

Evaluation of the Integrated Shelter and Protection Improvements Programme for Syrian Refugees and Host Communities in Tripoli, Lebanon

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Key words

Urban, refugees, Lebanon, Tripoli, Syria, area-based approach, neighborhood-based approach, multi-sectoral, cities, shelter, protection, humanitarian, displaced.

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Executive Summary

Lebanon, Tripoli and the integrated shelter and protection improvements programme

The conflict in Syria has displaced nearly half of the country's population, with more than 6.5 million people internally displaced and 4.8 million becoming refugees. Relative to its population, Lebanon has taken in the largest number of Syrian refugees: it is estimated that the country hosts over 1.5 million refugees, out of a Lebanese population of around four million.

Tripoli, Lebanon's second-largest city, faces many urban challenges: poverty, a waning economy, high levels of unemployment, ineffective governance, weak infrastructure support and political-sectarian divides. The day-to-day challenges of the Lebanese population in Tripoli have been made worse by the influx of an estimated 72,000 refugees (about a quarter of the city's population) who have moved to the high-density, poorer neighborhoods. This has exacerbated existing vulnerabilities and added pressure to the provision of basic urban services.

Since 2015, Care International in Lebanon (CIL) and its local partner Akkarouna, have provided shelter, water and sanitation, and protection assistance to vulnerable Syrian refugees and Lebanese host community members in Tripoli and Beirut as part of its *Integrated Shelter and Protection Improvements programme for Syrian Refugees and Host Communities* (the 'programme'). The programme is on going – with phase IV continuing from September 2018 to September 2019 – and is funded by the US Government's Bureau of Population, Refugees, and Migration (PRM).

The aim of this evaluation is to 'provide guidance to CARE Lebanon and its partners in order to learn from experiences, strengthen capacities and identify opportunities for increased integration of sectoral approaches as a pathway towards greater effectiveness and sustainability'. There are two objectives to the evaluation, firstly an assessment of Phase III of the programme (completed from September 2017 to August 2018); secondly a contribution analysis evaluation of Phases I, II, and III of the programme (from 2015 to 2018) in order to develop a theory of change. Fieldwork to collect primary data- interviews, focus groups and direct observation- was carried out in September 2018. This was combined with an extensive literature review in order to triangulate the data and refine the findings.

Findings: Phase III Assessment

Phase III the programme was implemented in the urban neighborhoods of Tripoli, namely Abu Samra (Shok and Shalfeh), Mankoubin and Wadi Nahle, by CIL and Akkarouna.

The Phase III programme exceeded its targets related to objective 1 (Syrian refugees and host community individuals have improved shelter and WASH conditions in urban Tripoli) and objective 2 (Syrian individuals and host community individuals have enhanced knowledge of and access to protection services)- see table i.

In total, more than 559 housing units were upgraded, 35 communal construction projects delivered and 20 neighborhood committees established. Furthermore, 6900 individuals benefitted from attending psychosocial support sessions, positive parenthood sessions or an 'information session' to explain about the programme.

Table i: Phase III Goal, Objectives, Activities and Targets

| Goal | Contribute to building resilience of the affected population in Tripoli through the rehabilitation of shelters, promotion of social protection, and development of social capital | | |
|---------------------|---|--|--|
| | | Target | Achieved |
| Objective 1 | Syrian refugees and host community individuals have improved shelter and WASH conditions in urban Tripoli. | 2,750 beneficiaries (20% female) (50% Syrian, 50% host) | 2,845 beneficiaries (48% female) (50.5% Syrian, 49.5% host) |
| Activity 1.1 | Rehabilitation of individual housing units | 550 housing units | 559 housing units |
| Activity 1.2 | Upgrades to buildings and streets | 33 buildings | 35 communal projects |
| Activity 1.3 | Neighborhood Committees | 20 committees 160 committee members | 20 committees 213 committee members (194 Female, 19 Male) |
| Objective 2 | Syrian individuals and host community individuals have enhanced knowledge of and access to protection services. | 3,000 or 3,500 ¹ beneficiaries (50% Syrian, 50% host) | 6900 beneficiaries |
| Activity 2.1 | Awareness-Raising and Psycho-Social Support | | |

Relevance: The programme is highly relevant to the neighborhoods that CIL and Akkarouna are targeting and is well aligned with regional and national plans to support Lebanon to cope with the influx of Syrian refugees.

Accountability: CIL and Akkarouna have in place a number of mechanisms to support programme accountability to residents, these include quarterly monitoring, a 'hotline' number to share feedback, suggestions and complaints and regular formal and informal meetings with neighborhood committees. There are limitations in the use of the hotline for effective accountability.

Effectiveness: The programme has largely achieved its objectives. For objective 1, residents whose properties received housing upgrades report high levels of satisfaction with the quality of the materials used and the construction work (90%+). However, this research revealed that there may be a larger number of items that are not functioning than is currently reported, for example due to the limitations of the use of the hotline. The number of households with items that are not correctly fitted or of appropriate quality will impact on the extent to which the programme achieves objective 1.

For objective 2: Attendees to positive parenting sessions demonstrate increased knowledge of protection needs and rights in pre-post monitoring tests. CIL and Akkarouna made 68 referrals to specialist protection services, for example when households required additional support for drug addiction or domestic violence. Thus whilst there is improved knowledge, there is no available evidence to suggest improved direct access to protection services (e.g. primarily indirectly via. CIL/Akkarouna).

Impact: The stated goal of the programme is to 'contribute to building resilience of the affected population in Tripoli through the rehabilitation of shelters, promotion of social protection, and development of social capital'. This is a highly ambitious goal, with a

¹ There are varying targets in the project documentation.

² Social Protection is defined as programmes or policies related to social insurance, social assistance and/or

number of complex components that are not defined nor detailed in the programme documentation. The evidence suggests that the programme has built resilience of the affected population through the rehabilitation of shelters and the development of social capital, with the latter primarily focused around the committee members. However, there is no evidence to suggest that there have been activities undertaken that promote social protection².

Findings: Theory of Change

The ultimate goal is to contribute to building resilience of vulnerable neighborhood communities³ in Tripoli.

The Integrated Shelter and Protection Improvements programme for Syrian Refugees and Host Communities in Tripoli, Lebanon contributes to building resilience by:

- Increasing access to infrastructure through upgrading housing units and implementing neighborhood building and street upgrades
- Increasing the knowledge of the residents about protection issues through supporting relevant interactive performances and delivering awareness raising sessions for adults and children
- Improving the health⁴ of the residents through upgrading housing units, neighborhood building and street upgrades and running awareness raising sessions.

Further investigation is required to confirm if the programme contributes to building resilience by:

- Increasing the community cohesion through establishing the neighborhood committees and running training sessions
- Increasing the connectivity between residents and external stakeholders through introducing the neighborhood committees to the municipality and CSOs

The theory of change is diagrammatically represented in figures i and ii.

The key enabling factors (indicated by an *) and challenges that influence programme implementation are:

Objective 1: Housing upgrades, neighborhood building and street upgrades and committees:

- Some residents did not consider the selection process for housing upgrades to be 'fair'
- Some households receiving housing upgrades did not understand the upgrade process
- Contractors did not systematically complete 'snagging'⁵ items
- Process to identify neighborhood communal building and street upgrade projects was not optimally transparent and inclusive

² Social Protection is defined as programmes or policies related to social insurance, social assistance and/or labor market regulation. However, the use of this term is understood to have been an editing error in the original programme proposal as the main narrative of the programme proposal primarily discusses 'protection' or 'community-based protection'; not 'social protection'.

³ 'Community' is a term that needs to be used with care especially when discussing urban environments. In this theory of change 'community' is used to indicate a community *of place*, meaning the residents that live in the neighborhood where CIL/Akkarouna work.

⁴ Health defined as 'a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity'

⁵ 'Snagging' is the process of checking a new building for minor faults that need to be rectified.

Objective 2: Protection

- There were not enough events- quantity and frequency- and enough people attending to bring the residents together (e.g. PP, PSS, interactive theatre)
- PP and PSS sessions were run by adequately skilled trainers*
- Referral cases were not systematically followed up by organizations to whom the cases were referred.

Programme wide

- Delivery of combination of multi-layered support*
- Formal and informal stakeholders were appropriately engaged*
- Suitable programme management processes were challenging: governance, communication and procurement
- Residents trusted CIL/Akkarouna*
- Religious holidays were not systematically planned into timeline
- Time contingency was not systematically included to mitigate the risk of security delays
- One-year funding cycles were too short

These factors are risks or assumptions underpinning programme delivery. Depending on the context, these factors have the potential to make the work take longer, require additional funding or impact on the quality of the outputs and outcomes.

The following factors that affect programme sustainability are as follows:

- Items installed as part of housing upgrades remain functional for an appropriate length of time
- Adequate maintenance and appropriate use of upgraded items by households
- Adequate maintenance of neighborhood assets
- Committees are representative of the community and self-organized
- Landlords comply with the conditions of the MOU
- Households receiving housing upgrades contact CIL/Akkarouna with concerns, queries and feedback

Recommendations for policy, practice and further research

Construction quality: Investigate the reasons and circumstances for some residents reporting non-functioning items in housing, building or neighborhood upgrades. Identify the number of housing units and neighborhood upgrades affected and undertake repairs. Update policies and processes to improve the quality of materials and workmanship in Phase IV as required.

Maintenance: Provide training to households, communities and committees so that they know how to use, maintain and repair the newly installed housing upgrades and neighborhood upgrade projects. Engage with municipal authorities (in partnership with the committees) to ensure regular maintenance and repairs of neighborhood assets are carried out in a timely manner.

Evictions: Investigate specific cases where evictions have been threatened or enacted to find out what happened and if the MoUs/Handover process can be improved

Communication: Improve communication with households who are (and are not) selected to receive assistance so that everyone understands the process, it is transparent and the most vulnerable households are supported (as required).

Sustainability of committees: Investigate the factors that make the neighborhood committees more or less effective and sustainable. Provide committee members with additional training focused on building the autonomy and sustainability of committees. Identify opportunities to formalize the committee and provide support to identify and articulate their organizational 'vision and mission'.

Community cohesion: Provide opportunity for increased interaction between residents. Ensure that all members of the community know the role of the committee members. Involve more people in the Participatory Approach for Safe Shelter Awareness (PASSA) process and make it more transparent and accountable.

Awareness raising sessions: Improve the accessibility of the awareness raising sessions by increasing the variety of locations, timings and target audiences for the sessions – potentially through working with existing organizations/institutions such as schools or CBOs.

Information Volunteers: Continue the approach of delivering awareness raising sessions through specially selected and trained Information Volunteers from within the communities.

Protection referrals: Investigate the effectiveness of the protection referral process and if CIL/Akkarouna's programme policies and processes can be adapted to accommodate limited capacity of local specialist protection organizations to respond to referred cases.

Multi- scale and multi-sectoral support: Continue to deliver multi- scale (individual, household, neighborhood) and multi-sector (shelter, water and sanitation, infrastructure, protection) support in the affected neighborhoods.

Formal and informal stakeholders: Continue to engage formal and informal stakeholders throughout the programme to mitigate delays and support implementation.

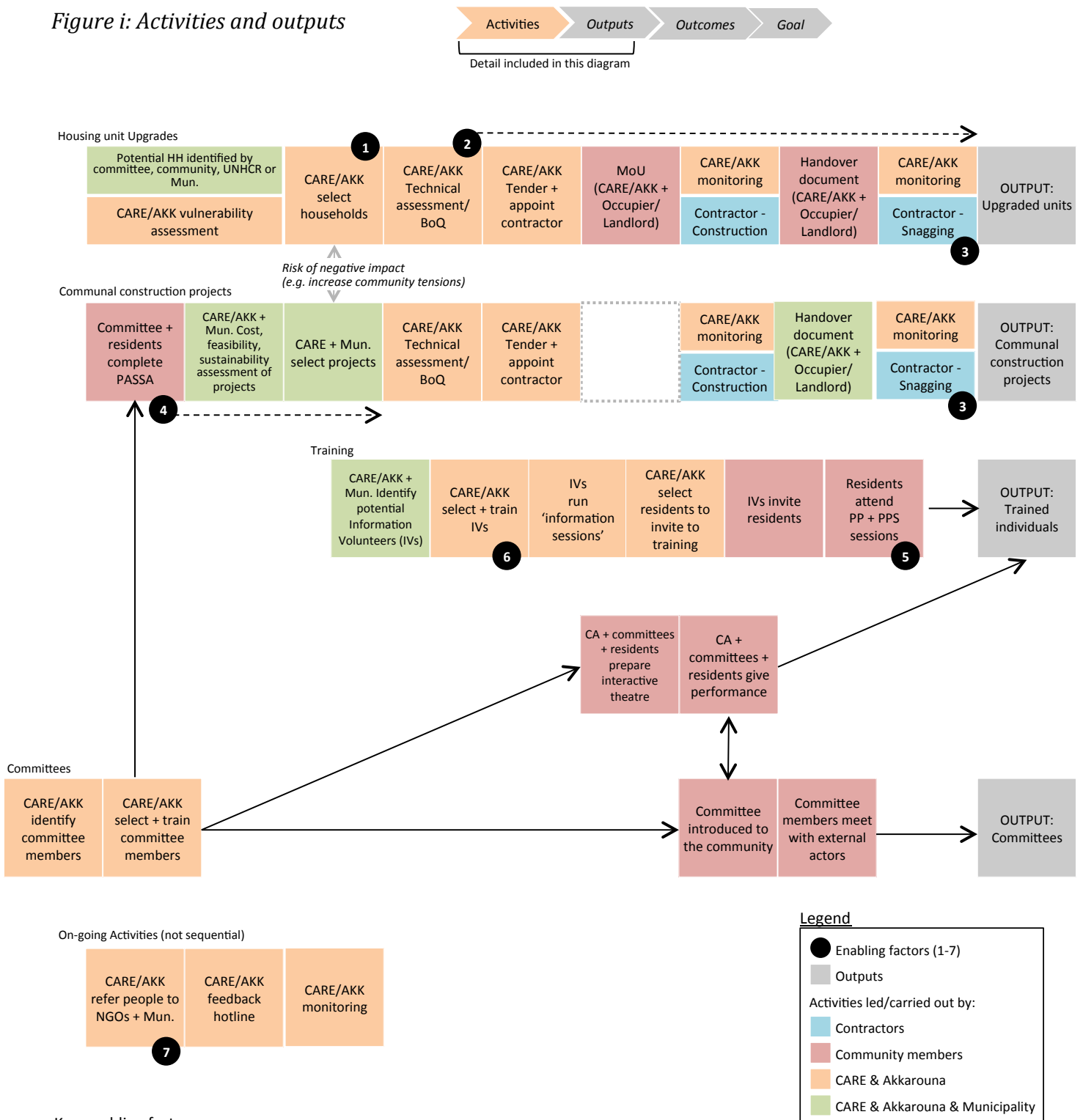
Delays: Proactively manage delays by identifying and incorporating religious holidays into the programme timeline from the outset. Incorporate an appropriate time contingency into the programme timeline from the outset to manage unknown risks (e.g. security).

Length of programme: Further advocacy to donors and others to increase length of funding cycles for more effective and efficient programme delivery.

Theory of Change: Identify how the theory of change can be used to plan, monitor and evaluate the programme so that the connection between activities and intended outcomes is clear.

Further research: Test and validate the Theory of Change throughout Phase IV; including both programme integration and a comprehensive literature review of the most relevant and up to date documents to defining 'social cohesion', 'protection', 'health' and 'resilience'.

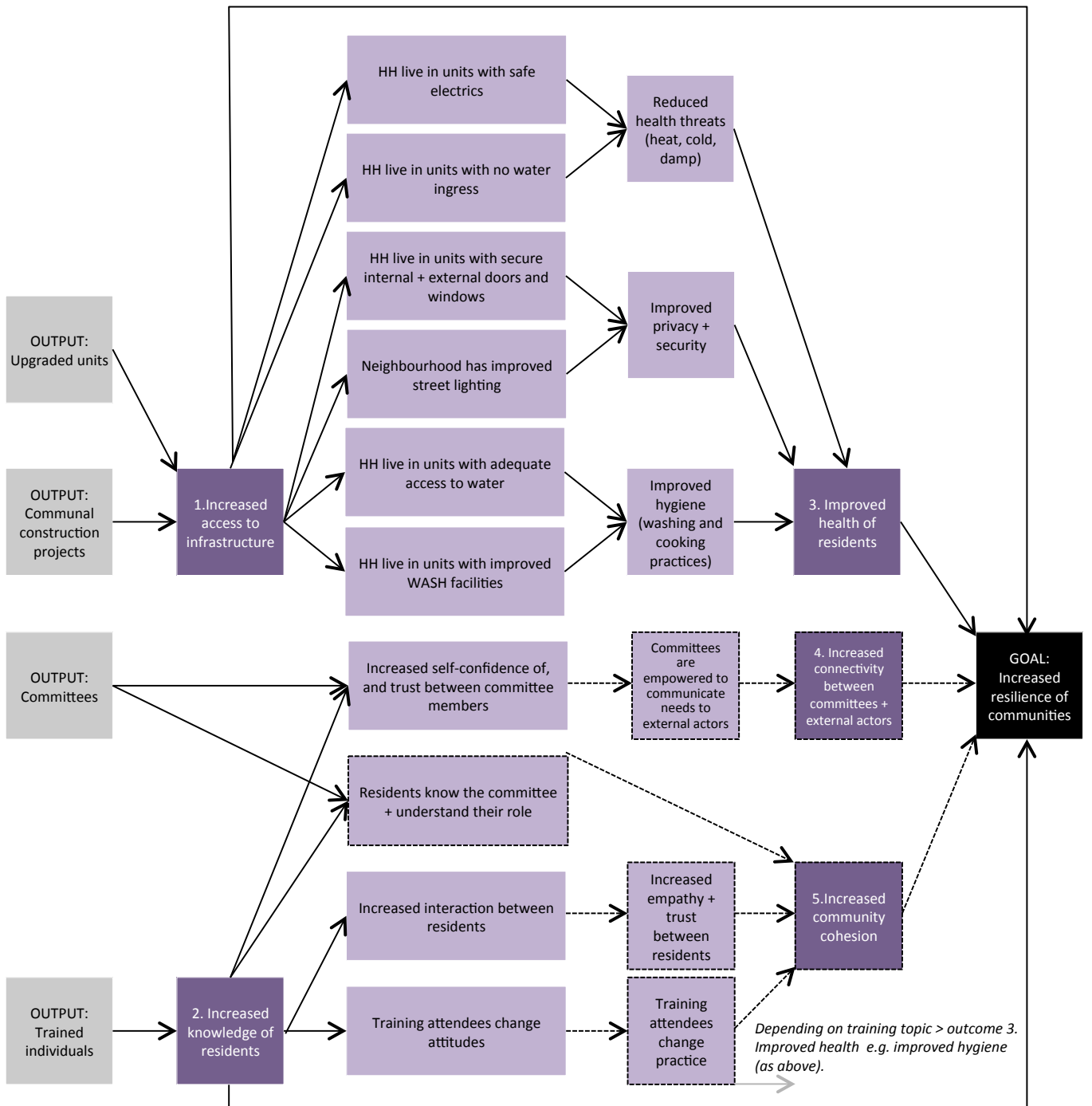
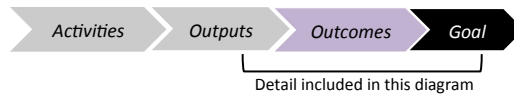
Figure i: Activities and outputs



Key enabling factors

| Objective 1: Housing upgrades, communal construction projects & committees | Programme wide (not indicated on the diagram) |
|--|---|
| 1. Some residents did not consider the selection process for housing upgrades to be 'fair' | 9. Delivery of combination of multi-layered support* |
| 2. Some households receiving housing upgrades did not understand the upgrade process | 10. Formal and informal stakeholders were appropriately engaged* |
| 3. Contractors did not systematically complete 'snagging' items | 11. Suitable programme management processes were challenging: governance, communication and procurement |
| 4. Process to identify neighborhood communal building and street upgrade projects was not optimally transparent and inclusive | 12. Residents trusted CIL/Akkarouna* |
| Objective 2: Protection | 13. Religious holidays were not systematically planned into timeline |
| 5. There were not enough events- quantity and frequency- and enough people attending to bring the residents together (e.g. PP, PSS, interactive theatre) | 14. Time contingency was not systematically included to mitigate the risk of security delays |
| 6. PP and PSS sessions were run by adequately skilled trainers* | 15. One-year funding cycles were too short |
| 7. Referral cases were not systematically followed up by organizations to whom the cases were referred. | |

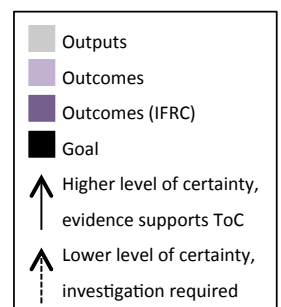
Figure ii: Outputs, outcomes and goal



Key factors for sustainability

1. Items installed as part of housing upgrades remain functional for an appropriate length of time
2. Adequate maintenance and appropriate use of upgraded items by households
3. Adequate maintenance of neighborhood assets
4. Committees are representative of the community and self-organized
5. Landlords comply with the conditions of the MOU
6. Households receiving housing upgrades contact CIL/ Akkarouna with concerns, queries and feedback

Legend



1.0 Introduction

1.1 Background: The Syrian civil war and Lebanon

The conflict in Syria has displaced nearly half of the country's population, with more than 6.5 million people internally displaced and 4.8 million becoming refugees (Mourad & Piron 2016). Relative to its population, Lebanon has taken in the largest number of Syrian refugees: it is estimated that the country hosts over 1.5 million refugees (Government of Lebanon and the United Nations 2017), out of a Lebanese population of around four million (Mourad & Piron 2016). North Lebanon has absorbed more than 250,000 Syrian refugees⁶. Such a profound displacement has 'significantly impacted Lebanon's social and economic growth, caused deepening poverty and humanitarian needs, and exacerbated pre-existing development constraints in the country' (Government of Lebanon and the United Nations 2017, p.8).

International responses to the Syrian refugee crisis are increasingly combining humanitarian and stability objectives, not only to meet the needs of refugees but also to assist Lebanon in coping with the crisis and address the underlying causes of poverty and vulnerabilities in host communities in which the refugees have settled (Mourad & Piron 2016). This includes programmes providing service delivery in those municipalities significantly affected by the influx of refugees in order to promote stability and social cohesion (Ibid).

1.2 Intervention: Integrated Shelter and Protection Improvements programme

Since 2015 Care International in Lebanon's (CIL) 'Integrated Shelter and Protection Improvements programme for Syrian Refugees and Host Communities in Tripoli, Lebanon' (the 'programme') has provided WASH [water, sanitation and hygiene], shelter and protection assistance to vulnerable Syrian refugees and Lebanese host community members in Tripoli and Beirut. The programme is on-going – with phase IV lasting from September 2018 to September 2019 and is funded by the US Government's Bureau of Population, Refugees, and Migration (PRM).

The programme has been implemented by CIL in partnership with Akkarouna⁷ over three phases in a variety of neighborhoods (Fig 1):

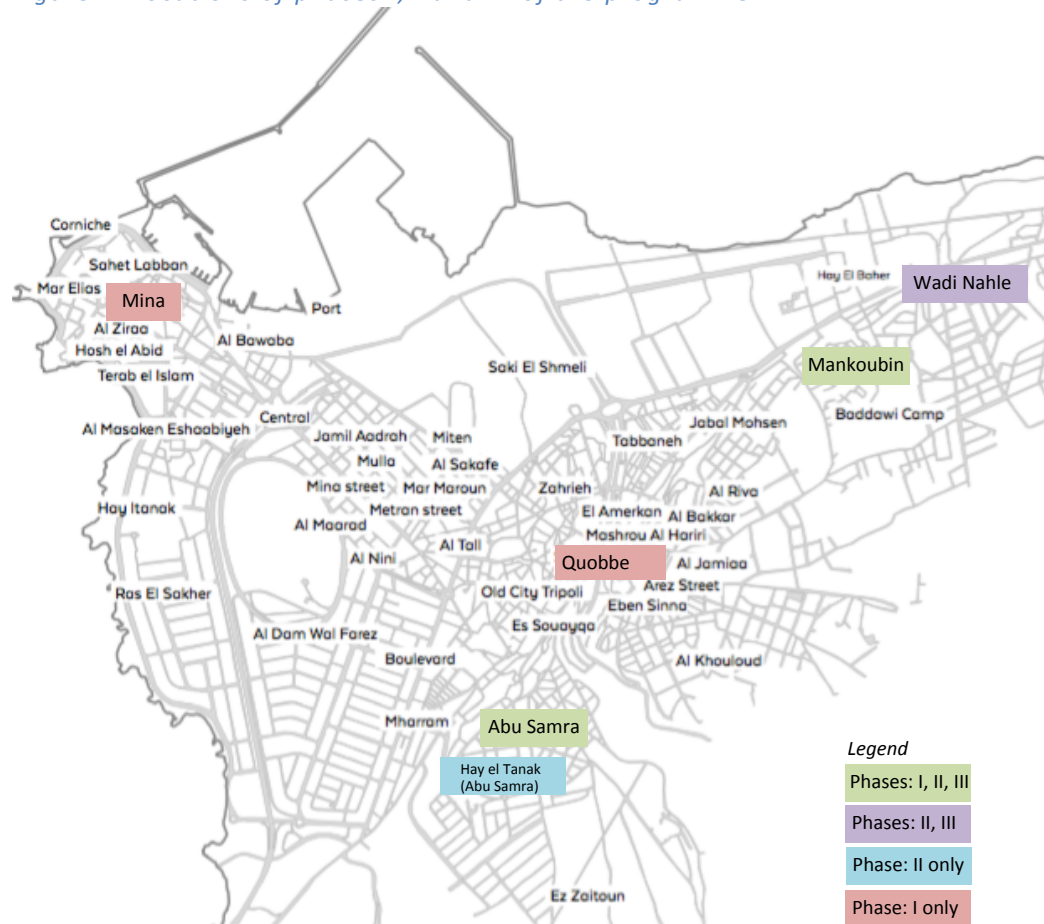
- Phase I (2015-2016) provided shelter and WASH improvements to 512 housing units in four neighborhoods in Tripoli (Mina, Quobbe, Abu Samra and Mankoubin), upgrades to communal areas and streets, awareness raising sessions in WASH, Gender Based Violence (GBV) and life skills and established 15 committees;
- Phase II (2016-2017) provided protection awareness raising sessions and support to 2,532 people in addition to shelter and WASH improvements to 600 housing units in three neighborhoods (Abu Samra (including Hay el Tanak), Mankoubin and Wadi Nahle), upgrades to communal areas and streets, and established two further committees (bringing the total to 17).

⁶ <https://data2.unhcr.org/en/situations/syria/location/74>

⁷ For further detail see: <https://www.akkarouna.com/>

- Phase III (2017-2018) continued to work in Abu Samra, Mankoubin and Wadi Nahle and delivered shelter and WASH improvements to 559 housing units, repairs to communal buildings and streets, awareness raising sessions for adults and children, theatre performances and support to 20 neighborhood committees (CIL 2018a).

Figure 1: Locations of phases I,II and III of the programme



Reference: Base map, (UN-Habitat Lebanon 2017)

1.3 Context: Tripoli and its neighborhoods

Tripoli is the second-largest city in Lebanon in population terms after the capital Beirut. Founded in the port of Al Mina in the 8th Century, and moved 2km in land in the 13th century, the city has a rich and vibrant history. However, Tripoli today faces many urban challenges: poverty, a waning economy, high levels of unemployment, inefficient governance and weak infrastructure support. The city has also been ‘marred by neighborhood conflicts dating to the Lebanese Civil War period and occasionally erupting since the 1980s’ (UN-Habitat Lebanon 2017, p.4). Around 58% of the Lebanese population in Tripoli are living in poverty⁸ (UN-Habitat Lebanon 2017). In addition 35% of Tripoli’s population suffer from health problems, 35% live in inadequate housing and 25% are deprived of education (UN-ESCWA 2015).

⁸ Poverty defined as surviving on less than US\$2.40 per person per day

The day-to-day challenges of the Lebanese population in Tripoli have been further compounded by the influx of an estimated 72,000 refugees - about a quarter of the city's population - who have moved to the high-density, poorer neighborhoods (UN-Habitat Lebanon 2017). This has exacerbated existing vulnerabilities and added pressure to the provision of basic urban services (World Vision International 2015). High levels of insecurity and competition over jobs are a primary source of local tensions between Lebanese host communities and refugees (Mourad & Piron 2016). In their *City Profile* report UN-Habitat suggests that 'historical events combined with the level of poverty represented across both host and refugee communities have yielded a socio-economic and sectarian conflict tinderbox' (2017, p.96).

Abu Samra is a densely populated, informal neighborhood on the west bank of the Abu Ali River to the south east of Tripoli. Due to increased population pressures from rural-urban migration, the old city of Tripoli expanded between 1900-1950 into the surrounding areas, including Abu Samra; following the end of the Lebanese Civil war in 1990, there was a further construction boom (UN-Habitat Lebanon 2017). The typical housing typology is medium-rise (4-5 story) concrete buildings, with each floor a flat reached by an internal communal staircase. The average rent is USD211/month (CARE International UK 2015) with a majority Syrian population. The area has a history of tension and violent conflicts, for example in the early 1980s between the anti-Syrian Tawheed Movement and pro-Syrian Alawites which resulted in severe damage to the urban fabric and the displacement of a considerable number of inhabitants (Ibid).

Wadi Nahle's literal translation is the 'valley of the bees', with the area having been primarily agricultural land until as late as the 1950s⁹. The area has a range of housing typologies, including medium-rise (4-5 story) concrete buildings and single story larger detached houses. The municipality in Wadi Nahle (which includes Mankoubin) was established in 2015, during phase II of programme implementation (IN15 2018; IN27 2018; IN68 2018; IN06 2018). A traditional, conservative area, Wadi Nahle is characterized by 'clans'¹⁰ whose (male) leaders have great authority and influence; there are three to five different clans (IN27 2018; IN68 2018; FGM2 2018; IN51 2018). Due to the family networks the area was described by external stakeholders as: 'you don't feel like you are working in an area, you feel that you are working in a home' (IN51 2018). Wadi Nahle has retained a majority Lebanese population, and only approximately 10% of the residents are Syrian refugees (IN06 2018).

The neighborhood of **Mankoubin** was established in 1955 as a social housing development following a major flood in Tripoli that created high demand for safe housing: 'the development, which remains uncompleted, was occupied by squatters during the 1975-1990 civil war' (UN-Habitat Lebanon 2017, p.55). It remains a squatted development to present. It is surrounded by informal construction and in terms of building condition, it is of "poor" quality' (Ibid). Mankoubin translates literally from Arabic as 'the wretched'¹¹. The neighborhood neighbors a United Nations Relief and Works Agency (UNWRA) run Palestinian camp, Beddawi, which was established in 1955. The housing typology 'consists of single-story and some two-story units distributed along an organic network of roads' (UN-HABITAT and UNDP 2010, p.85) Water and electricity provision is poor; water is collected from wells which often provide saline water and can be easily contaminated. The area is also subject to the

⁹ Personal correspondence, CIL 14th September 2018

¹⁰ Translating this term from Arabic to English was not straightforward; sometimes this was also described as 'tribes' or 'large family'; 'clans' seemed the nearest, direct translation.

¹¹ Personal correspondence, CIL 14th September 2018

periodic security risks which are a result of the Al Tabbaneh and Jabal Mohsen clashes (CARE International UK 2015, p.28).



Abu Samra (1,2 and 3); Wadi Nahle (4) and Mankoubin (5)- Street scenes and buildings

Figure 2: Neighborhoods included in Phase III

2.0 Methodology

2.1 Aims and objectives

The aim of this evaluation is to ‘provide guidance to CARE Lebanon and its partners in order to learn from experiences, strengthen capacities and identify opportunities for increased integration of sectoral approaches as a pathway towards greater effectiveness and sustainability’ (CIL 2018e, p.3). CARE International UK (CIUK) have commissioned this evaluation on behalf of CIL.

There are two objectives to the evaluation:

- A. An **assessment** of Phase III of the programme (completed from September 2017 to August 2018).
- B. A **contribution analysis** evaluation of Phases I, II, and III of the programme (from 2015 to 2018).

2.2 Evaluation approach

This research started with an **assessment** of the extent to which Phase III of the programme had achieved its stated goal, objectives, activities and targets. This included an investigation into the relevance, effectiveness and impact of the programme using the DAC (Development Assistance Committee) Criteria for Evaluating Development Assistance, as well as a review of the accountability of the programme to those it supported. This part of the evaluation is detailed in Section 3 of the report.

Secondly, the study adopted a minimalist **contribution analysis** approach to the evaluation of Phases I, II and III of the programme. This approach was selected as being the most appropriate method to achieving the aim of the evaluation within the time and resources available¹². Contribution Analysis is ‘an approach designed to reduce uncertainty about the contribution the intervention is making to the observed results through an increased understanding of why the observed results have occurred (or not!) and the roles played by the intervention and other internal and external factors’ (Better Evaluation n.d.). This part of the evaluation is detailed in Section 4 of the report.

Contribution Analysis follows a six-step process:

1. Set out the problem to be addressed
2. Develop a theory of change and risks to it
3. Gather the existing evidence on the theory of change (see Box 1)
4. Assemble and assess the narrative and challenges to it
5. Seek out additional evidence
6. Revise and, where the additional evidence permits, strengthen the narrative (Mayne 2008).

Given the limitations of the research (see Section 2.4) and because the focus of the evaluation was on theory generation rather than theory testing, this evaluation focused on steps 1-4. The additional data collected through the fieldwork was used to

¹² The selection and review of alternative evaluation methods was guided by the BOND “Choosing Appropriate Evaluation Methods Tool”. For further information see:

<https://www.bond.org.uk/resources/evaluation-methods-tool>

For further information on minimalist contribution analysis see: Mayne, J. (2008).

independently validate conclusions drawn in steps 1-4, identify and reinforce key causal links (steps 5-6) and identify further areas of research to systematically test the theory of change.

Box 1: Conceptualizing resilience

Over the last ten years, humanitarian and development agencies have sought to understand and define resilience as it becomes a common goal for their programmes. Typically, resilience is described as ‘the ability of systems (and people) to effectively respond and adapt to changing circumstances and to develop skills, capacities, behaviors and actions to deal with adversity’ (IFRC 2014, p.6).

CARE recognizes that ‘increasing resilience is not an outcome that can be achieved within a specific time frame, but [is] an on-going process’ (CARE International 2016, p.5); and have adopted a dynamic model to describe resilience: ‘If the capacities and assets to deal with various shocks, stresses and uncertainty are built and supported and if drivers of risk are reduced and if these actions are supported by an enabling environment, then resilience is increased’ (Ibid).

For this evaluation, and particularly the contribution analysis, it was necessary to identify a resilience framework to support the development of the theory of change. Specifically, it was necessary to *describe* what resilience was in order to link the Integrated Shelter and Protection Improvements programme activities and outputs to its goal of contributing ‘to building resilience of the affected population in Tripoli’.

The authors tested two frameworks which use systems approaches to describe resilience at a city scale (the City Resilience Indicators used by the 100 Resilient cities programme (Rockefeller Foundation and Arup 2016) and the ALNAP ‘Stepping Back’ (2016) for their usefulness in terms of developing the theory of change. However, they introduced a high level of complexity that was not helpful in developing a simple, useful and practical theory of change.

Frameworks that described resilience at a community scale proved more useful. Through a brief process of testing potential city scale and community scale frameworks, the *IFRC Framework for Community Resilience* was identified by the authors as the most applicable to the programme. At its most basic level, this framework states simply that ‘a resilient community...

- ... is knowledgeable, healthy and can meet its basic needs
- ... is socially cohesive
- ... has economic opportunities
- ... has well-maintained and accessible infrastructures and services
- ... can manage its natural assets
- ... is connected [to external stakeholders]’ (IFRC 2014, p.11).

Other frameworks and models of resilience at a variety of different scales are available and further research could interrogate and validate this selection.

2.3 Research methods

The fieldwork team¹³ undertook data collection during a four-day period in September 2018. The fieldwork included 15 key informant interviews, six focus groups and direct observation; one additional interview was undertaken by videoconference two weeks later. A purposeful approach was adopted to identifying key informants for the interviews and focus groups. A common approach in qualitative research, this enabled the researchers to focus on the individuals or groups of individuals that are especially knowledgeable about or experienced; that are the most 'information rich' (Palinkas et al. 2015) and represent a range of stakeholder groups¹⁴ to capture different perspectives. Informants were identified through CIL and Akkarouna staff members in the fieldwork team.

Data collected through direct observation included a guided tour of each of the three neighborhoods. A draft theory of change was discussed in a workshop with CIL and Akkarouna staff, and later combined with an extensive literature review in order to triangulate the data and refine the findings. Data were collected through sketches, comprehensive notes and photos. Staff from CIUK and CIL reviewed and provided comment and feedback on the drafts of this evaluation.

This research has applied the ten Department for International Development (DfID) Ethics Principles for Research and Evaluation to the research approach; including defining the research question, data collection, analysis and reporting (DFID 2011). All informants were provided with an 'information sheet' prior to the interviews and requested to sign a 'consent form' to indicate their understanding of the research and giving their permission.

2.4 Limitations

Throughout the research the evaluation team aimed to present a 'good standard of evidence', and where possible a 'gold standard of evidence' (BOND n.d.)¹⁵. However there were a few exceptions. For example, it was not possible to involve beneficiaries in the assessment process - they were not involved in designing, analyzing data or formulating conclusions. In addition, whilst it was possible to disaggregate some findings, according to gender, disability and other relevant social differences, this was not comprehensive and some data may be missing. The lower quality evidence was due to severe time constraints (less than four days in country data collection; less than two weeks preparation time).

¹³ The Research Team: Elizabeth Parker, lead evaluator (Independent); Wahib Ayoub, Translator (Independent); Angie Farah, Senior M&E Officer (CIL), Daoud Nakhoul, Protection Officer (Akkarouna). Only Ms Parker and Mr Ayoub undertook the semi-structured interviews. The whole team were present for the focus group discussions.

¹⁴ This included interviews with representatives from local government (one), community and civil society representatives (one), landlords (two), committee members (three), tenants renting properties that had been upgraded (three), project partners (one) and CIL and Akkarouna staff (four). Focus group discussions were held in each of the three neighborhoods, with separate sessions for men and women. In Mankoubin a semi-structured interview was held because there was not enough men for a focus group. A focus group was also held with the 'Information Volunteers'.

¹⁵ The Bond Principles and associated Checklist are tools for assessing the quality of evidence collected and used by NGOs to measure, learn from and demonstrate their impact. There are five principles: voice and inclusion, appropriateness, triangulation and contribution and transparency. Each principle has four questions that can be used to assess the quality of the evidence; the question is scored 1-4- 1) weak evidence, 2) minimum standard, 3) good practice, 4) gold standard (BOND n.d.).

The research was undertaken three years after the start of Phase I of the programme and many key informants did not have strong recollections of the early stages, for example it was not always clear what Phase of the programme people were involved in. Wherever possible, the statements of each informant were triangulated with those of others and available secondary data. However, it has been challenging to capture all the details, and some gaps remain.

The association with CIL and Akkarouna also presented a potential bias because the researchers were largely dependent on Akkarouna to provide introductions for interview. However, the advantages outweighed the disadvantages because it provided the researchers with access to a wide range of key stakeholders and detailed insight into CIL and Akkarouna's work. This risk of bias was mitigated during data collection by the interviews being undertaken only by the lead evaluator (Elizabeth Parker) and an independent translator; no staff from CIL or Akkarouna were present during the interviews in the neighborhoods.

The majority of the interviews and all the focus groups were translated from Arabic-English in real-time. A professional translator was engaged to support high quality data collection, and to reduce the risk of loss of detail and nuance. Furthermore, the translator took extensive notes to capture discussions, and during the focus groups a second bi-lingual member of the CIL/ Akkarouna team provided additional support for translation in the event that a second opinion was required.

3.0 Findings: Phase III Assessment

This section of the report presents the findings from the assessment of Phase III of the Integrated Shelter and Protection Improvements programme for Syrian Refugees and Host Communities in Tripoli, Lebanon.

3.1 Activities and targets related to objective 1: Shelter and WASH

Rehabilitation (Upgrade) of individual housing units

Objective 1 of the programme was: 'Syrian refugees and host community individuals have improved shelter and WASH conditions in urban Tripoli' (CIL 2017a). The programme has exceeded its targets related to the upgrade of housing units. The programme supported 2,845 residents with housing upgrades from an initial target of 2750, representing a total of 559 housing units, compared to a target of 550 (Table 5).

Upgrades included external works: waterproofing for roofs, walls and floors; replacing or repairing water tanks and ensuring the property can be securely locked (replacing or repairing external windows and doors). Internal repairs included installation of internal doors and partitions; safe and adequate electrics (one power socket and light in each room, circuit breaker); installation of a kitchen sink, mixer tap, exhaust fan and tiling; installation of toilet, electric/gas/wood water heater, wash basin, shower mixer and wall and floor tiling as required (IN95 2018; Direct Observation 2018; IN27 2018; CARE International UK: Emergency Shelter Team 2018). There is a one year guarantee for upgraded items (IN95 2018).

At the beginning of Phase III, the CIL/Akkarouna shelter team undertook a rapid assessment (RA) to review the socio-economic vulnerability and the shelter vulnerability (IN27 2018; CIL 2018d); in total more than 2,300 properties were visited (CIL 2018f). Households for potential upgrades were identified by committee members, community members, referred by United Nations High Commissioner for Refugees (UNHCR), informed by the CIL/Akkarouna RA or by the local municipality (CIL 2018f; IN68 2018; IN15 2018; IN06 2018). Subsequently the households to receive the upgrades were selected by CARE/Akkarouna and the shelter team undertook a technical assessment (TA) in order to develop the Bill of Quantity (BOQ) (CIL 2018f).

Following a tender process, two of the three pre-vetted contractors- *Green Art* and *Al Wissam* – were appointed to undertake the housing upgrades in phases¹⁶ (CIL 2018f). A third pre-vetted contractor, *Imad Zaidan* was not appointed following a 'value for money' review process. A Memorandum of Understanding (MoU) was signed between CARE/Akkarouna and the homeowners; or in the case of rental units, between CARE/Akkarouna, the landlord and the tenant. All signed MoUs were witnessed and signed by a committee focal point from the same neighborhood; in addition Arabic BoQs for each house were annexed to the MoUs (CIL 2018f; Direct Observation 2018).

The appointed contractors then undertook the upgrades, as detailed in each household BoQ. During construction, the contractors' work was monitored and facilitated by Akkarouna's Shelter Officers on a day-to-day basis with support from Akkarouna's Project Manager, CIL's Shelter Officer and Project Manager (CIL 2018f). Upon completion of the work, and inspection of the upgrades, the Shelter Officers prepared a Handover document for the homeowner or tenant to sign (IN95 2018). This Handover

¹⁶ Wadi Nahle- Al Wissam; Mankoubin, Shok and Shalfeh: all Green Art (Personal correspondence, CIL 4th October 2018)

document indicated that the occupier was happy to sign-off on the works, and also detailed any ‘snagging’ items (e.g. items that were not completed, or not completed satisfactorily). The ‘snagging’ list was handed over to the contractor to address, and Akkarouna followed up by either calling the occupant, visiting the property or being informed by the contractor (IN15 2018).

Neighborhood upgrades to buildings and streets

The programme has exceeded its targets related to the upgrade of communal buildings and streets, delivering 35 projects compared to a target of 33 (CIL 2018a).

To identify the priority areas for communal upgrades, CIL and Akkarouna introduced the Participatory Approach for Safe Shelter Awareness (PASSA), a process that aims to develop local capacity to reduce shelter related risk by raising awareness and developing skills in joint analysis, learning and decision-making at community level¹⁷. PASSA was undertaken in November-December 2017, with three groups: in Mankoubin, Wadi Nahle and Abu Samra. In each neighborhood the groups formed a mix of committee members and others, with an aim to represent the residents. Each group met for five days to go through the PASSA activities, and to develop a list of communal projects to deliver as part of the programme, and a list of projects that could be advocated for/referred to a third party (CIL 2018d).

Following the PASSA process CARE/Akkarouna staff went on field visits with some ‘focal points’ from the PASSA attendees and additional projects were suggested¹⁸. The projects suggested through the PASSA process and the field visits with focal points ‘were analyzed and assessed by the project technical team in collaboration with the municipality for sustainability, feasibility and cost-sharing’ (CIL 2018f, p.8). Table 1 provides an overview of the final works executed.

CIL and Akkarouna developed the BoQs and tendered the works, advertising in national newspapers and online platforms. Two contractors were appointed (*Imad Zaidan* and *Al Wissam*¹⁹). The work was monitored and facilitated by Akkarouna’s technical staff with the support of CIL (CIL 2018f).

During implementation, the CIL/Akkarouna technical team undertook regular monitoring and followed up with the contractors as required; the CIL/Akkarouna technical team also reported the ‘snagging’ items’. Furthermore, during monitoring activities, if any resident complained or reported that any item was not functioning, the case was referred to the technical team²⁰.

Once completed there was a handover document for the municipality or relevant landlord (if communal building upgrading).

¹⁷ For further information on PASSA see: <https://www.ifrc.org/PageFiles/95526/publications/305400-PASSA%20manual-EN-LR.pdf>

¹⁸ Personal correspondence, CIL, 4th October 2018

¹⁹ Contractors were selected based on value for money and were divided by area. Only the solar lightings was assigned for one contractor in different areas. Zaidan worked in Shok and Mankoubin; Al Wissam worked in Wadi Nahle and installed the solar lights (Personal correspondence, CIL, 4th October 2018)

²⁰ Personal correspondence, CIL, 23rd October 2018

Table 1: Upgrades to buildings and streets undertaken as part of phase III

| Abu Samra (Shok) | Wadi Nahle | Mankoubin |
|--|--|--|
| <ol style="list-style-type: none"> 1. 2 retaining walls 2. 1 PVC 8" sewage for building* 3. 22 rain pipes for building* 4. 1 ToT staircase* 5. 1 electric cables for building 6. 1 steel stair for building* 7. 15 Solar street lights* | <ol style="list-style-type: none"> 1. 1 staircase* 2. 3 Manholes and 8" pipes * 3. 1 handrail 4. 30 Solar street lights * | <ol style="list-style-type: none"> 1. 12 concrete manhole covers* 2. 10,000l water tank* |
| Also identified during PASSA, for example: vocational and illiteracy projects, improved solid waste management, road upgrades, improved access to drinking water. | Also identified during PASSA, for example: improved solid waste management, improved access to drinking water, upgrade to foundations/ walls, planting trees, improved drainage. | Also identified during PASSA, for example: Solar street lights, vocational and illiteracy projects, awareness sessions, upgrades to electricity poles. |

Legend: Items identified with an asterix (*) were identified during the PASSA process; other projects were identified through discussion with 'focal points'

Reference: (CIL 2018d) Annex 3, PASSA report; and (CIL 2018a)

Neighborhood Committees

The programme has met its targets related to the establishment of neighborhood committees by supporting 20 committees, with 213 committee members, from an original target of 160 (CIL 2018a).

During Phase II of the programme there were 17 active committees; these were re-engaged. Three further committees were established in the new zone of Wadi Nahle (CIL 2017c). Committee members were requested to sign a Terms of Reference (ToR) and code of conduct to align their roles and attitudes with the project goal (IN06 2018; CIL 2017b).

The committees typically included a mixture of residents, representing community leaders, local residents, landlords, tenants and those who have not received housing upgrades (IN06 2018; Direct Observation 2018; IN19 2018). Overall, the committees are made up of around 90% women (194 women, 19 men; across all the neighborhoods) - see Table 2.

Each committee is different- see Table 3. For example the committees range in size from four, to 18 members. Equally there is a range of diversity within the groups; there are 10 committees that do not have any male members, six committees that only have members who are Lebanese and two committees where the members are all Syrian.

Table 2: Disaggregation of committee members by nationality and sex; phase III

| | NATIONALITY | | | SEX | |
|---------------------------------|-------------|--------|---------|---------|-------|
| | Lebanese | Syrian | Other | Females | Males |
| Mankoubin | 43 | 2 | 0 | 39 | 6 |
| Wadi Nahle | 82 | 10 | 1 (PRL) | 88 | 5 |
| Abu Samra (Shok/Shalfeh) | 27 | 48 | 0 | 67 | 8 |
| Total | 152 | 60 | 1 | 194 | 19 |

Reference: Personal correspondence, CIL 4th October 2018

Table 3: Disaggregation of committee members by committee across neighborhoods; phase III

| | Shalfeh | Mankoubin | | | | | Shok | | | | | Wadi Nahle | | | | | | | | |
|--------------------|---------|-----------|---|---|---|----|------|---|---|----|---|------------|----|----|----|---|---|---|----|----|
| | 1 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Nationality | | | | | | | | | | | | | | | | | | | | |
| Lebanese | 15 | 8 | 6 | 6 | 5 | 17 | 6 | 4 | 0 | 3 | 0 | 5 | 8 | 14 | 11 | 7 | 3 | 9 | 10 | 15 |
| PRL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Syrian | 3 | 0 | 0 | 2 | 1 | 0 | 12 | 8 | 6 | 10 | 8 | 3 | 2 | 0 | 0 | 0 | 1 | 0 | 2 | 2 |
| Gender | | | | | | | | | | | | | | | | | | | | |
| Female | 18 | 8 | 6 | 6 | 5 | 14 | 17 | 9 | 4 | 11 | 8 | 8 | 10 | 12 | 9 | 8 | 4 | 8 | 12 | 17 |
| Male | 0 | 0 | 0 | 2 | 1 | 3 | 1 | 3 | 2 | 2 | 0 | 0 | 0 | 2 | 2 | 0 | 0 | 1 | 0 | 0 |

Reference: Personal correspondence, CIL 24th October 2018

In Mankoubin and Abu Samra, the balance of committee members with Syrian, Lebanese or other nationalities sits within around 10% of the same proportion for the overall population (e.g. in Mankoubin, 4% of the committee members are Syrians, with Syrians representing around 15% of the total population; in Abu Samra the committee members are 64% Syrian with an overall population of 57%). In Wadi Nahle there is a greater % difference; 11% of the committee members are Syrian, but Syrians make up 33% of the population²¹.

Typically, there is no hierarchy within the committees (IN27 2018), thus there are no thematic committees (e.g. Youth) or a separate 'leadership' council (CIL 2017a). Only one committee member interviewed noted that he was the 'president' and he had been appointed this role by the rest of the committee members to convey concerns to the Ministry of Social Affairs (MoSA), CIL/Akkarouna and the municipality (IN23 2018).

All committee members were trained and received capacity building training over 54 sessions (CIL 2018f, p.10). The committees were grouped into 9 groups and each 'group' received 6-days of training²². The sessions topics including conflict resolution, stress management, tenants' rights, Gender Based Violence (GBV), domestic violence and early marriage (CIL 2018f, p.10). The training was delivered by Social Workers from the MoSA (CIL 2017c).

3.2 Activities and targets related to objective 2: Protection

Objective 2 of the programme was: Syrian individuals and host community individuals have enhanced knowledge of and access to protection services (CIL 2017a). The programme proposal notes that '3,500 new individuals (1,750 Syrian and 1,750 host community members) will be reached' through objective 2 (CIL 2017a, p.8); it is not explicit which parts of the activities undertaken as part of objective 2 this relates to. Psychosocial Support (PSS) sessions were attended by 1286 residents, compared to a target of 1200 and 310 residents attended the interactive theatre, compared to a target of 150 (CIL 2017a; CIL 2018a). Furthermore, 617 residents attended the Positive Parenting (PP) sessions and 4997 information sessions were carried out²³ (CIL 2018a)- see (Table 5) for further details on ethnic and gender distribution.

²¹ Personal correspondence, CIL 4th October 2018

²² Personal correspondence, CIL 19th October 2018

²³ The programme proposal does not state target number of attendees for PP sessions nor information sessions (CIL 2017a). However in their quarterly monitoring reports CIL report on the following indicator

Psychosocial Support and Positive Parenting sessions

CARE and Akkarouna coordinated with local municipalities (municipality of Tripoli, Mankoubin and Wadi Nahle) in order to identify candidates to be Information Volunteers (IVs). All applicants undertook an exam, following which Akkarouna selected the top nine Information Volunteers (IVs); three from each neighborhood²⁴. Of the IVs, seven were female and two were male. The IVs received five days of training in October 2017 from a range of organizations, including Save the Children about Psychosocial Support (PSS), Positive Parenting (PP), safe identification and protection referrals (CIL 2017c).

In November- December 2017 the IVs undertook door-to-door assessments, introducing the programmes objectives and an overview of the PSS and PP sessions (CIL 2017c; FG5 2018); these assessments were referred to as 'information sessions'. In the information sessions the IVs also collected data about the households (for the PSS and PP sessions), and with the supervision of Akkarouna's protection field officers, each IV filled registration forms for the children and their caregivers (CIL 2017c). Based on this filled data, beneficiaries were selected, according to their age, to receive the PSS and PP sessions (Ibid).

From early 2018, PP sessions (for adults) and PSS sessions (for children aged 6-11 and 12-17,) were held in Mankoubin and Wadi Nahle (CIL 2017c); sessions in Abu Samra commenced in May 2018 (CIL 2018f). In total 1286 residents (children) attend PSS sessions and 617 residents (parents) attended PP sessions (CIL 2018a).

Children attending the PSS sessions were fairly balanced in terms of gender (43% female; 57% male) and nationality (41% Lebanese; 58% Syrian). However, there was a significant gender imbalance of those attending the PP sessions, with 93% attendance from women and only 7% from men (with no men attending sessions in Mankoubin, only one attending in Wadi Nahle, and 44 in Abu Samra). The sessions were held either in private houses or in community buildings/communal spaces; and for the latter, the groups were typically not mixed male-female (FG5 2018).

Table 4: Participants attending PP distributed by gender and area

| Area | Male | Female | Total |
|--------------------------|-----------|------------|------------|
| Mankoubin | 0 | 146 | 146 |
| Wadi Nahle | 1 | 146 | 147 |
| Abu Samra (Shok/Shalfeh) | 44 | 280 | 324 |
| Total | 45 | 572 | 617 |
| | 7% | 93% | |

Reference: (CIL 2018a)

(that was not in the original proposal): # of beneficiaries who attended psycho-social support sessions, positive parenthood, and information sessions, and note the target as '3000' (CIL 2018a).

²⁴ The programme proposal states the intended number of IVs as ten (CIL 2017a), and in their quarterly monitoring reports CIL continue to report the target value as ten (CIL 2018f). However, in the final monitoring report this value is then stated as nine (CIL 2018a).

Interactive Theatre

In addition to the PP and PSS sessions, a specialized non-governmental organization (NGO) called the *Cross Arts Cultural Association*²⁵ was engaged to deliver three performances in each of the neighborhoods.

Cross Arts worked with committee members and other residents to identify themes and key messages, such as around early marriage. These were then developed into a performance- with Cross Art providing actor training for residents in 'interactive theatre trainings', and also creating scenery for the performance in 'recycling workshops' (CIL 2018f; IN51 2018). The interactive theatre activity aims to: 'remind the committee about the awareness topics; deliver the key messages to the whole neighborhood through the forum theater; increase the self-confidence of the committee members and the actors; and encourage interaction between the beneficiaries of the neighborhood, the local authorities with the committees and open forum discussions' (CIL 2017a, p.8).

Two performance groups were formed, with Mankoubin and Wadi Nahle merged into one troupe, and Abu Samra as a second troupe (CIL 2018f; IN51 2018). The Wadi Nahle/Mankoubin troupe was made up of approximately 20 women (no men); almost all the women were Lebanese, with only one or two Syrian actors (IN51 2018). The Abu Samra group was primarily youth, with a mix of gender and nationality, although primarily Syrian (IN51 2018).

In July 2018 one performance was held in Mankoubin, (100 attendees), a second in Abu Samra (150 attendees) and a third in Wadi Nahle (60 attendees); each performance included both troupes (CIL 2018a). The performances were also used to briefly introduce the committees to the communities- the committee 'members stated their initiatives and availability to support their communities when needed' (CIL 2018a, p.13).

Committee meetings with other stakeholders

In March-April 2018, six meetings were held between committee members, municipalities and Civil Society Organizations (CSOs): including two with the Safadi foundation, two with Oum El Nour, one with Tripoli Municipality and one with Lavajet through the municipality (for waste collection and city cleaning) (CIL 2018f).

Referrals to other stakeholders

Finally, throughout phase III of the programme, CIL/Akkarouna referred 68²⁶ cases to specialized NGOs or UNHCR depending on the need and situation- for example for drug addiction, health issues, domestic violence and/or education services (CIL 2018a; IN06 2018). The cases for referral were either identified by the IVs during the PP or PSS sessions, by the CIL/Akkarouna protection staff, by committee members or by residents themselves via the hotline (CIL 2018f; IN53 2018).

²⁵ For further detail see: <http://www.annalindhfoundation.org/members/cross-arts-cultural-association>

²⁶ Personal correspondence, CIL, 4th October 2018

Table 5: Phase III Goal, Objectives, Activities and Targets

| Goal | | Contribute to building resilience of the affected population in Tripoli through the rehabilitation of shelters, promotion of social protection, and development of social capital | | | | | |
|---------------------|--|---|---|--|---|--|--|
| | | TOTAL | | DISAGREGATED BY NEIGHBORHOOD | | | |
| | | Target | Achieved | Abu Samra (Shalfeh) | Abu Samra (Shok) | Mankoubin | Wadi Nahle |
| Objective 1 | Syrian refugees and host community individuals have improved shelter and WASH conditions in urban Tripoli. | 2,750 beneficiaries (20% female) (50% Syrian, 50% host) | 2,845 beneficiaries (48% female) (50.5% Syrian, 49.5% host) | 42 beneficiaries (93% Syrian; 7% host) | 907 beneficiaries (65% Syrian, 35% host) | 583 beneficiaries (16% Syrian, 84% host) | 1313 beneficiaries (54% Syrian, 46% host) |
| Activity 1.1 | Rehabilitation of individual housing units | 550 housing units | 559 housing units | 8 | 193 | 125 | 233 |
| Activity 1.2 | Upgrades to buildings and streets | 33 buildings | 35 communal projects | 0 ²⁷ | 29 | 2 | 4 |
| Activity 1.3 | Neighborhood Committees | 20 committees 160 committee members | 20 committees 213 committee members (194 Female, 19 Male) | 1 committee 18 committee members (4 Syrians, 14 Lebanese; 18 Females, 0 Males) | 5 committees 57 committee members (44 Syrians, 13 Lebanese; 49 Females, 8 Males) | 5 committees 45 committee members (2 Syrians, 43 Lebanese; 39 Females, 6 Males) | 9 committees 93 committee members (10 Syrians, 82 Lebanese, 1PRL; 88 Females, 5Males) |
| Objective 2 | Syrian individuals and host community individuals have enhanced knowledge of and access to protection services. | 3,000 beneficiaries (50% Syrian, 50% host) ²⁸ | 6900 beneficiaries Neighborhood breakdown not available for information sessions (4997 in total) | PSS attendees: 449 (229 Female, 220 Male) PP attendees: 324 (280 Female, 44 Male) | | PSS attendees: 262 (99 Female, 163 Male) PP attendees: 146 (146 Female, 0 Male) | PSS attendees: 575 (228 Female, 347 Male) PP attendees: 147 (146 Female, 1 Male) |
| Activity 2.1 | Awareness-Raising and Psycho-Social Support | | | | | | |

Ref: (CIL 2017a; CIL 2018a)

²⁷ No upgrades to buildings and streets were carried out in Shalfeh during Phase III because they had already been executed in the earlier Phases.

²⁸ As noted above, this target is not stated in the project proposal (CIL 2017a, p.8) However in their quarterly monitoring reports CIL report on the following indicator (that was not in the original proposal): # of beneficiaries who attended psycho-social support sessions, positive parenthood, and information sessions, and note the target as '3000' (CIL 2018a).

3.3 Discussion

Relevance: to what extent were the activities suited to the priorities of the target group?

The Integrated Shelter and Protection Improvements programme for Syrian Refugees and Host Communities in Tripoli, Lebanon, is highly relevant to the neighborhoods that CARE and Akkarouna are targeting. Since the Rapid Urban Assessment that CARE undertook in 2015 (CARE International UK 2015), large numbers of Syrian refugees fleeing the civil war continue to live in Wadi Nahle, Abu Samra and Mankoubin; during this time there have not been any other significant political or socio-economic changes that have brought much needed investment into the neighborhoods.

The programme contributes to the *Lebanon Crisis Response Plan (LCRP) 2017-2020* by providing shelter, along with activities designed to support social stability and coping strategies (Government of Lebanon and the United Nations 2017). Furthermore the work responds to the *UN 3RP's* and *LCRP's first priority for humanitarian assistance (specifically, improved shelter) and protection*. This project's design incorporates both the LCRP and UN-Habitat urban strategy city-profiling initiatives for Tripoli (UN-HABITAT 2016), as well as decisions of the neighborhood upgrading sub-committee and directives from UNHCR's Shelter Working Group²⁹.

Focused on **objective 1** (shelter and WASH), residents note that the 'upgrades were very welcome' and during the data collection stage of this evaluation requested further housing upgrade support from CIL/Akkarouna (FGM2 2018; FGF7 2018). This includes occupants of houses that have received CIL/Akkarouna support in previous phases, but who would like further upgrades to improve their living conditions; and also households who have not received any CIL/Akkarouna support requesting to be included in future phases (FGM1 2018; FGF9 2018). Furthermore, the vast majority of the upgraded items are 'continuing to be used [by the residents because] they were needed' (CIL 2018a, p.5); there was only one mention of a household selling their newly fitted water tank; not because it wasn't needed, but because the household had more urgent financial needs (IN95 2018). Finally, there continues to be requests for additional communal projects 'such as: Asphalt for the roads, cleaning campaigns, providing drinking water; sewage systems; activities for the children and garden or safe spaces for children' (CIL 2018a; FGF6 2018; FGM2 2018).

Also under objective 1, the neighborhood committees established in Wadi Nahle, Abu Samra and Mankoubin are unique in bringing together a diverse group of residents- men and women; Syrian and Lebanese; and residents of different ages. There are no other forums where this type of interaction is facilitated and this activity meets a key neighborhood need (IN27 2018; IN06 2018; FGM1 2018). However the committees vary considerably with some having greater gender, age and ethnic diversity than others- see Table 5.

Finally, **objective 2** (protection): during the data collection stage of this evaluation residents requested further PSS, PP and other awareness raising sessions from CIL/Akkarouna (FGM2 2018; FGF7 2018; FGM1 2018), reinforcing their usefulness. 100% of attendees reported that the key messages from the PP and PSS sessions were relevant to their everyday lives (CIL 2018a).

²⁹ For further information see: <https://data2.unhcr.org/en/working-group/24>

Accountability: how was the programme accountable to the beneficiaries?

CIL/Akkarouna have in place a number of mechanisms to support programme accountability, these include:

- Quarterly monitoring
- A 'hotline' number to share feedback, suggestions and complaints
- Regular formal and informal meetings with neighborhood committees (CIL 2018a)

CIL and Akkarouna specialist M&E staff undertook the quarterly monitoring. Data collection included on-spot monitoring (OSM) for the construction work, post-implementation monitoring (PIM) with beneficiaries receiving shelter upgrades, focus group discussions (FGDs) with communities, committees and beneficiaries of the PP and PSS sessions; baseline and end line surveys with committee members; and pre-post tests and knowledge, attitude and practice (KAP) surveys with beneficiaries attending psychosocial support and positive parenting sessions (CIL 2018a). Quarterly reports are compiled and shared with CIL and Akkarouna programme delivery staff; dissemination is sometimes supported by lessons learned workshops to 'discuss the successfulness (sic), challenges, and how to improve' (CIL 2018f, p.22). The quarterly reports are structured around the 20 project indicators (see Annex A) and do not include any financial reporting. This regular, formalized monitoring process provides the opportunity for early identification of strengths and weaknesses of programme delivery against the project indicators.

The CIL/Akkarouna Shelter and Protection officers have distributed the hotline number directly to:

- committee members; who have been given the responsibility to share with other residents
- households receiving upgrades; the hotline number was also included on the MoU and Handover papers
- residents during technical assessments
- during 'information sessions' (CIL 2017c; CIL 2018a; Direct Observation 2018; IN53 2018; IN95 2018).

During Phase III, 411 calls by 355 different people were received through the hotline (CIL 2018a, p.17). However there are barriers to the use of the hotline.

Firstly 'there is limited awareness on the use and importance of the hotline...many people have the number but do not call or are not aware when and why they can call' (CIL 2018a, p.17; Direct Observation 2018). When asked why they do not contact the hotline- for example if the building materials installed had stopped functioning- residents said that they didn't think any support would be provided if they did, indicating low levels of confidence and trust in authorities (FGM1 2018). Alternatively residents noted that they had told their concerns to someone in person, perhaps the contractor, or shelter officer and they did not want to 'duplicate requests', however this meant that their concern was not systematically logged nor addressed (FGM1 2018; FGF7 2018; FGF9 2018). If complaints, referrals or requests were made to field staff this was discussed during weekly CIL/Akkarouna team meetings and the resident was asked to call the hotline to record the issue³⁰.

³⁰ Personal Correspondence, CIL, 23rd October 2018

Some households were also not able to call, for example if they did not have a functioning phone (IN53 2018). Finally, more than 40% of households that received housing upgrades 'were not aware of any means of reporting complaints or disputes, despite the fact that a hotline card was provided' (CIL 2018c, p.6; Direct Observation 2018; IN63 2018). Consequently, there are key limitations on the use of the hotline for effective accountability and transparency- see section 4.3 for further discussion.

See also section 4.3 for a discussion of beneficiary selection and identification of communal upgrade projects. The transparency of the selection of people and projects for the programme are critical for accountability.

Effectiveness: to what extent were the program objectives achieved?

As noted above (section 3.1), the programme met or exceeded all its targets for **objective 1**: 'Syrian refugees and host community individuals have improved shelter and WASH conditions in urban Tripoli'. Internal CIL/Akkarouna monitoring indicated that 91% reported satisfaction with the materials used (70% highly satisfied and 21% satisfied), and 95% reported satisfaction with the quality of work of the service provider (84% highly satisfied and 11% satisfied) (CIL 2018a, p.5). In the households where the upgrades were completed satisfactorily and are continuing to function the feedback was very positive; households described the upgrades as 'good quality construction' (IN72 2018) and that everything is 'working perfectly' (IN46 2018).

However, there were a number of items that were not satisfactory included plumbing items (e.g. mixer taps, leaking pipes, shower mixers, water heaters, toilets, incorrect electric connection leading to 'electrocuting') and aluminum windows with broken locks (CIL 2018a; CIL 2018c; Direct Observation 2018; CIL 2018f; IN74 2018; IN32 2018; FGF9 2018; IN23 2018). A number of the poorly functioning items were reported in Mankoubin (CIL 2018a, p.5; Direct Observation 2018). Also in Mankoubin, and potentially linked to the lower level of satisfaction with the quality of construction, residents noted that some of the contractors were not adequately skilled (CIL 2018a, p.5; IN23 2018).

Furthermore, a CIL/Akkarouna post-implementation monitoring report, from May 2018, undertaken three months after some of the upgrades were completed, reports that 79% of the families still residing in the rehabilitated shelter stated that all of the items repaired or installed during the construction works are still functioning, whilst 21% note that only 'most of them' are (CIL 2018c, p.5). This highlights that around 20% of households are reporting having some items that are not functioning within just three months of the work being completed. The communal projects seem to have been of varied quality with some items functioning well and appearing well installed (e.g. the streetlights), and others raising concerns about the robustness of construction (e.g. the sewer pipe in Shok) (Direct Observation 2018)- See Annex B for further details. Construction quality varied between contractors (IN95 2018).

Due to the challenges discussed above with the use of the hotline, the internal monitoring reports, and the episodic feedback received in the focus groups and direct observation visits to properties conducted as part of this evaluation, it is possible that there are a larger number of items that are not functioning than is currently reported. The number of households with items that are not correctly fitted or of appropriate quality will significantly affect the extent to which the programme achieves objective 1; this is an important area for further enquiry.

As noted above (section 3.2), the programme met its targets for **objective 2**: Syrian individuals and host community individuals have enhanced knowledge of and access to protection services. Internal CIL/Akkarouna monitoring data highlights that in pre-post tests, 87% of attendees to the PP have increased knowledge of protection needs and rights, with an even higher percentage reporting increased knowledge in focus group discussions (96%) (CIL 2018a).

With respect to access to protection services, as noted above, there have been 68 referrals to specialist protection services. There is no evidence to suggest improved *direct* access to protection services (e.g. not via. CIL/Akkarouna).

There is no programme objective that sets out the intended effects of the neighborhood committees, thus this is discussed below.

Impact: what were the main impacts and effects of the programme?

The stated goal of Phase III of the Integrated Shelter and Protection Improvements programme for Syrian Refugees and Host Communities in Tripoli, Lebanon, is to 'contribute to building resilience of the affected population in Tripoli through the rehabilitation of shelters, promotion of social protection, and development of social capital' (CIL 2017a, p.1). This is a highly ambitious goal, with a number of complex components that are not defined nor detailed in the programme documentation.

This section provides a discussion of the impact of the Phase III work. Section 4.0 seeks to provide further clarity and connection between the activities, outputs, outcomes and impacts of the programme across Phases I-III through the development of a theory of change. It is recommended to read the two sections, plus box 1, together for a complete picture.

The programme aims to contribute to building resilience of the affected population in Tripoli through the **rehabilitation of shelter**, this aligns with the *IFRC Framework for Community Resilience* which states that a resilient community 'has well-maintained and accessible infrastructure' ((IFRC 2014, p.11) See Box 1). During Phase III upgrades were carried out on 559 housing units, to varying degrees of satisfaction (see discussion above under 'effectiveness'). For those households that received upgrades and the items were appropriately installed and continue to function, the programme achieved its goal. Many of the residents noted that the upgrades were 'perfect' and 'excellent' (FGM1 2018).

A key project success and essential factor to sustained resilience is the high percentage of households who are still living in the upgraded properties three months after the works were completed. CIL/Akkarouna report that 95% of households continue to live in the properties following the upgrades, with 3-4% 'moving to bigger apartments, or leaving due to personal reasons not related to conflicts with the landlord' (CIL 2018a, p.6); only 1-2% were evicted or threatened with eviction (Ibid). In addition, 97% of tenants reported that the landlords maintained, or to a lesser extent lowered the rental rates following the upgrades (Ibid). No negative effects of the housing or communal building upgrade works were reported (FGF6 2018; FGF7 2018).

The programme proposal also states that it aims to contribute to building resilience of the affected population in Tripoli through the **promotion of social protection**. Social protection can be defined as the 'set of policies and programs aimed at protecting all people against poverty, vulnerability and social exclusion... with a particular emphasis towards helping vulnerable groups to survive, thrive and be resilient when facing

shocks and disasters, ‘leaving no-one behind’ (UNHCR 2018, p.1). The policies and programmes related to social protection are typically grouped under three main headings social insurance, social assistance and labor market regulation³¹ (UNRISD 2010; Browne 2015). There is no evidence to suggest that any of the activities undertaken during Phase III supported improvements for policies or programmes related to social insurance, social assistance and labor market regulation. This discrepancy between the goal and the activities delivered is understood to have been an editing error in the original programme proposal (CIL 2017a); the main body main body narrative of the programme proposal primarily discusses ‘protection’ or ‘community-based protection’; and does not refer to ‘social protection’. Greater clarity of definition of these protection terms from the outset would be valuable for future programmes to be clear about their impacts.

Finally, the programme aims to contribute to building resilience of the affected population in Tripoli through the **development of social capital** (see Box 2 for definition of ‘social capital’). This aligns with the *IFRC Framework for Community Resilience* which states that a resilient community is socially cohesive and is connected [to external stakeholders]’ (IFRC 2014, p.11) See Box 1).

The programme has improved the personal relationships of the committee members who have met regularly over the last year, and indeed during Phases I and II for many of the committees. Residents report strengthened relationships between Syrian and Lebanese committee members, for example ‘having coffee together’ (IN53 2018; IN74 2018). It was observed however that this increase in personal relationship social capital seems to be primarily focused on the committee members, and to a lesser extent the attendees of the PP and PSS sessions (CIL 2018a). Residents involved in the housing upgrades, and the interactive theatre performances stated that their relationships within the neighborhood are the same- not better or worse (IN72 2018; IN46 2018).

Equally, when it comes to social network support, the committee members have improved their social capital by being able to rely on each other; but neighborhood residents, outside of the committee have received less benefit. For example there is ‘limited awareness on the availability of committees and their roles’ (CIL 2018a; IN32 2018; IN46 2018; IN72 2018). See section 4.2 for further discussion.

Also, whilst there have been successful meetings between external key stakeholders e.g. the municipality and CSOs, which have yielded positive actions (for example the streets in Shalfah, Abu Samra were cleaned following the meeting with the service provider and the municipality); the meetings have not demonstratively led to strengthened personal relationships between the residents and the external stakeholders (FGM1 2018; IN06 2018; IN68 2018). This could perhaps be attributed to the limited contact (one-two meetings), power imbalance between the external stakeholders and the committees, or the meetings having been facilitated by CIL/Akkarouna. Further investigation into the strength and sustainability of the relationships between residents and external stakeholders is required.

³¹ Further detail:

- 1) Social insurance consists of programmes providing protection against life-course contingencies such as maternity and old age, or work-related contingencies such as unemployment or sickness.
- 2) Social assistance provides support for those in poverty. Normally, social insurance is financed from contributions by workers and their employers, whereas social assistance is tax-financed.
- 3) Labor and employment regulation ensure basic standards at work, and extend rights to organization and voice (UNRISD 2010).

Finally, the programme did not increase the social tensions of the neighborhoods where it was implemented along national or gender lines. Whilst this was not a stated goal or objective, it is an important aspect of the 'do no harm' humanitarian principle (The Sphere Project 2011). For example, a key factor that underpinned this was 'that both Syrian and Lebanese were benefiting from the project, therefore there were no issues between both sides' (CIL 2018a; CIL 2018c). As a result, attendees of the PP sessions reported that 'tensions [between residents] remained the same' (CIL 2018f, p.9), this was also reported to be the case for landlords and tenants (IN72 2018). It is also interesting to note that 48% of committee members reported reduced community tension when tracked via a baseline/end line, compared to 27% of those asked in focus groups which included PP attendees, residents who received housing upgrades and committee members (CIL 2018a); suggesting that the committee members increase in social capital, as described above, supported their perception that there were reduced community tensions. However three months following the housing upgrades, 46% of residents who benefited from this aspect of the programme also reported reduced community tensions (Ibid). Further investigation is required to explore the different perspectives associated with community tensions.

Moreover, as is common in humanitarian programmes there were tensions reported between those that received support from CIL/Akkarouna, and those that did not; primarily centered around the housing upgrades (CIL 2018f; FGF7 2018; FGF9 2018)- see section 4.3 for further details.

Box 2: What is the difference between Social Cohesion and Social Capital?

As is typical with many terms used in the humanitarian sector there are no universally agreed upon definitions of 'social cohesion' and 'social capital'; with humanitarian actors and academics typically developing their own working definitions (World Vision International 2015; Scrivens & Smith 2013). For example, Grootaert & Bastelaer (2002) note that one of the difficulties associated with social capital is the 'variety of definitions that exist, which makes it almost everything and close to nothing specific' (Grootaert & Bastelaer 2002, p.5).

Social cohesion can be defined as the 'nature and set of relationships between individuals and groups in a particular environment (horizontal social cohesion) and between those individuals and groups and the institutions that govern them in a particular environment (vertical social cohesion). Strong, positive, integrated relationships and inclusive identities are perceived as indicative of high social cohesion, whereas weak, negative or fragmented relationships and exclusive identities are taken to mean low social cohesion' (World Vision International 2015, p.9). Others define social cohesion as the 'the on-going process of developing a community of shared values and challenges and equal opportunity based on a sense of hope, trust and reciprocity' (Jeannotte, 1997, in Shuayb, 2012: 19 (Mourad & Piron 2016)).

Equally, there is a multitude of approaches to 'measuring' Social Cohesion. For example, a recent USAID publication- evaluating 'The Neighborhood Approach' in a number of urban programmes across Latin American and Caribbean with a strong DRR focus - developed a Social Cohesion Index to measure the perceived social cohesion at the neighborhood level. The following categories were identified in the index: 1) Willingness to work together; 2) Helping each other during an emergency; 3) Belonging to this neighborhood; 4) Having a sense of community (2018). Other authors identify detail under a series of 'domains' (Forrest & Kearns 2001)- see figure below. Furthermore, the OECD note that possible indicators can include frequency of violent inter-group incidences (harassment, bullying, discrimination, isolation) or communication of

negative feelings (scapegoating, intergroup anxiety, perceptions of threat (2013).

Social capital can be defined through four related categories: 1) personal relationships and the social behaviors that contribute to establishing and maintaining those networks, such as spending time with others, or exchanging news by telephone or email; 2) Social network support, which is a direct outcome of the nature of people's personal relationships, and refers to the resources – emotional, material, practical, financial, intellectual or professional - that are available to each individual through their personal social networks; 3) Civic engagement, which comprises the activities and networks through which people contribute to civic and community life, such as volunteering, political participation and group membership; 4) Finally, trust and cooperative norms, referring to the trust, social norms and shared values that underpin societal functioning and enable mutually beneficial cooperation (Scrivens & Smith 2013).

Finally, there is no common understanding of the difference, or overlap between social cohesion and social capital. However some researchers identify social capital as a subset of social cohesion (Forrest & Kearns 2001).

| Domain | Description |
|--|--|
| Common values and a civic culture | Common aims and objectives; common moral principles and codes of behaviour; support for political institutions and participation in politics |
| Social order and social control | Absence of general conflict and threats to the existing order; absence of incivility; effective informal social control; tolerance; respect for difference; intergroup co-operation |
| Social solidarity and reductions in wealth disparities | Harmonious economic and social development and common standards; redistribution of public finances and of opportunities; equal access to services and welfare benefits; ready acknowledgement of social obligations and willingness to assist others |
| Social networks and social capital | High degree of social interaction within communities and families; civic engagement and associational activity; easy resolution of collective action problems |
| Place attachment and identity | Strong attachment to place; intertwining of personal and place identity |

4.0 Findings: Contribution Analysis

This section of the report presents the findings from the 'Contribution Analysis' of Phases I, II and III of the Integrated Shelter and Protection Improvements programme for Syrian Refugees and Host Communities in Tripoli, Lebanon.

4.1 Theory of change

Goal: The ultimate goal is to contribute to building the resilience of vulnerable neighborhood communities in Tripoli³²

Outcomes: The programme aims to contribute to building resilience by:

- Increasing **access to infrastructure** (through upgrading housing units and implementing neighborhood building and street upgrades);
- Increasing the **knowledge** of the residents about protection issues (through supporting relevant interactive performances and delivering awareness raising sessions for adults and children);
- Improving the **health**³³ of the residents (through upgrading housing units, neighborhood communal construction projects and running training sessions);
- Increasing the community **cohesion** (through establishing the neighborhood committees and running awareness raising sessions);
- Increasing the **connectivity** between residents and external stakeholders (through introducing the neighborhood committees to the municipality and CSOs)³⁴.

Figures 3 and 4 illustrate the theory of change: whilst for formatting purposes this spans two pages, the two diagrams work together to link the programme activities, outputs, outcomes and ultimate goal.

Figure 3 details the linkages between the activities and the outputs and relates the key enabling factors and challenges to specific activities (see Section 3.1 for further details on the activities and outputs and section 4.3 for a discussion on enabling factors and challenges). Figure 4 details the linkages between the outputs, the outcomes and the goal (see Section 4.2 for further detail on the outcomes and section 4.4 for a discussion about the key factors for sustainability).

Box 3: What is a theory of change and how do you use it?

A theory of change is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. The desired long-term goal is first identified and then worked backward to identify all the conditions (outcomes) that must be in place, and how they relate causally, for the goal occur. The theory of

³² 'Community' is a term that needs to be used with care especially when discussing urban environments. In this theory of change 'community' is used to indicate a community *of place*, meaning the residents that live in the neighborhood where CIL/Akkarouna work.

³³ Health defined by the World Health Organization as '*a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity*' (WHO 2018). Further investigation into the most useful definition of 'health' in this programme context may be useful.

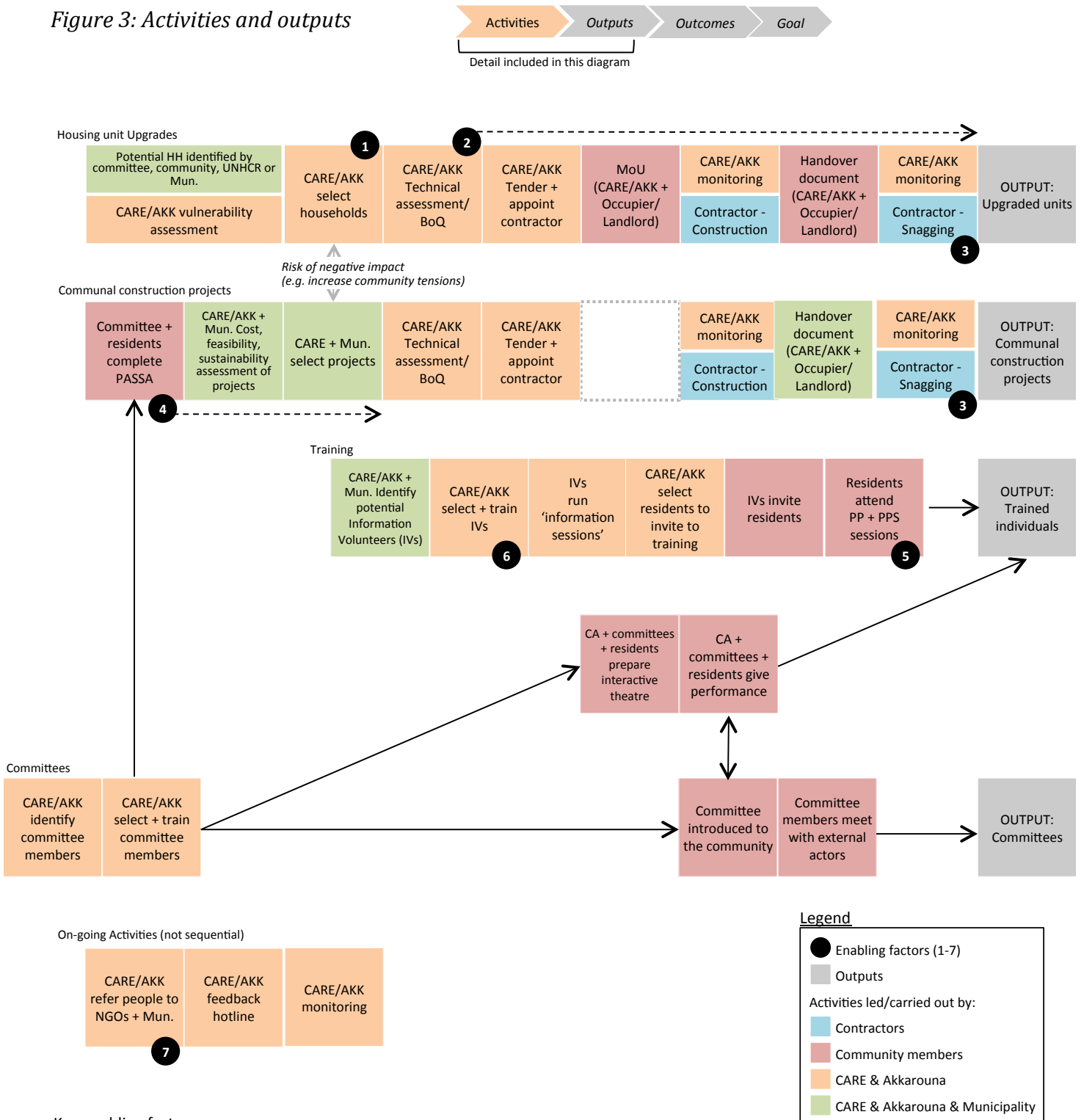
³⁴ These outcomes have been developed using the IFRC Framework for Community Resilience (2014) and much of the terminology has been retained (e.g. 'infrastructure', 'health' etc). Testing and verification of these terms and further clarity around their definitions is recommended for further research to understand if adaptation is required in this programme context. Please see Box 1 for additional information on the Framework and section 5 for areas for further research..

change provides clarity amongst all stakeholders about what the programme is aiming to achieve, what defines success and what is necessary to achieve the goal(s).

The theory of change is a powerful communication tool to capture the complexity and nuances of an intervention. Through this approach the links between the activities and the outcomes are better understood; and more clearly defined, leading to better programme planning. A theory of change is also a key tool for monitoring and evaluation because it is possible to measure progress towards the achievement of longer-term outcomes and goal(s) that goes beyond the identification of program outputs

(Centre for Theory of Change 2018)

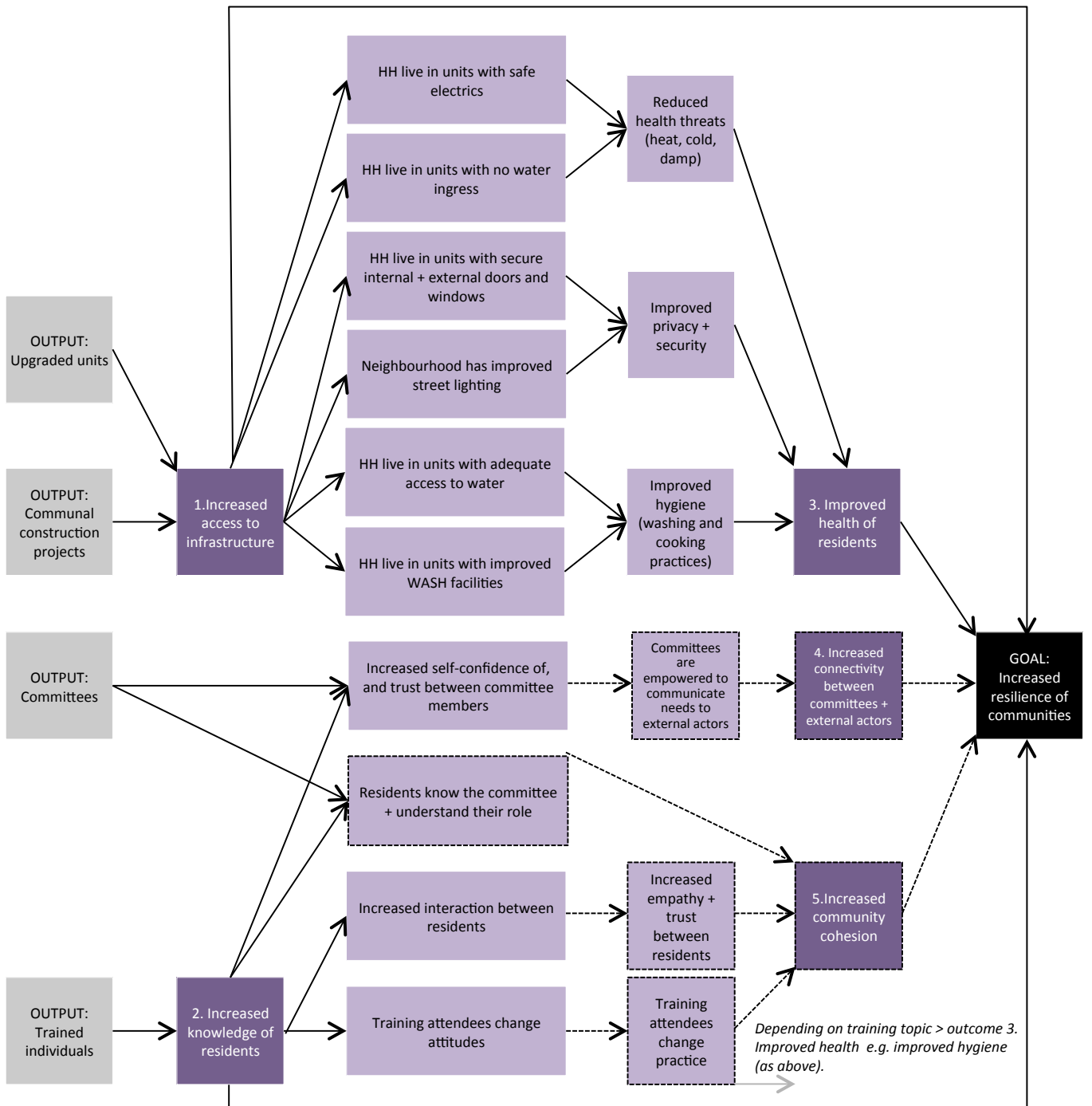
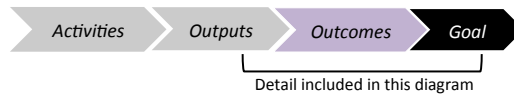
Figure 3: Activities and outputs



Key enabling factors

| Objective 1: Housing upgrades, communal construction projects & committees | Programme wide (not indicated on the diagram) |
|--|---|
| 1. Some residents did not consider the selection process for housing upgrades to be 'fair' | 9. Delivery of combination of multi-layered support* |
| 2. Some households receiving housing upgrades did not understand the upgrade process | 10. Formal and informal stakeholders were appropriately engaged* |
| 3. Contractors did not systematically complete 'snagging' items | 11. Suitable programme management processes were challenging: governance, communication and procurement |
| 4. Process to identify neighborhood communal building and street upgrade projects was not optimally transparent and inclusive | 12. Residents trusted CIL/Akkarouna* |
| Objective 2: Protection | 13. Religious holidays were not systematically planned into timeline |
| 5. There were not enough events- quantity and frequency- and enough people attending to bring the residents together (e.g. PP, PSS, interactive theatre) | 14. Time contingency was not systematically included to mitigate the risk of security delays |
| 6. PP and PSS sessions were run by adequately skilled trainers* | 15. One-year funding cycles were too short |
| 7. Referral cases were not systematically followed up by organizations to whom the cases were referred. | |

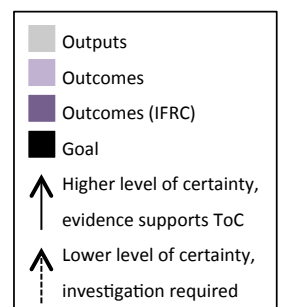
Figure 4: Outputs, outcomes and goal



Key factors for sustainability

1. Items installed as part of housing upgrades remain functional for an appropriate length of time
2. Adequate maintenance and appropriate use of upgraded items by households
3. Adequate maintenance of neighborhood assets
4. Committees are representative of the community and self-organized
5. Landlords comply with the conditions of the MOU
6. Households receiving housing upgrades contact CIL/ Akkarouna with concerns, queries and feedback

Legend



4.2 Programme outcomes

1. Increasing access to infrastructure

The programme has contributed to building resilience in urban Tripoli by increasing access to infrastructure through upgrading housing units and implementing neighborhood communal upgrade projects. Between 2015 and 2018 the programme has upgraded 1671 housing units³⁵ and implemented 118 communal projects³⁶.

Housing: As a result of the housing upgrades, the majority of households who received assistance live in properties with:

- no water ingress (FGM2 2018; IN32 2018)
- adequate access to potable water (FGM2 2018)
- secure internal and external doors and windows (FGF7 2018; FGM2 2018; IN46 2018; Direct Observation 2018)
- safe electrics (FGF9 2018)
- improved water and sanitation facilities (CIL 2018a; Direct Observation 2018).

However, a significant minority of households who received assistance report problems with the work -possibly as many as 20%- within three months of the work being completed (CIL 2018c, p.5). This calls into question the achievement and sustainability of the project outcomes in this area.

Critically, a fairly high percentage of households remain living in the properties following the upgrade, which is key for ensuring that the household benefits from the intended outcomes. The percentage of households living in the same property ranges from 84%- Phase I, two years after the intervention to 95%- Phase III, three months after the intervention (CIL 2018a)- see table 6 for further details.

Communal projects: As a result of the communal projects, the neighborhood has³⁷:

- improved street lighting (FGF6 2018; IN63 2018; IN80 2018; Direct Observation 2018).

Where the quality of construction and materials is adequate, this outcome is cumulative in the three neighborhoods where CIL/Akkarouna has worked during Phase I, II and/or III as each year additional households have increased access to infrastructure.

³⁵ This total is aggregated from 559 housing (Phase III), 600 housing units (Phase II) and 512 housing units (Phase I).

³⁶ This total is aggregated from 35 projects (Phase III); 40 projects affecting 50,390 individuals (Phase II); 43 projects affecting 12825 individuals (Phase I).

³⁷ There were a wide range of communal projects, from purchasing wheelie bins and installing roofs on stairs (Phase II) to rehabilitation of building blocks and the creation of park spaces (Phase I). Each of these communal projects has a different set of outcomes. For this iteration of the Theory of Change the solar lights have been highlighted as a common project across the three phases; mapping all the communal projects would require additional data and make the theory of change un-necessarily complex. Further investigation exploring and mapping future/proposed communal projects in Phase IV and beyond is recommended.

Table 6: Eviction rates following upgrades

| | % of families still residing in the same dwelling | Eviction rate | Risk of Eviction | Movement |
|---|---|---------------|------------------|----------|
| PRM III beneficiaries 3 months after intervention (PIM results- May & July 2018) | 95% | 1% | 1% | 4% |
| PRM II beneficiaries 6 months after intervention (Outcome monitoring report- February 2018) | 86% | 3% | 2% | 9% |
| PRM I beneficiaries 6 months after intervention (Outcome monitoring report- March 2017) | 88% | 5% | 13% | 7% |
| PRM I beneficiaries 2 years after intervention (Outcome monitoring report- June 2018) | 84% | 2% | 0% | 14% |

Reference: (CIL 2018a, p.8)

2. Increasing the knowledge of the residents

The programme has contributed to building resilience in urban Tripoli by increasing the knowledge of the residents through supporting theatre performances and delivering awareness raising sessions for adults and children.

During Phase III, pre and post-tests 87% of the residents who attended the PP sessions demonstrate increased knowledge of the topics covered (CIL 2018a).

Topics covered in Phase II included tenancy rights, the services provided in legal assistance and counseling, early marriage, domestic violence, humanitarian principles, communication skills and referral pathways (Transformative and Empowering Solutions LLC 2017, p.14). During Phase I awareness raising focused on tenants rights, WASH, hygiene promotion, early marriage, domestic violence, self-confidence and life skills (CIL 2016).

As a result of the awareness raising sessions and interactive theatre, the residents have

- changed attitudes about the topics covered e.g. early marriage, domestic violence (IN53 2018; IN19 2018; IN06 2018; FGF7 2018)
- increased interaction between residents (FGM1 2018; IN53 2018)
- increased self-confidence of committee members (IN15 2018).

This outcome is cumulative in the three neighborhoods where CIL/Akkarouna has worked during Phase I, II and/or III as each year residents increase their knowledge through attending the awareness raising sessions.

3. Improving the health of the residents

The programme has contributed to building resilience in urban Tripoli by improving the health of the residents through upgrading the housing units, the communal upgrade projects and the awareness raising sessions.

Housing upgrades and communal upgrade projects: Residents report that as a result of the upgrades there is no water ingress into their properties (e.g. the roof no longer leaks) they can ‘relax and don’t need to worry’ (IN32 2018), they ‘feel protected’ (IN23 2018) and their health has improved (FGM2 2018). Furthermore, households that received upgrades to their electrics report that it is much safer as they are not linking live wires because they now have on/off switches (FGF9 2018). The exposure of these

residents to health threats (heat, cold, damp) has reduced, which contributes to improved health (Fig 4).

Adequate access to potable water (e.g. as a result of the tanks installed) has reduced the amount of time households spend sourcing water. Residents report that they are 'emotionally better now, with less time thinking about this problem' (FGM2 2018). This, combined with the improved toilet and kitchen facilities (e.g. sinks, taps) has led to improved hygiene practices (CIL 2018a; FGF6 2018; CIL 2017b), which contributes to improved health (Fig 4).

Residents report that having internal doors between sleeping areas and bathrooms have resulted in greater privacy for the occupants (FGM2 2018; IN46 2018; IN63 2018). The ability to lock the external doors and windows: 'makes our lives easier...[we] can leave the house and not worry about our belongings'(FGF7 2018); overall residents report feeling safer as a result of the metal steel doors installed (CIL 2018a). The solar streetlights have also increased the sense of safety and security of the neighborhood: 'the shape of the whole street has changed' (IN63 2018), residents note that they are less concerned about moving about the area at night, and do so more freely (IN68 2018; IN80 2018; FGM2 2018; FGF6 2018; IN63 2018). This reported improvement in privacy and security contributed to the improved health of residents (CIL 2017b).

However, as mentioned previously, households who had some upgraded items that were not functioning correctly did not fully benefit from all these intended outcomes.

Awareness raising sessions: Residents note that as a result of the sessions their increased knowledge has led to a change in attitude, which in turn has changed their practice (behavior) (CIL 2018a). For example many focus groups and interviewees highlighted that parents have either stopped, or reduced the frequency with which they smack their children and improved communication as a result of the PP sessions (IN53 2018; FGM2 2018; FGF7 2018; FG5 2018; IN19 2018; FGF9 2018; CIL 2018a). Furthermore the sessions on early marriage raised awareness of the disadvantages of marrying before the bride was 18 years old, and a reduction in child-brides is reported (IN19 2018; IN53 2018; IN06 2018; FGF7 2018). This reported change in attitude and behavior contributes to improved health of residents (Fig 4).

However whilst some residents reported a change in attitude and behavior, others noted that 'even if you attend the sessions, it is really hard to change' (FGF9 2018); and that some people like to raise their children the way they were raised (FG5 2018) and thus beliefs stayed as they were (Ibid). In particular early marriage for Syrians 'is deep rooted in our traditions, it is hard to convince people' to change (FGM1 2018).

This outcome is cumulative in the three neighborhoods where CIL/Akkarouna has worked during Phase I, II and/or III.

4. Increasing the community cohesion

The programme may have contributed to building resilience in urban Tripoli by increasing the community cohesion³⁸ through establishing the neighborhood committees and running awareness raising sessions.

Through attending committee meetings and training sessions, committee members report increased interaction between residents (FGF9 2018; CIL 2018a), for example improved relationships between Syrian and Lebanese members: 'In the beginning I could not let any Syrians in my house, I could not allow it. Now I am able to receive them into my house' (IN53 2018), and 'the relationship has got much better in terms of communication, before it was very weak' (IN19 2018). This has also led to an increase in empathy and trust between committee members and other residents, for example 'we have friendship now, we have coffee and cigarettes' (IN74 2018) and 'we help each other a lot. We have got to know each other better' (IN53 2018; IN23 2018). The committees have provided the opportunity for residents to recognize that they have 'common concerns and problems and they bring us together' (FGM1 2018).

A gap in data exists for residents who attended PP or PSS sessions only (e.g. who were not committee members and did not receive housing upgrades). It is not clear the extent to which their interactions increased, and if this led to greater empathy and trust. This is an area for future enquiry³⁹.

Furthermore, during the fieldwork for this evaluation, residents who are not members of the committees- for example residents who received housing upgrades -reported that they had not heard of the committees and did not know what role they played (IN32 2018; IN46 2018; IN72 2018; IN63 2018). This was initially identified during Phase I when the internal monitoring highlighted that 67% of residents were unaware of the committees and 85% were not able to identify their roles (CIL 2016). However, for the committees to be effective representatives of their area they need to have a presence and residents need to be able to identify and engage with them (CIL 2018a, p.12). This is an area for future enquiry.

Finally, there is the opportunity through participation in PASSA to increase community cohesion, both through increased interaction and engagement in collective decision-making, but also through increasing pride and a sense of belonging. This is an area for future enquiry.

Further investigation is required to understand the cumulative outcomes of increased community cohesion during Phase I, II and/or III.

³⁸ Please note: CIL/Akkarouna's internal monitoring reporting used a variety of data collection methods (Baseline/Endline survey, PIM survey and FGDs) to identify '% of community members reporting reduced community tensions'. Where the data is qualitative (e.g. in the FGDs) and highlights *why* or *how* the tensions were reduced, this has been incorporated into this section. The PIM and Endline/Baseline surveys do not ask *how* or *why* the tensions were reduced so it is not possible to validate the data collected through these channels.

³⁹ Research questions may include: Did the residents attend 'enough' awareness raising sessions? What is 'enough'? Is there a critical mass/number/percentage of residents who need to attend the sessions to increase the interactions across the whole neighborhood?

5. Increasing the connectivity between residents and external stakeholders

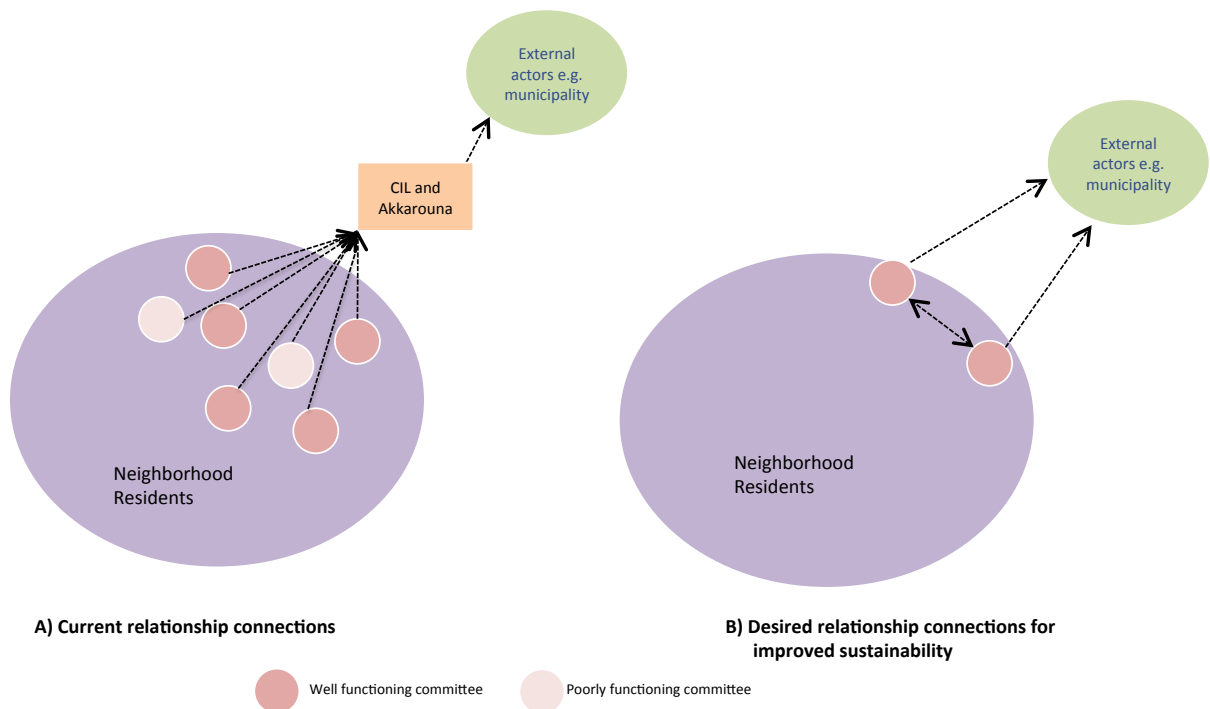
The programme may have contributed to building resilience in urban Tripoli by increasing the connectivity between residents and external stakeholders through introducing the neighborhood committees to the municipality and CSOs.

Through their engagement in the committees CARE/Akkarouna report that the committee members have increased in confidence (IN15 2018; IN43 2018). Committee members reported ‘feeling powerful and knowledgeable enough to make a change and support their neighbors when needed’ (CIL 2017b, p.18). An intended outcome was that the ‘neighborhood committees [would] be empowered to communicate needs from the grassroots communities [to external actors]’ (CIL 2017a, p.14). Further investigation is required to validate this outcome and confirm their contribution to increasing the connectivity of the neighborhood.

Finally, there is limited evidence to suggest that the committees are developing strong bonds with external stakeholders, who note that they ‘prefer to go through CARE/Akkarouna, to channel everything through them, so there is a chain of command [rather than directly to a committee]’ (IN68 2018)- See figure 5. Meetings have been held with the committees, municipality and CIL/Akkarouna since Phase I with these meetings facilitated by CIL/Akkarouna (CIL 2016). This is an area for future enquiry to better understand the increased connectivity.

Further investigation is required to understand the cumulative outcomes of increased connectivity cohesion during Phase I, II and/or III.

Figure 5: Diagrammatic representation of relationship between committee(s) and external stakeholders



4.3 Enabling factors and challenges

The following enabling factors and challenges were found to influence the speed or cost of programme delivery, or impact on quality of outputs or outcomes.

Objective 1: Housing upgrades, communal upgrade projects and committees

Challenge: Some residents did not consider the selection process for housing upgrades to be 'fair'

The households to receive housing upgrades were selected by CARE/Akkarouna following a RA to assess their socio-economic and shelter vulnerability. The Phase I, II and III proposals identify that CARE would prioritize female-headed households, families with older persons, chronically ill, disabled, families with many children, and LGBTI cases (Project Proposals, Phase III, II and I). However there are two challenges associated with prioritizing the most vulnerable.

Firstly, for Phases II and III the project target stated that 50% of the residents to receive housing upgrades were Syrian and 50% Lebanese (for Phase I it was 60% Syrian and 40% Lebanese). The neighborhoods where CIL/Akkarouna worked however vary in composition from majority Lebanese (83%, Mankoubin) to majority Syrian (57% Abu Samra). The 50%- 50% target was achieved by working in these different areas to balance to numbers of Syrians and Lebanese supported (IN27 2018; IN06 2018). During Phase III the percentage of different nationality households supported in each area mirrored the total percentage of the nationality in that area- see Table 7. During Phase I the programme may have negatively affected the community in Mankoubin by initially supporting a greater percentage of Syrians, with the Lebanese residents feeling it was not 'fair' as they were also vulnerable (IN06 2018); in fact 'the most vulnerable houses selected tended to be Lebanese hosts more than Syrian refugees' (CIL 2017b, p.2).

Table 7: Residents demographics by neighborhood and nationality

| Neighborhood Demographics: % of community proportion | | | |
|--|--------|----------|-------|
| | Syrian | Lebanese | Other |
| Mankoubin | 15 | 83 | 2 |
| Wadi Nahle | 33 | 64 | 3 |
| Abu Samra (Shalfeh-Shok) | 57 | 42 | 1 |
| Phase III: % of community proportion to receive upgrades | | | |
| Mankoubin | 16 | 84 | 0 |
| Wadi Nahle | 54 | 46 | 0 |
| Shalfeh | 93 | 7 | 0 |
| Shok | 65 | 35 | 0 |

Reference: (CIL 2018a), Personal Correspondence CIL, 5th October 2015

Secondly, the project aims to target the most vulnerable whose properties are in very poor condition and require significant investment (IN27 2018). During the RA the properties are graded based on their shelter vulnerability (e.g. severely vulnerable, highly vulnerable, moderately vulnerable, mildly vulnerable etc.). The project budget is \$1,500/unit, but the cost of upgrading the severely and highly vulnerable properties can greatly exceed this. For example the costs of the upgrades during Phase III ranged from USD\$11,170 to USD\$100⁴⁰. It is difficult to work with the most vulnerable households

⁴⁰ Personal Correspondence, CIL, 4th October 2018

and additional funds are required to retain the quality of upgrades without reducing the project scope (IN27 2018; IN95 2018). The different properties needed to be balanced so that the programme targets were met within the budget available (IN27 2018); consequently it is possible that the number of vulnerable households requiring assistance fortunately self-balanced; alternatively it is possible that fewer vulnerable households were assisted, or that some vulnerable households did not receive the same level of upgrades as others.

CIL/Akkarouna report that they re-visited properties to explain the beneficiary selection process and why a house was not selected for upgrade (IN15 2018) and explained the selection criteria in various meetings during Phases I-III (IN06 2018; IN95 2018). However, this may not have been done systematically because residents report that whilst some houses were assessed CIL/Akkarouna 'did not come back and did not tell them why they were not included in the programme' (FGF7 2018) or that they asked 'the [CARE/Akkarouna] engineers, but the engineers don't know, this created lack of trust' (FGM2 2018).

Furthermore, some residents considered that Lebanese households were being 'discriminated against' (FGF6 2018); and that 'many households were not in need and they were upgraded; but there were other households more in need' (FGM2 2018; FGF9 2018). This reflects the challenge of delivering a target of 50% Syrian, 50% Lebanese households receiving housing upgrades in neighborhoods that had majority Lebanese populations; as a result 'some Syrian housing units were selected although less in need in order to meet the indicator that holds the [50%] population ratio⁴¹.

Finally, as a result of the lack of transparency associated with the beneficiary selection process one resident also raised a concern that preference was given to residents who were registered to vote in Akkar (rather than Tripoli) for political gain (because the founder of Akkarouna is a Minister in Akkar and many residents in the project area are actually registered to vote in Akkar (IN80 2018)). This is unsubstantiated however as the Akkarouna founders do not have political backgrounds⁴². This issue further highlights the importance of clearly communicating the beneficiary selection process; not only to prevent increasing community tensions, but also to prevent 'falsehoods' or 'rumors' that can also cause reputational damage and erode trust.

Recommendations:

- *Make the beneficiary selection process more transparent. Improve communication with all residents (not just those receiving housing upgrades) about the selection criteria e.g. install a neighborhood notice board; systematically visit all the properties that were originally assessed and hand out leaflets to explain the process and the criteria, ensure that all programme staff understand the selection process and can explain it (including engineers) etc.*
- *Investigate a 'fair' targeting approach in a Tripoli context. For example, link the target % of households to receive upgrades of different nationalities (e.g. Syrian/Lebanese) to the total % population in the neighborhood, so that it is proportional seems to be seen as a 'fair' approach, continue to monitor; this may not always be 50-50% depending on the neighborhoods. An alternative approach would be to link the target % to the relative proportion of 'vulnerable' households- in this case care would need to be taken to ensure that the vulnerability assessment process was transparent and well communicated.*

⁴¹ CIL/Akkarouna, Personal Correspondence, 19th October 2018; (IN27 2018)

⁴² CIL/Akkarouna, Personal Correspondence, 19th October 2018

- *Engage PRM in scenario planning to determine their priorities and preferences (e.g. A potential question would be: 'The initial RAs indicate that we have a large percentage of properties that require significant investment (<USD\$4,000), would you prefer we address these properties and meet the needs of the most vulnerable and thus need to set new targets? Or would you prefer that we keep to our targets and balance the higher cost units with some less vulnerable households?')*
- *Undertake a cost-benefit analysis to understand at what point is an investment to upgrade a property not the best option; is there an upper-cost threshold e.g. what other properties are available to rent or purchase?*

Challenge: Some households receiving housing upgrades did not understand the upgrade process

The programme seeks to support the most vulnerable residents, they may be illiterate, overwhelmed, have a disability or other barriers to them engaging with programme. Residents do not always understand the construction process, for example the significance of signing the MoUs and Handover documents, nor when/why to call the hotline (IN95 2018). Some residents also believe that they are receiving more upgrades than previously agreed with CIL/Akkarouna (CIL 2016). This has implications for the construction quality and the level of household satisfaction.

Recommendations: Additional support is required. This could take the form of improved communication between CIL/Akkarouna and residents (e.g. distribution of leaflets that better explain the process at the key 'contact points'), or significant support (e.g. a 'resident liaison officer' who would be responsible for working with each household to ensure they are sufficiently well informed about their responsibilities at each stage, the significance of the signoffs and how to use the newly installed items. It would be advisable for this person to sit in the protection team). Alternatively it might be possible to identify additional support for more vulnerable households from within the neighborhood (e.g. through the committees or residents with construction experience).⁴³ See also section 4.4. 'Households receiving housing upgrades contact CIL/Akkarouna with concerns, queries and feedback'.

Challenge: Contractors did not systematically complete 'snagging'⁴⁴ items. Some residents report that after signing the Handover paper, some 'snagging' items remained outstanding (FGF7 2018). In one focus group residents highlighted that the protection officers had emphasized how important it was to not sign the handover papers until the work had been completed satisfactorily and how valuable they had found this advice (FGF7 2018).

Recommendations: Review the snagging process, and make any necessary changes to ensure all items get completed satisfactorily.

Enabling Factor: PP and PSS sessions were run by adequately skilled trainers. The Challenge: Process to identify neighborhood communal building and street upgrade projects was not optimally transparent and inclusive

⁴³ For example, one committee member reported overseeing the construction and passing on feedback to the contractor- there were some electric wires that should have been internal, but were externally installed. His feedback was not taken on board, and the wires are still located outside. Only at a later CARE/Akkarouna evaluation session was he able to give full feedback [and feel listened to] (IN74 2018). This role of resident/overseer would need to be formalized; there is likely to be a gender-element that may need investigating (as it would typically be men working in construction).

⁴⁴ Snagging' is the process of checking a new building for minor faults that need to be rectified.

During the earlier Phases of the programme the community projects were identified by ‘thinking of solutions/activities which INGOs are familiar with– such as solar lighting, rather than exploring problems first and then workshopping possible solutions’ (IN43 2018). In Phase III PASSA was used to develop a more integrated, participatory bottom up approach- see section 3.1. The use of PASSA engaged committee members and other residents and led them through a process of collective decision-making and prioritization. However following PASSA, CIL/Akkarouna undertook field visits with ‘focal points’ from the attendees and additional projects (not previously discussed) were identified and selected for implementation. This final step introduces a layer of ambiguity about the decisions and undermines the PASSA process, potentially leading to dissatisfaction or increased neighborhood tensions. Internal monitoring documents indicate that in Abu Samra and Wadi Nahle ‘the communal projects done were not very known to the public but once they were mentioned, participants flagged their need in the areas’ (CIL 2018a, p.9). The limited awareness of the communal building and street upgrade projects by the residents; could be attributable to them being delivered in the last quarter of programme implementation (Ibid).

Recommendations:

- *Continue to use the PASSA process, but do not undermine it by making decisions or prioritizing projects in bi-lateral meetings. Seek opportunities to strengthen the PASSA process, for example rather than the suggested projects being analyzed and assessed by the project technical team and the municipality, involve the residents. Engage the wider community (e.g. not just those attending the PASSA sessions); for example hold a neighborhood meeting where the committee present some of the suggested projects to all residents and collect feedback and help prioritize need.*
- *Following the completion of the communal upgrade projects it may be useful to revisit the PASSA process (perhaps an abridged version); to re-assess the situation and reprioritize need. This would leave the committees with a useful tool or document for future advocacy with external actors that can continue beyond the end of the project funding.*
- *Schedule the neighborhood communal building street upgrade projects for early in the programme timeline (ideally in the first half) to better catalyze the opportunity to bring together residents.*

Objective 2: Protection

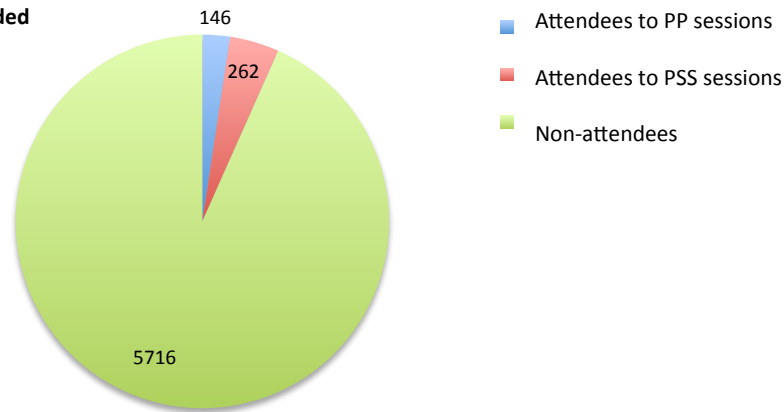
Challenge: There were not enough events- quantity and frequency- and enough people attending to bring the residents together (e.g. PP, PSS, interactive theatre).

A number of households who received housing upgrades report that they were not invited to attend PP or PSS sessions and were not aware that they were being conducted (IN63 2018; IN32 2018; IN46 2018; IN72 2018). The PP and PSS sessions are aimed at families with children aged 6-17, consequently residents who are not parents with children, were not invited to attend the sessions and did not experience the benefits of ‘increased knowledge’, leading to increased ‘community cohesion’, in fact between 6 and 14% of the total population attended the PP and PSS sessions in each neighborhood–see Figure 6.

Figure 6: Percentage of total population that attended PP or PSS sessions

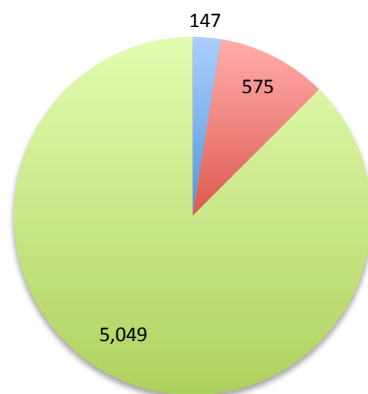
Mankoubin

7% of population attended



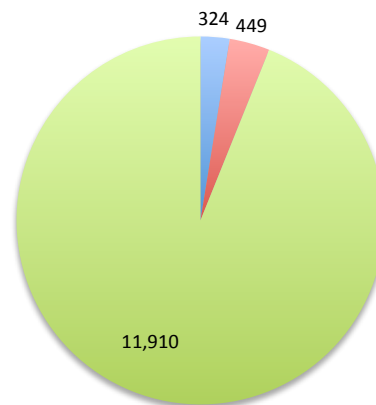
Wadi Nahle

14% of population attended



Abu Samra (Shok and Shalfeh)

6% of population attended



Furthermore, as discussed in Section 4.2, residents were not well informed about the committees and the role they played. During Phase II and III the committee members were introduced to the neighborhood at single large events (e.g. the interactive theatre in Phase III and ‘introductory events’ in Phase II, which also had an element of interactive theatre) for the whole target area e.g. one meeting in Wadi Nahle, one in Mankoubin and one in Abu Samra. The number of attendees ranged from 150-600 (CIL 2017b). Committee members presented their work, and talked about how they would play an active role in their community (Ibid).

Recommendations:

- Provide the opportunity for increased interaction between residents; it is likely that many different events and meetings are required that are both targeted (e.g. women’s groups, youth groups, men’s groups, baby/toddler/mother groups) and intergenerational and intercultural (e.g. the interactive theatre). Supporting existing organizations/institutions – such as schools or local CBOs- to run sessions might be a cost-effective way to use existing resources and develop a sustainable approach.
- Increase the visibility of the committee (e.g. more regular meetings/events e.g. PASSA presentation as noted above, and a neighborhood notice board; smaller scale introductory events focusing on introducing only one committee to the residents in the area that they represent, make committee meetings open to all residents, make meeting minutes available to all residents).

Box 5: PP and PSS sessions recommendations

- Select venues close to where people live so they don't have to travel far
- Ask attendees about their preference and availability so that you can schedule the sessions at the best time for the majority to attend
- Sessions just with men, or just with women work best- it allows them to open up more
- Groups of about 10 attendees is optimum
- Scheduling PP and PSS sessions at the same time (e.g. to run simultaneously) works well because then the children are occupied/looked after in the PSS session and the parents can better concentrate on the content of the PP sessions.

(IN74 2018; FG5 2018; IN19 2018)

Enabling Factor: PP and PSS sessions were run by adequately skilled trainers. The recruitment process and training of the IVs resulted in suitably qualified trainers who facilitated quality discussions. Attendees report that the 'facilitators in the sessions were specialized [and] were very good' (FGF9 2018; FGF7 2018). The IVs were supported by the Akkarouna field staff to whom they escalated concerns and issues (FG5 2018). As noted earlier, of the nine IVs, seven were female and two were male.

Recommendation: Continue this approach for future programmes. Investigate if the gender of the IVs impacts on the attendees to the adult awareness raising sessions (e.g. are men more likely to attend sessions if they are run by other men?)

Challenge: Referral cases were not systematically followed up by organizations to whom the cases were referred. During phases I, II and III CIL/Akkarouna have referred residents to specialist NGOs or other agencies (e.g. UNHCR) for a range of issues such as drug addiction, health issues, domestic violence or education services. There are no protection case-officers employed by CIL/Akkarouna. CIL/Akkarouna follow up with the specialist agency to confirm if the case is closed or not; however some of the agencies have limited resources and cannot take all the cases, and the less urgent cases were not being closed (IN06 2018).

Recommendation: Further investigation is required to validate this finding and to recommend amendments to the programme based on the available resources.

Programme wide

Enabling factor: Delivery of a combination of multi- scale and multi-sectoral support. The multi-layered/scale approach that the programme takes, through delivering housing upgrades to households, building upgrades to clusters of households, street upgrades and awareness raising sessions for the wider community, provides the opportunity for all residents to benefit (IN43 2018; IN27 2018), with the aim of mitigating the risk of creating tensions or inequalities and a focus on a 'do no harm' approach (CIL 2017b). Furthermore the multi-sectoral approach- incorporating shelter, WASH and protection support- offers residents a more holistic response to their needs (IN43 2018), and creates opportunities for the different parts of the programme to support each other symbiotically (e.g. demonstrate results through the housing upgrades, which helps build trust with residents leading to improved engagement and protection support opportunities (IN06 2018).

Recommendation: Continue to deliver multi- scale and multi-sector support in the affected neighborhoods.

Enabling factor: Formal and informal stakeholders were appropriately engaged.

The neighborhoods where CIL/Akkarouna are working have a complex governance structure, with formal and informal actors exerting different levels of influence and interest. Stakeholder mapping exercises were undertaken early on in the project, also during implementation this analysis was updated as needs emerged (e.g. if residents requested drug abuse awareness CIL identified NGOs working in this area)⁴⁵. Throughout each of the Phases of the programme CIL/Akkarouna have engaged with a range of stakeholders for approvals, particularly for construction. For example, formal stakeholders included the mayor, police, municipality; informal 'clans' (in Wadi Nahle), gangs and religious leaders (IN15 2018; CIL 2017b; IN27 2018), this has helped mitigate delays and challenges with programme implementation.

Recommendation: Continue this approach for future programmes.

Challenge: Programme management processes were challenging; governance, communication and procurement

Challenges related to internal programme management processes impacts on the quality and speed of delivery. For example, challenges in communication between CIL head office in Beirut and CIL field office in Tripoli, the relationship between CIL and Akkarouna with respect to capacity of staff and clarity of roles and responsibilities, and inflexible procurement processes (Transformative and Empowering Solutions LLC 2017; IN43 2018).

At the end of Phase II an in-depth process evaluation was carried out by Transformative and Empowering Solutions, please see this document for detailed recommendations (2017).

Enabling factor: Residents trusted CIL/Akkarouna. Phase I of the programme was difficult because CIL/Akkarouna were not known in the area; there was no trust between the residents and CIL/Akkarouna and this took time to establish (IN06 2018; IN27 2018; IN53 2018). Previous experiences with other NGOs had 'damaged trust' (FG5 2018); however residents report that when they 'saw lots of things [happening] that were good' (IN53 2018) they were persuaded that CIL/Akkarouna 'keep their promises' (IN23 2018). Residents report that the friendly approach taken by CIL/Akkarouna, and their 'simplicity and humbleness' contributed to building this trust (IN53 2018).

Recommendation: Continue this approach for future programmes, as below further advocacy to donor and others to increase funding cycles for area-based approaches.

Challenge: Religious holidays were not systematically planned into timeline

During phases I, II and III CIL report experiencing delays or challenges related to Ramadan and the holidays; this is as a result of decreased working hours and limited access to properties to upgrade (CIL 2018f; IN27 2018; CIL 2016; CIL 2017b). In order to finish the work on schedule it was necessary to increase the hours of existing staff/contractors or bring in additional manpower (CIL 2016; CIL 2017b).

Recommendation: Proactively manage the risk of delay by identifying and incorporating religious holidays into the programme timeline from the outset.

⁴⁵ Personal correspondence, CIL, 23rd October 2018

Challenge: Time contingency was not systematically included to mitigate the risk of security delays

During phase II the work was briefly delayed for security reasons and escalating violence (CIL 2017b).

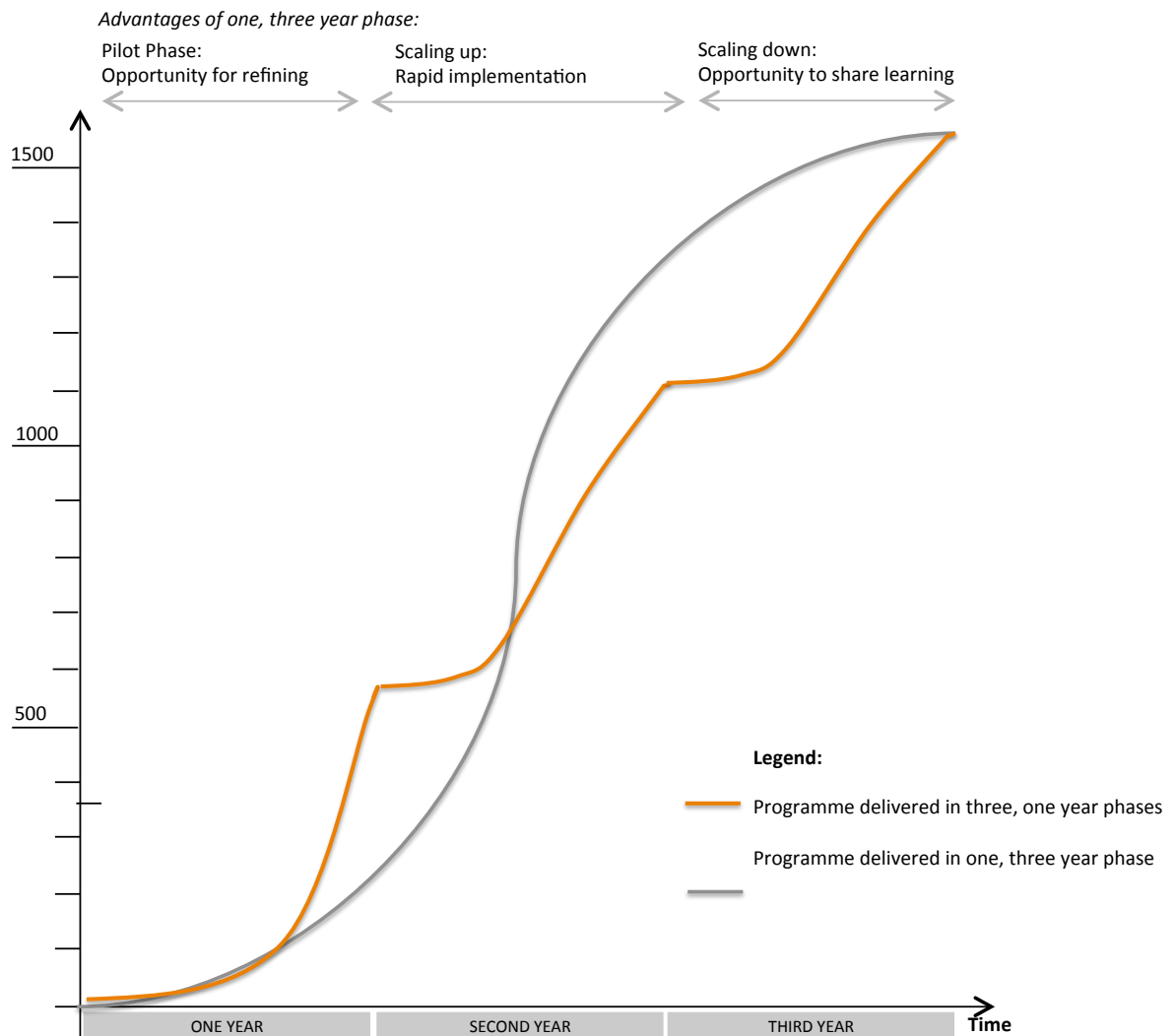
Recommendation: Manage the risk of time delays by incorporating an appropriate time contingency into the programme timeline from the outset.

Challenge: One-year funding cycles were too short. The PRM funding is received in one-year tranches which is not compatible with an area based approach such as the Integrated Shelter and Protection Improvements programme for Syrian Refugees and Host Communities in Tripoli, Lebanon (IN06 2018; IN43 2018; Parker & Maynard 2015). As a result of the consecutive funding years it has been possible to have a longer term vision, but as the subsequent year of funding is never secured there is significant pressure to meet annual targets.

This does not necessarily result in the most effective programme delivery and has a greater risk of 'doing harm' (IN43 2018; IN06 2018)- see Figure 7- e.g. it takes longer to deliver the equivalent number of housing upgrades, inefficient use of time scaling up and down each year, limited opportunity for pilot phase etc. In particular building trust with residents (as noted above) is not possible in one year, and has only been possible in this programme over three years: 'if you don't fully understand the social dynamic, you can damage trust' (IN06 2018). Equally, with the ambition to change behavior (practice) through the PP and PSS sessions 'this takes time, and is not always possible in only six sessions' (FG5 2018).

Recommendation: Further advocacy to donor and others to increase length of funding cycles for more effective and efficient programme delivery.

Figure 7: Delivery of housing upgrades over time; one-year cycles vs. three year cycles.



4.4 Sustainability

This evaluation was undertaken one month on from the end of Phase III of the programme; as such there are limitations to assessing the sustainability and longevity of the outcomes.

However, using the theory of change (section 4.1 and 4.2), the following factors have been identified that affect programme sustainability.

Landlords comply with the conditions of the MoU. As discussed in section 4.2 the vast majority of the landlords are complying with the conditions of the MoU; critically they have not evicted the tenants and they have not increased the rent. The MoUs are signed in the presence of a committee member who acts as a witness (CIL 2017b). However the MoUs cannot be registered with the municipalities because the landlords do not hold official papers for their housing units. Thus the MoUs are not legally binding as an official rental agreement, proof of housing or affidavit of residence. The MoUs executed between the landlord, tenant and the NGOs (CARE and partners) are the most formal means possible of documenting the terms of agreement between parties (CIL 2016, p.13).

Recommendation: Continue to sign MoUs between landlords, tenants and CIL. Thoroughly investigate specific cases where evictions have been threatened or enacted to find out what happened and if the MoUs/Handover process can be improved. Monitor trends, for example in housing market and social tension, to understand how they affect the likelihood of the landlord complying with the conditions of the MoU.

Households receiving housing upgrades contact CIL/Akkarouna with concerns, queries and feedback. As discussed in section 3.2 (accountability), there have been limitations to the use of the hotline, and when the residents talk to someone face-to-face there is sometimes confusion as to if that person was a contractor or a member of staff from CIL/Akkarouna. Furthermore, in face-to-face meetings the issues raised do not get systematically logged (as they do when residents call the hot line) and thus are not always followed up.

Recommendations:

- *Increase the visibility and accessibility of the hotline number (e.g. install a neighborhood noticeboard in a well-frequented, neutral, location (not a CIL/Akkarouna project notice board), with the hotline number highly visible. The notice board could also contain information about the beneficiary selection process (as noted above), the committee and their role, upcoming training or awareness raising events, the programme activities, other key contact numbers (municipality, service providers, other NGOs) and space for other organizations to promote neighborhood activities. The local committee could be responsible designing, locating and maintaining the board to ensure it is accessible to as many residents as possible).*
- *Investigate alternative ways to strengthen communication and accessibility of CIL/Akkarouna staff (e.g. such as a resident liaison officer)*
- *Train all CIL/Akkarouna staff who are in roles where they visit the neighborhoods where the programme is being run to log verbal complaints, feedback and requests (e.g. through calling the hotline).*

Items installed as part of housing upgrades remain functional for an appropriate length of time

As discussed above, 21% of households in Abu Samra in Phase III reported some items were not functioning after three months (CIL 2018c).

Furthermore, outcomes monitoring that followed up with households two years after the completion of Phase I of the programme highlights that 51% of the items installed or repaired during the upgrade works are still functional. 22% of households identify that most of the upgraded items remain functional, 12% 'half of them', 9% 'few of them' and the remaining 7% stated that none of them were still functional (CIL 2018b, p.4).

Households were asked the duration of functionality '32% mentioned that the items were functional for 6 months to 1 year after the intervention, 5% after 1 to 2 years, 16% after 3 to 6 months and 47% after 0 to 3 months' (Ibid). This highlights that previous phases, and based on the data available, potentially phase III have experienced challenges upgrading households to a sufficient level of quality that the installed items remain functioning for an appropriate length of time.

Non-functioning items can be as a result of poor quality materials or workmanship (discussed here) or inappropriate use or maintenance of the households (see item below). Housing upgrades are notoriously difficult and present many challenges- every house is different and requires a high level of attention to detail to ensure that all items are adequately addressed and unique problem solving because each unit to be upgraded is different. Significant levels of supervision/monitoring and highly skilled laborers are

also required because many installation decisions are made on-site (e.g. there are not construction drawings for each unit etc.).

During the earlier phases the contractors engaged by CIL to undertake the housing upgrades and communal upgrade projects were required to employ a certain quota of local residents (IN27 2018; IN06 2018; IN95 2018). The contractors were required to employ 10% of laborers from the neighborhoods where the programme was based, and in some cases around 50% of the contractors staff were local residents.⁴⁶ However in some circumstances the locally engaged workers did not complete the work satisfactorily, leading to poor quality upgrades that CIL/Akkarouna required the contractor to re-do (IN27 2018). In Phase III contractors had more flexibility to choose their own workers which improved the construction quality and prevented delays due to remedial works (IN27 2018).

Recommendation:

- *The process of material purchase, quality control, storage and transportation to site, is investigated and improved where required. It is recommended that this includes specifying the expectation of the life-span of the upgraded items with appropriate maintenance (e.g. taps should last 3-5 years etc). See also discussion in section 4.4 about appropriate household maintenance.*
- *The process of construction is investigated and improved where required; including employing adequately skilled staff in conjunction with appropriate levels of site supervision and monitoring.*
- *Seeking opportunities for local employment is desirable, however hard quotas can affect the quality of construction. Encourage contractors to employ local residents in appropriate roles, but ensure the contract allows flexibility so that only residents with suitable skills and experience are employed. There is the opportunity here to build on another characteristic of a resilient community, that it 'has economic opportunities' (IFRC 2014, p.11); this should be investigated and fully integrated into the theory of change.*

Box 4: Levels of 'satisfaction' vs. items that are functioning- monitoring housing upgrades

Households who have received housing upgrades typically report higher percentage levels of 'satisfaction' with the installed items, than match the percentage of items that are functioning. For example in Phase III, three months after completion 21% of households reported some items that are not functional; but 91% of households also reported satisfaction with the materials (68% highly satisfied, 23% satisfied, 9% neutral or dissatisfied) and 97% satisfaction with the quality of workmanship (CIL 2018c).

Furthermore properties upgraded during phase I, and followed up two years later: 49% of households reported some items that are not functional; but 78% report satisfaction with the materials and 68% satisfaction with the quality of workmanship (CIL 2018b, p.4).

Whilst not conclusive, this discrepancy suggests that 'level of satisfaction' may not be the most appropriate measure to assess if the programme is delivering the desired outcomes (see section 4.1 and 4.2); although it may be useful for other monitoring purposes.

⁴⁶ CIL/Akkarouna, Personal Correspondence, 19th October 2018

Residents are highly appreciative of the work that CIL/Akkarouna are doing in their neighborhood, for example ‘we are in desperate need, the area is very deprived and anything [CIL/Akkarouna] give us makes us happy’ (IN74 2018) and when items are not functioning other explanations are sought- for example a flat roof that was installed as part of the Phase II programme was leaking and the residents noted that it ‘could be because of the weather’, but upon inspection it was clear that it was because there was inadequate drainage so the water was pooling (Direct Observation 2018; IN63 2018). This high level of gratitude may be a contributing factor to higher levels of satisfaction than functioning items.

Households receiving housing upgrades appropriately use and adequately maintain items. The CIL/Akkarouna staff report misuse or inadequate maintenance of items that are installed in the properties. For example, windows and doors being slammed and damaging locks, toilets being flushed with buckets and taps not being cleaned appropriately or being used too roughly (IN95 2018). During the Handover the CIL/Akkarouna field staff check that everything functions appropriately, but there is no demonstration or explanation for residents (IN95 2018).

Recommendation: Demonstrate to residents how to use the newly installed items and emphasize the importance of regular maintenance; this could/should be done by a non-technical team member (e.g. a resident liaison officer). Explicitly state the expected lifespan of items that are maintained versus items that are not. Training or demonstrations should be repeated more than once; for example there could be a group training, followed by a household visit (perhaps supported by a leaflet), then a follow up visit (approximately six-months post completion) to confirm all items are still functioning, and refer any that are not to the contractor for repair whilst they are still within the year guarantee.

Neighborhood assets are adequately maintained. The items installed as part of the community communal project are handed over to relevant authorities; for example the solar lights to the municipality and the building upgrades to the building owners. Representatives from the committees were witnesses in order to give them ownership of the projects for being accountable to maintain the installed items (CIL 2018f). Some of these items need regular maintenance and investment, for example the solar street lights require the solar panels to be cleaned once or twice a year, and the batteries replaced every two years. To date, the municipality has cleaned the solar panels once a year, and the first set of streetlights are due for battery replacement.

Recommendation: Continue to engage with the appropriate authority to ensure regular maintenance and repairs are carried out in a timely manner. Prepare the committees to advocate to the appropriate authorities in the event that maintenance is not undertaken. Through the committees, investigate the capacity of the community to self-organize and undertake necessary maintenance (e.g. cleaning stairs and gutters).

Committees are representative of the community and self-organized. As discussed in section 3.1, during Phase III around 90% of the committee members were women, this was at a similar level during Phases I and II also. The neighborhoods where CIL/Akkarouna are working are very traditional, there are significant limitations on the movement and freedom of women- for example remaining in the home, requiring their husbands permission to leave the property, limited contact with other men and women, and restricted employment opportunities (IN43 2018; CARE International UK 2015; IN27 2018). There is concern that in the current social structure ‘women don’t

necessarily have a voice...[and is the lack of men a sign that] the committee not being taken seriously by the men?' (IN27 2018). . The lack of engagement by the men in the committees may impact on the ability of the programme to develop committees that are empowered to communicate neighborhood needs to external actors. Furthermore, as discussed in section 3.1, the committees do not have a hierarchy, and there is no 'leadership' council (CIL 2017a). As a result the committees operate as vehicle to support CARE/Akkarouna programme delivery, but are not autonomous and independent, this has implications for the sustainability of the committees following the end of the programme.

Recommendation:

- *Further investigation is required to understand the factors that make the committees more or less effective; this may include primary and secondary data collection. For example to understand the strengths and limitations of the committees being predominately female; as well as barriers to encouraging more men to join the committees (if desirable), and ways of overcoming these barriers.*
- *The programme should provide additional support and training for committees to help them become autonomous and sustainable. For example investigate how the committees can be legally/formally/officially recognized, identify urban networks of community based organizations, such as residents associations; work with the committees to develop a 'vision and mission' for what they will be doing in 1 year, 3years and 5 years etc.; support selection and training of a secretary, treasurer, chair; how to appoint people for these positions 'fairly', how to engage with external actors, how to manage projects and budgets. A map setting out the areas represented by the committee(s) would be a valuable communication tool, especially for external stakeholders e.g. the municipality.*
- *Given the size of the neighborhoods where the programme is implemented (number of households ranging from approximately 1200- 2500), it may not be necessary to have so many committees (e.g. concentrate resources on mobilizing engaged, active committee members). Further investigation is required to review the level of appropriate representation.*

5.0 Conclusions and recommendations

5.1 Conclusions from this evaluation

Phase III Assessment

The Phase III programme exceeded its targets related to objective 1 (Syrian refugees and host community individuals have improved shelter and WASH conditions in urban Tripoli) and objective 2 (Syrian individuals and host community individuals have enhanced knowledge of and access to protection services).

In total more than 559 housing units were upgraded, 35 communal upgrade projects delivered and 20 neighborhood committees established. Furthermore 6900 individuals benefitted from attending psychosocial support sessions, positive parenthood sessions or an 'information session' to explain about the programme.

Relevance: The programme is highly relevant to the neighborhoods that CIL and Akkarouna are targeting and is well aligned with regional and national plans to support Lebanon to cope with the influx of Syrian refugees.

Accountability: CIL and Akkarouna have in place a number of mechanisms to support programme accountability to residents, these include quarterly monitoring, a 'hotline' number to share feedback, suggestions and complaints and regular formal and informal meetings with neighborhood committees. However, there are limitations on the use of the hotline for effective accountability.

Effectiveness: The programme has largely achieved its objectives. For objective 1, residents whose properties received housing upgrades report high levels of satisfaction with the quality of the materials used and the construction work (90%+). However, this research revealed that there may be a larger number of items that are not functioning than is currently reported, for example due to the limitations of the use of the hotline. The number of households with items that are not correctly fitted or of appropriate quality will impact on the extent to which the programme achieves objective 1.

For objective 2: Attendees to positive parenting sessions demonstrate increased knowledge of protection needs and rights in pre-post monitoring tests. CIL and Akkarouna made 68 referrals to specialist protection services, for example when households required additional support for drug addiction or domestic violence. Thus whilst there is improved knowledge, there is no available evidence to suggest improved *direct* access to protection services (e.g. primarily indirectly via. CIL/Akkarouna).

Impact: The stated goal of the programme is to 'contribute to building resilience of the affected population in Tripoli through the rehabilitation of shelters, promotion of social protection, and development of social capital'. This is a highly ambitious goal, with a number of complex components that are not defined nor detailed in the programme documentation. The evidence suggests that the programme has built resilience of the affected population through the rehabilitation of shelters and the development of social capital, with the latter primarily focused around the committee members. There is no evidence to suggest that there have been activities undertaken that promote social protection.

Theory of Change

The ultimate goal is to contribute to building resilience of vulnerable neighborhood communities in Tripoli.

The Integrated Shelter and Protection Improvements programme for Syrian Refugees and Host Communities in Tripoli, Lebanon contributes to building resilience by:

- Increasing access to **infrastructure** through upgrading housing units and implementing neighborhood building and street upgrades
- Increasing the **knowledge** of the residents about protection issues through supporting relevant interactive performances and delivering awareness raising sessions for adults and children
- Improving the **health** of the residents through upgrading housing units, neighborhood building and street upgrades and running awareness raising sessions.

Further investigation is required to confirm if the programme contributes to building resilience by:

- Increasing the **community cohesion** through establishing the neighborhood committees and running training sessions
- Increasing the **connectivity** between residents and external stakeholders through introducing the neighborhood committees to the municipality and CSOs

The key enabling factors (indicated by an *) and challenges that influence programme implementation are:

Objective 1: Housing upgrades, neighborhood building and street upgrades and committees:

- Some residents did not consider the selection process for housing upgrades to be 'fair'
- Some households receiving housing upgrades did not understand the upgrade process
- Contractors did not systematically complete 'snagging' items
- Process to identify neighborhood communal building and street upgrade projects was not optimally transparent and inclusive

Objective 2: Protection

- There were not enough events- quantity and frequency- and enough people attending to bring the residents together (e.g. PP, PSS, interactive theatre)
- PP and PSS sessions were run by adequately skilled trainers*
- Referral cases were not systematically followed up by organizations to whom the cases were referred.

Programme wide

- Delivery of combination of multi-layered support*
- Formal and informal stakeholders were appropriately engaged*
- Suitable programme management processes were challenging: governance, communication and procurement
- Residents trusted CIL/Akkarouna*
- Religious holidays were not systematically planned into timeline
- Time contingency was not systematically included to mitigate the risk of security delays
- One-year funding cycles were too short

These factors are risks or assumptions underpinning programme delivery. Depending on the context, these factors have the potential to make the work take longer, require additional funding or impact on the quality of the outputs and outcomes.

The following factors that affect programme sustainability are as follows:

- Items installed as part of housing upgrades remain functional for an appropriate length of time
- Adequate maintenance and appropriate use of upgraded items by households
- Adequate maintenance of neighborhood assets
- Committees are representative of the community and self-organized
- Landlords comply with the conditions of the MOU
- Households receiving housing upgrades contact CIL/Akkarouna with concerns, queries and feedback

5.2 Recommendations for practice

Objective 1 (Housing upgrades, communal upgrade projects and committees)

Construction quality: Investigate the reasons and circumstances for some residents reporting non-functioning items in some housing, building and neighborhood upgrades. Identify the number of housing units and communal projects affected and undertake repairs. Update policies and processes to improve the quality of materials and workmanship in Phase IV (particularly those around the selection of contractors, purchasing and quality control of materials and workmanship, the snagging and handover process). Assess the possibility/feasibility of incorporating a further characteristic of a resilient community- that it 'has economic opportunities' - into the theory of change through the employment of local laborers and contractors; make explicit in the programmes monitoring and evaluation processes.

Maintenance: Provide training to households, communities and committees so that they know how to use, maintain and repair the newly installed housing upgrades and communal upgrade projects. Engage with municipal authorities (in partnership with the committees) to ensure regular maintenance and repairs are carried out in a timely manner.

Evictions: Investigate specific cases where evictions have been threatened or enacted to find out what happened and if the MoUs/Handover process can be improved; review cases over Phases I, II and III to investigate 'how' and 'why'. For example, this could include following up not just with evicted tenants but also with landlords and neighbors to understand the motivations and see if there is a trend which will have resultant impacts (e.g. markets: supply & demand, protection etc.).

Communication: Improve communication with households who are (and are not) selected to receive assistance so that everyone understands the process. This could include making the beneficiary selection process more transparent, increased visibility and accessibility of the hotline number, installing a community notice board to provide details about the programme, additional support to vulnerable households, distribution of leaflets and employing specific resident liaison officer(s).

Sustainability of committees: Investigate the factors that make the neighborhood committees more or less effective and sustainable; this may include primary and secondary data collection. Provide committee members with additional training focused on building the autonomy and sustainability of committees. For example training could be provided on the roles and responsibilities of a committee chair, secretary and treasurer, how to engage with communities, how to advocate to external actors for maintenance of communal infrastructure or additional support. Identify opportunities

to formalize the committee and provide support to identify and articulate their organizational 'vision and mission'.

Objective 2 (Protection)

Community cohesion: Provide opportunity for increased interaction between residents. Ensure that all members of the community know the role of the committee members. Involve more people in the PASSA process and make it more transparent and accountable. Do not undermine the process by making decisions or prioritizing projects in bi-lateral meetings, involve residents in the technical assessment and selection of neighborhood projects.

Awareness Raising: Improve the accessibility of the sessions by increasing the variety of locations, timings and target audiences for the sessions – potentially through working with existing organizations/institutions such as schools or CBOs.

Information Volunteers: Continue the approach of delivering training through specially selected and trained Information Volunteers from within the communities. Investigate if the gender of the IVs impacts on the attendees to the adult awareness raising sessions (e.g. are men more likely to attend sessions if they are run by other men?)

Protection referrals: Investigate the effectiveness of the protection referral process and if CIL/Akkarouna's programme policies and processes can be adapted to accommodate limited capacity of local specialist protection organizations to respond to referred cases. Increase monitoring and review of the level of direct access of residents to specialist referral services in order to more clearly address objective 2; investigate appropriate target outputs and indicators.

Programme wide

Multi- scale and multi-sectoral support: Continue to deliver multi- scale (individual, household, neighborhood) and multi-sector (shelter, water and sanitation, infrastructure, protection) support in the affected neighborhoods.

Formal and informal stakeholders: Continue to engage formal and informal stakeholders throughout the programme to mitigate delays and support implementation.

Delays: Proactively manage delays by identifying and incorporating religious holidays into the programme timeline from the outset. Incorporate an appropriate time contingency into the programme timeline from the outset to manage unknown risks (e.g. security).

Length of programme: Further advocacy to donors and others to increase length of funding cycles for more effective and efficient programme delivery.

Theory of Change: Identify how the theory of change can be used to plan, monitor and evaluate the programme so that the intended outcomes are clearly targeted and demonstrated.

5.3 Recommendations for policy and further research

Test and validate the Theory of Change throughout Phase IV; including both programme integration and a comprehensive literature review of the most relevant and up to date

documents to defining 'social cohesion', 'wellbeing', 'protection', 'health' and 'resilience'.

Clearly articulate and monitor the points of the programme where the outcome is to 'do no harm' (e.g. during the beneficiary selection process or the identification of the communal upgrade projects); versus the points in the programme where the aim is to deliver a positive outcome (e.g. increased knowledge, improved access to infrastructure etc.).

Undertake scenario planning with key stakeholders to better define the strategic approach to addressing properties that require significant investment (<USD\$2-4,000), Is it preferable to target these properties and meet the needs of the most vulnerable? Or is it better to balance the higher cost units with some less vulnerable households so that the average price continues to be USD\$1,500/unit?

Further detailed research into the different neighborhoods- perhaps using a case-study based research approach -would be valuable to better understand the enabling factors and challenges in the different contexts; in particular with a focus on the targeting approach for % of Lebanese and Syrian households being proportional to the overall population in that neighborhood.

Acronyms

| | |
|------------|--|
| BOQ | Bill of Quantity |
| PRM | Bureau of Population, Refugees, and Migration |
| CIL | CARE International in Lebanon |
| CIUK | CARE International UK |
| CSO | Civil Society Organizations |
| DfID | Department for International Development |
| DAC | Development Assistance Committee |
| GBV | Gender Based Violence |
| IV | Information Volunteer |
| IFRC | International Federation of the Red Cross and Red Crescent Societies |
| KAP | Knowledge, attitude and practice |
| LCRP | Lebanon Crisis Response Plan |
| MOU | Memorandum of Understanding |
| MoSA | Ministry of Social Affairs |
| NGO | Non-governmental organization |
| PP | Positive Parenting |
| PSS | Psychosocial Support |
| RA | Rapid assessment |
| UNDP | United Nations Development Programme |
| UN-ESCWA | United Nations Economic and Social Commission for Western Asia |
| UN-HABITAT | United Nations Human Settlements Programme |
| UNWRA | United Nations Relief and Works Agency |
| UNHCR | United Nations High Commissioner for Refugees |
| US-AID | United States Agency for International Development |
| TA | Technical assessment |
| ToR | Terms of Reference |
| PRL | Palestinian Refugee in Lebanon |
| PASSA | Participatory Approach for Safe Shelter Awareness |
| WASH | Water, sanitation and hygiene |

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Report Annexes

Annex A: Phase III Indicators

| | |
|-------------|---|
| Goal | Contribute to building resilience of the affected population in Tripoli through the rehabilitation of shelters, promotion of social protection, and development of social capital |
|-------------|---|




| | | Target # and/or % |
|-----------------------------------|--|---|
| Objective 1 | Syrian refugees and host community individuals have improved shelter and WASH conditions in urban Tripoli. | 2,750 beneficiaries (20% female) (50% Syrian, 50% host) |
| Indicator 1 | % of HH benefiting from shelter upgrades report satisfaction with the materials used | 80% |
| Indicator 2 (Objective 1) | # of beneficiary population in the program area receiving shelter assistance, by gender and nationality of Head of Household | 2,750 beneficiaries (20% female) (50% Syrian, 50% host) |
| Indicator 3 (Activity 1.1) | # of households receiving shelter assistance where the household is free of visible health and safety hazards | 550 housing units |
| Indicator 4 | % of HH benefiting from shelter upgrades report satisfaction with the quality of work | 80% |
| Indicator 5 | % of families are still living in the same dwelling 3 months after the upgrade | 90% |
| Indicator 6 | % of landlords who maintain/lower rental rates or provide a rent-free period as a result of rehabilitation intervention | 100% |
| Indicator 7 | % of HH benefiting from building upgrades report feeling safer as a result of the intervention | 80% |
| Indicator 8 (Activity 1.2) | # of buildings benefiting from internal or external upgrades | 33 buildings |

| | | Target # and/or % |
|------------------------------------|--|--|
| Objective 2 | Syrian individuals and host community individuals have enhanced knowledge of and access to protection services. | 3,500 or 3,000 beneficiaries (50% Syrian, 50% host) |
| Indicator 1 | % of community members reporting reduced community tensions | 35% |
| Indicator 2 | % of neighborhood committee members report strengthening community participation through active contribution in addressing the community needs | 70% |
| Indicator 3 (Activity 1.3) | # of operational committees | 20 committees |
| Indicator 4 (Activity 1.3) | # of neighborhood committee members disaggregated by gender, age and nationality | 160 committee members |
| Indicator 5 | # of events to introduce the neighborhood committee members to the community | 3 events |
| Indicator 6 | # of neighborhood committee members meetings with the municipalities and CSOs | 4 meetings |
| Indicator 7 | % of beneficiaries who report key training messages are relevant to their everyday lives | 80% |
| Indicator 8 | % of beneficiaries with increased knowledge of protection needs and rights | 70% |
| Indicator 9 | # of information volunteers from the community trained in protection topics | 10 volunteers |
| Indicator 10 (Activity 2.1) | # of beneficiaries who attended interactive theatre | 150 beneficiaries |
| Indicator 11 | % of beneficiaries who report the sessions attended have affected positively their wellbeing | 70% |
| Indicator 12 (Activity 2.1) | # of beneficiaries who attended psycho-social support sessions | 1200 beneficiaries |

* Indicates 'targets'

Annex B: Photos of Communal Street and Building Upgrades

Communal Building and Street Works

| | |
|---|---|
|  | <p>Abu Samra: Solar Panel Street Lights.</p> <p>Field visit during the day, not possible to see if street lights functioning. Residents reported that the street lights were working.</p> |
|  | <p>Abu Samra: Sewage pipe (the orange one; the white was is the old connection)</p> <p>Concerns over construction quality/robustness of construction. For example pipe appears to be secured to wall by a series of wires that are tied to the rebar sticking out of the concrete. This is likely to corrode/break rapidly. Recommend securing with brackets.</p> |
|  | <p>Abu Samra: Retaining wall</p> <p>No concerns. Construction quality seems appropriate. Fence appears suitable secured. Drainage pipes appear to be in place at the base of the wall.</p> |



Abu Samra: Electric cables

Were approximately 2m high on wall (e.g. out of the reach of children). The evaluator is not able to comment on the construction quality.



Abu Samra: Down pipes

Plastic downpipes fitted to many of the buildings. Concerns about construction quality/robustness. Variation in fittings- some secured appropriately with brackets, others tied with wire/string. Recommend all are secured with brackets.



Wadi Nahle: staircase

No construction concerns. Does not appear to be maintained however- significant volume of solid waste- could become a hazard during wet weather (e.g. stairs become slippery). No handrail (as pictured).