AND AN INFORMATION MANAGEMENT SYSTEM

OF A MULTI-STAKEHOLDER COORDINATION RESPONSE PLATFORM

A portal and an information management system needs to be put in place, with different interfaces for each stakeholder type. The portal aims to:

1. Integrate all data throughout the process of response and at different stages.
2. Provide data for decision making and efficient coordination.
3. Make data available and transparent to the general public.

THE PORTAL AND INFORMATION MANAGEMENT SYSTEM MAIN FUNCTIONS



NEEDS MAP BY IDEMA

A CASE STUDY FROM TURKEY

DIGITAL TOOLS FOR NEEDS IDENTIFICATION DURING TIMES OF CRISIS

Turkey's NeedsMap presents a successful model in learning and verifying the social needs in different localities, as well as mobilizing citizen groups to support their own communities. The digital tool is a peer to peer map-based platform, which embeds a data visualization and online collaboration system to facilitate humanitarian aid delivery (based on in-kind transfers). It matches basic needs of individuals (e.g. clothes, etc.) as well as needs for NGOs, public schools, cooperatives, voluntary groups, social platforms and community centers (e.g. volunteers, stationery, office furniture, etc.).

In 5 years, more than 100,000 people in need and 20,000 supporters have used the platform, with only 7 employees and support from roughly 10,000 volunteers across 48 universities all over Turkey.

The strength of the platform can be attributed to the following:

- Multi-stakeholder engagement: civil society, private sector actors, municipalities and Chambers of Commerce.
- Data driven technologies: advanced GIS/mapping, fintech systems, blockchain technology, etc.
- Transparency: data visualization and segmentation make it possible for all relevant stakeholders to act accordingly, where local authorities have high visibility on the needs of their respective districts, companies are more agile in implementing CSR projects for specific target groups as necessary, etc.

www.needsmap.coop

INTRODUCTION

BEYOND GROUP

Through its collaborations with governments, development agencies, private entities and non-profit organizations around the world, **Beyond Group** designs and implements integrated solutions, responding to local needs while capitalizing on global knowledge and partnerships.

Beyond Group leads three specialized practices and convenes an alliance of like-minded organizations and consultants around the world through its international partnership program: **The Circle**.

Our three mission-driven practices deliver intersectional services across sectors: **Policy & Public Management, Organizational Learning & Development, and Innovation & Technology.**

POLICY & PUBLIC MANAGEMENT

INNOVATION & TECHNOLOGY

**ORGANIZATIONAL
LEARNING & DEVELOPMENT**

THE CIRCLE
Partnership Alliance

3 Practices & An International Circle Of Partners

With a diverse and multidisciplinary team of dynamic and seasoned consultants, **Beyond Group** supports partner clients through journeys of learning, innovation, and transformation as they achieve sustainable and meaningful change within their communities and across the world.

Relying on an outstanding capacity to navigate between local specificity and global knowledge and trends, **Beyond Group** builds lasting partnerships, innovates policies and systems, and empowers people and organizations to become more innovative, agile and responsive to the needs, challenges and opportunities of today's fast-changing world.

**WE STRIVE TO CREATE MEANINGFUL CHANGE
BEYOND BOUNDARIES AND AROUND THE WORLD
BY COLLABORATING WITH:**

- » **GOVERNMENTS**
- » **DONOR ORGANIZATIONS**
- » **UN AGENCIES**
- » **ACADEMIC INSTITUTIONS**
- » **NON-PROFIT ORGANIZATIONS**

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CONTACT US AT

INFO@BEYONDRD.COM

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