

Syrian Refugee Crisis in Lebanon: Empowering Syrian Refugees, Lebanese and Impacted Populations through Public Health, Entrepreneurship, and Power Grid Access **AFTER ACTION REPORT 1**

Beyond Reform & Development,

**American University of Beirut
Faculty of Health Sciences,**

Visual Epidemiology Project,

**Yale School of Public Health
Refugee Health Initiative,**

& the Field Innovation Team

12/6/15 to 12/16/15

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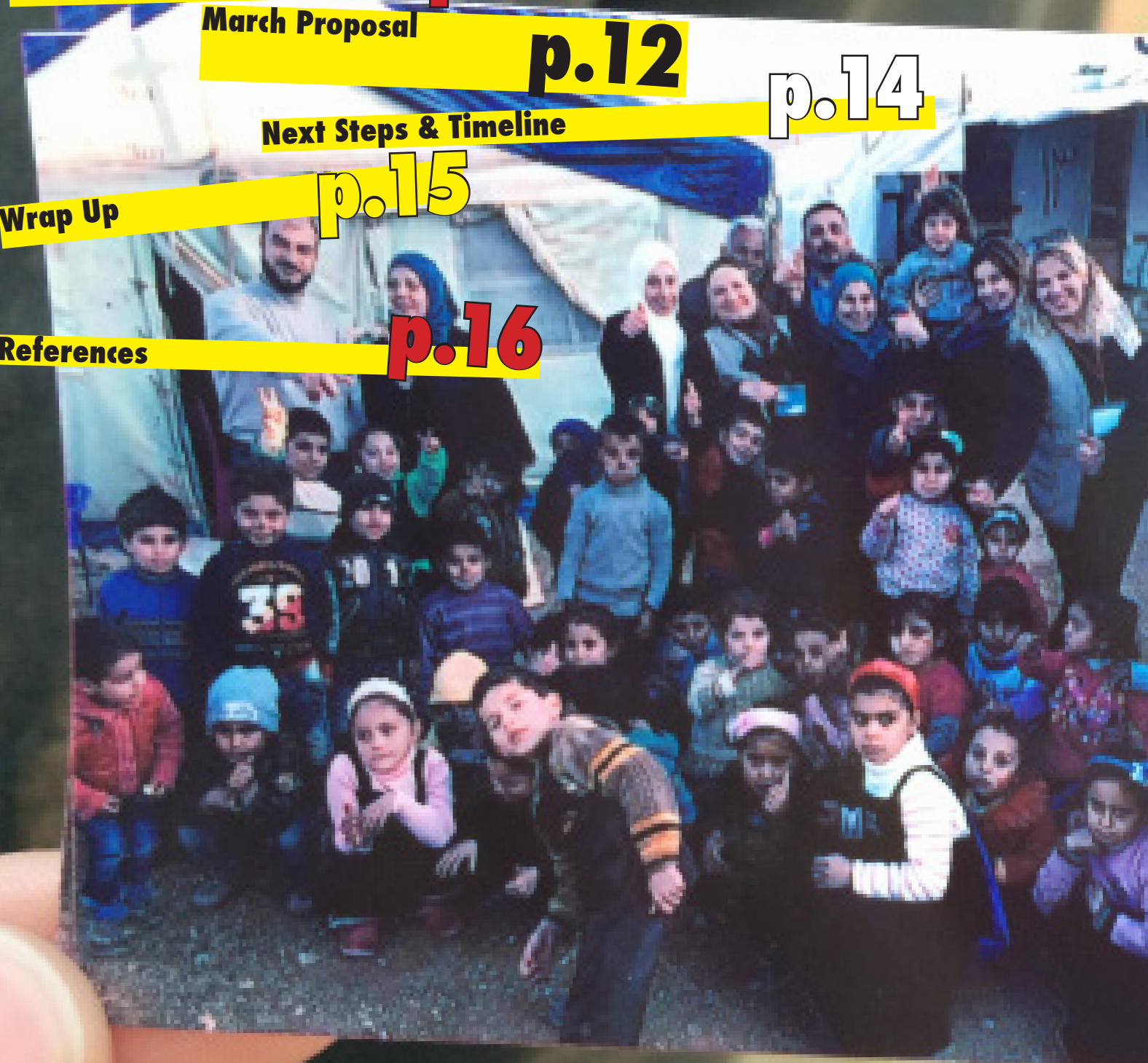
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About the Project

The current Syrian crisis is an ongoing global catastrophe. Its turmoil largely began with protests against the Assad regime during the 2011 Arab Spring. It was officially declared a civil war in fall of 2012. As of mid-2014, over 10.8 million people were internally displaced, seeking refuge in other countries, or in need of assistance. As of December 2015, 4,602,203 Syrians were registered as refugees outside Syria. More than half of this displaced population is under 18 years of age. The complexity of the catastrophe is amplified by religious tensions, instability in the region, and lack of access into Syria by outsiders. Syrian refugees have found their way into surrounding countries and beyond, with large concentrations in Turkey (1,700,000 refugees)[2], Jordan (937,830 refugees)[3], and Lebanon (1,835,840 refugees)[4] as of December 2015.

Since August of 2015, the Field Innovation Team (FIT) and the Yale School of Public Health (YSPH) Refugee Health Initiative (RHI) have been in collaboration with Beyond Reform and Development (BRD), a development consulting firm based in Beirut, Lebanon and working throughout the Middle East and North Africa (MENA) region. Through discussion with BRD, the partners identified BRD's **conflict reduction, employment innovation, and refugee integration projects**; and **health access programs** with Lebanese municipalities hosting Syrian refugees, as having potential space for FIT and RHI input. The Visual Epidemiology Project (VEP) and the American University of Beirut (AUB) Faculty of Health Sciences (FHS) came on board as partners in the Fall of 2015.

Together, the organizations involved constructed a two-phase project. In the first phase (outlined in this document), representatives from FIT, RHI, and VEP traveled to Beirut to meet with BRD and AUB and explore collaboration possibilities. Phase Two of the project will be carried out from January – March 2016 and will partner RHI Master of Public Health (MPH) students and a faculty advisor with BRD, selected Lebanese municipalities hosting Syrian refugees, faculty & students from AUB, and other partners from the USA and throughout Lebanon. Phase Two will build on the efforts of Phase One and will focus on innovation in entrepreneurship, health programming, and electrical grid innovation.

Phase One took place September 2015– December 2015, with on the ground meetings and between BRD, RHI, FIT, VEP and FHS between December 7 – December 16, along with field visits and additional stakeholder meetings. Phase Two will take place between January – March 2016. Throughout the project BRD, FIT and RHI will work with AUB & YSPH students to address BRD challenges as identified by BRD, FIT, RHI, and community-based leaders, organizations and committees in the lead up to, and during, Phase One.

This document describes the details and outcomes of Phase One.



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About the Organizations

Beyond Reform & Development

Beyond Reform & Development (BRD) is a mission-driven consulting firm and a social business specializing in policy research, public management and capacity development, with headquarters in Beirut, serving clients across the Middle East, Gulf and North Africa region. BRD was established by a team of multidisciplinary, dynamic and seasoned consultants committed to modernizing systems and services of governmental institutions, providing decision makers with evidence-based policy solutions, and reinforcing civil society leadership and participation across the MENA region.

Visual Epidemiology Project

The Visual Epidemiology Project is a media and research group that seeks to combine the strength of data and the power of storytelling to advance global health issues. The Project specializes in conveying and relating large, global issues through individual stories to simultaneously convey the enormity and the individual effects of such issues. Projects seek to establish a two way bridge that both brings lived experience into academic discourse and makes scholarship and findings more accessible to the general public. The Project teaches a Yale Summer Session study abroad course in Swaziland each year, titled, "Visual Approaches to Global Health."

AUB Faculty of Health Sciences

The Faculty of Health Sciences (FHS) at the American University of Beirut is the leading school of public health in the region serving the wellbeing of people and communities by conducting research and service that influence policy and practice and preparing competent health professionals who are agents of change in society.

Through its vital regional role in knowledge production and advocacy for social justice, FHS aspires to shape the global public health discourse.

YSPH Refugee Health Initiative

The Refugee Health Initiative is a program within a Yale School of Public Health (YSPH) course, EMD 540.

About YSPH: since the Yale School of Public Health was founded a century ago, its exceptional and multidisciplinary faculty have conducted innovative and important research and policy analysis and have trained researchers, practitioners, administrators and educators who have had a positive impact on the health of populations. In recent years, there have been exciting developments in the scientific and academic activities at the School.

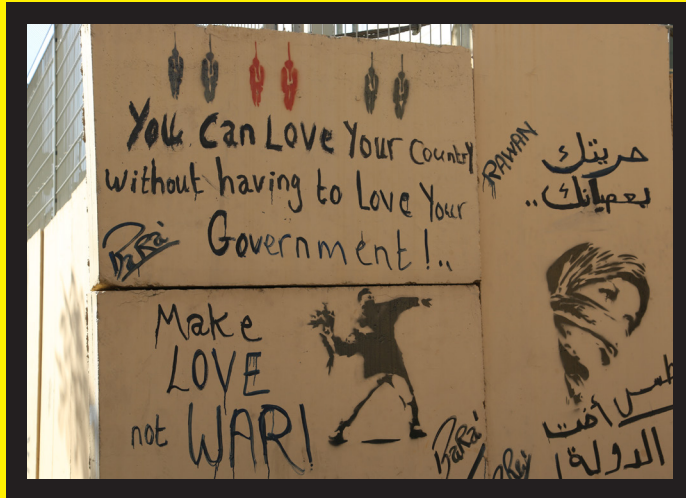
About EMD 540: The World Health Organization (WHO) has called upon public health professionals to become more engaged in examining the causes and consequences of violence and to develop strategies to prevent it. EMD 540, a new course at the Yale School of Public Health, is a partial response to this call. The course is focused primarily on collective violence, while also recognizing that all forms of violence are interrelated. In 2016, the course will pay special attention to the Syrian conflict.

Field Innovation Team

The Field Innovation Team (FIT) responds to crises while simultaneously working on disaster preparedness and risk reduction at local, state, national, and international levels. During our risk reduction events, FIT offers new skills through our three-part design process, a proven method used to solve challenges in emergencies. Events include a series of design workshops, disaster "Do Tanks" centered on disaster response, and keynote speaking engagements. These events will inspire and motivate your community by creating an innovative climate that rapidly responds to needs in time of crisis or problem solving. Learn from FIT's crisis responders who, according to Forbes.com, "bring their best to bear when it's needed most."

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Deployment Details



A three-person team from FIT, RHI, and VEP were on the ground in Lebanon between December 6 - 16, 2015. They worked closely with BRD throughout this time to connect with a diversity of public health organizations in order to meet the goal of understanding where unmet public health and electricity needs currently exist within the blended Syrian and Lebanese population in communities throughout Lebanon's Beqaa Valley.

During the trip, the team met with local, national, and international public health organizations; spent time in Majdal Anjaar, a Beqaa Valley municipality, and faculty and staff from the American University of Beirut (AUB); and worked in the planning phase

for Phase Two deployment in March, 2016.

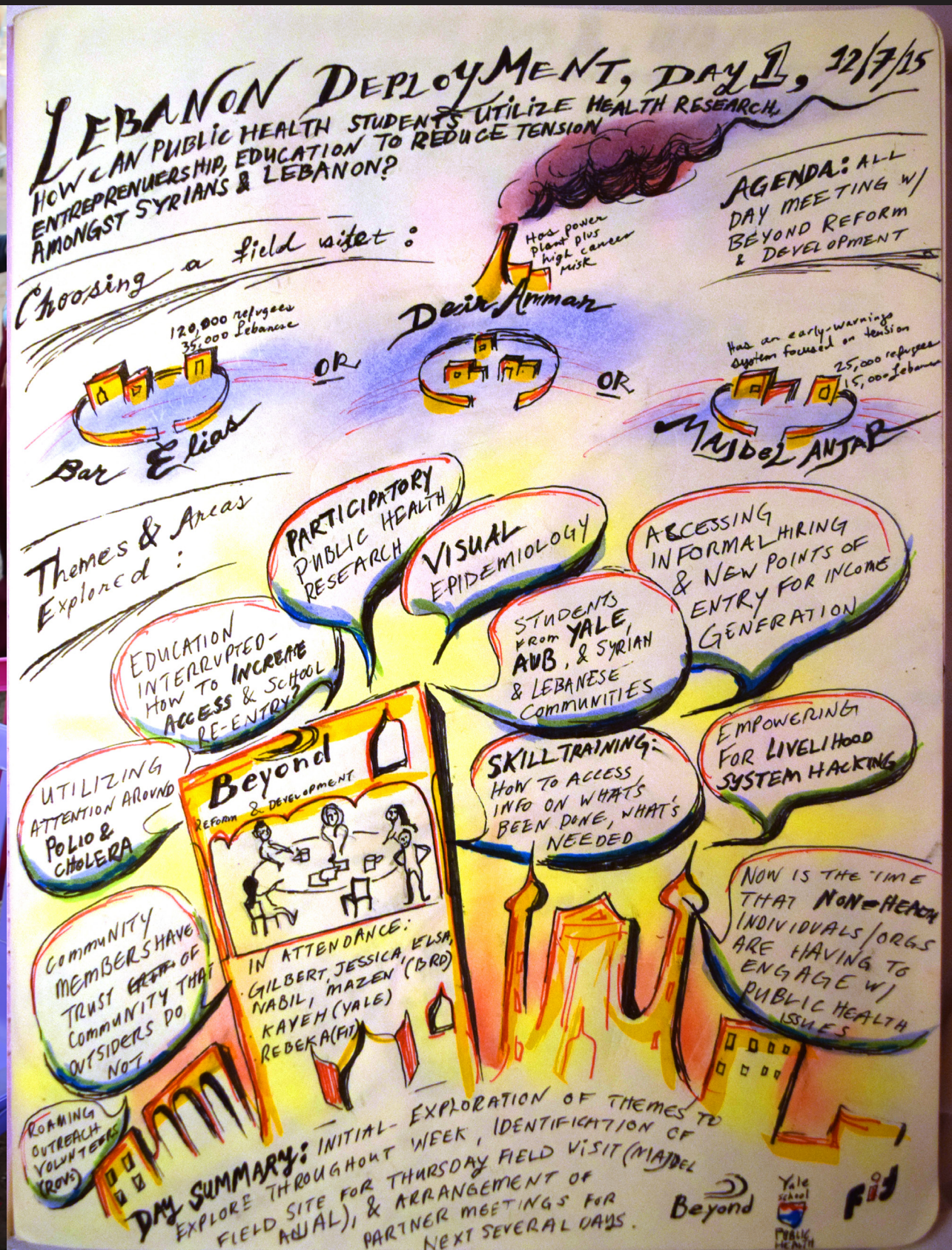
The team met with the following organizations and entities: community leadership, committees, and both Syrian and Lebanese citizens from Majdal Anjaar in the Beqaa Valley, Anera, Doctors Without Borders/ Medecins Sans Frontiers, Amel Association, United Nations Development Program, and the Ministry of Public Health. The following pages lay out the meetings and insights uncovered throughout the trip.

A Phase Two project outline follows the Deployment Details and is followed by a Timeline and Next Steps for the rest of the project.



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DAY 1 - The team spent the day getting oriented to each other and the project at the BRD headquarters. Time was spent exploring the themes for the project - entrepreneurship, electrical grid infrastructure, and public health. The team discussed the schedule for the rest of the deployment, including meetings and field visits.



DAY 2 - Today the team met with Amel Association, International Medical Corps, Anera, and the Ministry of Public Health. The initial focus the team had of focusing on youth was challenged by these organizations who identified their own gaps and needs in the field as less related to youth engagement and more focused on data access, database management, resource access, and evidence-based decision-making.



DAY 3 - On day 3, the team met with the United Nations Development Program (UNDP) to explore health assessment ideas and opportunities for youth during the first half of the day. The second half of the day was spent planning the next day's trip to the Majdal Anjaar municipality in the Beqaa Valley.

Lebanon Deployment, Day 3, 12/9/15

① MEETING W/ UNDP TO EXPLORE HEALTH RESEARCH ASSESSMENT IDEAS, PROGRAMMATIC GAPS, OPPORTUNITIES FOR YOUTH & ② PLANNING DAY 4 TRIP TO BEQAA VALLEY. (KAVEH ALSO GAVE A FANTASTIC TALK AT AMERICAN UNIVERSITY OF BEIRUT)

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UNDP

W/ Yadi, Ibrahim & Joanna

YOUTH & WOMEN PAY THE PRICE WHEN IT COMES TO WATER & ELECTRICITY PROVISION

MANY WATER CONSERVATION INITIATIVES ALREADY EXIST

HEALTH CHALLENGES INCLUDE DELIVERING SERVICES TO WOMEN WITH SERIOUS REPRODUCTIVE HEALTH ISSUES & HEPATITIS. ATTENTION NEEDED ALSO IN PALESTINIAN GATHERINGS. HERE, SOME ATTENTION HAS BEEN LOST AS SYRIAN CRISIS HAS BECOME A FOCUS FOR ORGS & PUBLIC.

TURFWARS BETWEEN AID & DEVELOPMENT ORGS EXIST - IMPORTANT TO FILL NEW GAPS, NOT DO WHAT IS ALREADY BEING DONE

INTERESTED IN "DO TANKS" - TYPE WORKSHOPS TO GET STARTUP IDEAS GENERATED & WORK ON ADDRESSING CHALLENGES (E.G. EDUCATION, INFRASTRUCTURE) THAT HAVE RESULTED FROM REFUGEE INFLUX

IDENTIFYING NEEDS IN ORDER TO RUN TRAININGS W/ ORGS & RESIDENTS IS COMPLICATED BY LACK OF DATABASE OR OTHER ORGANIZATIONAL SYSTEM.

VISUAL EPIDEMIOLOGY-LIKE PROJECTS COULD BE THE MISSING LINK TO MOTIVATE CHANGE (E.G. ACCESS TO RESOURCES, \$ & OTHERWISE)

ARTS-BASED INTERVENTIONS HAVE BEEN SUCCESS, ESPECIALLY WITH YOUNG PEOPLE. ONE THEATER PROJECT PROVIDED YOUNG PEOPLE WITH 1) SOMETHING TO DO, 2) PUBLIC SPEAKING & ACTING SKILLS, 3) PROFITS & 4) COMMUNITY BUILDING.

THIS WORKSHOP/PERFORMANCE "GIVEN THE SNOWPAIL" W/ TRAINED YOUTH TEACHING OTHERS ABOUT THEATER

2

HOW TO AVOID "LOVE EACH OTHER INTERVENTIONS" WHICH "BRING GROUPS TOGETHER" BUT LACK SUBSTANCE

MANY ENTREPRENEURIAL IDEAS HAVE COME FROM START UP INCUBATOR WORKSHOPS (LED BY BRO UNDP, W/ THE COMMITTEES) AND NO RESOURCES EXIST TO GET THE IDEAS REALIZED

IDEAS GENERATED INCLUDE PORTABLE MOVIE THEATER, HOUSE PAINTING FROM RECYCLED DUST, WATER SANITATION, FOOTBALL FIELDS FOR CONFLICT REDUCTION

Core Team Meeting

Nabil, Jessica, Kaveh, Rebeka, Jonathan

NON-HEALTH ORGANIZATIONS HAVE MISCONCEPTIONS ABOUT WHAT CONSTITUTES "PUBLIC HEALTH" IE ALMOST EVERYTHING

LIVELIHOOD GENERATION HIGHLY CRITICAL ISSUE BUT BECAUSE OF POLITICAL DIFFICULTY TO ENGAGE WITH IT NEED FOR TRAIN THE TRAINER ACTIVITIES & GOOD FOR INCOME GENERATION

ONE-OFF INTERVENTIONS CAN BE VERY HARMFUL.

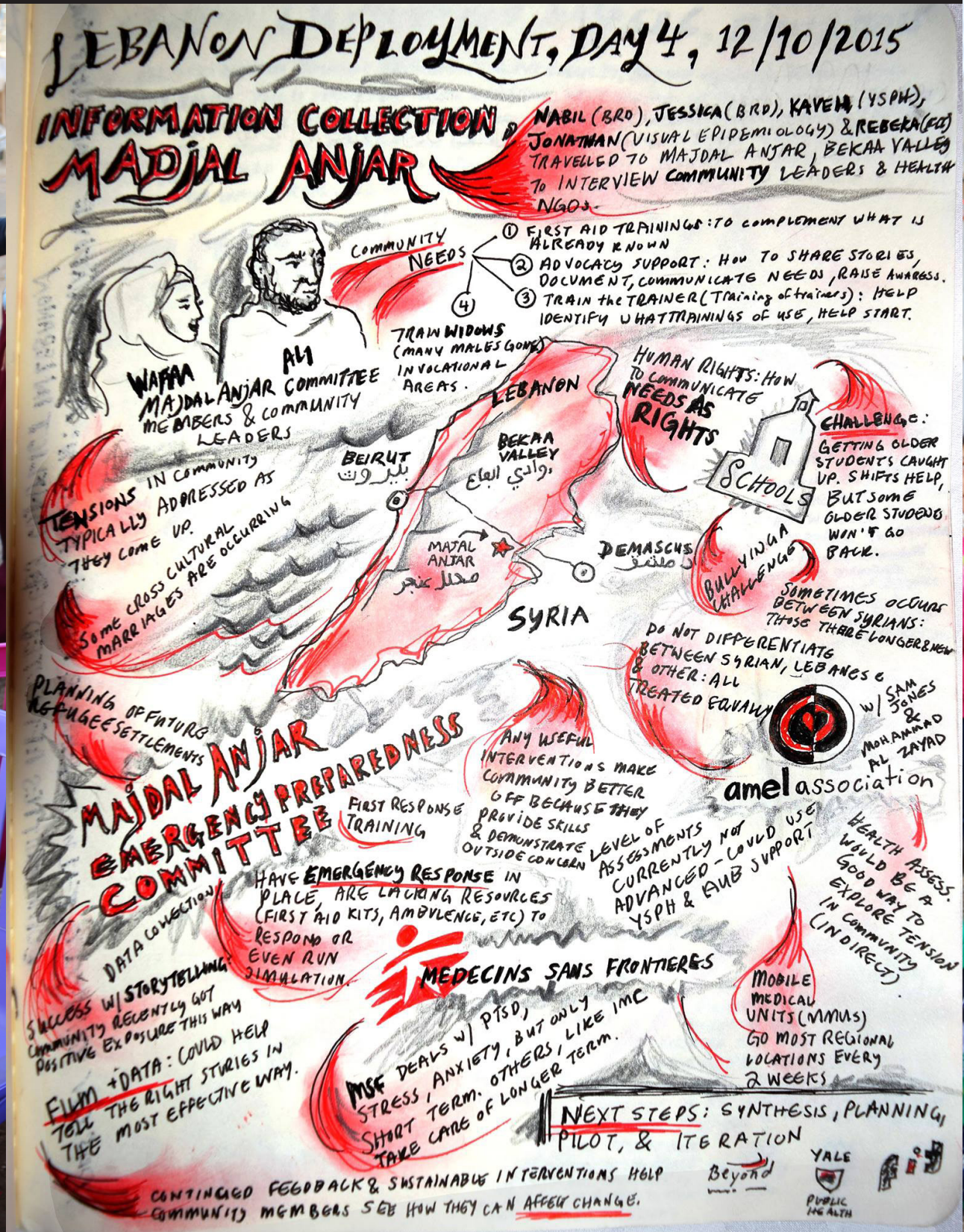
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Beqaa Valley



POSSIBLE TO BRING IN BUSINESS STUDENTS TO HELP INCUBATE BUSINESS IDEAS

DAY 4 - On day 4, the team drove to the Majdal Anjaar municipality on the Syria-Lebanon border, where they met with community leaders, committee members, Syrian and Lebanese community residents, Doctors Without Borders/Medecins Sans Frontieres, and Amel Association. The goal of this day was to better understand the needs on the ground with residents, leaders, and organizations.



DAY 5, 6, 7 - During the 5th and 6th days of the deployment, the team met with faculty at AUB's FHS to pitch the workshop with YSPH, FIT, and VEP, set to take place in March of 2016. The goal of having AUB involved is to have an on-the-ground academic institution involved in all aspects of the project. The 7th day was focused on a final trip to Majdal Anjaar to solidify community partnerships for March.

LEBANON DEPLOYMENT, DAYS 5 & 6, 12/10 & 11/2015

SEVERAL MEETINGS BETWEEN AMERICAN UNIVERSITY OF BEIRUT FACULTY, BEYOND REFORM & DEVELOPMENT (GILBERT & NABIL), FIELD INNOVATION TEAM (REBEKA), YALE SCHOOL OF PUBLIC HEALTH (KAVEH KHOSHNOOD), & VISUAL EPIDEMIOLOGY (JONATHAN SMITH). SKYPE MEETINGS WITH FITS DESI. THE GOAL: TAKE STOCK OF INFORMATION GATHERED THROUGHOUT FIRST WEEK, REVISIT PROJECT GOALS, MAP OUT MARCH PROJECT DETAILS, AND ARRANGE A PILOT FOR THIS WEEK, ALL OF WHICH RESULTED IN...

THE PLAN (SO FAR)

1 RESEARCH

IDENTIFY TOP ISSUE AREAS FACED BY COMMUNITIES W/ REFUGEES & ORGANIZATIONS WORKING WITH THEM.

WHEN: DECEMBER 2015 - FEB 2016. FIT, BRD, YSPH, & VIS. EPI IDENTIFIED SOME POTENTIAL AREAS LAST WEEK, TO BE EXPLORED FURTHER BY AUB & YALE STUDENTS IN JANUARY. WI HELP FROM BRD & FIT.

POTENTIAL AREAS:



CONNECTING COMMUNITY IDEAS WITH START UP FUNDING TO HELP GET EXISTING IDEAS GOING



IDENTIFY TRAINING NEEDS & DESIGN TRAIN THE TRAINER PROGRAMS TO ADDRESS EDUCATION & EMPLOYMENT GAPS.



EQUIPPING COMMUNITY MEMBERS & COMMUNITY ORGS TO TELL DATA-DRIVEN STORIES FOR INCREASED FUNDING, PUBLIC ATTENTION, & ISSUE COMMUNICATION.

DISASTER PREPAREDNESS COMMITTEE SIMULATION FOR SUPPORT & INNOVATION FOR ROBUST DISASTER PREP.

DATA COLLECTION & INNOVATION ORGS FOR HEALTH EG. AMELI FOR MORE EFFECTIVE HEALTH SERVICES

2 FIELD WORK

WHEN YSPH & AUB STUDENTS, FIT, BRD, & OTHER PARTNERS COME TOGETHER IN MARCH THEY WILL BE PREPARED TO PARTNER WITH SYRIAN & LEBANESE COMMUNITY MEMBERS TO FURTHER DEVELOP PROJECTS GUIDED BY IDEAS & INSIGHTS FROM THOSE ON THE GROUND IN MAJDAL ANJAR.

FIT & BRD WILL GUIDE THE DIFFERENT PROJECT TEAMS THROUGH THE DESIGN PROCESS

3 ITERATION

AFTER 1 DAY OF PROJECT ITERATION, TEAMS PRESENT TO BRD, FIT, & PROFESSORS FROM YSPH & AUB, AND COMMUNITY LEADERS. CREATIVITY, INTER-DISCIPLINARITY ENCOURAGED.

THEN, ROUND TWO OF THE DESIGN PROCESS ON THE SECOND DAY IN THE FIELD IS FOCUSED ON MAPPING OUT PLAN FOR IMPLEMENTING PROJECTS.

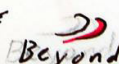


4 SUSTAINABILITY

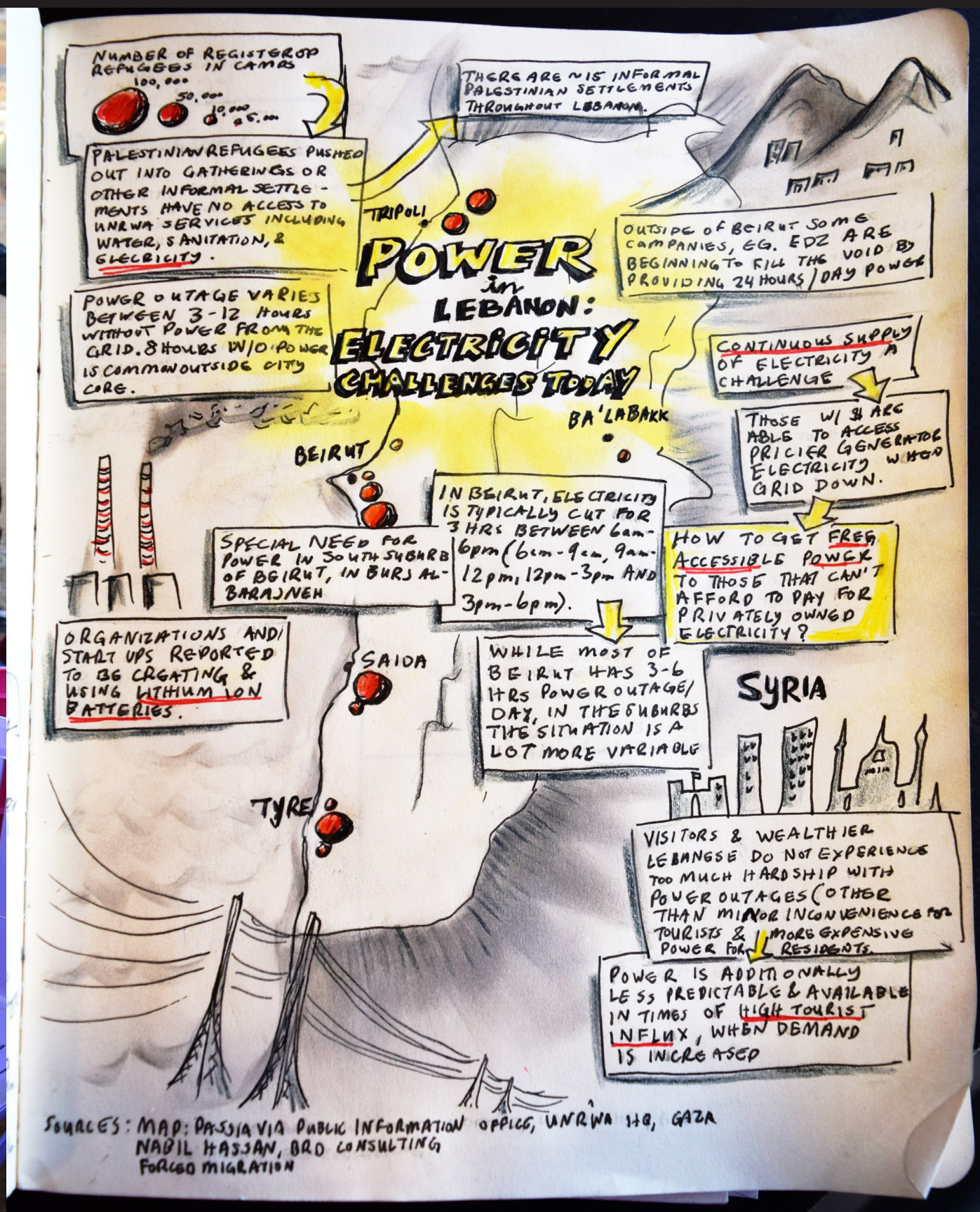
BRD STAYS IN TOUCH WITH COMMUNITY POST-PROJECT & REACHES OUT TO FIT, YSPH, & AUB WHEN ADDITIONAL SUPPORT IS NEEDED TO KEEP PROJECTS GOING & ITERATE FURTHER IF NEEDED.

IN ADDITION TO FIELD RESEARCH & RELATIONSHIP BUILDING WITH AUB & ON-THE-GROUND ORGANIZATIONS, THE DECEMBER DEPLOYMENT WILL PILOT A VISUAL EPIDEMIOLOGY FILM PROJECT, A FIT CURRICULUM WORKSHOP ON IMPROV THEATER & A STORY WORKSHOP

WITH THE OUTCOME BEING YOUNG PEOPLE SHARING THEIR STORIES, LEADING THE WAY TO THEIR OWN DISASTER SOLUTIONS



DAY 8 - On the last field day, BRD and FIT discussed electrical grid challenges to identify potential areas and issues to focus on in March in this area.



March Proposal

Overall Objective: To empower Lebanese and Syrian youth in communities hosting displaced Syrians to develop creative solutions for specific **public health challenges** impacting their lives. This will be accomplished through an innovative workshop and sub-workshops that provide a blend of **design thinking, story-telling, entrepreneurship, and electrical grid access** elements. The workshop will utilize public health expertise and follow up with relevant stakeholders from the December Phase One deployment.

Partners:

Lebanon

- Beyond Reform and Development (BRD).
- Students and faculty from American University of Beirut's Faculty of Health Sciences (FHS team).
- Representatives of selected Lebanese municipality (likely Majdal Anjaar).
- Representatives from national and international non-governmental organizations working with Lebanese host communities and displaced Syrian refugee.

U.S.

- Students and faculty from Yale School of Public Health & the Refugee Health Initiative (YSPH team).
- Field Innovation Team (FIT).
- Visual Epidemiology Project (VEP).
- Singularity University.
- Tech start ups, including X2AI.
- Education & Arts organizations.

Workshop Content:

- Do Tank Design thinking methodology (3-Step Design Framework) **(FIT)**.
- Story telling methodology **(VEP)**.
- Public health methodology and knowledge (as relevant to the specific public health challenge identified).
- Improvisational theater training for crisis situations (to build rapid community amongst teams and to impart skills for field use) **(RHI, BRD, FHS)**.

Workshop Format:

- A specific public health challenge (ranging from water sanitation & access, start-up support, disaster preparedness, training of non-health professionals for health data collection, and additional issues not yet identified) will be identified by a particular municipality where BRD has been working with.
- Small teams will be formed that include Lebanese and Syrian youth, a Yale and an AUB student and a BRD staff.
- The small teams will each focus on a particular aspect of the public health challenge and develop solutions to address it.
- The teams will request input from "resource persons" (municipality officials, representatives of national and international non-governmental organizations, etc.) as needed.
- Additional project pieces will include an initiative to supplement the power grid with smart batteries, developing VEP film pieces, and improv theater, and potential others in area of science, education, and drama education and performance.



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March Proposal Continued

Deployment Itinerary:

In Beirut:

March 19, Day 1: Meet, Greet and Orientation (YSPH, FHS, BRD, FIT, VEP) in Beirut.

Move to the Municipality:

March 20, Day 2: Meet/greet; Workshop Objectives and Overview; Form teams.

March 21, Day 3: Define public health challenge, analyze / map its dimension using FIT 3-step design process methods.

March 22, Day 4: Morning: team work (invite resource persons as needed).

Afternoon: presentation & feedback from community committee and organizations.

March 23, Day 5: Team work: iteration on feedback provided by stakeholders day before (invite resource persons as needed).

March 24, Day 6: Present final solutions to stakeholders.

Workshop Deliverables:

- In the mid-point of the workshop, each small team will present their solutions in oral and written form to relevant stakeholders who have been previously identified and who have a commitment to act on these proposals.
- At the end of the workshop, teams will present the second iteration, now tailored specifically as per the requests of stakeholders.
- Deliverables should be in an implementable format, ideally constructed to incorporate roles for community members as an income and livelihood generation tool as well as a solution for the organization acting as a resource person.



Next Steps & Timeline

January 2016

- Re-ignite conversations between all partners.
- Identify specific needs to focus on within organizations interviewed during December deployment.
- Team members identified from all partner organizations.
- Plane tickets purchased.

February 2016

- Plans, lessons, and 3-step design process documents generated, iterated upon, and prepared for trip.
- Relationships with community and secondary partner organizations re-established.
- Hotel rooms booked.
- Travel documents photocopied & collected.
- Deployment packets prepared.
- Connecting micro-financing and local banks to entrepreneurs
- Power grid access, making and pilot
- Metrics and Logic Models Experiment test impact on empowering humans to create cutting-edge solutions

March 2016

- Final preparations.
- **March 15 - 25, Deployment 2!**



Wrap Up

In December 2015, Beyond Reform and Development, the Field Innovation Team, the Yale School of Public Health, the Visual Epidemiology Project, and the American University of Beirut's Faculty of Health Sciences came together to carry out Phase One of this two-part project, the first steps of a highly collaborative, community-based project. The goal of the project overall is conflict reduction through design, public health, and electrical access, and has many interconnected and mutually supportive threads including theater, storytelling, youth participation, Syrian-and-Lebanese integration, and data collection and analysis.

Phase One of the Innovation in Entrepreneurship & Public Health project was a success in four important ways:

- The BRD-RHI-VEP-FIT-AUB team built critical connections for the implementation of a successfully community-integrated project involving Syrian and Lebanese community members and YSPH and AUB masters students in March 2016.
- Relationships were established with organizations with key on-the-ground insights and the ability to act as the critical resource persons for the team taking part in the March workshop.
- USA-based team members (RHI, VI, and FIT) developed a deeper understanding of the complexities within Lebanese society, especially in the context of the Syrian refugee crisis.
- The on-the-ground visit let us explore initial ideas and assumptions to see whether they would be viable, and more importantly, beneficial in a sustainable way for the communities. The workshop we proposed at the conclusion of our trip is informed by information corroborated by multiple stakeholders.

Phase 2 takes place from January - March 2016. The Field Innovation Team is currently seeking funding support for its team of 7 - 10 Innovators.

Cost for 1 FIT Innovator

Flight: \$1,300 - 1,500
Hotel: \$300
In-country travel: \$100
Food: \$200
Extras: \$100

TOTAL: ~\$2000/FIT volunteer
~\$20,000 for team

Please contact the Field Innovation Team Chief Wrangler Desi at Desiree@fieldinnovationteam.org!



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References

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