



Implementing the Triple Nexus Approach in Lebanon

*Improving Peacebuilding between Syrian Refugees & the Lebanese Host
Community through Humanitarian and Development Programs*

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Executive Summary

The Triple Nexus Platform (TNP) is a subgroup of the PASC Working Group facilitated by ALEF - act for human rights and is part of the 'Durable Solution for Syrian Refugees in Lebanon' program funded by the Belgian Directorate-General for Development (Belgian government) and led by 11.11.11. The TNP aims to enhance collaboration among PASC members, focusing on joint analysis, best practices sharing, and developing advocacy briefings for policy discussions. Additionally, it offers a small fund for pilot projects aligning humanitarian, development, and peacebuilding efforts to address the Syrian refugee crisis in Lebanon.

This joint advocacy briefing has been developed by the TNP to analyze reflections, lessons learnt, and best practices from the triple nexus pilot activities implemented through the pool fund, with practical recommendations for policy discussions. The briefing is based on pilot projects and a workshop that ALEF conducted with the PASC TNP in which the network members came together to share reflections and analyze the lessons learnt and best practices. Additionally, interviews were held with PASC TNP members to gather insights and collect their experiences and perspectives on the triple nexus approach. The below recommendations are highlighted in this joint advocacy briefing by the TNP for policy discussions:

Recommendations to donors:

- Increase budget allocations to local Civil-Society Organizations (CSOs) and Refugee-Led Organizations (RLOs) to meet ongoing project needs and to enhance reach and effectiveness of vital activities and interventions.
- Dedicate funds for capacity-strengthening initiatives to improve skills related to advocacy and the triple nexus approach; this will empower individuals and organizations to advocate more effectively on behalf of marginalized populations and align project efforts with humanitarian and development goals and social cohesion.
- Consider long-term and multi-year funding that ensures predictability and flexibility to address long-term challenges effectively, benefiting the triple nexus approach.
- Remain flexible and open in resources distribution to meet all areas' needs equitably.
- Establish a common and thorough understanding within donor agencies on the operational context in which implementing organizations are operating.
- Encourage the implementation of joint projects within consortia that foster collaboration among multiple organizations and prioritize funding for coordination activities, recognizing the crucial role of coordination in maximizing intervention effectiveness.

- Adopt a localized agenda to ensure that resources are allocated in a manner that reflects local priorities and needs.
- Embrace adaptive approaches that recognize the dynamic nature of organizations, collaborations, and contexts within which they operate. Foster partnerships with local networks and stakeholders to uncover synergies, access necessary resources, and amplify impact. Empower local committees with adaptive leadership to make autonomous decisions and utilize real-time monitoring to flexibly allocate resources based on evolving needs.
- Prioritize adaptive strategies in Lebanon to navigate political instability, socio-economic challenges, and community tensions effectively. Continuously review and adjust plans and strategies in response to changing circumstances, leveraging real-time monitoring and feedback, from implementing partners and communities, to refine messaging and ensure cultural sensitivity.
- Recognize and address the diverse needs and priorities across different regions in Lebanon, socioeconomic backgrounds, and gender groups, by employing adaptive approaches. Tailor interventions to local dynamics, ensuring relevance and effectiveness, and design and implement projects that are customized to the specific context and dynamics of each area.

Recommendations to civil society organizations:

- Strengthen collaboration and enhance partnerships among civil society organizations to leverage different expertise effectively and to enhance information sharing and referrals, ensuring a collective and informed approach to maximize intervention impact.
- Ensure research outputs are grounded in up-to-date, thorough, relevant, and population-based data regarding the target population, and advocate for the triple nexus approach to donors to bolster support for implementing organizations.
- Conduct research before implementing initiatives focused on the triple nexus approach to understand intervention area complexities and customize appropriate tools for precise and effective implementation.
- Root program design in such comprehensive assessments of contextual power dynamics when possible and if resources allow.
- Prioritize sustainability by incorporating clear exit strategies, building local capacities, empowering ownership of initiatives within communities, and addressing the actual needs of communities rather than being driven by nationalities or donor agendas.
- Establish collaborative partnerships with local communities, engaging them as active partners in the planning, implementation, and evaluation processes, in order to foster a sense of ownership and ensure the success of projects.
- Lay the groundwork for collaborative efforts among community members to dismantle obstacles and secure enduring, sustainable results.

- Ensure that project design and implementation incorporate all segments of society to foster inclusivity and social cohesion.
- Conduct periodic evaluations to measure the impact of projects and ensure their objectives are effectively met by the triple nexus approach.

Background on PASC WG

The *PASC WG* is a voluntary, inter-organizational, non-binding and informal network, facilitated by ALEF - act for human rights. The network includes 31 local organizations operating in different geographical areas across Lebanon and working in various sectors. The objective of the WG is to enhance the capacity of, and space for CSOs in Lebanon to influence government and international actors to adopt policies that better meet the needs of vulnerable refugees and host communities, and to implement them effectively.

Since 2022, ALEF - act for human rights has been implementing the “*Durable Solution for Syrian Refugees in Lebanon*” program, funded by the Belgian government, and led by 11.11.11.¹ The project aims to contribute to the realization of a rights-based durable solutions agenda for Syrian refugees in Lebanon. To ensure that refugees have access to such durable solutions, the project has created a platform to operationalize the “triple nexus” between humanitarian, development, and peacebuilding support. Additionally, the project aims to enhance the capacity of local CSO partners to conduct innovative qualitative and quantitative research on various aspects of the Syrian refugee crisis in Lebanon, to inform a rights-based advocacy agenda at the national, regional, and international level, and to counsel refugees on complementary pathways. The project will also focus on the protection situation of Syrian refugees, the gendered dynamics of forced displacement, and access to information on the conditions for a safe, voluntary, informed, and dignified return. In doing so, the project advocates with various stakeholders to adopt a right based legal and practical approach for the safe, voluntary, informed, and dignified return of displaced Syrians. The project will also support local CSO partners to make the bridge - within their own programming and advocacy - between humanitarian, development, and peacebuilding projects. The CSOs “triple nexus” grassroots and operational work will provide donors with bottom-up perspectives to enable them to align their interventions better with the priorities and needs of displaced Syrians and take on further responsibility in ensuring resettlement spaces. Finally, the project also aims to support local CSO partners in Lebanon in increasing their legitimacy to effectively represent displaced rightsholders, and to ensure that both rightsholders and local CSOs are able to participate in national, regional, and international policy discussions actively and meaningfully around durable solutions, including discussions around the “triple nexus”.

Under this project, ALEF established the Triple Nexus Platform (TNP) as a subgroup within the existing WG PASC. This TNP serves as a platform for local CSOs working with Syrian refugees in Lebanon to conduct joint analysis; share reflections, lessons learnt and best practices; to organize regular exchanges and workshops with experts, peers in other host countries and donor representatives; and to develop joint advocacy briefings with actionable recommendations that can inform policy discussions. Moreover, a small pool fund was also included to fund triple nexus pilot projects by TNP members.

¹ 11.11.11 is a coalition for international solidarity and global justice, composed of NGOs, unions, movements, various solidarity groups, and volunteers in Flanders, Belgium.

Triple Nexus Pilot Activities

ALEF provided financial support to two selected members of the TNP to pilot the following two initiatives over a span of five months: The “*Karantina Community Committees*” project by *SAWA for Development and Aid*, which aimed at positioning local committees that can contribute to improving the quality of life in the Karantina area and alleviate divisions among Lebanese and Syrians residing in the area, and the “*IMPACT: Information Makers Promoting Anti-Hate Content Together*” project by *SHIFT– Social Innovation Hub*, which aimed at building the media production skills of young content creators in Tripoli to raise awareness among youth in the region about fake news and racism, in order to promote social cohesion between Lebanese and Syrians. Although these pilot projects were executed with limited budgets and timeframes, they serve as valuable examples of implementing the triple nexus approach in Lebanon.

The **goal** of the “*IMPACT: Information Makers Promoting Anti-Hate Content Together*” project was to promote social interaction and raise awareness of humanitarian issues in order to contribute to shifting public opinion regarding refugee-related matters. The **outcomes** were the empowerment of participants to develop awareness campaigns that support refugee issues in Lebanon, with a specific focus on addressing hate speech. The project also resulted in challenging stereotypes perpetuated by the media through campaigns to foster change and healthier dialogue, provide accurate information about refugees’ daily challenges, and encourage societal support for refugees’ rights. The project also improved significantly the skill sets of diverse participants, including content creators, journalists, and social media activists, while they countered false news and misinformation surrounding Syrian refugees and emphasized the common values Syrians and Lebanese share. The **activities** of the project focused on the following: 17 participants (9 women and 8 men, among them 8 Lebanese and 9 Syrians, between the ages of 19 and 34) were trained on various topics, such as hate speech, nonviolent communication, identity, discrimination, active citizenship, and information verification. They also underwent practical sessions on content creation, media appearances, and camera presence. The intensive capacity building sessions facilitated in-depth discussions on Syrian refugee issues in Lebanon and resulted in the production of 35 videos across 3 campaigns. The IMPACT project strategically tackled the triple nexus approach through its multifaceted training program and awareness campaign. The campaign targeted humanitarian concerns by recognizing the economic challenges in Tripoli and placed particular emphasis on sustainable development by recognizing youth as crucial stakeholders and building their capacities in technical and theoretical skills related to media campaigning, enabling them to be agents of positive change. At the same time, the campaign contributed to a more peaceful society by addressing the discrimination faced by refugees and the social tensions within communities, aiming to foster understanding between different groups and dispelling negative narratives.

The **goal** of SAWA’s project was to contribute to decreasing social tensions and sustainable growth in the Karantina neighborhood – a marginalized region in Beirut neglected by government entities and aid associations – through addressing the communal needs of the local community

and creating a space for equal communal representation. The **outcomes** of the project were fostering community ownership, equipping individuals with the necessary skills for contributing to overcoming local challenges, and providing opportunities for collective decision-making. The **activities** of the project focused on establishing local committees that are representative of Karantina's diverse communities of Syrians and Lebanese, especially women and youth. These committees consisted of 20 individuals, including 11 women and 9 men, between 25 and 50 years of age, representing both Muslim and Christian religions. Among them, 11 were Lebanese, while the remaining members were Syrians. The role of these committees was to assess the needs and concerns of their community members and make informed and collective decisions on increasing their resilience and overcoming challenges, such as the urgent need for educational facilities in the area and the security concerns at a local level stemming from the lack of electricity in the area. This resilience was manifested through community interventions based on key guiding principles: dignity, sense of ownership, and the right to self-determination. After a consultation process to choose training topics, communal committees also received training sessions on proposal writing, conflict resolution, emergency response, and other issues to help them in fulfilling their roles and relevant to the community they serve.

Projects Description and Outcomes

The activities implemented by the IMPACT project were strategically divided into three key components: training, mentorship sessions, and the development and production of a media campaign. The training spanned over 54 hours, covering a diverse range of topics essential for effective advocacy and content creation. These sessions included combating fake news, understanding active citizenship, enhancing presentation skills, scriptwriting, nonviolent communication, fostering creativity, exploring identity, discrimination, and addressing hate speech. An extensive 80-hour mentorship program was meticulously designed to provide hands on guidance to participants during the development and production of three distinct social media campaigns, starting from initial ideation to scripting and final video production.

The project was concluded with 35 short videos that cover 3 campaigns: media misrepresentation, common culture, and arbitrary laws and procedures. These videos tackled pressing issues confronted by refugees, raised awareness on their rights within the Lebanese community, and aimed to combat disinformation and foster social cohesion by highlighting shared experiences.

SAWA's project established an elected representative body in the Karantina neighborhood of Beirut. Based on a scientific quota system tailored by SAWA, the organization ensured equal and effective representation for all members of the community, including nationalities, religious groups, influential tribal families, individuals with municipal connections, and representatives from various working organizations. The committee structure comprised of two sub-committees, each consisting of 10 members within the sub-neighborhoods of Karantina (Al-Khodor and Al-Sayyeda), and a general committee with a total of 10 members out of which 5 members are selected from each of the two sub-committees. Committee members were selected following a comprehensive survey of 300 individuals from various backgrounds in Karantina. The results enabled the project team to understand community needs, refine project design, and democratize the selection of committee representatives. Following the committee's formation, the project team conducted training sessions on communication skills and life skills to ensure effective interaction

among community members. The committees then conducted door-to-door surveys to identify their respective communities' priorities, through which two main initiatives emerged:

“Let’s Read Together” – an initiative focused on establishing two education centers in AI-Khodor – and “Our Beautiful Neighborhood” addressing security and environmental issues by installing solar streetlights, recycling bins, and street cleaning initiatives in the AI-Senegal neighborhood.

The committees' successful implementation of the initiatives gained wide community support. In essence, the triple nexus approach was vividly manifested in the project's implementation, where assistance, development, and peacebuilding were intricately woven together through the community committee initiative. This approach not only addressed immediate needs (through the community initiatives) but also laid the groundwork for sustainable, community-driven solutions that foster cohesion and resilience in the Karantina neighborhood.

Success Stories and Impact Assessment

Both projects have success stories that demonstrate the positive outcomes of their activities.

To begin with, initially aiming for 50,000 views, the IMPACT project's social media campaigns garnered over 1.3 million views and 50,000 interactions with just 10% of the content released. This remarkable response suggested a potential reach of nearly 3 million views and 200,000 interactions. The campaigns not only led to an increase of over 10,000 new followers on SHiFT's social media channels, but also sparked discussions that furthered healthy dialogue reflected in the comments on the social media posts. For instance, a Lebanese commented on a video addressing discrimination that “If the racist person could pause to think before speaking and consider that they might one day experience discrimination due to circumstances beyond their control, they wouldn't behave in a racist manner”. “I was very happy when I heard that from a Lebanese” commented a Syrian on another video on the positive contributions of Syrians in the Lebanese community. Another Syrian commented “Partners in hardship” on a video on the shared struggles endured by both groups. This underscores both the resonance of the campaign and the crucial role, on a micro-level, of content creators in advocating for social issues, particularly those related to misinformation.

Moreover, in Karantina under SAWA's project, between October and November 2023, tensions occurred between Syrian and Lebanese residents in the Christian-majority area after a Syrian child mocked a local priest. Three members of the already-established community committee intervened between the two groups, engaging with the child's parents and the local Sheikh. The committee members' intervention diffused the tension when the child apologized to the priest, as such, fostering dialogue, promoting peaceful means to resolve conflicts, and promoting harmony amidst social challenges. In a heartening conclusion to the project, the Karantina committee's initiatives yielded two other success stories. Firstly, a nearby church voluntarily offered complimentary meals for children from the area enrolled in the educational retention centers, inspired by the committee's efforts. Secondly, the community expressed appreciation for the “Our Beautiful Neighborhood” campaign and discussed the potential for its expansion, demonstrating their willingness to share resources when aligned with collective needs and emphasizing the positive impact of community-driven projects.

Challenges Encountered, Identified Gaps, and Areas for Improvement

Going through the complexities of implementing pilot projects often involves overcoming challenges, especially when it comes to relatively new concepts such as the triple nexus.

External factors listed below presented significant hurdles to the launch of the IMPACT project's campaign:

- The launch of the project campaign was postponed due to unforeseen external factors, particularly the war in Gaza and its ripple effect on Lebanon, causing an unexpected delay and disrupting the planned timeline.
- Lebanese television channels intensified their focus on Syrian refugees as multiple events related to tensions between the two groups unfolded simultaneously.
- The shortage of essential equipment posed constraints on the production process.
- The relatively short duration of a pilot project also proved to be a significant challenge, given the team's ambitions to widen the scope of activities and campaigns.
- Budget constraints limited optimal implementation of certain aspects of the project.
- The absence of access to relevant studies on the issues faced by Syrian refugees in Lebanon created a significant gap in understanding and limited the project team's ability to refine nuanced campaign strategies and advocacy efforts.
- There was a recognized need for additional interaction with member organizations of the PASC network, though understanding of the conflicting priorities during the project duration amid the shifting context in Lebanon. While collaboration with fellow members did facilitate knowledge-sharing, additional pooling of resources could have fostered a more unified and inclusive approach to outreach efforts.
- The project staff at SHIFT identified a need for additional training to build their capacity in understanding the triple nexus approach and the refugee situation.

The IMPACT project team revisited the project plans and reassessed their strategies to effectively accommodate the evolving context after the start of the war on Gaza and respond with agility. As the heightened visibility of the Syrian refugee crisis in Lebanon presented both an opportunity and a complication, it necessitated a nuanced approach by the project team in order to navigate and address unfolding dynamics effectively. Moreover, the short duration of a pilot project underscored the importance of careful time management by the project team and efficient execution in order to meet project goals within the project timeframe.

SAWA encountered challenges and gaps lying in the below:

- The Municipality of Beirut's slow approvals on the implementation of initiatives in Karantina area led to significant delays in project implementation.
- The sustainability of the implemented initiatives beyond the duration of the pilot project became a pressing concern for the committee on the ground, necessitating continuous and prolonged support to ensure the long-term impact of community-based projects, especially in fostering social cohesion and addressing infrastructure challenges.

Nevertheless, the project team at SAWA were able to execute their initiative and will continue to fundraise for extended support to their community-based initiatives in order to sustain effectiveness of the pilot project.

The piloting of the triple nexus approach within PASC amid the complex context of Lebanon has also brought to light a series of gaps that demand attention, as highlighted by the PASC TNP members. Firstly, funding constraints pose significant hurdles for local organizations. The lack of available funding and the prioritization of available funds towards immediate humanitarian needs not only impede efforts to address root causes of these issues but also effectively de-prioritize longer-term, preventative, and reparative measures. Moreover, the challenge is compounded by the difficulty in funding projects that comprehensively cover all three pillars of the triple nexus approach. Hate speech and cultural resistance also undermine efforts towards social cohesion and peace.

Addressing these challenges requires nuanced approaches that foster dialogue, promote tolerance, and challenge discriminatory attitudes and also necessitates connecting and leveraging other local and national similar and complementary initiatives. Furthermore, local organizations face capacity constraints in implementing the triple nexus approach, stemming from institutional challenges and resource limitations. The transformative nature of the triple nexus approach, requiring significant changes in both the humanitarian and development sectors, presents challenges for organizations with limited resources and expertise, especially in the context of Lebanon's protracted crisis. Additionally, there is an observable reduction in the operational space available for civil society organizations in Lebanon. This shrinking space is fueled by various factors, including restrictive government policies, security threats, and socio-political tensions, hampering organizations' ability to fulfill their mandates effectively. Lastly, the lack of coordination and communication among organizations with varying capacities hinders efforts to maximize impact, duplicates efforts, and may thus result in inefficiencies. Therefore, emphasizing the indispensable role of coordination and collaboration is essential in addressing these challenges effectively.

Lessons Learnt

Integration of Humanitarian, Development, and Peacebuilding Efforts

The experience of the pilot projects in implementing the Humanitarian-Development-Peace Nexus concept underscore the following lessons learnt:

- Understanding the history of the country and the evolving context is integral to peacebuilding efforts; it also significantly impacts the policy and advocacy agenda.
- Developing research outputs based on comprehensive and relevant information on the target population and raising awareness about the importance of triple nexus approach among donors are necessary steps for implementing organizations.
- Understanding power dynamics is fundamental for effective intervention.
- The involvement of the local community is important to foster their sense of ownership towards projects.
- Establishing a basis for collective work among all community members is imperative for removing barriers and achieving sustainable outcomes.

Collaboration and Coordination between PASC Members

The PASC WG comprises more than 30 local organizations operating across various geographical areas in Lebanon, including those implementing humanitarian assistance, development activities, and peacebuilding initiatives. Importantly, some of these organizations already adopt a holistic approach that indirectly contributes to the triple nexus concept. Thus, collaboration and coordination among the members of the PASC WG can significantly enhance the implementation of the triple nexus within the network:

- By pooling expertise, unique experiences, resources, knowledge, and skills, PASC members can streamline efforts and avoid duplication of work.
- Collaboration enables each organization to leverage its strengths, hence working across silos and contributing effectively to the triple nexus approach.

- By aligning strategies and sharing information, PASC members can identify synergies, amplify the impact of their initiatives, and develop comprehensive solutions to address the complex and multi-layered challenges communities face.
- By working together, PASC members can serve the largest number of beneficiaries.

Adaptive Approaches to Addressing Complex Contexts

Adaptive approaches are crucial when viewing complex contexts through the lens of the triple nexus, particularly in a country like Lebanon, where the context can vary significantly from one geographical area to another:

- Adaptive approaches seek to uncover synergies and overcome challenges, by recognizing the non-linear and dynamic nature of organizations. In the context of both projects, this was learned through collaborating with the PASC network and multiple other stakeholders, especially local authorities and the local community in the case of SAWA's project. It was important for both SAWA and SHIFT to understand the non-linear nature of these collaborations in order to identify key resource persons for information, understand how to access the resources they need, and create amplified impact. Furthermore, SAWA recognized the need for adaptive leadership and thus empowered the local committees to be able to make decisions autonomously. Both SHIFT and SAWA's real-time monitoring of changes affecting their projects allowed them to re-allocate resources in a flexible matter to respond to these needs.
- Adaptive approaches are crucial in Lebanon, particularly to mitigate political instability, socio-economic challenges, security concerns, and the tension among various communities. Indeed, both projects had to navigate the instability that emerged after the start of the war in Gaza, reviewing their plans and reassessing their strategies to respond with agility. In the IMPACT project, the continuous monitoring and analysis of audience engagement also allowed the project to refine its messaging in order to resonate with target audiences effectively. This adaptive strategy ensured that the messaging was culturally sensitive to the local audience.
- With the differences in the needs and priorities of each region in Lebanon significantly impacting the context, adaptive approaches allow for flexibility and responsiveness to local dynamics and enable organizations to tailor their interventions accordingly, ensuring relevance and effectiveness. ALEF learned this by observing the implementation of the sub-grants in two distinct regions. The two projects actually reflect distinct needs and priorities for every community based on the specifics of each area, highlighting the importance of designing and implementing local projects that are tailored to the context and dynamics of every area.

Best Practices

Throughout the implementation of PASC TNP's pilot projects, specific practices emerged as important drivers of success, shaping impactful outcomes and establishing benchmarks for future initiatives.

A number of pivotal practices significantly influenced the IMPACT project's success:

- The deliberate inclusion of Lebanese content-creators who already had substantial and diverse social media audiences within their reach played a notable role in fostering a deeper connection and resonance with the Lebanese audience.
- The dedication of time and effort to innovative and unconventional ideation proved instrumental in the development and production of high-quality and creative stories and videos. This approach contributed to not only the attraction of a diverse audience but also the addition of over 10,000 new followers on SHiFT's social media channels, indicating the effectiveness of creative endeavors.
- The commitment to using engaging tactics with participants throughout the development and production phases of the social media campaigns emerged as another best practice. Witnessing tangible campaign results, the group became an integral part of audience interaction, transparent in sharing campaign outcomes, challenges, and risks. This collaborative approach not only empowered participants and community members but also equipped them with significant outreach experience, enabling them to execute future programs and campaigns.
- The integration of diverse backgrounds within the group of participants proved invaluable in executing the pilot projects efficiently and constructing a collective and unified response to feedback received online.

Some efforts were also identified as best practices in the case of Karantina Community Committees project:

- Efforts in promoting social cohesion and democratization of aid were inclusive by design. The composition of the local committees in Karantina, representing a diverse social fabric, contributed to fostering social cohesion through an inclusive approach. By embracing nationalities, genders, and religions present in the community, they created a comprehensive bottom-up approach that promotes unity among different segments of the population.
- A participatory approach led by the committees allowed them to determine the type of aid needed, ensuring alignment with the community's priorities, thereby democratizing aid distribution.

Members of the PASC TNP highlighted several best practices of their own during the workshop organized for the subgroup. These practices seem to be closely aligned with outcomes observed from the pilot initiatives:

- The involvement of all stakeholders in both planning and implementation ensures success of the project and its long-term sustainability.
- Actively participating in exchanges and collaborations is important for the facilitation of the gathering of insights, refinement of processes, and sharing of experiences. This collaborative approach establishes the groundwork for synergistic efforts aimed at effectively addressing complex challenges.

PASC Triple Nexus Subgroup's Perspective and Feedback

Testimonials from the PASC TNP members, collected through interviews intended to delve deeper into their experiences beyond the pilot project scope, have been integral to understanding their perspectives. While PASC TNP members may not have fully operationalized the triple nexus approach in their work yet, they recognize its value and efficacy. Members are willing to integrate it more explicitly into their work. The triple nexus approach is used to leverage peacebuilding while meeting some humanitarian and development needs, facilitating long-term impact and sustainability. For instance, one of PASC's members, the Lebanese Union for People with Disabilities (LUPD), was able to bring together Syrians and Lebanese through their Community Kitchen project, a development initiative aimed at empowering disabled individuals through work, which fostered a sense of partnership and solidarity among the two groups of participants and contributed to promoting peace over the long term.

By engaging in activities that respond not only to immediate needs but also contribute to building resilient communities, local organizations can promote peace over the long term. Moreover, the triple nexus approach promotes community ownership and empowerment by involving local communities in planning and implementing projects. Working closely with communities allows organizations to identify their needs, build on their strengths, and develop solutions that are contextually relevant and sustainable. This is exemplified in the focus of PASC members like Women Now for Development, who prioritizes empowering Syrian and Lebanese women in project implementation, by assessing their own needs, building their capacities, and developing and implementing their own community-based projects. Syrian and Lebanese women working together also become closely connected and gain deeper understanding of each other.

Additionally, the triple nexus approach encourages coordination and collaboration between humanitarian, development, and peace-building actors. This enables local organizations to leverage the expertise and resources of different sectors, leading to more effective and sustainable interventions. Through enhanced coordination and collaboration, the triple nexus approach enables organizations to address complex challenges more comprehensively and make a more significant impact on the ground. This can be exemplified in PASC's initiative to create a subgroup focused on the triple nexus. Indeed, the membership of the TNP is composed of member organizations who work in either the humanitarian field, in development, or in the peacebuilding field. The subgroup is in itself embodying the triple nexus approach by attempting to coordinate between members and leverage their individual expertise to amplify the impact of the network's work.

While the triple nexus approach is well-known at the management level among partner organizations, there is a notable lack of awareness among staff responsible for program implementation. Many partners have expressed the need to bridge this gap in understanding and build capacity among operational staff to fully leverage the benefits of the triple nexus approach.

Indeed, the triple nexus approach should not only be embedded into proposals for funding but should also be embedded across different departments or units within the same organization, and not just across organizations. This underscores the importance of investing in training and capacity-strengthening initiatives to ensure that all levels of the organization can effectively implement the triple nexus approach and maximize its impact on humanitarian, development, and peace-building efforts in Lebanon.

Conclusion

While the triple nexus approach is relatively new in Lebanon, there has been a growing discourse surrounding this approach. However, upon closer examination of the work and the holistic approach some local organizations in Lebanon adopt, it becomes evident that they are implementing elements of the triple nexus approach in an indirect and rudimentary manner. The pilot projects implemented by PASC's subgroup, the Triple Nexus Platform, provided tangible examples and experiences that enrich the understanding of the triple nexus approach.

In conclusion, the triple nexus approach offers a comprehensive framework to address the multifaceted challenges within humanitarian, development, and peacebuilding efforts within the context of Lebanon. Experiences from the pilot projects demonstrated that supporting triple nexus projects, empowering communities, promoting positive dialogue, ensuring inclusion, and emphasizing ownership, stakeholders can foster trust, resilience, and sustainable outcomes and can cultivate an environment conducive to lasting peace and development in Lebanon. Moreover, the triple nexus approach holds promise in facilitating durable solutions for Syrian refugees, promoting their long-term well-being and stability. Embracing the triple nexus approach presents Lebanon with a significant opportunity to address the complex challenges surrounding the refugee crisis. By integrating humanitarian, development, and peacebuilding efforts, Lebanon can create a more cohesive environment for refugees and host communities, leading to improved well-being and stability for both.

Recommendations

To Donors:

- Increase budget allocations to local Civil-Society Organizations (CSOs) and Refugee-Led Organizations (RLOs) to meet ongoing project needs and to enhance reach and effectiveness of vital activities and interventions.
- Dedicate funds for capacity-strengthening initiatives to improve skills related to advocacy and the triple nexus approach; this will empower individuals and organizations to advocate more effectively on behalf of marginalized populations and align project efforts with humanitarian and development goals and social cohesion.
- Consider long-term and multi-year funding that ensures predictability and flexibility to address long-term challenges effectively, benefiting the triple nexus approach.
- Remain flexible and open in resources distribution to meet all areas' needs equitably.
- Establish a common and thorough understanding within donor agencies on the operational context in which implementing organizations are operating.
- Encourage the implementation of joint projects within consortia that foster collaboration among multiple organizations and prioritize funding for coordination activities, recognizing the crucial role of coordination in maximizing intervention effectiveness.
- Adopt a localized agenda to ensure that resources are allocated in a manner that reflects local priorities and needs.
- Embrace adaptive approaches that recognize the dynamic nature of organizations, collaborations, and contexts within which they operate. Foster partnerships with local networks and stakeholders to uncover synergies, access necessary resources, and amplify impact. Empower local committees with adaptive leadership to make autonomous decisions and utilize real-time monitoring to flexibly allocate resources based on evolving needs.
- Prioritize adaptive strategies in Lebanon to navigate political instability, socio-economic challenges, and community tensions effectively. Continuously review and adjust plans and strategies in response to changing circumstances, leveraging real-time monitoring and feedback, from implementing partners and communities, to refine messaging and ensure cultural sensitivity.

- Recognize and address the diverse needs and priorities across different regions in Lebanon, socioeconomic backgrounds, and gender groups, by employing adaptive approaches. Tailor interventions to local dynamics, ensuring relevance and effectiveness, and design and implement projects that are customized to the specific context and dynamics of each area.

To civil society:

- Strengthen collaboration and enhance partnerships among civil society organizations to leverage different expertise effectively and to enhance information sharing and referrals, ensuring a collective and informed approach to maximize intervention impact.
- Ensure research outputs are grounded in up-to-date, thorough, relevant, and population-based data regarding the target population, and advocate for the triple nexus approach to donors to bolster support for implementing organizations.
- Conduct research before implementing initiatives focused on the triple nexus approach to understand intervention area complexities and customize appropriate tools for precise and effective implementation.
- Root program design in such comprehensive assessments of contextual power dynamics when possible and if resources allow.
- Prioritize sustainability by incorporating clear exit strategies, building local capacities, empowering ownership of initiatives within communities, and addressing the actual needs of communities rather than being driven by nationalities or donor agendas.
- Establish collaborative partnerships with local communities, engaging them as active partners in the planning, implementation, and evaluation processes, in order to foster a sense of ownership and ensure the success of projects.
- Lay the groundwork for collaborative efforts among community members to dismantle obstacles and secure enduring, sustainable results.
- Ensure that project design and implementation incorporate all segments of society to foster inclusivity and social cohesion.
- Conduct periodic evaluations to measure the impact of projects and ensure their objectives are effectively met by the triple nexus approach.

