EVALUATION REPORT

Joint Evaluation: Collective Site Management and Coordination (CSMC) in Informal Tented Settlements (ITSs) – Lebanon

View of one of the Households' shelter surveyed during the Evaluation data collection in ITSs.

Evaluator: **Ofelia García**
Data processing and analysis Assistant: Stephanie Bassil
December 2015 – June 2016

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Acknowledgements

The evaluator is grateful to all of those who provided information and insights during this evaluation, either in person (Beirut, North and Bekaa gorvernorates) or through Skype interviews. The evaluatior is especially grateful for the dedication and important contribution of field teams and enumerators from the three organizations directly participating in the evaluation, as well as the substancial support given throughout all phases of the evaluation from NRC (the Steering Committee coordinating agency).

A very special thanks to the refugee households and participants in focus group discussions and group discussions for their openness and willingness to collaborate in the evaluation.

List of Abreviations and Acronyms

$USD	US Dollars
CC	Collective Centers
CCCM	Camp Coordination and Camp Management
CSA	Collective Site Administrator
CSC	Collective Site Coordinator
CSM	Collective Site Manager
CSMC	Collective Site Management and Coordination
Css	Collective Shelters
DRC	The Danish Refugee Council
F	Female
FGDs	Focus Groups Discussions
GoL	Government of Lebanon
HH	Household
iNGOs	International Non-Governmental Organization
ITS	Informal Tented Settlement
ITS	Informal Tented Settlements
KIIs	Key Informants Interviews
M	Male
MSAs	Municipal Support Assistants
NFIs	Non Food Items
NGOs	Non-Governmental Organizations
NRC	The Norwegian Refugee Council
PHC	Primary Health Care
PoA	Plan of Action

PU-AMI	Première Urgence-Aide Médicale
RAIS	The Refugee Asisstance Information System
ROVs	Refugee Outreach Volunteers
SGBV	Sexual and Gender-Based Violence
T-shelter	Transitional Shelter
T5	Tripoli and 5 Districts
ToR	Term of Reference
UDOC	Urban Displacement & Outside of Camps
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
VASyR	Vulnerability Assessment of Syrian Refugees
WASH	Water, Sanitation and Hygiene Promotion
WATSAN	Water and Sanitation
WFP	World Food Programme

Executive Summary

Context

Lebanon, a country with a pre-crisis population of around 4.2 million, received more than 1.2 million refugees (registered) from Syria between 2011 and the end of 2014, roughly 24 percent of its pre-crisis population and the highest per-capita concentration of refugees worldwide.

The vulnerability of Syrian refugees has increased over time as the issues of their diminishing personal resources, dwindling international assistance, and the imposition of increasingly discriminatory policies compound deteriorating livelihood prospects. Refugees are living in a stressful context with no options to improve their situation.

Despite the rapid refugee population expansion, camps for Syrian refugees dispersed across the country are not authorised. For the Government of Lebanon (GoL), Lebanon remains a *non-refugee situation*[1]and, due to political resistance, the Government is reluctant to establish official refugee camps. In order to accommodate the ever-growing number of refugees, this has led to the explosive growth of non-systematic informal tented settlements (ITS) across the North and Bekaa governorates.

Residents are typically composed of lower income groups[2] that have no other option other than to live in ITSs or collective shelters.

Project Background

Since 2013, humanitarian agencies in Lebanon have been implementing Collective Site Management and Coordination (CSMC) programmes. The bulk of the CSMC implementation in Lebanon is in Informal Tented Settlements (ITSs).

As there are no formal camps, there is no Camp Coordination and Camp Management (CCCM) working group (falling first under the Shelter sector and reassigned under the Protection sector in 2015).

CSMC aims to ensure that refugees are protected and assisted effectively, but the CSMC agency does not directly manage the collective site, but instead must play a particularly strong role in building the capacity of refugees who are resident in the collective sites, and in linking them to the local authorities, service providers and the surrounding neighbourhood.

Seven agencies implement CSMC programmes in Lebanon and three participate in this evaluation: Concern Worldwide, Organization B[3] and the Norwegian Refugee Council (NRC).

Evaluation Purpose, Scope and Methodology

The purpose of the Evaluation is to provide Concern, Organization B and NRC (as well as the wider CSMC - Task Force and its stakeholders) with evidence-based information on the effectiveness and Connectedness of the CSMC response, its appropriateness to the context, and recommendations for future implementation. Specifically, the Evaluation aims:

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[1] Lebanon implements some provisions of the 1951 Refugee Convention a voluntary basis and considers that granting the refugee status to individuals lies within its margin of discretion. The Government of Lebanon stresses on all occasions its longstanding position reaffirming that Lebanon is neither a country of asylum, nor a final destination for refugees, let alone a country of resettlement. The Government of Lebanon refers then to individuals who fled from Syria to Lebanon after March 2011 as "displaced", whilst the United Nations characterizes the flight of civilians from Syria as a refugee movement, and considers that most of these Syrians are seeking international protection and are likely to meet the refugee definition. Source: Lebanon Crisis Response Plan 2015-2016.

[2] Including established families unable to pay the rent in an apartment or in a sub-standard building that are obliged to down-grade their shelter to more affordable options.

[3] The 3 participating Organizations gave the sign off to the methodology, evaluation processes and the report and annexes of the evaluation, but due to the shortcomings and challenges that one of the Organizations faced during the evaluation, that Organization prefered to be anonymized throghout the report ("Organization B").

- To assess whether the Lebanon CSMC response has been appropriate and effective to meet its objectives.
- To identify lessons and programme strategies for future actions that will strengthen the capacities of refugee communities living in collective sites, as well as the capacity of local authorities to participate in the humanitarian response.

The evaluation process was based on a mixed-methods approach, combining qualitative and quantitative methodologies, undertaking both quantitative and qualitative analysis. The field phase took place in February 2016 in Beirut, the North and Bekaa governorates.

Key Findings, Conclusions and Recommendations

Context-Related Findings and Conclusions

1. The proven increase in the refugees' basic needs, the growing limitations to properly assist and protect the refugees in Lebanon and a serious **deterioration** of their **protection environment** require interventions focused on contributing to a **principled humanitarian response,** optimising the resources available at local level, and making service providers and duty bearers accountable to enable a better allocation of the existing resources that can enhance the refugees' dignity and living conditions.
2. A greater number of people are in need of CSMC-type interventions that are better suited to coordinate the existing "feasible" humanitarian response. This means that, despite its external limitations, CSMC is a necessary intervention in the current context and should therefore be scaled up accordingly to meet the need.
3. The fact that no refugees in Lebanon are living in formal camps, and that CSMC has, so far, only focused on ITSs, Collective Centres and Collective Shelters, opens up the opportunity to apply camp management methodologies to "Urban Displacement & Outside of Camps" (UDOC) scenarios, prioritising those living in substandard shelter conditions, (who are less visible and apparently less assisted than residents in ITSs, Collective Centers (CCs) and Collective Shelters (CSs)).[4]

Context-related Recommendations

R1. An extraordinary situation requires extraordinary measures, with 'out of the box' thinking and flexibility to adapt to the multiple unknowns in the short- and medium-term. CSMC Organizations should assume that they will not be able to do everything they would like to, given the complexity and the difficulties associated with adapting the standards of other countries.

R2. Considering the acuteness of the situation and the varying needs of refugees:
- The **CSMC approach** should be immediately **readapted** to be fully relevant and appropriate;
- CSMC coverage should be increased to a larger number of sites;
- CSMC targeting of sites should be improved with clear criteria which focus on populations in danger of being left behind (which in the current context could be translated into targeting those living in areas where refugee movement restrictions are more severe);
- CSMC should also facilitate improved targeting of most vulnerable refugees inside ITSs;
- CSMC should ease access to key services through improved accountability of service providers/duty bearers, achieved through coordination and advocacy (from local to national level) for a timely response.

Appropriateness, Effectiveness and Connectedness related Findings and Conclusions

Appropriateness of the Operational approach
4. Despite acknowledging the relevance for CSMC-type interventions, as well as contextual difficulties and challenges, there has been **insufficient adjustment** to the operational strategies to counterbalance a

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[4] While 38 percent of severely or highly vulnerable families (profiled through the Refugee Assistance Information System – RAIS) are living in Collective Shelters or ITS, 62 percent are living in sub-standard shelters and apartments in urban areas).

sharp deterioration of the political context and the resulting refugee isolation and sub-standard living conditions. However, this conclusion is not limited to CSMC actors. That insufficient adjustment is an outcome of the design and implementation of a full and quite **heavy CSMC package**/process that did not fully prioritise Effectiveness and Efficiency, limiting the CSMC capacity to scale-up to reach a higher number of ITSs (of any size), including the small and extra small sites (less than three tents), where presumably, at least part of the most deprived refugees' populations can be.

5. The CSMC approach makes does not make sense if having a low **coverage** of ITSs as it is the case now: out of the total of around 4,129 ITSs nationally (including those smaller than four tents)[5], all CSMC agencies within Lebanon cover only around 414 sites and it is not oriented to cover the needs of the **most vulnerable** groups.

6. The methodological balance between the ideal and the feasible—in terms of the CSMC model/strategies—has not yet been achieved, with quite a heavy model that is not focused enough on guaranteeing basic needs' coverage in the short-term.

Effectiveness and Connectedness (overall results and related factors)

7. <u>Key differences between CSMC vs Non-CSMC</u>

The **results** from the three CSMC organizations **are more positive** in the overall **comparison** to those obtained in the **Non-CSMC ITSs:**

• According to residents' perceptions, the overall living conditions in the CSMC sites are better than in Non-CSMC sites, indirectly indicating improved dignity of the target group.

• The CSMC interventions and the CSMC Committees have improved accountability to the intended beneficiaries. CSMC ITSs are more organised than Non-CSMC sites and residents are more knowledgeable about their rights. There is also more control on external actors and less corruption in CSMC sites than in Non-CSMC ones.

• There is evidence of improved infrastructure availability in CSMC ITSs when compared to Non-CSMC ITSs. According to residents' perceptions, CSMC ITSs perform better in filling the gaps in Shelter, Watsan, Winterization support and Education than non-CSMC sites.

• At the same time, residents appear to perceive a worsening provision of services in sectors that are "less tangible", like Health, Protection and Legal documentation/residency related – this can be linked to CSMC residents' greater awareness of rights, vulnerabilities and duties of service providers than those from non-CSMC sites. Similarly, there is a perception of an overall increase in the number of CSMC most vulnerable residents, while the perception that there has been an increase in the non-meeting of the most vulnerable needs applies to both CSMC and Non-CSMC ITSs.

8. <u>Main successes across and differences between the three CSMC participating organizations</u>

Overall, CSMC results show more success than failure, with important differences between the three participating organizations and status of implementation across them (with NRC showing the best overall performance in the majority of the results analysed).

8a) The main **success points are:**

• Majority of residents perceiving that the committee represents their interests.

• Majority of residents' perception that information provision has improved since the CSMC committee started, and committee members' perception that they have a better understanding of service providers due to their training.

• Majority of residents perceiving that the committee can influence service providers, and committee members reporting that their membership rewards relate to better influence on service providers.

• Municipal Support Assistants (MSAs) with the NRC job profile and approach proving most successful- due to their ability to bring together refugees, host community, authorities, and other support networks.

• CSMC institutional coordination with other sectors to manage the potential 'mushrooming' of committees – i.e. sector focal points integrated into general committees.

8b) The major **factors** that were identified as having more **influence** in the overall **CSMC results** were both external (the CSMC Humanitarian set-up, Governorate of intervention (Bekaa and North), Size of the Sites) and internal (Organizations' approach, Gender of the respondent, and the Participation/Presence of the shaweesh in the Committee):

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[5] As of May 2016.

- CSMC Organizations do not have a formal **mandate** for CSMC in ITSs, and consequently, no service provider is obliged to coordinate with the collective site Manager—the standard in any formal camp setting operation worldwide. This is also exacerbated by the lack of status of CSMC within the humanitarian coordination set-up in Lebanon, making it less visible and harder to coordinate intersectorially.
- The **late start** of the CSMC approach (in comparison with shelter and Watsan) has increased the difficulties of establishing a multi-sectorial intervention since the beginning of the crisis. Compounded by **insufficient** CSMC **coverage** (around 10 percent of all the country ITSs), this has significantly hindered the CSMC approach from becoming a powerful interlocutor in the humanitarian set-up.
- The "*de facto*" r**ecognition** by many **actors** of the **shaweesh role** as community representative. From a protection perspective, this is a perversion of the system that should have been addressed as a priority by UNHCR as leading agency and the rest of the CSMC task-force agencies. This recognition is also a focus of distress for Committee members and has notably influenced residents' perception that the shaweesh is still more effective in liaising with service providers/external actors than the CSMC committee.
- The interest of the Government of Lebanon, some donors and UN agencies to align the priorities of their political agenda with the humanitarian agenda—without sufficiently taking into consideration the situation on the ground (where there are neither durable solutions nor the space and resources to provide an adequate humanitarian response)—limits the extent to which CSMC agencies can facilitate true autonomy of refugees and the Connectedness of the approach. In the short-term and given the context, it is **improbable** that the **assumption** that with contribution from the CSMC approach **refugees** would become **self-reliant** and able to meet their own basic needs after some years will hold true.
- Overall, female residents are more positive than male in assessing some of the CSMC components/activities, like: Improvements of awareness/Information on available services since the CSMC committee started (Effectiveness), as well as in the reported satisfaction with the CSMC committee (key for Connectedness of the approach).

Internal

- **Design-based** reasons in the **appointment** and **selection/election process** of Committee members and the different Organizations' approaches to training. The CSMC Committee representativeness of the interests of different groups is much higher when CSMC Committee members are not self-appointed or elected through formal elections. The representativeness success is intimately linked to the profile and validation (through Focus Group Discussions - FGDs) of the Committee members. The capability of Committee members to carry out their duties, seems to be, as well, closely linked to the selection of the right members and the training approach of the CSMC implementer.
- NRC's best performance is a direct result of their more adapted approach and results in the different components, notably: their selection process of Committee members, training approach, plans of action per ITS, adaptation to the atomization and explosive growth of new extra-small sites, and linkages with the MSAs-Municipalities at local level through pilot initiatives that have not yet been sufficiently brought to scale.
- The **number** and **structure** of **Committee members** are **neither harmonised** (between them and even inside each organization) **nor logical** (there is no division of tasks or responsibilities within committees, and the committee size is not linked to the number of households (HHs)), which represents a coordination challenge for Non-CSMC service providers and has contributed to the low "buy-in" of the approach by other actors.
- The fact that there are no restrictions on who can be selected as a CSCM Committee member has resulted in the **shaweesh** being **part of the CSMC Committee** in a high proportion of sites (47 percent in Bekaa and 65 percent in North) and, on top of the serious **protection constraint**, is a **weakness** of the approach in a high percentage of ITSs (he/she did **not delegate** any of their previous activities to the CSMC Committee, including liaising with service providers).
- The **limited** use of new **communications** tools to better network and break ITSs and refugees' growing isolation, with insufficient practical connections/interactions with other layers of assistance/initiatives at local level (notably the UNHCR Programme: Refugee Outreach Volunteers (ROVs) and the MSAs.
- A certain **loss of focus** in HH targeting of the **most vulnerable** due to the limitation in service provision and insufficient focus on their identification, have limited the timely response to the needs of the most vulnerable people.

Recommendations on the Appropriateness of the Operational approach, Effectiveness and Connectedness

R3. The CSMC operational approach should be harmonized for activities undertaken in the same municipality (which is not the case now between the different CSMC organizations), with **interventions to** operationalise the **improvement** in the **assistance and protection** of refugees through better integration with other sectors, service providers, and stakeholders (**short-term effectiveness** approach vs. resilience-connectedness prioritization):

R3a) To the greatest extent possible, opening new CSMC locations should be accompanied by multi-sector assessments and the full complementary technical sectorial capacities (core competencies) of the same organization (such as WASH, Shelter, Education, Protection/Legal, etc.), which would allow for a better negotiation at site level.

R3b) When opening new project locations, a **feasibility** analysis and mapping of interests should also be carried out, searching for conditions that would allow a **positive "model"** and **replication** effects in the surrounding Non-CSMC sites. CSMC organizations should then plan their interventions in terms of concrete "milestones" that indicate the "maturity" of the intervention with that location, which would take into account the different operational and environment constraints.

R3c) The key components to be reinforced and improved for the new CSMC phase (after this evaluation) are:
- To improve access to the residents' necessary Information on services and possible referrals;
- More effective referrals for the residents and especially most vulnerable ITSs' population;
- the CSMC Organizations should also make use of new technologies / Smartphone apps to allow real-time communication with the ITSs to better inform, respond and improve accountability of service providers/duty bearers (by allowing feedback from refugees on the treatment they get, ensuring/enhancing two-way communication with the population);
- Specific **targets per municipality** should be defined, including concrete results on coordination, advocacy and coverage at municipal and ITS level for activities that are leading towards success in obtaining certain civil documentation, for instance: birth registration, which should very much be prioritised due to the consequences of not having a legal identity.

R4. The **operational approach** needs to be more practical and adapted to what is feasible in the Lebanese context; this can be done by adopting both a **"full"** and **"light" CSMC package**.

R4a) In general:
- The selection process should validate committee members as "positive role models" who have been assigned clear responsibilities and possess a set of relevant skills. The identification and appointment of CSMC community member candidates / focal points should be an Effectiveness-led process. Members should be identified through FGDs instead of general site elections with self-appointed candidates.
- The shaweesh should not be part of the CSMC committee. For new openings, and as part of the CSMC feasibility assessment that should be carried out at ITS level, the effects of not allowing the shaweesh to be part of the committee (as currently done by Protection and WASH service providers) should be systematically done to decide how feasible the new opening would be. For those Committees which have already been formed and where the shaweesh did not delegate any tasks to the CSMC committee, the CSMC agency should try to remove them through a process that could be "sold" externally as a new phase/approach that would imply the renewal and/or composition of the existing committee. UNHCR and the CSMC task force should counteract the implicit current recognition of this figure in the Lebanese humanitarian set-up as representing the interests of ITS residents.
- The training approach and its content should be standardised for all CSMC Organizations, taking the NRC package as a base. CSMC Organizations should ensure systematic refresher trainings and precise procedures for replacement of committee members when they leave.
- Consequently, CSMC Organizations role should be more advocacy-oriented.
- CSMC organizations should monitor the treatment of ITS residents and advocate accordingly on their behalf, shifting to a role of Observers-Watchdog support at municipal level and striving to ensure that all refugees/ITS residents are treated fairly by service providers and municipal actors.
- CSMC agencies should be systematic in data collection and data analysis to conduct trend analyses on violations of refugee rights at the ITS and municipal levels, such as mistreatment or arrest at checkpoints, detentions (including reasons, duration, consequences), harassment, perpetrators, and limitations for referrals due to movement restrictions.

R4b) Full CSMC package:

- A maximum number of permanent Committee members should be defined for the full CSMC implementation. It is recommended that the core team of permanent focal points should be composed of no more than eight people for large sites, and no less than three members for any size (either small, medium or large size sites). The full package for a small site should be applied to those ITSs that consist of at least four tents. The maximum core package of eight members could be formed by:

     - Two members for Information/Referrals/Contacts with Service providers, Refugee Outreach Volunteers (ROVs) and MSAs (including Emergencies/contingencies): one Male and one Female. They would be the core and key team on site.

     - Two members for Protection/Legal areas (one Male and one Female)

     - Two WASH (Hardware and Software)

     - One Health

     - One for Shelter/site improvement

- Each committee should have a real purpose for existing reflected in their Plan of Action (PoA) and which clearly allocates specific responsibilities and deadlines. The PoA should be reviewed on a regular basis and be part of a wider CSMC municipal strategy. Other residents (non-committee core members) who would ensure a systematic representation of the different groups (giving priority to those with specific needs and other vulnerable categories) should have an "*ad hoc*" involvement, participating in the design of the Annual plan and its revision, and supporting/following-up through ad hoc / specific subcommittees if needed, allowing a better control and accountability at ITS level.

- The PoA should be complemented, as much as possible, by "mini quick-impact" projects with monetary ceilings defined according to the size of the sites and acuteness of the residents' needs.

- Committee meetings and meetings with residents should be held when there is a clear reason for them, creating and/or optimising the use of common spaces as a reinforcement of the CSMC role and sense of community within the ITS, through the setup of a common tent T-Shelter (under the premise of no rent) that could also maximize the use of the space for other purposes/sectors.

R4c) Light CSMC Package:

- The model is based on having one ITS with the same composition of the full package (either maximum or minimum core package), but applied for a cluster approach, taking a principal site with the Core full package implemented and also following a number of "satellite" Non-CSMC ITSs (within the same municipality):

– One CSMC site and the CSMC Committee could, as a first step, play an Information role towards the surrounding non-CSCMC sites (information about services and assistance provided by organizations within that Municipality).

– A second step would involve the creation of a "light" CSMC approach delegated to two focal points in the non-CSMC site (one Male and one Female) for an active role in referrals/protection that could also be supported "*ad hoc*" by the Full package CSMC site focal points.

- The principal CSMC sites for this model would be selected based on needs and identified protection-related vulnerabilities and their potential for replicating the approach in surrounding sites.

- This "light" CSMC package could be also adapted to an UDOC scenario.

1. Context and Programme Background

1.1. Context

Lebanon, a country with a pre-crisis population of around 4.2 million, received more than 1.2 million refugees (registered) from Syria between 2011 and the end of 2014, roughly 24 percent of its pre-crisis population and the highest per-capita concentration of refugees worldwide. However, Lebanon implements only some provisions of the **1951 Refugee Convention** on a voluntary basis and considers that granting the refugee

status to individuals lies within its margin of discretion.

There is a discrepancy in the terminology use in the public sphere. While the Government of Lebanon (GoL) refers to individuals who fled from Syria to Lebanon after March 2011 as "displaced", the United Nations defines the flight of civilians from Syria as a refugee movement and considers that most of these Syrians are seeking international protection and are, therefore, likely to meet the refugee definition.[6]
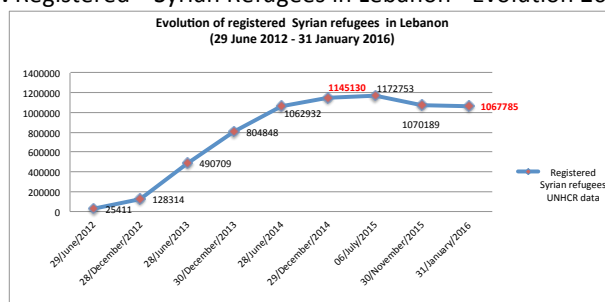
For the purpose of this evaluation, we will consider these civilians as "**de facto refugees**"[7] and will refer to them as Syrian refugees throughout the report.

Lebanese law and GoL policy forbids refugees to work or receive assistance that would encourage them to remain in the country.

In summary:
- Before October 2014, Syrian nationals could enter Lebanon without any prior authorization. They were automatically granted a six-month entry visa, provided they held a valid Syrian national identity card or Passport.
- In October 2014, the GoL adopted a policy paper that, most significantly, announced that the Government would take active steps to reduce the number of Syrian citizens "emigrating" from Syria and residing in Lebanon. The October 2014 policy curtailed cross-border movement, dramatically hampering the influx of Syrians.
- Further restrictions came into force under the entry regulations issued on January 5 2015,[8] which have rendered the border crossing nearly impossible and put refugees and asylum seekers at risk of being denied international protection and safety[9]: Syrian nationals wishing to enter Lebanon must disclose their purpose for entry and comply with the requirements of one of a number of categories.
- The January regulations also make it extremely difficult for refugees to renew their residency status. As a consequence, freedom of movement is also restricted. Humanitarian organizations have observed that not having a valid residency visa can result in harassment, detention and arrest, which in turn has led to refugees self-imposing restrictions on their freedom of movement out of fear of arrest and detention. As a result:
  - Livelihood opportunities and access to livelihoods are further restricted;
  - Access to services, including health care and education, are limited;[10] and
  - The ability to obtain civil documentation is constrained as authorities and administrative bodies become inaccessible. Without this documentation, refugees are considered to be contravening the

Figure 1: Registered[11] Syrian Refugees in Lebanon - Evolution 2012 – 2016

Source: Own elaboration based on UNHCR information
(Inter-agency Information Sharing Portal Syria Regional Refugee Response)

- law and can face criminal sanctions which may result in imprisonment, fines or departure orders.[12]
- In May 2015, at the GoL request, the UN Refugee Agency (UNHCR) ceased registering new Syrian refugees[13]. Refugees can only be adequately protected when they are registered (although non-registered Syrians could, in theory, access part of the benefits associated with registration that, amongst others, include: health services and shelter support, the possibility to apply for resettlement is not possible if lacking registration).

The Government of Lebanon "non-camp" policy

Despite the rapid refugee population expansion in 2013-2014, camps for Syrian refugees dispersed across the country are not authorised. For the GoL, Lebanon remains a *non-refugee situation*[14] and, due to political resistance, the Government is reluctant to establish official refugee camps.

The need to accommodate an ever-growing number of refugees has led to the explosive growth of non-systematic informal tented settlements (ITS) across the North and Bekaa governorates. Residents are typically composed of lower income groups[15] that have no other option than to live in informal settlements or collective shelters.

Nationally, refugees have self-settled in sites scattered across 1,700 localities; the number of refugees living in ITSs continues to grow, which makes it increasingly difficult to provide services and poses significant logistical challenges. Generally:
- Many ITSs have existed for several years and some pre-date the Syrian war (typically seasonal shelters for migrant workers).
- Most ITSs have a system of informal organization in place (**shaweesh** system, where shaweeshes are self-appointed site leaders)[16] and some of them exist prior to humanitarian interventions.
- In 2013, a majority of households reported living in apartments and independent houses (59 percent), while 41 percent reported living in tents, collective shelters, unfinished constructions, garages, squatting, and separate rooms. Households living in ITSs amounted to over 12 percent.
- In 2015, and according to the results of the shelter survey conducted in March 2015, 55 percent of the refugee population (approx. 660,000 individuals) lived in poor shelters – namely, informal settlements and sub-standard buildings.[17] According to the last shelter sectoral statistics available at the time of this report, the percentage increased to 58 percent by the end of 2015 and the percentage of HHs living in ITSs was 16 percent.[18]

Moreover, the non-camp humanitarian set-up has facilitated access to landlords/landowners to a new profitable business for their economy. This simultaneously exposes Syrian refugees to abuses from these same landlords/landowners and, in some cases, the Lebanese authorities.[19]

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[12] This loss of legal status puts refugees at risk of arrest, and, if detained, of ill-treatment in detention. It also makes them vulnerable to labor and sexual exploitation by employers, without the ability to turn to authorities for protection (even those who do find sponsors do not benefit from protection under Lebanon's labor laws and are vulnerable to those to whom they owe their legal status). Lack of legal status for many Syrians over 15 and the corresponding reduction in their ability to move around and work has led to a rise in child labor and early marriage.

[13] Some days before the interruption of the registrations (May 2015), the UNHCR, also following the GoL request, accepted the unacceptable: to de-register a number of refugees that had entered the country after the new January 2015 regulations took effect. The number of affected refuges (that los their benefits), varies according to different sources (from 1,400 to 1,900 people).

[14] Lebanon implements some provisions of the 1951 Refugee Convention on a voluntary basis and considers that granting the refugee status to individuals lies within its margin of discretion. The Government of Lebanon stresses on all occasions its longstanding position reaffirming that Lebanon is neither a country of asylum, nor a final destination for refugees, let alone a country of resettlement. The Government of Lebanon refers then to individuals who fled from Syria to Lebanon after March 2011 as "displaced", whilst the United Nations characterizes the flight of civilians from Syria as a refugee movement, and considers that most of these Syrians are seeking international protection and are likely to meet the refugee definition. Source: Lebanon Crisis Response Plan 2015-2016.

[15] Including established families unable to pay the rent in an apartment or in a sub-standard building that are obliged to down-grade their shelter to more affordable options.

[16] The shaweesh's main role is as the middle man between refugees and landowner. His role is quite variable: some shaweeshes are agricultural 'gang' masters, others only collect the rent for the landowner and very often act as the interface between the Landowner, the UN humanitarian relief system and refugees themselves.

[17] Source: Shelter Sector – Quarterly Dashboard, Inter-Agency Coordination Lebanon (April 2015).

[18] Source: Shelter Sector – Quarterly Dashboard, Inter-Agency Coordination Lebanon (Nov-Dec 2015).

[19] The vast majority of vulnerable Syrian refugees are securing shelter through informal market channels. While the informal market has many strengths (responsiveness, flexibility, and relative affordability), it also has severe shortcomings (poor housing quality, insecurity of tenure, negative environmental impact). Source: "Housing, Land & Property Issues in Lebanon", UN Habitat and UNHCR, August 2014.

Vulnerability of Syrian refugees and negative coping mechanisms [20]

The influx of refugees has a negative impact on the poorest Lebanese families, as well as on their communities and institutions. The vulnerability of Syrian refugees has increased over time as the issues of their diminishing personal resources, dwindling international assistance, and the imposition of increasingly discriminatory policies compound deteriorating livelihood prospects. Refugees are living in a stressful context with no options to improve their situation:

- Almost half (49 percent) of refugee households lived below the poverty line defined for Lebanon in 2014, whilst in 2015 the figure increased to 70 percent.
- Food security was significantly worse in 2015 than in 2014. The percentage of food-secure households fell from 25 percent to 11 percent. Out of the more than one million Syrian refugees registered by June 2015, merely 129,216 were considered food-secure.
- In 2015, free primary health care (PHC) was available for only 12 percent of refugee HHs, whilst free secondary health care was available for six percent of HHs. Just over half of six to 14 year olds attended school, whilst only five percent of 15-17 year olds attended secondary school or higher.
- Across Lebanon, average monthly rent fell from 246 $USD in 2013, to 205 $USD in 2014, to 164 $USD in 2015. According to most of the consulted stakeholders, this fall is more related to the movement towards more substandard accommodation than a market contention in rental prices.[21]
- In 2015, funding continued to wane while needs continued to increase, widening the gap between available and needed resources for the response.

The Humanitarian set-up and the CSMC approach in Lebanon

The Context situation outlined above has created a complex living and operating environment for Syrians and aid actors. To complicate the situation further, the traditional humanitarian coordination cluster system is not in place. Instead, coordination (GoL, UN, INGOs, local actors) is organized through sector working groups that are usually chaired by a GoL Ministry and a UN agency: Basic Assistance, Child Protection in Emergencies, Protection, Education, Food Security, Livelihoods, Health, Information Management, Shelter, Social Stability, WASH and the Sexual and Gender-Based Violence (SGBV) Task Force. There is no CSMC Working Group.

1.2. Programme Background

To understand the coordination approach this report seeks to evaluate, first an important distinction must be highlighted between the Camp Management and Coordination (CMC) established at the global level, and the Collective Site Management and Coordination (CMSC) applicable for Lebanon: 1) CMC is developed mainly by focusing on a single or handful of larger or mid-sized camps located in rural settings, which are often established by governments and humanitarian agencies and offer free accommodation to the residents; 2) in contrast, CSMC is an approach aimed at supporting refugees who have spontaneously settled in a high number of small and scattered settlements across an urban, peri-urban or rural areas.

Since 2013, humanitarian agencies have implemented CSMC programmes in Lebanon. The Danish Refugee Council (DRC) and Norwegian Refugee Council (NRC) were the lead agencies that initiated the launch of the approach in collective sites (ITS, CCs and CSs).[22] In early 2014, DRC, PU-AMI, and NRC were the only organizations implementing CSMC projects in Lebanon. As of January 2016, there are seven main CSMC implementing agencies.

Collective sites in Lebanon include:
- "Collective shelters" (CSs) are existing buildings used as temporary living accommodations for hosting displaced populations.[23]

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[20] 2015 Vulnerability Assessment of Syrian Refugees in Lebanon, also known as VASyR.
[21] Residents of ITSs also pay rent. Most households report paying rent for shelter, including for pieces of land where tents/ITSs are erected.
[22] The collective sites in Lebanon are usually small in scale and scattered across the country, most of these among low-income communities.
[23] The types of buildings used as Collective Shelters vary widely. They include schools, hotels, community centres, hospitals, factories, religious buildings, police posts and even military barracks. It is a building where people have 'self-settled', but rent. They are mostly communal buildings but

- "Collective centres" (CCs) are buildings that are set-up and managed by an organization which pays the rent and selects the residents.[24]
- "Informal tented settlements" (ITSs), in this context, refer to the settlements informally established by displaced Syrians paying a rent to a Lebanese landlord on mostly agricultural lands consisting of tents, makeshift shelters, among others.[25] The bulk of the CSMC implementation in Lebanon is in ITSs: out of the total of around 4,129 ITSs nationally (including those smaller than four tents)[26], all CSMC agencies within Lebanon cover around 414 sites.

The objectives of the CSMC approach are not stated in any of the CSMC Lebanon Task Force or working group strategies and documents.[27] For the purpose of this inter-agency evaluation, the Evaluator requested that the evaluation Steering Committee (Concern, Organization B and NRC) agree a common definition to allow a proper Effectiveness assessment. The three organizations[28] stated the following **objective**:

> *"To enhance the dignity and living conditions of displaced populations living in collective sites by: first, supporting coordination of services within collective sites between different stakeholders, duty bearers, and service providers; and second, strengthening refugee community structures to enable collective site residents to participate meaningfully in the humanitarian response, to identify and implement community-based solutions to problems, and to prevent or minimise risks and vulnerabilities within their communities".*

Target Population

Although not officially stated in the CSMC Task Force or Working Group programmatic documents, for the purpose of this Evaluation, the target group will be refugees from Syria who are residing in informal settlements.[29]

Roles, Responsibilities and Integration in the Lebanese Humanitarian Set-up

While the CSMC approach aims to ensure that refugees are protected and assisted effectively, the CSMC agency does not directly manage the collective site, but must instead play a pivotal role in building the capacity of refugees residing in collective sites and linking them to local authorities, service providers and the surrounding neighbourhoods.[30] The three main roles in the CSMC approach in Lebanon are:

- **Collective Site Manager (CSM):** The emphasis of CSMC agencies will be to facilitate the establishment of committees in collective sites, build the capacity of the committees, and link them to relevant stakeholders.[31]
- **Collective Site Coordinator (CSC):** The CSC (UNHCR) shall ensure standardised approaches in the area and that they are in line with the national CSMC guidelines and strategy.
- **Collective Site Administrator (CSA):** The Lebanese authorities are the CSA in Lebanon[32]. The main task of the CSA is to ensure safety and security and that the residents of the collective sites enjoy their right under Lebanese law.

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they can also be privately owned.

[24] According to UNHCR's "Guidelines for Collective Shelter and Small Shelter Units in Lebanon" (2012), Collective Shelters with more than four families should be managed (Collective Centre).

[25] Recently, the GoL stopped using the wording "Informal Tented settlements" (informal settlement) and refers now to a generic "Collective sites". Among the GoL and partners the overall "Collective sites" type of shelter also includes "collective centres" and "collective shelters". For the purpose of this evaluation, we will be referring to ITSs.

[26] As of May 2016.

[27] Except for the recent (January 2016) draft of the CSMC 2016 Bekaa Strategy (that at the time of the evaluator's field visit was not yet endorsed) that, for the first time, states an overall strategic objective: "*Enhance the dignity and living conditions of displaced populations living in collective sites by supporting holistic coordination of services within collective sites between different stakeholders, duty bearers, and service providers ensuring that inventions are always based on analysis and understanding of the needs and dynamics of site; and strengthening refugee community structures to enable collective site residents to participate meaningfully in the humanitarian response, to identify and implement community based solutions to problems, and to prevent or minimize risks and vulnerabilities within their communities.*"

[28] Leaders in the development of the CSMC approach.

[29] The figures of the CSMC approach's total population of concern in ITSs (taking the most recent estimates of the Shelter Working Group and the VASyR 2015), would vary according to the source: 1) If taking the Shelter Working Group calculation, Syrian refugees' population in ITSs would be 16 percent of the total country caseload = **171,058**; 2) If taking the 2015 VASyR, 18 percent of the total Syrian refugees population would be living ITSs, resulting in a higher figure = **192,440**.

[30] The Collective Site Management and Coordination Approach (CSMC) is a cross-cutting approach with strong linkages to other sectorial working groups especially Protection but also Water, Sanitation and Hygiene Promotion (WASH), Health, and Shelter.

[31] These committees will be supported through capacity building trainings, advice, on-the-job training, and direct links with service providers.

As there are no formal camps, there is no Camp Coordination nor Camp Management (CCCM) working group, and UNHCR has been reluctant to take on the role and responsibilities of camp coordinator for the collective sites (ITSs, CCs and CSs). At its inception, Collective Site Management and Coordination (CSMC)—as it has been named in Lebanon—fell under the Shelter sector; however, it was reassigned under the Protection sector in 2015.[33]

2. Evaluation Purpose and Scope

The **purpose** of this evaluation is to provide NRC, Organization B[34], and Concern (as well as the wider CSMC Task Force and its stakeholders) with evidenced-based information about the appropriateness, effectiveness and connectedness of the CSMC response, its relevance to the context, and recommendations for future implementation. Out of the total of around 4,129 ITSs nationally, (including those smaller than four tents)[35], all CSMC agencies within Lebanon cover only around 414 sites. As such, the need for more effective service delivery within informal settlements is paramount.

Given the overwhelming number of ITSs and their importance to CSMC agencies, this evaluation focuses on ITSs. **informal tented settlements** (ITSs).[36] This evaluation covers the CSMC interventions of the participating INGOs (Concern, Organization B and NRC) in ITSs in North and Bekaa governorates.[37] Out of the total number of collective sites in North and Bekaa (3,528[38]), the CSMC agencies support 387 collective sites, the majority of which are ITSs (343).[39]

The **intended users** of the evaluation include: 1) partner organizations in Lebanon and the Lebanon CSMC task force as primary users, who will directly use the findings to adjust programme implementation and improve its quality; and 2) global technical advisors as a secondary audience.

3. Evaluation Approach – Methodology

In order to achieve this evaluation's objective, this report assesses the *Appropriateness, Effectiveness* and *Connectedness* of the three (Concern, Organization B and NRC) CSMC interventions in informal tented settlements (ITSs) in Lebanon. According to the ToR (see **Annex 1**), the evaluation must respond to one **main**

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[32] For most issues this would refer to the municipality, but also other administrative levels of the state would be defined as CSA.

[33] At the end of 2014, the CSMC Task Force was established as part of the development of the "Lebanon Crisis Response Plan 2015" with six-month renewable mandates (now one year), reporting to the Protection Working Group.[33] Its aim was to enhance coordination of CSMC in Lebanon through harmonization of methodologies, setting minimum standards, facilitating information management, coordination of geographic coverage, and providing overall strategic direction.
As of January 2016, there are a number of CSMC coordination fora in place: a National CSMC Task Force, the Bekaa CSMC Task Force, and the North CSMC Working Group (Tripoli and 5 Districtis (T5) and Akkar were combined at the end of 2015 into one Working Group, now known as North).
The National and Bekaa CSMC Task Forces report to the Protection Working Group, whilst the Working Group in the North reports directly to the North Interagency Working Group.

[34] The 3 participating Organizations gave the sign off to the methodology, evaluation processes and the report and annexes of the evaluation, but due to the shortcomings and challenges that one of the Organizations faced during the evaluation, that Organization prefered to be anonymized throghout the report ("Organization B").

[35] As of May 2016.

[36] The small number of collective centres or shelters out of the total number of collective sites where the CSMC agencies work and the growing trend of increase in the number of ITSs, led the evaluator to propose Steering Committee (during the desk review phase of this evaluation), to concentrate on ITSs. On top of that, only one agency participating in the evaluation (Organization B) reports assistance to either CCs or CSs (in a total of 44 sites, CCs/CSs representing 1.28 percent of the total number of collective sites in the listings).

[37] Beirut, Mount Lebanon and South were not included in the Evaluation. While for Organization B and NRC the response was running before 2015, the evaluation focuses on post January 2015, although the evaluator consulted some existing documents from 2013-2014. The field phase took place in February 2016 in Beirut, the North and Bekaa governorates.

[38] Source: IAMP March 2016 (all sites: one tent and above).

[39] A total of 3,061 informal settlements in both Governorates do not have a CSMC intervention.

question:[40]*Has the CSMC approach helped to improve the living conditions, dignity, and independence of the target population?.*

3.1. Overall Approach

The evaluation employed a mixed-methods approach, combining qualitative and quantitative data collection methodologies and presents both quantitative and qualitative analysis. The focus of the process was on identifying the strategic choices and factors that most influence the results of CSMC interventions and its contribution in the current Lebanese context. Please see **Annex 2** "Methodology (complementary information)" for a detailed description of the sampling, data collection tools and limitations. **Annex 3** provides a "List of Contacts of the Evaluation".

Priority was given to make sure that the affected population was consulted and that participatory tools were used as far as possible, assessing the critical enablers and barriers (internally and externally) that contributed to the programme implementation, "seeking the explanations" and drawing up lessons identified, as well as integrating Vulnerability, Protection-Safe programming and Gender throughout the different steps and activities put in place during the evaluation.

The field phase took place in February 2016 in Beirut, the North and Bekaa governorates.[41]

Key Informants Interviews (KIIs)
During the field phase, staff from all evaluation agencies supported in collecting a total of 57 (25 male and 32 female) stakeholders' interviews:[42]

Figure 2: Key Informants Interviews Breakdown (expressed in percentage)
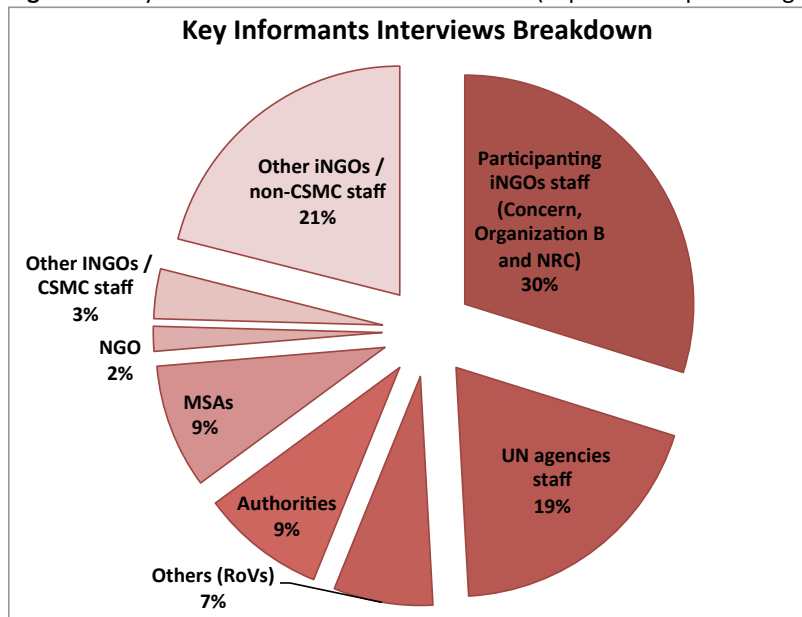
Source: Own elaboration

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[40] The ToR of the evaluation was initially foreseen for the CSMC approach in collective sites (whether CCs, CSs or ITSs) but during the desk review phase, the Evaluation Steering Committee (SC) accepted the evaluator´s proposal to focus on informal tented settlements (ITSs) due to: 1) The growing number of ITSs and population living in them; 2) The extreme vulnerability of the population living in ITSs and the foreseen deterioration of the situation due to the GoL pressure on refugees and INGOs; 3) The reduced number of collective centres out of the total number of ITSs where the CSMC agencies work.

[41] These areas were selected as this is where the bulk of Syrian refugees in ITSs live and where CSMC interventions are concentrated.

[42] Key informants to be interviewed were selected on the basis of a combination of criteria meant to ensure the representativeness of CSMC's intervention, as well as environment and context characteristics in which the CSMC programme operates. Fifty seven (25 male and 32 female) Key Informants Interviews (KIIs) were carried out with individuals/institutions and one Joint analysis session with nine Committee members of one municipal committee (Merkabta (CSMC Mega Committee, supported by NRC in North). Other actors (beyond Concern, Organization B or NRC) included: UN agencies staff, Authorities, Municipal support Assistants (MSAs), National non-governmental organizations (NGOs), CSMC staff from international non-governmental organizations (INGOs), non-CSMC staff from international non-governmental organizations (INGOs) and Refugee Outreach Volunteers (ROVs).

Face-to-Face Surveys in CSMC and non-CSMC ITSs

The sample included 37 ITSs with CSMC interventions (by either Concern, Organization B or NRC) and 20 ITSs with non-CSMC interventions (in the vicinity of a random selection of the surveyed CSMC sites).[43] For the purpose of this evaluation, CSMC ITSs were grouped by size: **Small sites**: 11 tents or fewer; **Medium sites**: 12 to 23 tents; and **Large sites**: 24 tents or more.

Face-to-face surveys were carried out with a set of tailored questionnaires[44] in a total of 57 ITSs, covering 21 cadastrals[45] across the North and Bekaa governorates.[1] All of the CSMC ITSs that were initially included in the field exercise data collection had either exited (as the case of some NRC sites) or were in a "coaching" phase (post training) so that organizations could have similar conditions to respond to the evaluation's main question: *Has the CSMC approach helped to improve the living conditions, dignity, and independence of the target population?*.

The ITS status cut-off was, very often, not related to the duration of the CSMC presence in the site. For the CSMC HH surveys, only those HHs with at least 12 months living in the ITS site were interviewed. See **Annex 2** - Methodology (complementary information), under the Section: Households Selection for more details.

The 37 CSMC sites yielded a sample of 97 CSMC households (HHs: 52 Female and 45 Male)[46] and 31 CSMC shaweesh interviews.[47] The 20 non-CSMC sites yielded 52 HH interviews.

Table 1: Breakdown of ITSs (CSMC and non-CSMC) sampled by Governorate, Size of the site and Organization[48]

Sites Surveyed	Concern	Organization B	NRC	Non CSMC	Grand Total
Bekaa		6	11	11	28
Large		2	7	6	15
Medium		2	2	2	6
Small		2	2	3	7
North	6	5	9	9	29
Large	2	2	1	4	9
Medium	2	1	3	3	9
Small	2	2	5	2	11
Grand Total	6	11	20	20	57

Source: Own elaboration based on sites surveyed during the evaluation

Focus Group Discussions (FGDs) or Group Discussions[49]

Twenty-four (24) FGDs or group discussions[50] were conducted in CSMC ITSs[51] selected from 37 sites sampled for Face-to-Face surveys[52]:

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[43] The characteristics and organizations' breakdown of the sites were sampled according to the defined purposive sampling approach that took into consideration a set of predetermined factors. See **Annex2** for more details.

[44] See **Annex 2**- Methodology, complementary information (under the Section Data collection tools) for more details. Separate tools were developed for shaweeshs, CSMC committees, ITS households. Mobenzi software and portable devices were used for data collection, entry and preliminary analysis.

[45] Geographic divisions of Lebanon as per the government.

[46] The primary respondent in each household was the head of the HH and in his/her absence, the main person responsible for how the household spent its money, prioritizing (in case of doubt) women respondents. Committee member HHs were expressly excluded from the simple. 17 respondents (nine in Bekaa and eight in North) were relatives of the shaweesh. Due to the high number of family sites' composition, the interviews did not exclude respondents that were relatives of the shaweesh but it is important to point out that only in one analysis, related to "*Residents perception on who can be more effective in liaising with service providers*" was it found that this could have introduced a bias in the responses (highlighted in the findings section).

[47] The shaweeshes interviewed were from the 37 CSMC ITSs selected for the Survey. Only 32 sites out of the 37 sampled had shaweeshes and, in one case, the shaweesh was not available for the interview. This makes a total of 31 shaweesh surveys.

[48] Concern does not intervene in Bekaa.

[49] The initial target for Organization B in Bekaa was seven FGDs/Group discussions but it was not possible to reach mostly due to inconsistencies in the provided information and non-existence of Committees in some of the initially included sites. It was then decided to increase the number of FGDs/Group discussion in NRC sites and to also include one non-CSMC site that had been recommended by UNHCR CSMC focal point in Bekaa (good organization). 16 FGDs/Group Discussions were held with mixed (M/F) participants, six FGDs/Group Discussions were held with only Female participants, Two FGDs/Group Discussions were held with only Male participants.

[50] One FGD/Group discussion per site. Discussions were based on semi-directive guides, designed to foster the discussions and debates on a series of themes central to the CSMC interventions and the evaluation. See **Annex 2**- Methodology (Data collection tools' section) for more details.

Table 2: Breakdown of the Focus Group Discussions (FGDs) or Group Discussions with CSMC Committee members sampled by Governorate, Size of the ITS and Organization[53]

Site location and type	Concern	Organization B	NRC	Total CSMC
Bekaa				**11**
Large		1	6	7
Medium		1	2	3
Small			1	1
North				**13**
Large	1	2	1	4
Medium	2		2	4
Small		1	4	5
Total	3	5	16	**24**

Source: Own elaboration based on evaluation data

There were a total of 99 participants (39 male and 60 female)[54]**.** The FGDs / Group discussions results were analysed and ranked according to the most frequent response counting per question, using gender disaggregation and also taking into consideration the number of participants per Organization. The important differences in the average number of assistants from each organization made this individual analysis necessary. It is only reflected in the Findings section when the differences are notorious.

Table 3: Breakdown of the Average Number of participants in FGDs or Group Discussions by Organization and Size of each ITS:

CSMC Agency	Small ITSs	Medium ITSs	Large ITSs	Average of Participants per FGD / Group discussion
Concern		6.5	12	8.33
Organization B	2	3	2.67	2.6
NRC	3.2	3.75	4.29	3.81

Source: Own elaboration based on evaluation data

Limitations

Different Limitations were encountered during the evaluation that can be summarized as:

- Context-related: The complex set-up, compounded with difference between the Lebanon contexts on one side and operational and management realities and results of each of the participant organizations (Concern, Organization B, NRC) on the other, made it difficult to have common findings for some of the questions.
- Primary Data related:
  - Sampling size: the evaluator had proposed a larger sample with equal number of CSCM and non-CSMC sites to be surveyed, but due to a limitation in resources and time allocation for data collection, the SC decided that the number of CSMC sites to be sampled would be a maximum of 40 and the number of non-CSMC sites would be half of the CSMC sites.
  - Purposive sampling (the sampling method used) can produce a reasonably accurate picture of a

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[51] They were selected randomly. One extra FGD was also carried out in a non-CSMC site in Bekaa following the same CSMC tool with the purpose of having more insight to an ITS that was self-managed and was, according to the consulted sources, a good example of participation and auto-organization.

[52] Only CSMC Committee members, and those that were present during the ITS visit, were invited to participate.

[53] Concern does not have interventions in Bekaa. The percentage of sites initially included for FGDs/Group discussions was proportional to the No. of sites included in the CSMC sampling list of each organization for each of the areas: North and Bekaa. This proportion was matched for Concern and NRC but due to the problems encountered in the Organization B sites in Bekaa (where during data collection it was found that for a high number of the ITSs initially included for sampling purposes no Committees were in place at the time of undertaking the field work), the final proportion does not correspond to the initially agreed number of sites.

[54] The FGDs / Group discussions results were analysed and ranked according to the most frequent response counting per question, with gender disaggregation and also taking into consideration the number of participants per Organization. The important differences in the average number of assistants from each organization, made this individual analysis necessary. The average number of participants in each FGD varied depending on the Committee size and the Committee members availability; there were also variations according to the size of the site.

given situation. The included groups are selected according to specific characteristics that are considered to be important through meaningful stratification to ensure that different types and levels of realities are captured and systematic comparisons among relevant groups are possible. However this methodology does not produce statistically representative results.

  − One of the participating organizations (Organization B) did not fulfil certain key commitments on time according to pre-agreed responsibilities, which affected the development of all the evaluation phases, especially the data collection in Bekaa[55] and the FGDs/Group discussions' compilation of results.[56]

- Secondary Data related:
  − CSMC Task Force is lacking a formal logframe, and the three participating iNGOs have limited outcome-results oriented formulations.
  − UNHCR opacity in sharing general figures on protection-related issues.
  − Limitations concerning the validity, consistency and accuracy of parts of the secondary data provided by one of the participating iNGOs (Organization B).

- Evaluation report - revision process related:
  − The 3 participating Organizations gave the sign off to the methodology, evaluation processes and the report and annexes of the evaluation, but due to the shortcomings and challenges that one of the Organizations faced during the evaluation, that Organization prefered to be anonymized throhout the report (Organization B).
  − The revision process took longer than initially expected, mostly due to:
    o Focal points of the Steering Committee being replaced and new members not always aware of either the previous process and agreements reached or of the overall evaluation process: as the different phases of the evaluation advance, the entire process moves forward and there is no possibility of reopening previously agreed methodological points.
    o The CSMC agencies' delay in resolving the situation created by the existence of an internal clause in the administrative Memorandum of Understanding which had been signed by the three participating organizations (stating each party's responsibility and contribution), but which had not been shared with the evaluator[57] and which requested the specific sign-off for any individual/single agency mention throughout the report. The evaluator considered this could have led to arbitrary decisions in the revision process, and eventually compromise the independence of her work, what made her to request a change in that inter-organizations framework.
  − During the validation process of the draft and final versions of the evaluation report, the evaluator and the Steering Committee (whom Concern and Organization B focal points/members changed over the different evaluation phases) systematically clarified and/or accepted revisions to either findings, conclusions and/or recommendations. The process was formalized with a management matrix that recorded discrepancies, answers and final agreements. The evaluator tried to meet legitimate client needs whenever it was feasible and appropriate to do so, not compromising the integrity of the evaluation findings and conclusions. All the remaining discrepancies (seven[58]) are included in the **Annex 2** Methodology (complementary information).[59]

These limitations have been (in the opinion of the evaluator) partially alleviated, in large part by the qualitative analysis – interviews, research and cross-check of information made during the field and analysis phase of this evaluation to infer an assumption that could lead to a result that does not compromise the conclusions of the assessment.[60]

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[55] That was hampered by the non-reliability of key information on the Committees and sites that did not allow teams to carry out the field work as planned. As a result, that organization is overrepresented in the sampling in Bekaa due to the provision of inaccurate information for the overall calculation of the sampling size (allocated to each organization according to the case load of ITSs falling into the pre-defined and agreed sampling criteria).

[56] The question about the "residents' knowledge of the CSMC Committee" in the CSMC HH survey was introduced two days after the start of data collection (in North), so 29 HHs interviewed the 15th and 16th February are missing in this counting. Instead of 97 HHs surveys, the percentages and the related analysis are calculated out of the 67 surveys obtained that were validated, which could have introduced a certain bias in the overall results in North.

[57] Which the evaluator heard about only when the first draft of the evaluation report was about to be submitted to the Steering Committee.

[58] Six in the Findings section and One Recommendation.

[59] Under the Section Discrepancies Steering Committee – Evaluator (pages 8-12).

[60] When the information is not conclusive, some findings are thus expressed in terms of likelihood rather than proof.

4. Findings

Both the Lebanese context and design-based strategies in the planning and formulation of the CSMC interventions have had a massive effect on CSMC results. As a consequence, the analysis of the collected data required more complex review and formulation of indicators and cross-checking of both primary and secondary data than initially anticipated.[61] Some questions required further investigation.

Throughout the Findings section, when individual breakdowns are provided in Tables and Figures, they will be under: organization "A", "B", "C":

Organization **A** is **Concern.**
Organization **B** is the iNGO that requested to be anonymized throughout this evaluation report and annexes.
Organization **C** is **NRC.**

The Findings section is organized by three different criteria: Appropriateness (4.1.), Effectiveness (4.2.) and Connectedness (4.3.) and the related set of questions that the evaluation will respond to.

4.1. CRITERIA: Appropriateness

__Questions 1 & 2:__ Is the approach an appropriate way to facilitate representation[62] of the target beneficiaries in the context of non-camp situations given the political and coordination environment? Is the methodology of the CSMC interventions an appropriate and adapted way to enable participation[63] of the target beneficiaries in on-site coordination and implementation of services (including timely adaptations made in response to changes in the environment)?

4.1.1. Appropriateness of the CSMC approach in relation to the Limitations in the Context/environment in Lebanon and its evolution

The Role of the CSMC agencies and the Committees as Collective Site managers **and the need for this type of approach is enhanced** in the current context, by the proven increase in the basic needs of refugees and the serious deterioration of their protection environment over the last two years. Given this evolution in the context/environment, there is an added value to a humanitarian needs-driven response that maximizes the available service provision at local level, allowing a better allocation of the existing resources to enhance the dignity and living conditions of the refugees.

However, while the relevance of CSMC has increased over time, **CSMC actors have not sufficiently adapted their operational strategies and planning** (approach and interventions) **to the sharp deterioration in the humanitarian situation in 2014/2015**. With the exception of NRC (that has recently developed different pilot initiatives[64] that will be covered under Effectiveness), results show an insufficient or late adaptation of the

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[61] The answers to the different surveys' questions were systematically cross-checked and analysed with the perceptions of the key informants interviewed, the FGDs/group discussions transcriptions and the secondary data available. Special attention was paid to systematically checking and identifying the casual relationships of factors that could have an influence on the results (either positive or negative), such as (among others): size of the site, literacy level of the site, existence of other type of Committees, shaweesh role and relationship with the committee and site residents, location, CSMC implementing organization and other service providers' coverage.

[62] Understood as *"the action of speaking or acting on behalf of someone or the state of being so represented"* (Oxford dictionary). "*An instance of acting for another, on his authority, in a particular capacity" (Collins dictionary).*

[63] Participation in humanitarian action is understood as the engagement of affected populations in one or more phases of the project cycle: assessment; design; implementation; monitoring; and evaluation. This engagement can take a variety of forms. Far more than a set of tools, participation is first and foremost a state of mind, according to which members of affected populations are at the heart of humanitarian action, as social actors, with insights on their situation, and with competencies, energy and ideas of their own. Source: "*Participation by Crisis-Affected Populations in Humanitarian Action - A Handbook for Practitioners*". ALNAP 2003.

[64] Such as the joint WASH-CSMC-Legal/Protection outreach programme in Bekaa, the creation of municipal CSMC committees and the launch of four Municipal Support Assistants (MSAs) position with focus in CSMC and improvement of the refugees' situation and reduction of tensions with Lebanese (with a different profile, dependency - more autonomy than the UNHCR and Organization B exiting ones).

overall CSMC approach to the shrinking of humanitarian space and with some sectoral exceptions, overall increased refugees' needs in non-camp situations.

Although the CSMC design offers the possibility to vary approaches according to the context/needs (key attributes to enhance participation, identify needs and coordinate/advocate for a timely response in different scenarios), the CSMC design remains quite vague in its different formulations and was not sufficiently used in the face of dramatic deterioration of refugees living/protection related conditions resulting from more stringent regulatory environment.[65]

The improvement in refugees' assistance and protection through enhancing the effectiveness and integration with other actors/service providers was not the main focus in the CSMC programmatic documents that the evaluator had access to (both of the CSMC task force and the CSMC agencies). The establishment of CSMC committees should lead to improved results, strengthening the relationship between a needs-based responsive approach and overall project effectiveness. Except for the draft of the CSMC 2016 Bekaa Strategy,[66] the CSMC task force and implementing partners lack a common vision on the final outcome of the CSMC implementation.[67] This lack of clarity has resulted **in strategies that are neither sufficiently oriented towards achieving results (effectiveness), nor leading towards efficiency gains[68]** which would allow the model to be scaled-up and contribute to more "buy-in" by other actors (service providers and donors).

The insufficient focus on Effectiveness also brings into question the **"ethics"** of maintaining a **long-term vision** for capacity building initiatives as an important part of the CSMC task force implementation strategy (led by UNHCR). The **vulnerability and isolation of refugees has increased** and, for some key sectors (including protection), the situation has notably worsened and can be considered as the **peak of the crisis** (recognized by the majority of the stakeholders interviewed).

The dramatic isolation of refugees in ITSs resulting from their precarious legal situation and the increased restrictions on movement is infamous. This insufficient CSMC adaptation to the new pressing reality partly contributed to sacrificing the ambition and effectiveness of the very much **needed "emergency phase" approach to reach the most vulnerable populations on time**, by maintaining the search for a mid/long-term self-reliance positioning as an important part of the CSMC vision.

CSMC agencies have inadequately integrated the use of new technologies to address this reality. While some adaptations were made to reduce the amount of movement required of CSMC Committee members for training purposes (which is positive), the need for better alternatives to face-to-face meetings for real-time communication remains high:

- In a situation where service providers' outreach strategies should focus on counteracting the effects of increased movement restrictions, the majority have opted for the opposite (ending mobile brigades/roving teams). In this scenario and even considering the cost is higher than regular phone calls or SMS, the ROVs communication structure (use of Smart phones, Whatsapp groups, cascade communication) is much more adapted to the needs and reality and could also be used by CSMC organizations to communicate with the Committees. [69]
- The use of new technologies and smart phone apps has not been regularly applied for referrals and contra referrals, follow-up, disseminating information, and reinforcing trainings, among others. This

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[65] Except for Première Urgence Médicale Internationale's (PU-AMI) design of the CSMC approach in Akkar that introduced changes regarding the core structure in the sites (focal points instead of committees) and identification criteria of the representatives, that include the search of a positive and active reputation in the community.

[66] (CSMC Task Force), dated January 2016 and not yet endorsed at the time of the evaluator field visit.

[67] The evaluator could have access to a recent draft of the CSMC 2016 Bekaa Strategy (that at the time of the field visit in February 2016 was not yet endorsed) which states, for the first time an overall strategic objective: "*Enhance the dignity and living conditions of displaced populations living in collective sites by supporting holistic coordination of services within collective sites between different stakeholders, duty bearers, and service providers ensuring that inventions are always based on analysis and understanding of the needs and dynamics of site; and strengthening refugee community structures to enable collective site residents to participate meaningfully in the humanitarian response, to identify and implement community based solutions to problems, and to prevent or minimize risks and vulnerabilities within their communities*".

[68] Maximizing the use of resources pumped into the different CSMC interventions.

[69] So far, and for the three INGOs participating in the evaluation, the provision of vouchers for phone calls or SMS to one of the CSMC Committee members is, with a few exceptions, the only non-written communication means that has been given.

could also ease communication with ITSs where CSMC members are illiterate,[70] as well as help reduce the rising feeling of isolation among refugee communities.

The differences in ITSs size, location, residents' profiles, social background, and community cohesion of the caseload clearly indicate that a **one-size-fit-all approach is not applicable** to the context. Although the differences are acknowledged by CSMC actors, they are insufficiently reflected in the design and formulation of the different CSMC interventions, including (i) the selection process of Committee members, (ii) the number and defined roles of these members, and (iii) clustered approaches within ITSs for extra small (Xsmall) sites,[71] among others.

This evaluation found that most actors do not have adapted approaches to reach the large numbers of small and x-small sites and indeed, with the exception of NRC, do not intervene in sites with fewer than four or 12 tents. This reinforces the analysis in the previous question: the ITS size should be considered when defining the participation and representativeness strategies for the selection and composition of the CSMC Committee:

- From October 2014 (when the GoL restrictions started) to March 2016, the **number of small and new sites has experienced an explosive growth**, but the proportion of this growth is not as related to an increase of residents as to an atomisation of the previous ones:[72]

Figure 3: Comparison of the number of ITSs, by size of ITS in Lebanon (October 2014 – March 2016)
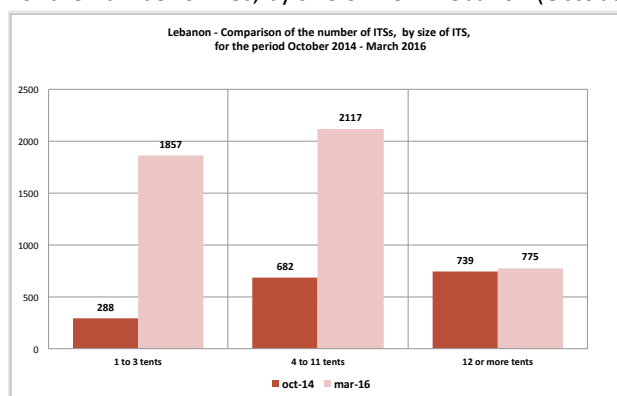
Source: Own elaboration based on IAMP data

- While the number of people residing in ITSs has increased only by six percent during this time, the number of sites has nearly doubled – and the increase is basically all accounted for by an increase in sites that are smaller than 12 tents (210 percent increase in sites from four to 11 tents and 545 percent increase in sites from one to three tents). As of end of March 2016, almost a third of ITSs residents are living in sites smaller than 12 tents. This is an important effectiveness and efficiency challenge for the humanitarian response that has been acknowledged by many of the KIIs interviewed.
- Some of the explanations for this atomization phenomenon mentioned by many of those interviewed were related to evictions (insecurity and fear of raids in larger sites), the changes in the mapping process carried out in 2015 for the IAMP database, and economic reasons (inability to pay rent in other ITSs or in other types of accommodation[73]). According to the same sources, this differs from trends present in 2014 and early 2015 when the pull factor was either towards larger ITSs that were more visible and better assisted, or due to evictions.

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[70] See **Annex 4:** Complementary Figures and Tables for more ITSs (surveyed sites) profiling details.

[71] Xsmall sites: one to three tents. The clustered approach is implemented by NRC and involves one single Committee that covers several sites with members of the committee drawn from the different sites in the cluster.

[72] See complementary figures in **Annex 5:** Comparison of evolution in the number of ITSs by Size and Population for the period October 2014 to March 2016.

[73] There are no reliable reports or figures on the current ITSs residents that were first residing in other types of accommodation (such as renting houses, apartments, unfinished buildings) and were forced to move due to economic reasons, but according to some of the Key Informants interviewed, when resources and coping mechanisms are exhausted, an important percentage of those HHs could be moving towards ITSs as a last resource. This would coincide with the information collected in the surveys of newcomers in the ITSs considered by the same residents to be amongst the most vulnerable.

4.1.2. Appropriateness of the CSMC approach in relation to Institutional coordination with other actors

Although quite delayed, there is promising institutional coordination with other sectors (notably WASH) that has been reinforced towards the end of 2015 to rationalize the "mushrooming" of different types of committees within the same ITS:

- The overall consensus (supported as well by UNICEF in its 2016 Hygiene Promotion planning) is that sector-specific focal points should be part of the CSMC committee to avoid multiple committees in one site or area and avoid duplication of roles, while facilitating clearer communication with service providers and authorities. If CSMC does not exist, the implementing WASH NGOs should follow—to the extent possible—the CSMC participatory methodology for the selection and capacity building of committee members to perform the WASH objectives.[74]

- However, the formal integration of CSMC with other sectors (i.e., Protection, Health, Shelter, and Education) following the same WASH rationale is not yet planned.

- Even if widely agreed by all actors interviewed that the CSMC approach is relevant and applicable to other sectors, the fact that CSMC was under the Shelter sector[75] until 2015 when it was placed under the Protection sector has not contributed to gaining the space that in other set-ups CCCM or formal Camp Management would have had.

- From a protection perspective, actors (including UN agencies[76]) must reassess their approach to treating shaweeshes as representatives of ITS communities. Shaweeshes[77] frequently occupy positions of power and control in relation to ITS residents and their duties range from collecting the rent for the land owner to arranging work for residents (always informal). Continuing to engage shaweeshes as community representatives is a perversion of the system that should have been addressed as a priority, especially by UNHCR as leading agency and the rest of the CSMC task-force.[78]

4.1.3. Appropriateness of the approach to facilitate the target population's representation in ITSs[79]

It is worth noting two key differences employed by the three CSMC agencies examined here in: (1) selection/election processes for CSMC Committee members, and (2) training approach:

1) Selection/Election process of CSMC Committee members
- Organization B widely implements a formal election process in its targeted ITSs, where any resident can vote and/or be a self-nominated candidate.[80] There is no structured validation of candidates.
- Concern and NRC: they identify and appoint candidates through FGDs with different groups of residents, but do not undertake a formal election process.
2) Training approach
- The modules and content used by each organization differ. For NRC, it is not fully harmonized across their programming in Bekaa and the North.

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[74] Following a workshop in September 2015 regarding the establishment of WASH committees and focal points, UNICEF requested NRC to deliver a series of three day Training of Trainers (ToTs) in Community Mobilisation for field staff from WASH agencies implementing in informal settlements across Lebanon that took place from October 2015 to January 2016. There were a total of 70 participants from 26 agencies and five refugee committees in all those trainings that were delivered in Tripoli (for T5 and Akkar), Beirut (for Beirut Mount Lebanon and South) and Zahle (for Bekka). Although the ToT part (one-day module) was very valued by the participants, some of the Key Informants interviewed during the field phase of the evaluation mentioned that for a first training, it may be more effective to do a shorter module, and not a ToT, focusing on the CSMC elements that WASH actors should implement. This would then allow to plan for a specific ToT training in a second step.

[75] According to the collected information, since the beginning of the crisis, UNHCR has been reluctant to establish a Camp Coordination and Camp Management (CCCM) working group

[76] "The role of the shaweesh (community representative) in informal settlements should be recognized and strengthened within a common framework regarding their role and responsibilities vis-à-vis their community as well as the government and external assistance actors". HLP in Lebanon, UN Habitat, page 13 (August 2014).

[77] In many cases self-appointed or appointed by the landowner (not elected by the community).

[78] CSMC agencies have at least tried to somehow reverse the situation through presentations at different sectors' working groups on CSMC and bilateral meetings with service providers.

[79] As the first step to evaluate the appropriateness of the approach, the residents' knowledge of the existence of the CSMC committee and its purpose, the level of participation of its members and satisfaction with the committee representing the interest of the majority of the ITS residents, were assessed.

[80] At least for Organization B programming in Bekaa, the election system is standardized.

- Organization B: According to the information confirmed by their field staff, "one shot" approach concentrates all the training content over a two to three day gathering and conducts training sessions in a venue outside the ITS.[81]
- Concern and NRC: deliver the trainings over an average of a three- to four-month period within the ITS itself. For NRC, there is a final gathering at the municipality with local authorities and service providers.

The representativeness of the CSMC Committee has been assessed through several process indicators: 1) size of the Committee and roles of the members; 2) knowledge of the existence and purpose of the CSMC Committee among the ITS residents; 3) participation of ITS residents in the selection of Committee members; and finally 4) residents' perception of the extent to which their interests are represented by the CSMC Committee.

The CSMC Committee: Size and Members' Roles
The variation in the ratio of the number of HHs (size of ITSs) to the number of committee members varies dramatically, from:
- Large sites: One committee member for every 20 HHs, to two members for every two HHs.
- Medium sites: One committee member for every 17 HHs to one for every two HHs.
- Small sites: *More* than one committee member per HH[82], which seems to be more an 'assembly' that an effective coordinating body.

The figure below shows the differences in numbers of CSMC committee members, shown in a ratio that relates the size of the ITS to the number of HHs per site. Of the non-CSMC service providers (iNGOs, NGOs) and authorities interviewed in the KIIs, the vast majority found it challenging to understand the composition of the committee, which are their roles, who they should be talking to and how to effectively coordinate with these committees.

Figure 4: Ratios Committee Members / Households (per Size of the 37 CSMC ITS surveyed)[83]
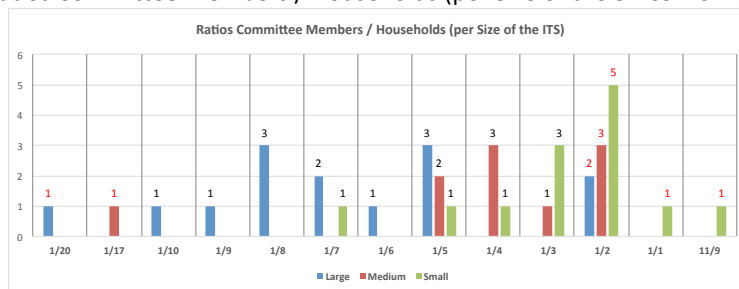
Source: Own elaboration based on evaluation data

- The **overall ratio** (for the three INGOs) **is neither harmonized** (between them and even inside each organization)[84] **nor logical** (there is **no division of tasks or responsibilities** within committees, and the committee **size** is not linked to the number of households), which has contributed to the **low "buy-in" of the approach by other actors)**.
- The fact that there is no **standard composition or allocation of responsibilities/tasks within the Committee** contributes as well, and according to the KIIs, to the impression of complicated coordination and other difficulties and can partially explain the preference to coordinate with the shaweesh as the main interlocutor at ITS level.

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[81] "The training approach that Organization B has implemented (as confirmed and cross-checked during the evaluator's field visit) seems to differ from the theoretical model that the organization said, during the revision process of this report, should have been implemented, consisting of:
(1) CSMC training (three day session delivered usually in coordination with CSMC agencies and UNHCR).
(2) CSMC trainings package (mandatory modules + optional modules) delivered over a six-month timeframe and including modules as agreed by CSMC task force in 2015".
[82] Highlighted in red in the figure bellow (Concern sites).
[83] The detailed breakdown is included in the Table: Ratios Committee Members per HH and Number of tents in the ITS with Size of the site evaluation classification and Governorate breakdown. **Annex 4** Complementary Figures and Tables provideles more ITSs profiling details.
[84] See the Table xxx: "Ratio of Committee Members per Households per Organization", included in the **Annex 4**: Complementary Figures and Tables for more ITSs profiling details.

Knowledge of the CSMC Committee in the ITS and Awareness of CSMC Committee purpose[85]

Of the CSMC sites surveyed, **77 percent** of the residents interviewed[86] **knew** about the existence of **the CSMC Committee**, which is a **positive result**.[87] Among the 77 percent (52) of total respondents[88] aware of the existence of the CSMC Committee, **the majority (94 percent) were aware of its purpose:[89]**

Figure 5: Awareness /Knowledge of Committee Purpose by Size of the ITS[90]
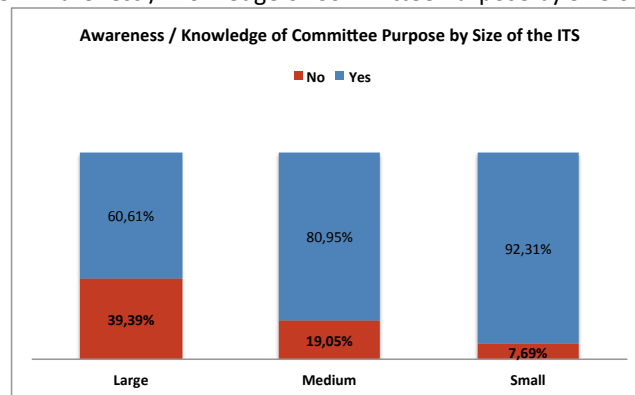
Source: Own elaboration based on evaluation data

There are also important correlations between knowledge level and gender**,** the **health condition** of the head of the HH, and CSMC **organization**.[91]

Participation in the CSMC Committee selection

The perception **of residents about their participation in the Committee's selection** is lower than expected for a participatory methodology: only 48 percent of those who knew of the existence of the CSMC committee (67) participated in its selection[92].

There is also a notable **disparity between organizations** in terms of Participation, with residents of Organization B sites reporting more participation in committee selection than in Concern or NRC sites:

Figure 6: Residents Participation in Committee Selection (breakdown by Organization)
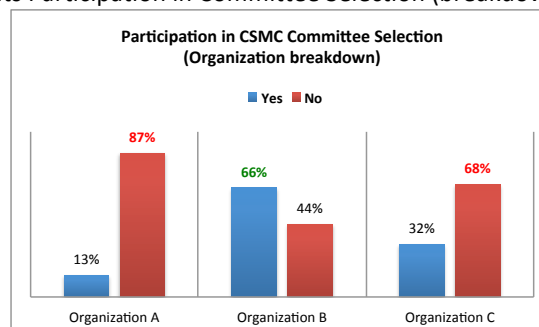
Source: Own elaboration based on evaluation data

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[85] Only those reporting knowing the Committee were asked about Committee related information (this section and following sections):

[86] The question about the "knowledge of the CSMC Committee" was introduced two days after the start of data collection (in North), so 29 HHs interviewed the 15th and 16th February are missing in this counting. Instead of 97 HHs surveys, the percentages in this section are calculated out of the 67 surveys obtained that were validated.

[87] As explained in the Methodology section of this report, the HHs surveyed were those that were living in the ITS for the last 12 months at least.

[88] The question about the "knowledge of the CSMC Committee" was introduced two days after the start of data collection (in North), so 29 HHs interviewed the 15th and 16th February are missing in this counting. Instead of 97 HHs surveys, the percentages in this section are calculated out of the 68 surveys obtained.

[89] The purpose awareness was also cross-checked with a specific request to describe it (Questions 1.39 and 1.40 of the CSMC Eval IS HH Survey). See
   Annex 2- Methodology (under the Section Data collection tools) for more details

[90] Percentages based on 67 HHs responses that knew the Committee purpose: 33 responses from large sites, 21 responses from Medium sites and 13 responses from small ITSs. Three out of eight from Concern sites, 13 out of 19 from Organization B sites and 33 out of 40 for NRC ITSs.

[91] Although the absolute number is relatively very small, it is also worth mentioning that out of those respondents who were not aware of the existence of the committee (16 HHs), three out of the seven HHs that were HHs headed by a member who is sick/has health problems (43 percent)[91] did not know about the Committee's existence.

[92] The majority of the surveyed HHs arrived to the site before 2015. Only 15 percent of the total HHs surveyed arrived in 2015 (all of them between January and February 2015), what does not seem to have limited their possibilities to be involved in the CSMC selection process.

Committee Representativeness of the majority of the residents' interests (including the most vulnerable)

In spite of the relatively low participation in the selection/election of Committee members, **over half of CSMC Committees represent the majority of the ITS residents' interests** according to the surveyed residents that knew about the CSMC committee in the ITS (67).[93] This is considered the desired outcome of the members' selection process**.**

Figure 7: CSMC Committee representativeness of the residents' interests (including the most vulnerable)
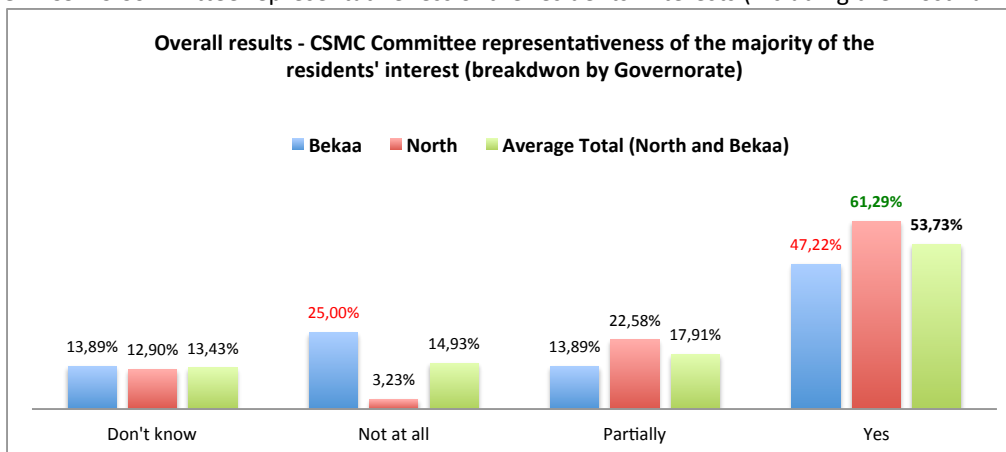
Source: Own elaboration based on evaluation data

- The highest rates of positive answers (those who answered "yes"[94]) were found in the North (reaching over 60 percent), whilst Bekaa had lower rates of positive answers (below 48 percent):[95]
- However, if **combined with the response "partially"**, the overall percentage **rises to over 70 percent,** and can be considered quite **a success**.

As seen in the figure below, the **representativeness** of the CSMC Committees vary **notably** according to the **Governorate** of intervention and the different **CSMC Organization strategies**, which are **influenced by the appointment and selection process of committee members and less by the level of participation in that selection**[96]:

Figure 8: CSMC Committee representativeness of the majority of the residents' interest with Organization breakdown
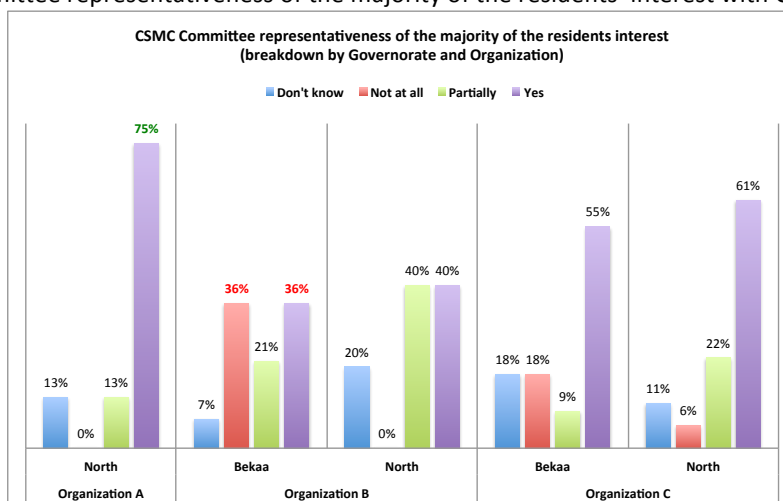
Source: Own elaboration based on evaluation data

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[93] The precise question that the HHs surveyed had to answer was: *"Do you think that the committee members who were selected: even if difficult, they try to represent the interests of the majority of the residents, including the most vulnerable?"*

[94] To the question 1.43 in the IS-HH survey in CSMC sites: *"Do you think that the committee members who were selected, even if difficult, they try to represent the interests of the majority of the residents, including the most vulnerable?"*

[95] The negative Bekaa trend is also confirmed by the fact that 25 percent of residents surveyed consider that they are "not at all" represented by the CSMC Committees.

[96] As per the results obtained through the HH surveys in CSMC sites and the KIIs with service providers implementing participatory approaches in ITSs in Lebanon (WASH-Protection related) that judged more appropriate the FGDs and the previous validation of candidates than elections.

When comparing the organization strategies[97] to identify the main reasons for the differences in scoring[98], one of the **key evaluation findings** is that **design-based reasons in the selection/election** process of committee members were found in one of the organizations, (Organization B), the one obtaining the lowest representativeness scoring[99]:

- Organization B is much **more focused on the process** itself (formal elections/votes) **t**han in the search for candidates that can truly represent the interest of different groups. In the Organization B approach that is implemented (at least in Bekaa), any resident can vote and be a self-nominated candidate (a priori very democratic and participatory)[100], and only the male/female parity is set-up as a mandatory outcome for the representativeness of the different sites' groups.

- This Organization approach (at least in Bekaa) is totally different from the FGDs and different group appointment of members of Concern and NRC, which could be considered, a priori, and less "democratic" but practically leads towards achieving better results in this section.

- The high Concern (Organization A) scoring (applicable to North) could be due to it having the highest proportion of committee members per HH (up to 12 committee members per site[101]), even in small sites, where all HHs had a committee member. Four out of the six Concern ITSs sampled were below 23 tents.[102]

- The clearer and more focused expectations of the Committee members of the organizations obtaining a higher representativeness score (NRC - Organization C) seem to have also contributed to the better overall representativeness of their CSMC Committees, which is very much linked to the profile and validation and the candidates/members. The following positions are the type of responses that were more frequently obtained[103] in FGDs/Group discussions with Committee members by the Organization better scoring in "representativeness" and that range from:
  - To be responsible towards the people that live in the camp through helping them to fullfil their needs;
  - Identify ITS problems and follow-up on them, and better manage the site;
  - Represent the residents with municipalities, NGOs and community.

In terms of Committee composition designed to capture the needs of different groups, the evaluator was unable to obtain information on the number and percentage of committee members representing persons with specific needs. This deserves further research,[104] particularly given the fact that between 2013 and 2015, the VASyR has mapped a significant increase in the number of chronically ill refugees (from 13 percent in 2013 to 43 percent in 2015) and those with serious medical condition and disability (mental/physical[105]). These conditions have devastating effects on household vulnerability, and as such, it is important to ensure their appropriate representation within surveyed ITSs.

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[97] A more in depth exercise was analysed the Organization B and NRC processes and strategies; Concern was not included due to its non-presence in Bekaa.

[98] The overall negative results are highly influenced by one of the organization's low scoring in Bekaa.

[99] In fact, as in the previously detailed Participation in the CSMC Committee selection in figure 6: Residents Participation in Committee Selection (breakdown by Organization), Organizations A and C obtained a much lower score than B (24 percent) on the participation process[99] but the same residents value more highly (21 percent higher) the result of that participatory process: the representativeness of overall interest of the ITS residents, as reflected in Figure 8: CSMC Committee representativeness of the majority of the residents interest with Organization breakdown.

[100] There are some cases where in one site in Bekaa, the residents had to choose a maximum of six candidates out of a list of 30, what in practice has led to candidates who are not necessarily representative of all the groups being voted (unless affirmative measures are put in place), with residents having to choose from lists of candidates whom they do not know for instance. This has had a negative influence in the representativeness' perception but has also lowered the overall effectiveness and connectedness of the Organization B CSMC intervention.

[101] According to the information facilitated for the same organization, larger sites can have more members: 20 for one of the iTSs that the documents were provided.

[102] Small sites: ≥11 Tents; Medium sites: ≤12 to 23 Tents.

[103] To the question and sub-questions: *What did you expect (either positive or negative) when you were selected as Committee members? What is different from your initial expectations? Were your responsibilities explained?.*

[104] The information collected (secondary and primary sources) does not allow proper verification of whether these **most vulnerable** residents are adequately represented by their committees. Even when carrying out the ITS assessment—as well as in the different baseline and progress surveys undertaken by the CSMC agencies made available to the evaluator—there is the systematic collection of information on population and vulnerabilities that is later not regularly and sufficiently reflected in the composition of the CSMC Committee (either persons with specific needs or designated members acting on their behalf).

[105] No explanation was found in the reports for the disparity in the 2014 and 2015 VASyR report of the "Functional limitations / injured" category (that accounted for ten percent of the cases in 2013). Even considering that a percentage of those falling in that category in 2013 could be assimilated in the the "Disability" one in 2014 2015 (that already existed in 2013), the difference is quite strange, considering the limited physical rehabilitation offer available in 2014 and also 2015 for functional limitations – war trauma related.

Even when taking into account that the VASyR excludes non-registered UNHCR population and considers all refugees (not only those living in ITSs), the overall VASyR percentages could be taken as appropriate for a minimum estimation on what percentage to expect in ITSs:

Figure 9: Percentage of HHs with at least one member with specific needs by type of specific need
Evolution 2013 – 2015
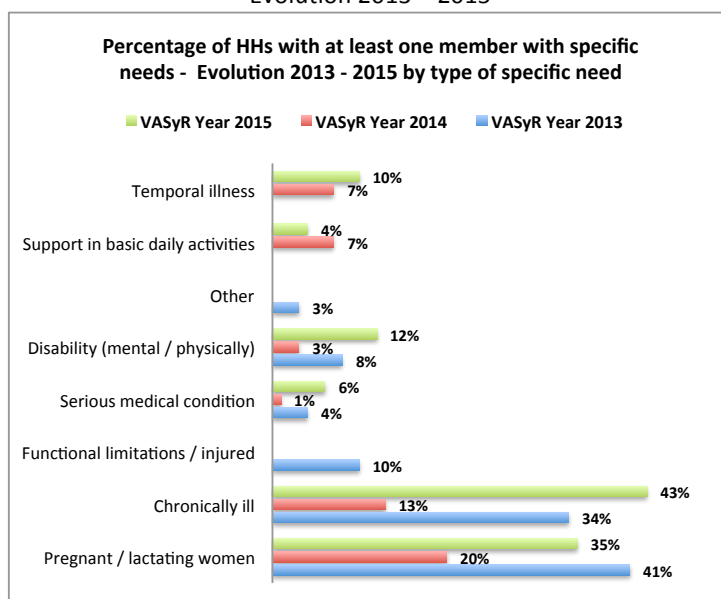
Source: Own elaboration based on VASyR 2013, 2014 and 2015 reports

Adaptation to different groups (Inclusiveness) and Gender Representativeness in the CSMC Committee

Overall, residents' perceptions of CSMC Committees on improving cohesion by *"encouraging unity"* and *"team spirit"* are **quite positive**, especially if combining results for the options of "Yes" and "Partially" with the exception of males in the Bekaa.

There are important differences by gender between Bekaa and North, but generally the results are very positive in North and partially positive in the Bekaa:[106]

Figure 10: CSMC Committee members encourage Unity and Team spirit of community within the ITS[107]
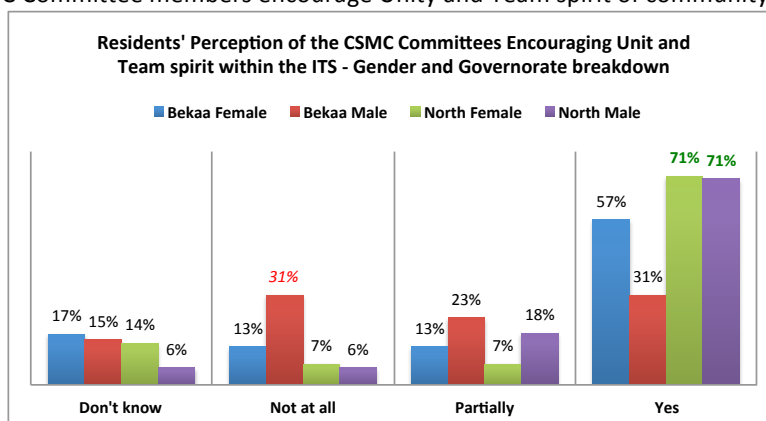
Source: Own elaboration based on evaluation data

It is also important to mention the **high knowledge** of the Committee existence (previously analysed) as a very **positive** indicator of **inclusiveness,** particularly in relation to the high number of sites with **low Literacy**

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[106] The gender gap is also important in both: the quantitative participation in the CSMC Committee and the perception of Representativeness of the HHs surveyed, limiting the overall positiveness of the results. See **Annex 6:** Gender Analysis.
[107] Percentages calculated out of a total of 67 responses (those that knew about the CSMC committee).

levels[108]. In fact, in ITSs where the estimated Literacy level was below 59 percent, not only are there non-major differences in the residents' knowledge about the existence of the Committee to sites with Literacy level over 60 percent, but they are even more knowledgeable in one of the Governorates (North).

However, no major differences were found when cross-checking the Literacy factor with other components and indicators of the evaluation. This reinforces the different information collected by the evaluator related to the **important efforts made by the CSMC organizations and field staff to adapt activities** (including CSMC trainings for Committee members) in the **search of inclusiveness of illiterate residents**.

4.2. CRITERIA: Effectiveness

Question 3: Have the CMSC interventions achieved their intended results, namely to improve the target population's awareness of and access to services; participation in design, and implementation of services; ability to implement community-based solutions; and relationships with host communities (including local authorities and neighbours)?

4.2.1. Overall accountability results and ability to implement community-based solutions

CSMC interventions and the CSMC Committees have **improved accountability** to intended beneficiaries by: (i) Improving the provision of information on services and improving service provision itself (in some sectors[109]) and (ii) Involving residents in decision-making (representativeness of the committee, as was previously discussed under "Appropriateness" but with less success in the "external" interface with service providers[110]).

Despite these positive effects on accountability, **the CSMC interventions have not been able to ensure sufficient representation and support to the most vulnerable people in the sampled ITSs**. Refugee communities' relationships with local authorities and host populations have only improved in some cases, but this has been significantly hampered by external factors/context such as the growing tensions against refugees in Lebanon.

With regards to the **CSMC organizations' accountability to their ITS beneficiaries**, the tools available (including trainings, assessments and follow-up) have evolved and improved over time, but further refinement is required to better capture intervention effects and results, as well as install a formal and standardised complaints procedure.

One key element of accountability is that **the target population (residents of ITSs) can make informed decisions** about what they would like to prioritize and what results they can reasonably expect. Of the CSMC approaches applied, only the NRC Action plans were made available for revision. The quality of NRC's Action plans per consulted site is high and well-documented, but in some cases the plans could have been more ambitious. According to the majority of CSMC staff and some of the service providers interviewed[111], Action Plans are also a key factor for the overall positive perception of ITS residents on improvements on service provision.

Community projects with a limited budget are good practice (1,000 USD for Concern and approximately 500 USD for NRC). These projects are the CSMC Committee's responsibility and, in the majority of the cases, they have covered different site improvements and seem to have contributed to a better residents' perception of Committee effectiveness[112]. The two organizations that implement these projects score better in the overall perception of the Committee's effectiveness.

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[108] Literacy levels in CSMC sites were estimated by CSMC agencies.
[109] As detailed in section 4.2.3. of this report.
[110] Notably Concern and Organization B.
[111] A specific question on Action Plans was not asked to the residents (HH surveys) or to the Committee Members (FGDs/GDs).
[112] Based on Residents' Perception of any changes in Service Provision since the CSMC Committee started (analysed under section 4.2.3 of this report). It is also recommended to read the **Annex 7**: Factors influencing results for more details/information.

4.2.2. Residents' perception of improvement of Awareness/Information on available services since the CSMC Committee started

The overall (Bekaa and North average) perception of improvements since the start of the CSMC Committee is quite positive: 57 percent of respondents[113] answered "Yes/positive change[114]" (with more females than males giving this response[115]), while 16 percent said information provision had become worse. This increases to 65 per cent and 13 per cent (respectively) in the North compared to 50 percent and 19 percent in the Bekaa:

Figure 11: Residents perception on changes on information on available Services in CSMC ITSs with Organizations breakdowns
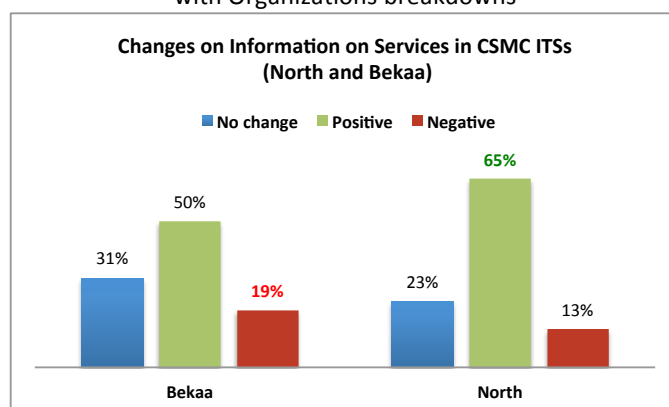
Source: Own elaboration based on evaluation data

Analysing the breakdown by agency, all score 50 percent or more. The biggest proportion of residents reporting improvement in information provision was in NRC sites, which is likely linked to its methodology of information dissemination to ITSs[116]:

Figure 12: Residents perception on changes of information on Services / Access to services in CSMC ITSs with Organizations breakdowns[117]
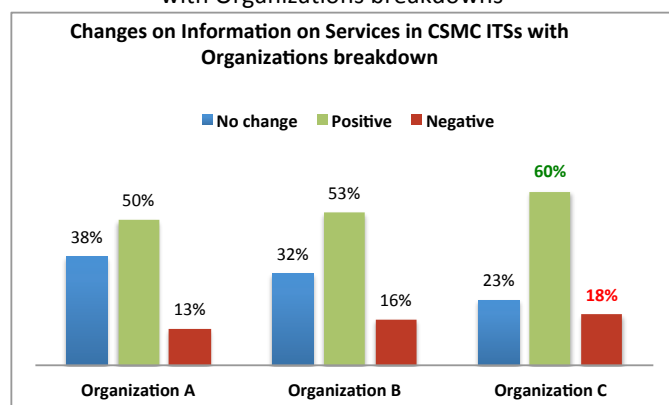
Source: Own elaboration based on evaluation data

Nevertheless, it is concerning that between 13 and 18 percent of respondents in each of the Organizations' sites felt that the situation of information provision was worse, since this should be one of the key activities of the CSMC committees. This result deserves further investigation.

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[113] Calculated out of the 97 residents' respondents.

[114] The question was: "*Since the Committee started, have you perceived any changes in Information on available services?*". The options for response were: Positive, Negative or No change.

[115] There is a major female positive perception – positive changes on Information on Services since the CSMC started its intervention (57 percent female vs. 38 percent in Bekaa and 93 percent vs. 41 percent in North).

[116] For NRC, the better information/communication strategy was already found in the overall better residents' knowledge of Committee purpose (section 4.1.3 of this report).

[117] Based on 67 responses (those CSMC residents that were knowledgeable about the existence of the CSMC Committee): 36 in Bekaa and 31 in North. By Organization: eight Concern, 19 Organization B and 40 NRC.

Different information collected during the evaluation (KIIs, FGDs/Group discussions), clearly indicates that **keeping updated information on service providers (such as valid hotlines)** is a **key challenge for the Committee** and even for the CSMC Organizations. Most of the time, the insufficient or inaccurate information available at the ITS is not **directly linked to the Committee performance**, but to the service provider activities, their high turnover and constant changes, the collapse or non-effectiveness of different hotlines, and the type of feedback or non-feedback that they provide to refugees. These factors can discourage refugees from seeking assistance from service providers. This is also an important limiting factor for the overall "*Connectedness*" of the CSMC approach. The following table shows the frequency of the CSMC committee meetings with residents, per organization and Governorate:

Table 4: Frequency of the CSMC Committee meetings with residents according to 67 surveyed residents that were knowledgeable about the CSMC Committee (Breakdown by Governorate and Organization)

Frequency of CSMC committee meeting with residents	North			Bekaa	
	Organization A	Organization B	Organization C	Organization D	Organization E
2 per week				7%	5%
1 per week	25%		21%	20%	32%
1 per month	50%	40%	17%	7%	5%
3 per month			6%		
2 per month	12%	20%	11%		
Subtotal: 1 per mont or more frequent	**87%**	**60%**	**54%**	**34%**	**41%**
1 every 2 months					9%
1 every 3 months			6%		
1 every 6 months			6%		
Not regular				6%	
Subtotal: Other frequencies	**0%**	**0%**	**12%**	**6%**	**9%**
I don't know	13%	20%	17%	20%	23%
Never		20%	17%	40%	27%
Subtotal: I don't know + Never	**13%**	**40%**	**34%**	**60%**	**50%**

Source: Own elaboration based on evaluation data

When analysing the frequency of the CSMC meetings with the ITSs residents, it becomes clear that except for Concern, information to the residents is either provided through "visual-written" information (although this tool was not always available or updated at the ITS level), or through informal[118] or more bilateral meetings/conversations.

The organizations that have the highest frequency of Committee meetings with residents (Concern and Organization B) do not obtain better results in the residents perception on positive changes/performance on information on Services / Access to services.

Presumably, the highest NRC scoring in the positive perception of Information on services could be more related either to the content/purpose of the meetings and the committee members' profiles and communication abilities or   (as pointed out by CSCM staff interviewed), to more informal exchanges.

4.2.3. Residents', Service Providers, Shaweesh and Committee members' perception of improvement of Service Provision since the CSMC Committee started

CSMC Residents' perception (based on surveyed HHs)
Almost 50 percent[119] of residents perceive a **positive change in Service Provision due to efforts of the CSMC Committee[120].** Considering the limitations of the operating environment in Lebanon (and even when having, at the same time, a negative perception that almost reaches 14 percent), this can be considered as **an important success** of the CSMC approach[121]:

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[118] As previously analysed under Appropriateness.
[119] 64 percent if adding partially.
[120] Answer to the Question: *Do you think that the Committee has had any positive influence on service providers to provide the support you currently have?*
[121] Overall (the sum of "Yes" and "Partially" options in the following figure), there is a positive perception on the CSMC Committee influence on service providers.

Figure 13: CSMC Residents perception on Committee influence on Service Providers
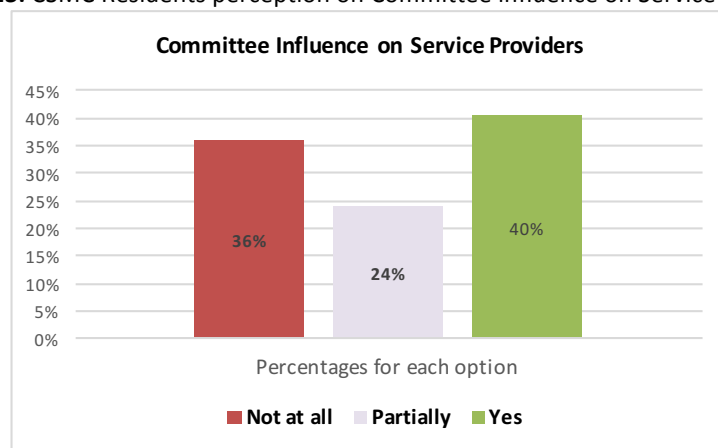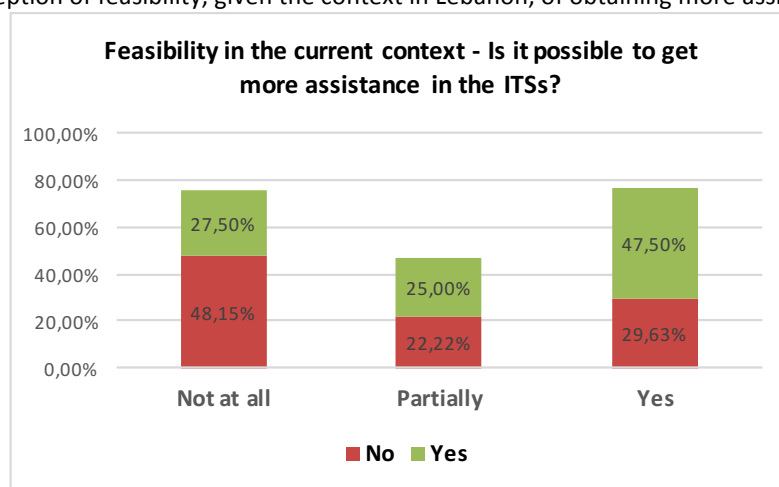

Source: Own elaboration based on evaluation data

These results, when analysed with the **overall improvement of Awareness/Information on available services** in point 4.2.2. and when compared with Non-CSMC sites (where the **corruption and** other **abuses** from service providers are **much less reported** or non-reported at all[122]), can be considered as major contributors to an **overall improvement** in the **Accountability of service providers** in the ITSs where CSMC interventions took place.

As the **offer** of **in-country service provision** is also key for the assessment of this indicator, the negative change responses (in service provision to the ITS since the Committee started) were analysed as well, considering residents' perception of the external/contextual limitations to assist the Lebanese ITSs (current context):

- For the 44 respondents (36 percent of the total) who answered that the CSMC Committee has no influence ("Not at all") on service providers, 48 percent of those (i.e. 21 respondents) also responded[123] that in the current Lebanese context it was not possible anyway to get more assistance in the ITSs. This perception may explain why these respondents felt that the committee had a limited influence on Service Provision – i.e. because of the **limitations of service provision** (external factors) rather than a failure of the committee per se. It can be then considered an important achievement that some residents thought the committee could influence assistance even when they also perceive it is not possible to get more assistance in the current context:

Figure 14: Perception of feasibility, given the context in Lebanon, of obtaining more assistance to the ITSs

Source: Own elaboration based on evaluation data

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[122] More details included under question Six.

[123] The question was: *Considering there are over a million refugees in Lebanon, almost all with many and different needs, do you think it is possible for more assistance/services to be provided to those refugees living in ITSs?* Yes or No Question with a specific request to explain why not if answering No. The percentages are calculated out of the total respondents (CSMC: 97 and Non-CSMC: 52).

- When comparing responses from residents of CSMC results (on the possibility to get more assistance), those from CSMC sites responded more frequently that it was possible to get more assistance:

Figure 15: Residents perception (CSMC and Non-CSMC sites) on the possibility, in the current Lebanese context, to get more assistance for the ITSs[124]
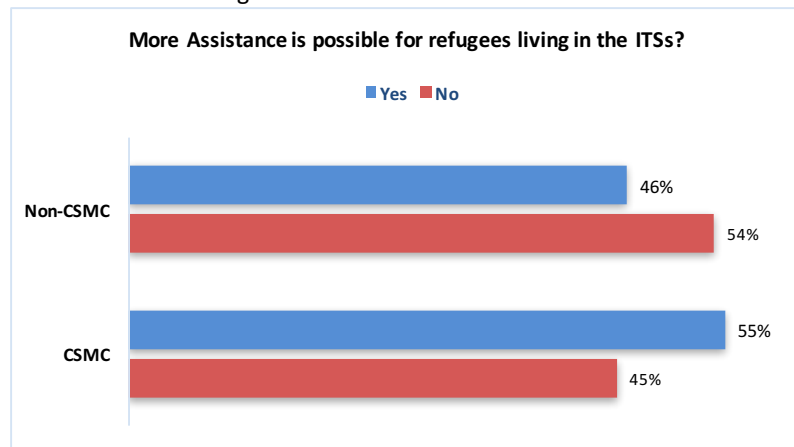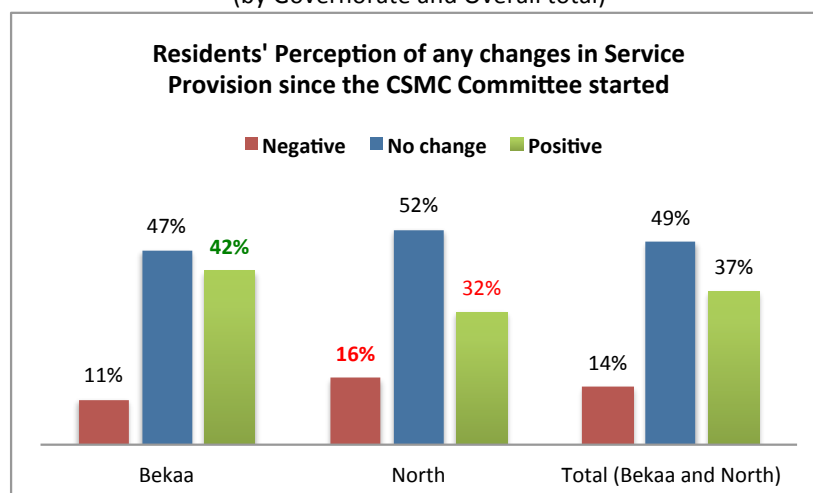

Source: Own elaboration based on evaluation data

This could be indirectly interpreted as an indication of being, with the limitations of the assistance available, better served and knowledgeable on the context and humanitarian system within which humanitarian actors operate[125].

When analysing the results of residents' perceptions[126] on **Changes in Service Provision** since the CSMC Committee started, there are important differences in the results obtained within Governorates and Organizations. Overall and **given the restricted environment**, the **results are quite positive**, with higher percentages of positive changes than negative:

- The largest proportion of respondents reported 'no change', which can be linked to the perception of **limited possibility to increase assistance and protection** in the current context.
- The situation in North seems to be worse than in Bekaa, and is consistent with different information on a lower coverage of service providers in certain sectors and areas of the Bekaa:

Figure 16: Residents' Perception of any changes in Service Provision since the CSMC Committee started (by Governorate and Overall total)

Source: Own elaboration based on evaluation data

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[124] The main reasons for answering No are also due to a difference between CSMC and Non-CSMC sites, which is positive for CSMC sites: High number of refugees / No funds / Reduction in assistance / Unfair prioritisation accounts for 73 percent of the responses in Non-CSMC sites, while they only account for 23 percent of the cases in CSMC sites.

[125] As also confirmed by service providers and FGDs/Group discussions in this Section, under "Service providers perception".

[126] Based on 97 HHs responses (Concern: 15, Organization B: 32 and NRC: 50).

There are also important differences between organizations, with more residents from NRC sites perceiving positive change since the Committee started activities (43 percent) compared to those from Organization B and Concern sites (26 and 38 per cent, respectively):

Figure 17: Residents' Perception of any changes in Sectorial Gaps in Assistance/Acute needs comparing the situation in the Past (when they arrived to the ITS) and Currently (when the survey took place) [127]
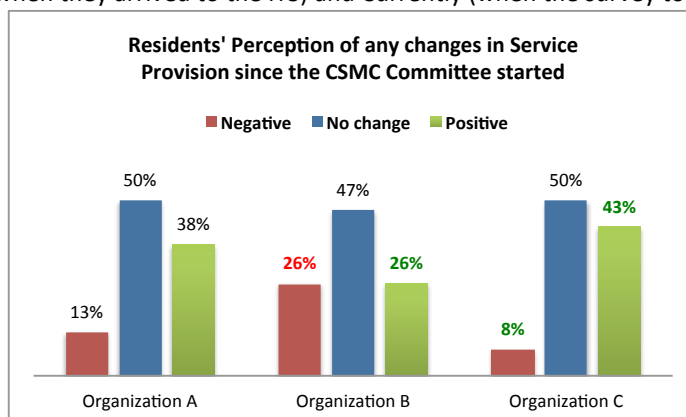
Source: Own elaboration based on evaluation data

The **differences between** the three Organizations can be mostly related to:

- The different Organizations' approaches. As seen in the previous figures, included under the Representativeness findings (Appropriateness criteria), the highest and lowest scores here coincide with the sites where residents felt more represented by their CSMC committees (Concern and NRC sites).
- The varying performance of the CSMC Committees, is closely related to its representativeness and capability of members to carry out their duties (analysed under Connectedness where the approach of NRC appears to result in more representative and capable committees than Concern and Organization B).
- The Committee members' capabilities to carry out their duties (including the ability to implement community-based solutions) seems to also be closely linked to the selection of the right members and the training approach of the CSMC implementer. Training differences are not just linked to the content of the modules but to when and how they are delivered: Concern and NRC deliver the different sessions over the period of a few weeks or even months, allowing time for development of understanding and revision, while Organization B concentrates all the training content during one gathering (two to three days long) in a venue outside the ITS for a number of different committees at the same time.
- The level of satisfaction with the trainings/capacity building sessions received by CSMC Committee members is much higher in NRC sites. This is likely an important contribution to the overall results analysed in this section: 85 percent of NRC Committee members stated during FGDs that they received many useful trainings, information and counselling sessions that helped them in managing their daily life.[128]

Residents' perception on improvement of Service Provision CSMC stand alone vs. Non-CSMC comparison[129]

Based on all residents' perception[130] and with no control of service availability per areas/ITSs that can be largely different, there is **evidence of improved infrastructure availability in CSMC ITSs** when comparing the situation, *Before* and *Now* in CSMC with Non-CSMC ITSs:

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[127] The question to obtain the results of the previous gaps (Past) was: *"When you arrived to this ITS, in which areas/sectors were there more gaps or more acute needs for the families in this ITS? (not just your family)"*. The question to obtain the results of the current reality was: *"Today, what are the more acute needs for the families in this ITS (not just your family)?*. Respondents could give multiple answers but data collectors did not read out options.

[128] This is compared to 20 percent for Concern committees and 38 percent for Organization B committees. ("More developed in the Connectedness criteria, under findings on residents' perceptions of committee capability").

[129] Results obtained from answers to the following question (that would allow comparison between CSMC and Non-CSMC ITSs: *Do you think that there are now more or less gaps in assistance overall for the families in the ITS than when you arrived?*.

[130] 97 in CSMC and 52 in Non-CSMC sites. The evaluation did not assess if the differences obtained are influenced by external factors (regardless of how effective the modality may be) in some areas, or there are the instances where it largely comes down to how effective the CSMC intervention is.

Figure 18: CSMC comparison of Main sectorial gaps of Assistance/Acute needs counting of responses when Residents arrived to the ITS (Past – within the first month of arrival) and when the HH survey took place (Current unmet acute needs)[131]
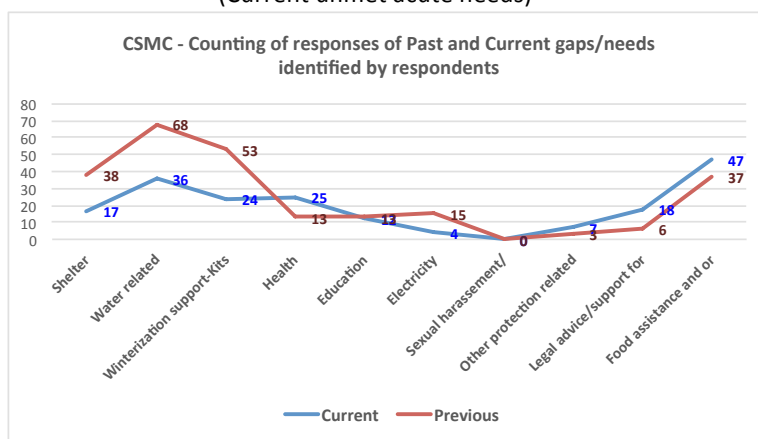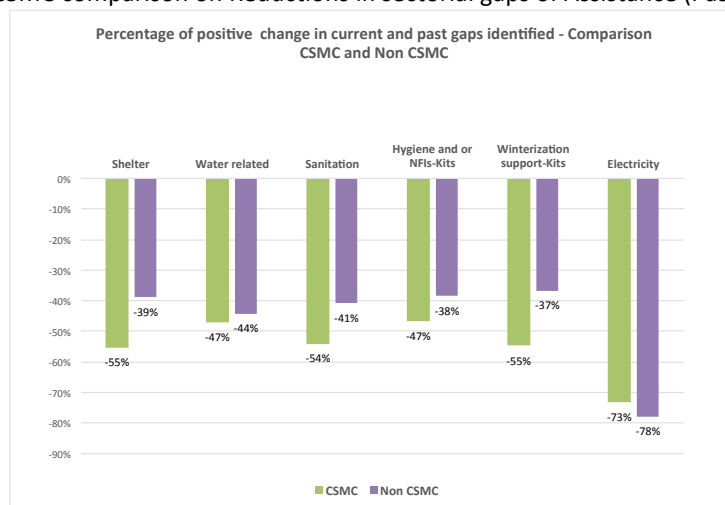

Source: Own elaboration based on evaluation data

CSMC ITSs perform better than non-CSMC sites in filling the gaps in Shelter, Watsan,[132] Winterization support and Education. This can be interpreted as a positive contribution of the CSMC intervention: there is a **reduction in gaps of assistance** in the mentioned sectors. The Water and Sanitation (Watsan) finding is also corroborated by photographs included in the attachments of each of the Surveys which show a higher percentage of visible Watsan weaknesses in non-CSMC sites.[133]

Combining all of the infrastructure type services, CSMC residents perceive an **overall improvement of 58 percent:**

Figure 19: CSMC / Non-CSMC comparison on Reductions in sectorial gaps of Assistance (Past and Current situation)[134]

Source: Own elaboration based on evaluation data

In CSMC ITSs, there were also 21 responses in the "others" option that are not included in the graphs. When analysing the correspondent descriptions, they apply, in their majority to changes in the site

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[131] The figure represents the percentage of reduction or increase in each sector, comparing the gaps/acute needs in assistance situation when the residents arrived to the ITS (Past) and when the HH survey took place (Current unmet acute needs). In response to the questions: for the previous situation *"When you arrived to this ITS, in which areas/sectors where there more gaps or more acute needs for the families in this ITS (not just your family)?"* and for the current situation: *"Today, what are the more acute needs for the families in this ITS (not just your family)?"*. These were a multiple choice response but Data collectors were instructed to not read out response options to the respondents.

[132] It was also confirmed through the analysis of the pictures taken in each of the sites and HHs visited, that the overall Watsan sanitation is better in CSMC than in non-CSMC sites.

[133] (Pictures taken after taking consent of the outside of the HH tent/shelter, the source of water of the HH and the toilet they use (from the outside, with the door closed and also from the inside).

[134] The figure represents the percentage of reduction or increase in each sector, comparing the gaps/acute needs in assistance situation when the residents arrived to the ITS (Past) and when the HH survey took place (Current unmet acute needs).

layout/improvement. According to different interviews with KIIs, the major need in this area is related to **fire prevention:**

- Fire accounts for an important number of incidents regularly reported to the UNHCR in Bekaa (CSMC and Non-CSMC ITSs).[135]
- Since Camp managers should ensure that camp volunteers are equipped and trained to deal with fire risks, **CSMC implementers** have **supported** (to different degrees), **some trainings** and **material** (fire extinguishers) distributions, but this is insufficient without a proper shelter-site layout assessment and improvement.

The reported changes (either negative or positive) between organizations are quite similar when analysing the Infrastructure and NFI sectors (except in the Shelter and Winterization support-kits, where residents from NRC sites perceive an *increase* in gaps)[136]:

Figure 20: Comparison of evolution in the reduction and/or increase in Infrastructure and Non-Food Items (NFIs) assistance to CSMC and Non-CSMC ITSs, as perceived by all interviewed residents
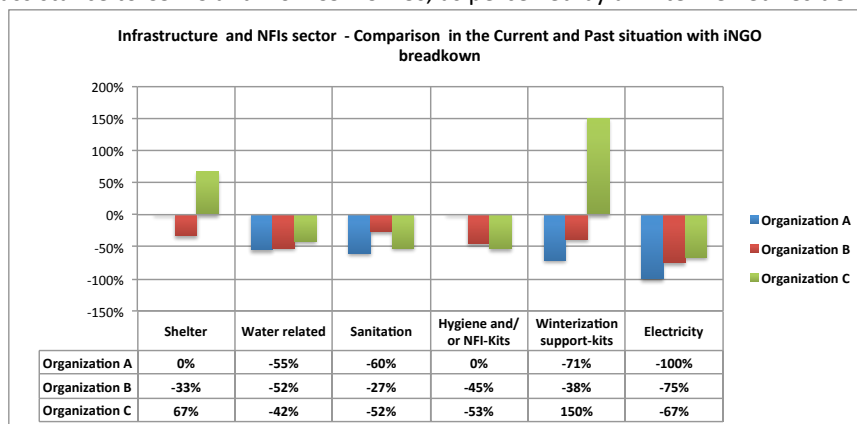
Source: Own elaboration based on evaluation data

The differences between organizations are more significant in other sectors (non-infrastructure and NFIs assistance related)[137], as well as the total number of responses obtained for those sectors[138]:

Figure 21: Comparison of evolution in the reduction and/or increase in Infrastructure and NFIs assistance to CSMC and Non-CSMC ITSs
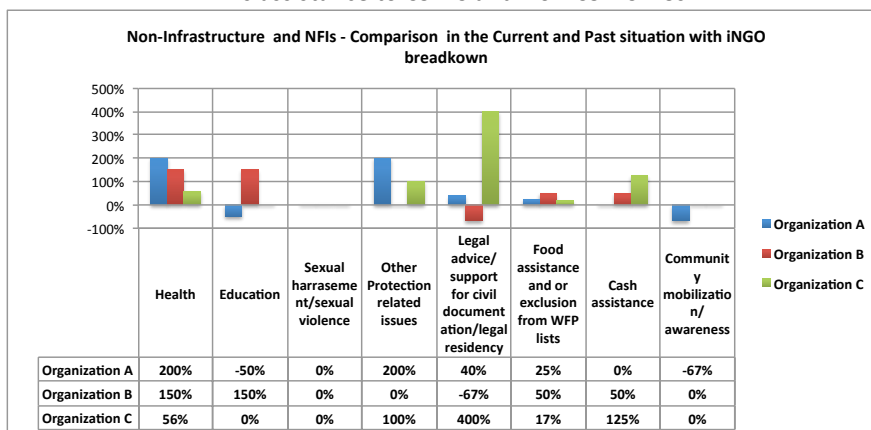
Source: Own elaboration based on evaluation data

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[135] Fire is a serious risk, especially in crowded unplanned camps, where construction is not well regulated and firebreaks are not maintained.

[136] The fact that these two sectors are not among NRC's offer of assistance in the ITSs could have influenced these negative results. However, residents of Organization B sites perceive a positive change in water and sanitation despite the fact that Organization B was not offering this service directly, so this factor alone cannot account for the difference. This point warrants further research.

[137] That according many of the KIIs interviewed, could be related with the fact that residents in CSMC sites are more aware / able to identify other needs than in Non-CSMC ITSs.

[138] More for Food assistance and/or exclusion from WFP lists and Cash assistance (84 and 55 responses) and much less for Health (38), Legal advice/support for civil documentation/legal residency (24), Other Protection related issues (ten), community mobilization (four) or even 0 for sexual harrassment/sexual violence (when it is acknowledged by all actors interviewed that it is a problem on the rise).

Table 5: Total Number of CSMC HHs responses per sector and Organization
(that were used for the previous figures percentages 'calculation)

Organizations	Shelter	Water related	Sanitation	Hygiene and or NFIs-Kits	Winterization support-Kits	Health	Education	Electricity	Sexual harassment/sexual violence	Other protection related issues	Legal advice/support for civil documentation/legal residency	Food assistance and or exclusion from WFP lists	Cash assistance	Community mobilization/awareness	Other	Total
Organization A		16	14	4	9	8	6	2	0	4	12	9	4	4	2	94
Organization B	25	31	19	17	26	7	7	5	0	4	4	25	25	0	3	198
Organization C	16	57	43	25	42	23	14	12	0	2	8	50	26	0	16	334
Total	41	104	76	46	77	38	27	19	0	10	24	84	55	4	21	626

Source: Own elaboration based on evaluation data

Interestingly, **in other sectors** the perceived **gaps are higher in CSMC** ITSs than in Non-CSMC sites; these are (with the exception of Food Assistance) the **less "tangible" sectors** such as protection and legal issues, which can be directly linked to the better awareness of rights or possible assistance in CSMC sites:

Figure 22: CSMC / Non-CSMC comparison of Increases[139] in sectorial gaps of Assistance
in Non-infrastructure related sectors[140]
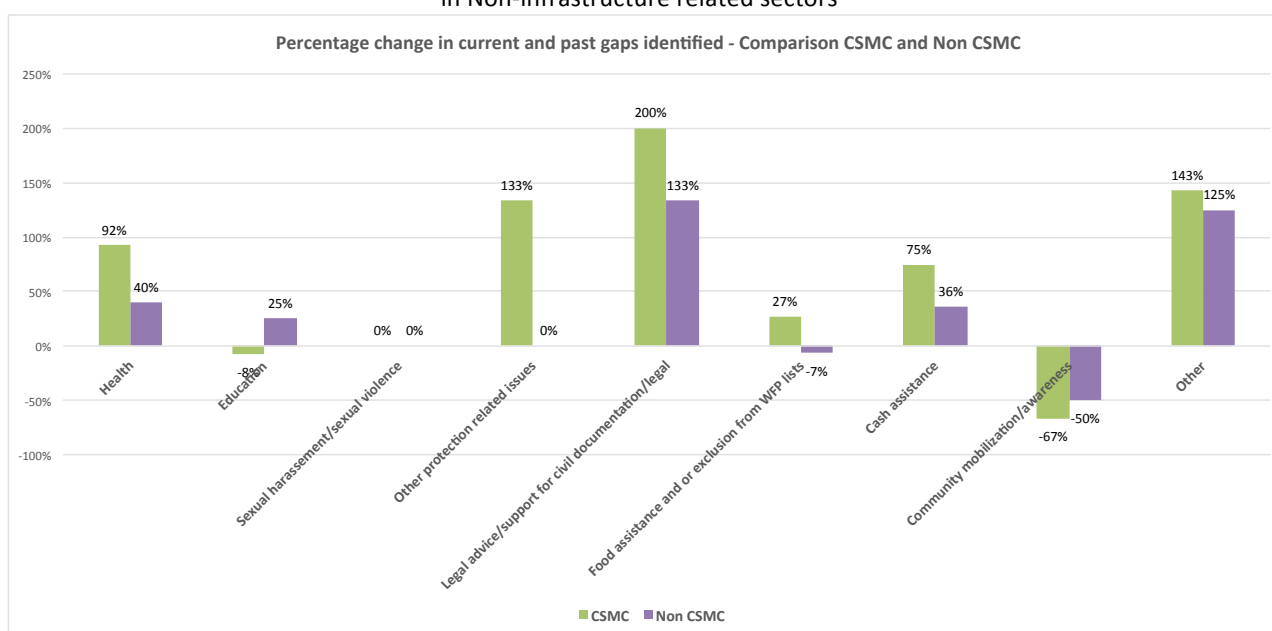
Source: Own elaboration based on evaluation data

There was a low number of responses mentioning Health, Protection and Legal documentation/residency. This is surprising given that the widespread **lack of legal documents/residency renewal** and its consequences (fear of movements, arbitrary detentions, etc.), were referred to in informal chats (by the same ITSs residents, Committee members and HHs interviewed) held during the evaluation as the **number one problem**[141] currently **faced by the refugees.**

When seeking explanation from the field (CSMC and Non-CSMC actors), **all of them** responded that this could be due to refugees only mentioning the things that they think the Organizations can do something about. This suggests that they have no hope for the resolution of these issues and, consequently, there is an overwhelming need for these issues to be addressed as a priority:

- Unfortunately, data collection and trend analysis on violations of refugee rights at ITSs, such as mistreatment or arrest at checkpoints, detentions (including reasons, duration, consequences), harassment and perpetrators, and limitations for referrals due to movement restrictions, is not systematically documented for any of the Organizations taking part in this evaluation. This limits the

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[139] In the majority of "non-tangible" sectors, except for Community mobilization/awareness.

[140] The figure represents the percentage of reduction or increase in each sector, comparing the gaps/acute needs in assistance situation when the residents arrived to the ITS (Past) and when the HH survey took place (Current unmet acute needs).

[141] Along with the lack of livelihoods. The fear of being detained when crossing checkpoints was prevalent and especially high in North. In both Governorates (Bekaa and North), the restrictions on movement and the constant violence inflicted by the Lebanese in some areas, were also limiting access to services, particularly healthcare and education.

potential added value of the CSMC ground presence and the follow-up of the full picture for advocacy purposes.
- According to all the KIIs consulted on the topic, Syrian refugees do not report incidents or crimes to the police due to fear of being arrested, which increases their exposure to exploitation, abuse, and violence.
- Despite the challenges, there are concrete activities that are still helping refugees to obtain civil documentation, for instance, birth registration. The success in these activities suggests that they should be prioritised (especially given the consequences of not having a legal identity[142]).

Residents perception on who can be more effective in liaising with service providers[143]
When asked "Who better represents or looks for meaningful support from service providers to carry out more activities for the families in this ITS"[144], most residents did not mention the committee:
- Less than a quarter of the 97 respondents mentioned the CSMC committees in their answer[145] (23 percent, of which 11 percent also mentioned the shaweesh).
- Nearly half (49 percent) answered with reference to the shaweesh (including the above-mentioned 11 percent which also involved the CSMC Committee).[146]

When only processing the surveys in which respondents were aware of the committee purpose[147], the CSMC related options obtain a much more positive scoring, reaching 40 percent, whilst the shaweesh (alone) only 19 percent. For those respondents who were not aware of the, the percentages are 12 percent and 39 percent respectively, which is a very positive outcome.

It is also important to highlight that when the shaweesh is not part of the CSMC Committee, more residents know about its purpose: 87 percent of HHs respondents in sites where the shaweesh was not part of the committee knew the CSMC Committee's purpose, whilst the percentage was reduced to 61 in ITSs where the shaweesh was part.

There are also some organizational differences in these results, with fewer residents mentioning the shaweesh in NRC CSMC sites (22 per cent[148]) compared to Concern and Organization B (40 percent and 47 percent respectively[149]).

Furthermore, while 28 percent of surveyed residents from NRC sites reported that the committee is the one that better represents the ITS/looks for meaningful support from service providers, no residents from Organization B or Concern sites gave this response.

When only processing the surveys in which respondents were aware of the committee purpose, NRC percentages reach 52 percent for CSMC-related options and 12 percent for the shaweesh alone, which could be interpreted as CSMC agencies not having been strong enough in ensuring that all residents are aware of the role of the committee as a key interlocutor with service providers:

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[142] It is very challenging for a person to establish legal identity and to acquire a nationality without an officially recognised birth certificate or equivalent birth registration documentation. Persons without birth registration documentation or who have not been registered may be denied education; they can face early marriages; they may be more vulnerable to illegal adoption, military recruitment, child labour and trafficking; and they may be at risk of statelessness. The lack of birth registration or the absence of documents does not, on its own, make a person stateless, but it creates a high risk that people will not be considered nationals by any state.

[143] A total of 95 HH surveys could be validated in this specific section/answer: 44 in Bekaa and 51 in North. This figure did not exclude from the counting those that were not aware about the existence of the CSMC committee, which could have limited the results obtained by the CSMC in the overall scoring.

[144] These results imply the perception on who can be more effective liaising with service providers, and as such should be red.

[145] The CSMC Committee, The CSMC Committee and all the residents, the shaweesh and all the residents and the CSMC, the shaweesh and the CSMC Committee.

[146] It is important to point out that 100 percent of the residents interviewed who were relatives of the shaweesh (17 in total: nine in Bekaa and eight in North) have chosen the shaweesh option, representing 37 percent of the results, and this could have introduced a bias in the responses.

[147] Not just knowledgeable about the existence of a CSMC committee in the ITS,

[148] That corresponds to 11 respondents (out of a total of 50 NRC HHs surveys).

[149] For Concern, 40 percent corresponds to six responses (out of a total of 15). For Organization B, the 47 percent corresponds to 14 responses (out of a total of 30).

Figure 23: Who better represents the ITS / looks for meaningful support from Service providers
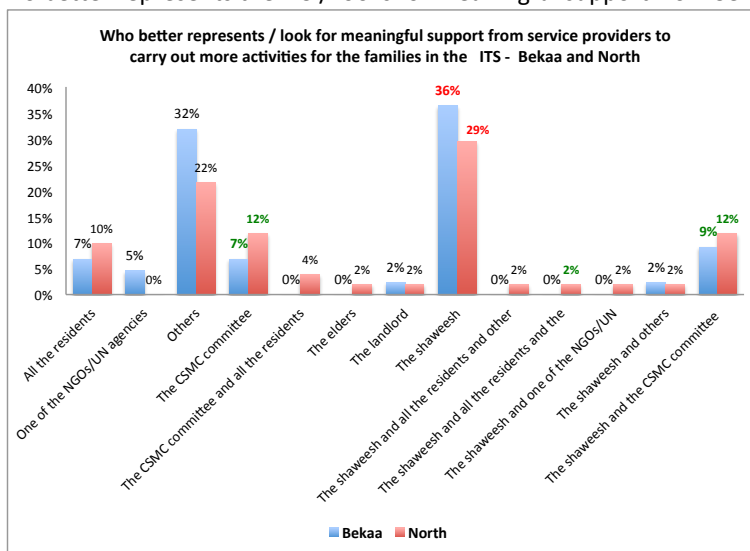
Source: Own elaboration based on evaluation data

For those that chose "Others"[150], the majority of responses were: 36 percent (12 respondents) "myself", followed by other persons/individuals who they know/trust 27 percent (nine respondents) and a pessimistic "no one is capable" 18 percent (six cases). A similar trend was found in Non-CSMC sites, where one third of the residents in both CSMC and Non-CSMC ITSs said that the shaweesh is the one that better represents the ITS:

Figure 24: Comparison CSMC – Non-CSMC: Who better represents the ITS towards Service providers
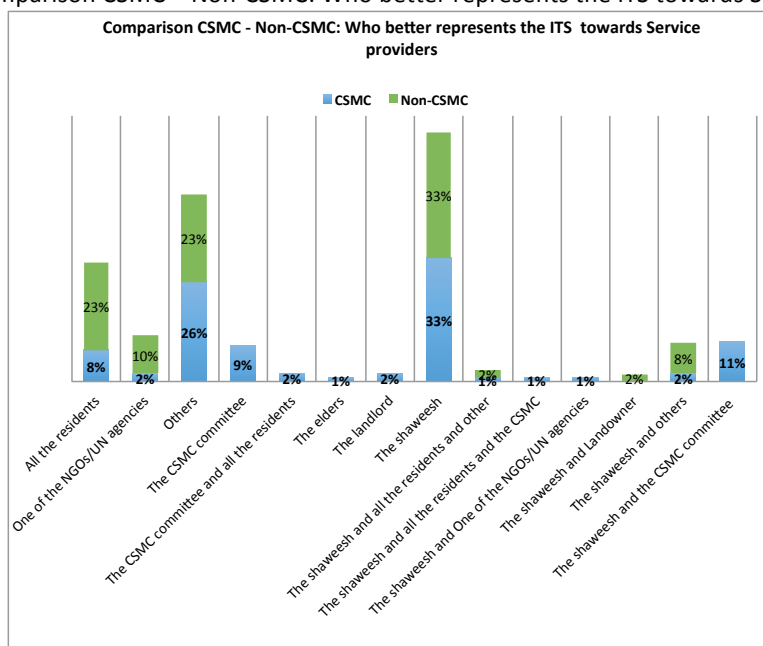
Source: Own elaboration based on evaluation data

The perception of the **shaweesh** being more representative towards service providers (better fulfilling their role towards external actors) deserves further analysis. Some possible explanations include:

- Residents' opinion seems to be very much related to their perception on who service providers recognise and coordinate more with in the ITS. It is a fact that the shaweesh is already recognised by most service

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[150] This was not an open question: respondents were told to choose a maximum of two between different options that included "Others" that requested further clarification.

providers as their main interlocutor at ITS level[151], and this is also a **factor** of important **demotivation for CSMC Committee members**:

- Committee members participating in the FGDs said that **most of service providers consider the shaweesh as a representative of the site and not the CSMC Committee:** "*Service providers still ask for the shaweesh when they need something, without referring to the Committee*". This was among one of the three main "less rewarding" factors of being a Committee member and at the top in their description for the changes since they started to be part of the CSMC committee with service providers.
- This is aligned with the fact **that CSMC Committee members feel**, in their majority, **that residents appreciate their efforts to improve the situation in the ITS, linking the recognition with the support obtained**[152] by service providers.

- In ITSs **interactions with the shaweeshes pose a challenge for both participatory approaches and representativeness** that have **not been sufficiently factored into the CSMC design and implementation**:
    - The understanding of the site dynamics (including security) and identification of different stakeholders' interests, and support or opposition to the CSMC interventions and objectives was not systematically carried out.[153]
    - The fact that the shaweesh is part of the CSMC Committee in a high proportion of sites (47 percent in Bekaa and 65 percent in North) [154] and that according to the **shaweesh** survey results, in **62 percent of the ITSs** he/she **did not delegate** any of their previous activities **to the CSMC Committee** (including liaising with service providers), could have affected the Residents' perception on shaweesh vs. CSMC Committee effectiveness in liaising with Service providers.
    - Committee members felt that the extent to which residents appreciated their efforts and success as Committee to improve the situation in the ITS was very much linked to how much support the Committee can obtain from service providers.
    - If service providers are not working with the committee, but with the shaweesh, then residents would give less recognition to the Committee's work and the Committee's likelihood of being effective in liaising with service providers.

Service providers' perception

It is also important to highlight that in the FGDs/Group discussions, some participants stated that before CSMC (this position has been widely corroborated by non-CSMC service providers as one of the most evident positive results of the CSMC intervention), residents did not address service providers requests in their sector of specialisation, which according to service providers could be overwhelming for them since they faced multiple petitions they could do nothing about.

Service providers interviewed in KIIs also remarked that one of the main visible outputs of the CSMC intervention is that the **CSMC ITSs are more organised** than the **Non-CSMC** sites and **residents are more knowledgeable about their rights,** a statement also corroborated by some of the FGDs participants: "After CSMC intervention, service providers are more responsive to complaints and have more interest in the site".

Some of the interviewed service provider staff also cited that **CSMC** ITSs' residents knew very well what they could request service providers and how to do it, even commenting that this **made them more accountable** "by force", due to the fact that Committees were, in some cases, directly phoning the Working group sector lead/donors (like UNHCR), forcing them to respond more quickly to demands.[155]

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[151] The late establishment of CSMC compared to other sectors/service providers that had already started interventions working through the shaweeshes (see more details in point 4.2.6), contributed to "falsely empowered" them by treating as the voice of the community, what has been widely recognized by KIIs interviewed as an important obstacle for CSMC Committees' empowerment.

[152] This position is backed by the FGDs/Group discussions results, where the main expectations of the Committee members is to help people in the ITS to fulfil their needs.

[153] An important number of CSMC staff interviewed mentioned the need to carry out a feasibility analysis in each site before taking the decision to start, allowing thus a much more effective and efficient intervention from one side, and also the possibility to contribute to a "call effect" from other ITSs in the vicinity if positive results were obtained in a short period of time.

[154] In small and medium sites, the shaweesh participation is higher than in large sites, explaining why the percentage of participation is higher in North than in Bekaa.

[155] They also mentioned that sometimes they were forced to prioritise visits and or repairs/support to CSMC ITSs that might not be in as urgent need as other Non-CSMC.

Shaweeshes perception

To avoid a bias in their response because of potential conflicts of interests, the question posed to the shaweeshes was not related to the start of activities of the CSMC Committee, but to a broader temporality: *Do you consider that assistance from service providers is now better responding to the needs of the majority of this ITS families than when you arrived to this ITS?.* The results confirm the overall trend of improvement, but are not necessarily directly linked to the CSMC Committee performance.

The majority of the shaweeshes[156] (61 percent out of 31) said that the assistance to the ITSs where they now live, better meets the overall needs of the ITSs residents.

The fact that the perception on improvement is much higher in Bekaa than in North (following the same trend as in the Residents' perception) could indicate that, overall, ITSs are better assisted by service providers in Bekaa than in North.

Figure 25: Shaweeshes' Perception on current Assistance to the ITSs better responds to
the overall needs of the Residents (Breakdown by Governorate)[157]
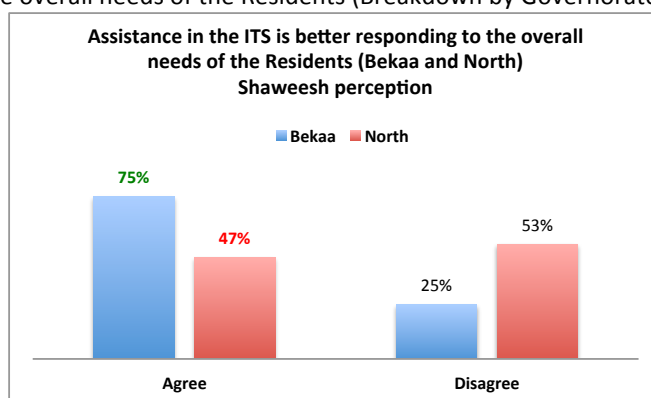
Source: Own elaboration based on evaluation data

CSMC Committee members' perception

Committee members' opinions on the rewarding elements of their work and their improved ability to communicate with service providers suggests that there is a contribution to a perception of a positive change in services in their site that is limited by service providers' offer, limitations and gaps.

Committee members who participated in FGDs mentioned that they were able to communicate their demands to the appropriate service providers and to get assistance in return, including for the urgent cases that they refer. This statement was backed up, on average, by a majority (55 percent) of Committee members but there are important differences between the three organizations - ranging from 28 to 77 percent: 28 percent Concern (seven out of 25 participants), 61 percent NRC (37 out of 61 participants) and 77 percent Organization B (ten out of 13 participants). No hypothesis was found for the differences, and this requires further research.

The major membership rewards for Committee members are directly linked to the improvement in Service Provision in the ITS:
- The three most frequent answers (common for the three organizations) to the question, "*What is the most rewarding part of being a Committee member*?" are, in this order:[158] 1) *Receiving more assistance and services than before the CSMC intervention, and referring vulnerable cases; 2) Improved communication and relations with organizations and; 3) Receiving awareness sessions and trainings*

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[156] The shaweesh membership in the CSMC committee was found to be introducing bias to the responses (where 75 percent of those shaweeshes that were also CSMC Committee members gave a positive answer whilst it was only 40 percent for those not participating in the Committee.
[157] 31 shaweeshes responded to the survey.
[158] Other answers that were given (also ordered by frequency of repetition) were: We are more self-reliant; Good treatment by the CSMC agency staff; Receiving thanks and respect from residents for the Committee work.

(including first aid training, fire safety training), that help us to increase our awareness and information to address the ITS problems.

- As for the least rewarding part,[159] also common to the three Organizations, this was similarly linked to service provision: *Late or no response from some INGOs when raising complaints or seeking assistance for needs.*

4.2.4. Level of participation of local populations/authorities in the CSMC intervention

Local population
The level of participation of the local population was never meant to be a significant component, just instrumental to improving relationships between refugees and hosts and it is minimal in the CSMC interventions. Different activities were planned and systematically promoted by the CSMC implementers, but the fact that (according to an important number of the CSMC and also non-CSMC actors interviewed), the Lebanese population do not want to share the same spaces and/or activities as the Syrian refugees, and that this rejection has been growing over the years (especially in certain areas), has made it impossible to implement the approach in a structured way.

Out of the total resident survey respondents, only two thought that after the CSMC Committee started the relations were negative with local community, whilst 12 were positive and all of the rest answered no changes.

Municipal authorities and the Municipal Support Assistants (MSAs)
One of the CSMC milestone activities (only done systematically by NRC) is the meeting of the newly trained CSMC Committee members with service providers and Municipal authorities at the Municipality. While residents themselves have in the majority of cases no direct relation with Municipalities, they generally have a neutral or positive perception of CSMC Committee contact with the Municipality: out of the total residents' respondents to the HH survey, only two thought that after the CSMC Committee started the relations were negative with the Municipality, whilst 17 were positive and all of the rest answered either no changes or 'I do not know'.

Meanwhile, committee members from Organization B and NRC reported in the FGDs that they benefit from their good relations with the Municipality, but did not directly attribute this positive relationship to the CSMC intervention. The majority of Concern committee members did not report any relation with the Municipality.

The fact that within the CSMC approach of one of the Organizations (NRC) led to a true **success story[160]** in one of the North municipalities can open up the path for a more interconnected and participative working model, connecting the ITSs residents, local Lebanese neighbours, the Landowner, the Municipality and the MSAs and ROVs, and offering a picture of what could be achieved by approaching networks and maximising coordination.[161]

At this stage, it is **simply not envisageable that refugees or a CSMC Committee alone[162]** would risk the crossing of checkpoints to **directly raise any problems/concern with the Municipality**. In fact, it could create harm (by exposing refugees to a real threat) to pursue that approach.

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[159] The question was: *What is the least rewarding aspect of being a Committee member*?.
[160] With the MSA connecting and coordinating between the Municipality, the host community and the refugees in eight ITSs, to improve the road Access to the sites and also to the host communities. The refugees supported the construction and repairs and the money contribution was collected in coordination between the ROV and the CSMC Committees inside the ITSs. This activity has also been very effective in reducing tensions with Lebanese neighbours, helping them to consider Syrian refugees not only a "charge" for the country but as contributors to a positive outcome.
[161] NRC MSAs work closely with NRC's CSMC project to ensure adequate information management and coordination between refugee representatives, local authorities and host community members, whilst for Organization B, they are secondary related to Organization B's Community Empowerment and Livelihood Manager. See details on the different job descriptions and approach in the **Annex 8:** Compared MSAs job descriptions (Organization B and NRC).
[162] The Mega-Committee / Supra-Committee approach is *a priori* very adequate but if the situation does not change, it will become more and more difficult to implement, again, due to the restrictions in movements and the increase in "ad hoc" check points, where male members are more exposed to arbitrary detentions / deportation.

Question 4: What are the intended and unintended positive and negative results of the approach and the reasons for achievement or non-achievement of objectives/outputs/outcomes[163]?

4.2.5. Overall achievement at Objective level[164]

Overall, there has been a positive contribution towards the achievement of the CSMC objective (as agreed by the Steering Committee of this evaluation), namely:

> *"To enhance the dignity and living conditions of displaced populations living in collective sites by: first, supporting coordination of services within collective sites between different stakeholders, duty bearers, and service providers; and second, strengthening refugee community structures to enable collective site residents to participate meaningfully in the humanitarian response, to identify and implement community-based solutions to problems, and to prevent or minimise risks and vulnerabilities within their communities"*.

However, its achievement has been very limited (to different degrees) by various **external factors** that compromised the overall design of the CSMC approach and activities.

4.2.6. Key factors than influenced the achievement of objectives and outputs

Even if the CSMC Task Force has a coordination mandate, the **CSMC agencies do not have a formal mandate for collective site management** in ITSs and, consequently, no service provider is obliged to coordinate with the collective site Manager[165], the standard in any formal camp setting operation worldwide.

The **situation of the Syrian refugees in Lebanon is worsening**, year after year, and the constraining environment and lack of livelihoods opportunities would **require an increase in the overall humanitarian assistance and humanitarian space** to provide minimum conditions according to humanitarian principles, which are at stake in the country (as developed in previous Sections of this report).

The **late start of the CSMC approach**[166] (in comparison to Shelter and WASH) has increased the difficulties of conceiving a multi-sectorial intervention since the beginning. Shelter and WASH actors were already present in the majority of the ITSs and had been liaising with the shaweesh as the main representative of the community. It has therefore been challenging to ensure recognition and involvement of CSMC committees.

Growing restrictions on humanitarian actors lead them to underperform, which has represented a notable challenge for CSMC agencies:
- There are important gaps in assistance and accumulation of needs that CSMC agencies and the Committees can do nothing about because of political and legal limitations and an insufficient offer and coverage in certain sectors.[167] CSMC agencies are faced with the challenge of how to intervene with "intangible" components (such as coordination and empowerment) when the majority of the refugees' basic needs are not covered.
- What results can the CSMC obtain in such a constraining environment that has negatively affected humanitarian actors' capacity to implement activities according to humanitarian principles and operational international standards?

CSMC is (in the Lebanese humanitarian set-up) coordinated as a Taskforce reporting to the Protection working groups, which contributes to diluting the added value and recognition of the CSMC coordination role, a major factor of distress for Committee members. For CSMC actors to be considered as the "visible"

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[163] As per the agreed common objective of this joint evaluation (reflected in the ToR and in the Inception Report), the Results have also been defined according to the common Objective formulation (see new addition in the IR). The CSMC task force Reasons will be identified only for the achievement of unintended effects, either outputs or outcomes. In Green colour, the new sentence added to facilitate the response to the Main question of the Evaluation.

[164] The outputs / results of the CSMC interventions are analysed under each of the Criteria included in this report.

[165] 'Collective Site Manager' may be the CSMC agency or, later, the trained Committee.

[166] From two to three years after shelter and WASH actors.

[167] Especially in the health and the legal status/protection sectors, with limitations on which could be handled directly and in lobby/advocacy.

Camp Coordinators, they would need to have a bigger presence / coverage in the ITSs (in Bekaa and North, the three Organizations only cover around ten percent of all the ITSs (343).[168]

The fact that the CSMC can be a stand-alone component in the ITS and that WASH, Shelter, Protection, Education, Health, can be delivered by other service providers can complicate not only the negotiations and coordination at the ITS level, but also, if service providers have a negative performance (as widely recognised by CSMC Committee members in the FGDs/Group discussions carried out), the stand alone component can become the main factor of frustration and demotivation of the CSMC committee members[169].

An added value of the CSMC agency providing both CSMC and other services is that there may be more leverage to improve the service provision and troubleshoot problems in a timely manner (particularly given the lack of mandate for site management).

There is also an overall interest (GoL, some donors and UN agencies) to **align the political agenda with** the priorities of the **humanitarian agenda**, without sufficiently taking into consideration the situation on the ground. This coincides with a reduction in funds in 2015[170] and a certain donor "fatigue" surrounding the situation and a protracted crisis.

Statements about self-resilience, entering a post-crisis and sustainability were quite commonly repeated by non-field based stakeholders, while the humanitarian situation on the ground is much worse than before and protection actors recognise that the harassment of refugees and their coping mechanisms are becoming increasingly negative.

The scaling-up of CSMC activities or addition of new components to the approach (2014-2015) was not sufficiently anchored in a practical and a fully results-oriented operational strategy (for example, ill-defined exit scenarios), which would have helped to rationalise and to optimize resources for greater Effectiveness and Efficiency gains:

- A certain inertia and extending scope of activities as the main CSMC strategy, without seriously questioning the focus and a certain loss of targeting of the most vulnerable due to the limitation in service provision and insufficient focus in their identification, have limited the CSMC's timely response to the most vulnerable populations' needs.[171]
- As previously mentioned under Appropriateness, the insufficient adaptation of Service Providers to the explosive increase in the number of sites smaller than 12 tents, and especially those which are extra small, has also presented an Effectiveness challenge for CSMC Organizations. With the exception of NRC in some municipalities,[172] agencies have not defined specific interventions to address this growing reality.
- The information on which sites had CSMC interventions and committees in place was not accessible/updated through the common information platform.[173] This was compounded with low buy-in of the approach, (largely related to the service providers' difficulties in identifying roles of the Committee members and dealing with such big numbers without specific focal/sectorial nomination, as already developed under Appropriateness), what would have justified the **need** for a **change in the model**, to one that is more effective and efficient.
  - Other Factors influencing results are developed in **Annex 7:** Factors Influencing Results.

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[168] A total of 3,061 informal settlements in both Governorates do not have a CSMC intervention.
[169] The success of CSMC are naturally linked with an increase/improvement in service provision.
[170] That seems to be changing in 2016 towards an increase in funds.
[171] That can be also affected by the reluctance of an important number of service providers to implement HH targeting within the ITS.
[172] Out of the three organizations, only NRC has specifically targeted extra small sites through an adapted strategy to cluster multiple small ITSs under a single committee.
[173] Although now this situation has started to be reversed.

Questions 5 & 6: Has the implementation of the CSMC methodology (through community mobilisation) improved on-site coordination of the target populations, leading to a coordinated humanitarian response that meets minimum standards within ITSs?, Has the CSMC approach led to improved dignity[174] of the target group, and more independence from service providers' assistance in those sites that are in an advanced phase out / exiting phase?

4.2.7. Opportunities to cooperate with other actors are explored and used

The FGDs/Group discussions with CSMC Committee members clearly point out an important contribution of the CSMC interventions to their awareness of and communication with the service providers: a majority of Committee members expressed that they are now able to communicate their demands to the specific service providers and to get assistance in return, including for the urgent cases that they refer.

This is an important success of the approach: building the foundation for new opportunities to enhance the existing cooperation and coordination at field level.

The limited practical connections/interactions with other layers of assistance/initiatives at local level, (notably the UNHCR Programme: Refugee Outreach Volunteers (ROVs) and the Municipal Support Assistants – MSAs), who with right profile and line management within the Municipality and the INGO, can play a key role in mitigating the rising tensions in the Syrian refugees/Lebanese population relations:

- Only one of the INGOs participating in this evaluation (NRC) had started a consistent municipal approach with the committees, with the creation of supra ITSs committees (called "mega committees") that have a role in supporting referrals and information provision to all ITSs in the area, plus coordination with municipality and service providers. They should meet on a monthly basis with the Municipality and service providers.

- This initiative is very positive but it is notably constrained by movement difficulties due to the increase in detentions.[175] The number of checkpoints and detentions have increased over the last months and there are important limitations to secure refugee movements (even within the same municipality). Although the detention figures in Lebanon or in North and Bekaa governorates (UNHCR source) could not be confirmed, through the FGD dynamic that the evaluator undertook with the Merkabta Mega Committee and other stakeholders in Minieh (both in North), it was widely reported that the 48-72 hours detentions of male residents were exponentially growing in the last months, and that the mistreatment, beating and abuses were a common pattern in the detention centres. The same information was confirmed, to a lesser extent, in other municipalities included in the field data collection and FGDs held.[176]

- Moreover, and due to the legal constraints, of refugees and possible abuses and harassment that were widely reported by refugees when seeking support in certain municipalities, refugees tend to refrain from directly contacting/interacting with Municipal authorities (either the Major or the Head of Municipality) to raise different issues [177], including problems with Lebanese neighbours, Waste management[178], Accessibility issues, among others. In this context, the role of the MSA is reinforced as the direct link to refugees at the Municipality and as the one that can play a key mediation and

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[174] Acknowledging that to secure survival in dignity while refugees cannot return to Syria is increasingly constrained due to the reduced humanitarian space and constraining factors of the context/GoL restrictions and growing limitations for refugees and for INGOs.

[175] A trend already identified in the VASyR 2015 report, where concerns about safety issues were found to reduce freedom of movement for almost 78 percent of households surveyed. This figure can be higher in ITSs, due to the fact that the VASyR survey is only carried out with registered UNHCR refugees, when according to the majority of KIIs contacted during the evaluation, in certain areas of Bekaa and North, the percentage of non-registered refugees can be important.

[176] Some of the Committee members mentioned that one of their main challenges to continue in the Committee was: "*Not being able to pursue the residents needs by the inability to move outside the IS due to residency status and fear of check points*" ; "*Residency renewal is a big challenge for us as committee member and being arrested on check points*". "*The army raids are one of the challenges and when we go to work any the employer does not pay the full salary*".

[177] Finding also reinforced by the results of the CSMC North Field Assessment – UNHCR/CSMC Task Force, (presentation for CSMC agencies), 18 April 2016, where 56 percent of those asked said that they do have contact with municipalities, but only six percent of those asked said they would refer to municipalities to solve issues (mostly related to WASH).

[178] Environmental degradation and poor waste disposal practices are important sources of tension at local level.

supporting role to contribute to the fulfilment of the role of Collective Site Administrator[179] and also minimise the refugees' exposure to undesired protection threats.

- Due to the fear of movement of Syrian refugees and the growing restrictions, the RoVs (who are also Syrian refugees), will possibly be confronted with more and more restrictions, limiting their mobility and capacity to interact with the ITSs. According to the collected information, RoVs do not directly contact the Municipality (if there is any issue, they inform either UNHCR or the INGO they depend from), seriously limiting the potential impact of the networks if there is no interlocution at the municipality. On the contrary, the MSAs (Lebanese nationals), could play a more mobile role at the Municipality level in linking with the existing refugees networks (ROVs and CSMC).

4.2.8. CSMC contribution to a less partial and more equitable provision of services

Area level and ITS Targeting approach

The choice of **concentrating** the CSMC interventions **in Bekaa and North** (mostly in Akkar) **makes sense** given the bulk of the in-country ITSs case load, the vulnerability perspective and the prevalence of negative coping mechanisms among refugees being in the Bekaa followed by Akkar.[180] Nevertheless, at cadastral-municipality and individual ITS level the overall CSMC design and implementation for the agencies assessed in this evaluation is less appropriate. The three CSMC organizations did **not clearly identify**, (within each Governorate) **criteria and mechanisms** for the **cadastral-municipality geographic and individual ITS targeting**.

According to the collected information, the CSMC implementers prioritised full municipality/cadastral ITSs targeting, but the balance between vulnerability of the ITSs and the feasibility factor and the rationale is not sufficiently clear from all the INGOs assessed:

- In practice, the municipal-cadastral geographic targeting seems to have been more related to the previous INGO presence in one area with other core competencies,[181] and/or to the need to take over some areas (as is the case of NRC) where other actors could not continue securing funding/presence.
- The individual targeting criteria for new ITSs openings are not clearly defined in any of the consulted documents and seem to have been more a combination of factors for each of the INGOs (including other core competencies) and areas of work. Many of the CSMC field staff interviewed mentioned the need to counterbalance needs and feasibility-stakeholder mapping and analysis[182], when deciding about new openings.

The **categories** that are more frequently mentioned by residents, Committee members and also some of the CSMC staff interviewed as the **most vulnerable** in the ITSs are: **Widows,** families with members with **Disabilities, Newcomers** and those that were **cut off from food assistance**. **"Newcomers"** is a **new category** of vulnerable that deserves further research. According to 97 responses obtained in the evaluation survey, since 2014, there has been a notable increase in the percentage of arrivals in the CSMC ITSs from refugees that had previously arrived in Lebanon (59 percent)[183]; the trend is quite similar in Bekaa and North[184]:

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[179] The Lebanese authorities are the CSA in Lebanon. For most issues this would refer to the municipality, but also other administrative levels of the state would be defined as CSA. The main task of the CSA is to ensure safety and security and that the residents of the collective sites enjoy their right under Lebanese law.

[180] Source: VASyR 2015.

[181] Such as WASH, Shelter, Protection, Education, etc., which makes sense in terms of optimising the overall response and maximising the effectiveness and efficiency of each agency)

[182] Stakeholder mapping is essential for understanding the dynamics and economy of an area and ITS, where *Power* measures their degree of ability to help or have an impact on the intervention, and *Interest* measures their degree of support or opposition to the intervention objectives, processes, etc. With this exercise, the attitude of the shaweesh, motivation of the residents, etc., could be analysed and taken to the final decision on starting the intervention.

[183] It is also important to mention that only those HHs that had been at least present in the ITS for the last 12 months were interviewed and according to the records of data collectors around ten percent of the final sample figure (North and Bekaa together) were contacted but not surveyed due to their recent arrival at the ITS (less than 12 months), which if processed would change the percentages of each category. On top of these figures, according to the information available, the number of HHs that could not be interviewed for the survey because they had arrived less than 12 months ago were: 5 in Bekaa and 12 in North, and could have increased the percentage of newcomers from 14 cases to 31, increasing the overall from 14.43 (average North and Bekaa) to 32 percent, backing up the residents' perception on the increase in the arrival of new comers and the residents' identification of more vulnerable as a group.

[184] Except in 2014 where there are important differences in arrivals in North (in 2014): out of 43 arrivals in 2014, 26 were were in North that could be also explained due to the increase in evictions (that also happened in Bekaa).
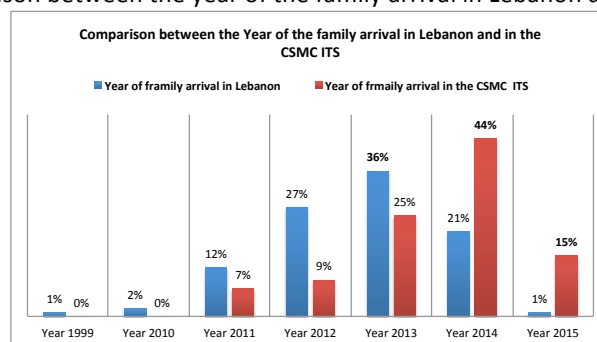
Source: Own elaboration based on Evaluation data

According to the survey in CSMC sites, refugees living in the majority of Small ITSs (11 or fewer tents per site) pay the lowest average rent per month.[186] This could explain the important increase in the number of small ITSs since October 2014 till March 2016.[187]

According to the HHs surveyed, one quarter of the families who the respondents knew (CSM and non-CSMC ITSs) who had left the ITS in the last three months did so due to their inability to pay the rent. This reinforces the information collected in different KIIs interviews on the inability to pay rent as one of the major drivers for internal displacement within Lebanon.

There is an inverse trend since 2014: more newcomers in the sites (specially in North) than arrivals in Lebanon, indicating major movements to the cheapest accommodation possible - this backed by the VASyR2 2015 information[188]. It would then be expected to see a continuity in the increase in movements of refugees, more deprived over time, towards the cheapest accommodation possible (with less-no minimum standards), representing a steady growth of Xsmall sites and and increase in the overall deterioration of the newly arrived.

HH targeting[189]

In both Non-CSMC sites and CSMC ITSs, residents perceive that the number of people suffering more has increased, but the proportion of those perceiving this is higher in the CSMC than the non-CSMC sites[190]:

Figure 27: Changes in the number of residents suffering more/more vulnerable: Comparison CSMC with Non-CSMC ITSs
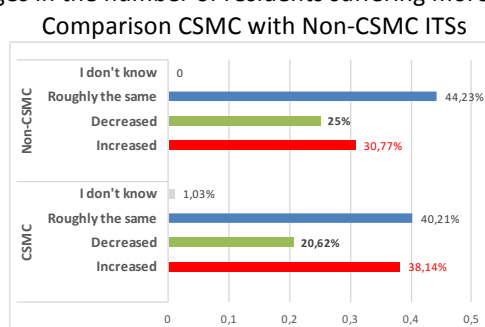
Source: Own elaboration based on Evaluation data

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[185] Based on 97 HHs responses. Years of arrival in the ITS per number of families: one family in 1999, two in 2010, 12 in 2011, 26 in 2012, 35 in 2013, 20 in 2014 and one in 2015.

[186] Average Rent per month does not include utilities such as water, electricity, etc.

[187] See in **Annex 4** (Complementary Figures and Tables): figures on average monthly rent paid per CSMC residents per month with size of the site breakdown for Bekaa and North.

[188] Nearly 90 per cent of Lebanon's over one million Syrian refugees are today trapped in a vicious cycle of debt, according to the findings of the VASyR 2015: nearly 40 per cent of refugees were in debt to their landlords, and many were more than two months in arrears.

[189] The findings in this section are based entirely on the HH survey (97 respondents in CSMC sites and 52 in Non-CSMC), though, it is important to acknowledge that many residents may not be aware of the 'behind the scenes' work of both committees and and CSMC agencies to refer vulnerable cases. Furthermore, in some cases the offer of assistance to the most vulnerable may simply not be available – e.g. lack of coverage by UNHCR for a certain health problem, or WFP exclusion as per inter-agency criteria.

[190] Percentages calculated out of the total number of HHs that responded to the survey: 97 in CSMC sites and 52 in Non-CSMC ITSs. The only hypothesis that was found for the difference was linked to an increase in new comers to the CSMC ITSs that are apparently very vulnerable, compounded with a certain call effect in CSMC ITSs that are better assisted than Non-CSMC ITSs.

As well as the perception of an overall increase in the number of most vulnerable residents (especially in CSMC ITSs), a greater proportion of residents perceive that the situation is worse now than in the past in terms of the extent to which assistance is **meeting the needs of the most vulnerable** – this is the case in both CSMC and Non-CSMC ITSs, showing an **overall deterioration** in all the ITSs surveyed. The next figures compare the Past with the Current situation (as assessed by the ITSs residents: 97 in CSMC sites and 52 in Non-CSMC):

Figure 28: CSMC – Non-CSMC Comparison / Meeting the needs of the most vulnerable in the Past
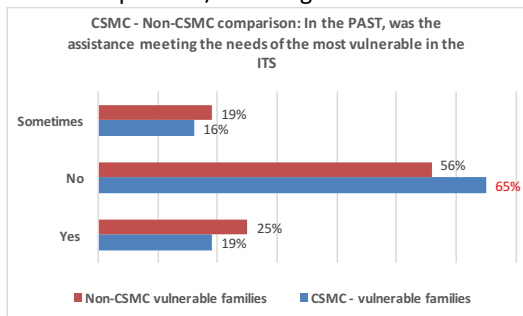
Source: Own elaboration based on Evaluation data

Figure 29: CSMC – Non-CSMC Comparison / Meeting the needs of the most vulnerable Currrently
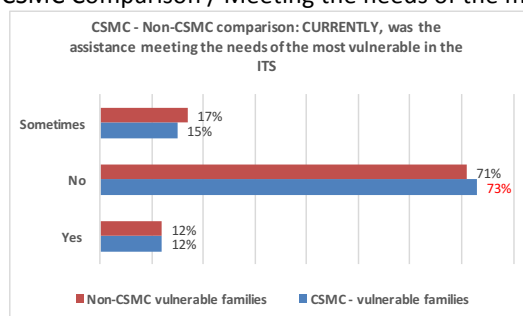
Source: Own elaboration based on Evaluation data

- For CSMC ITSs, more residents in the North than the Bekaa perceive that the number of most vulnerable has increased, which coincides with the previously identified trend of ITSs in the North being less assisted than Bekaa:

Table 6: Changes in the number of those residents suffering more / most vulnerable in the ITS[191]

Changes in the number of those suffering more	Bekaa	North	Total (Bekaa and North)
Decreased	24%	18%	21%
Don't know		2%	1%
Increase	35%	41%	38%
Roughly the same	41%	39%	40%
Total	100%	100%	100%

Source: Own elaboration based on Evaluation data

Limitations for an appropriate and timely assistance in the ITSs

CSMC agencies and committees face **challenges** in **ensuring targeted** assistance to the **most vulnerable** in the ITSs and **in proportion to their needs** due to:

- The **insufficient assistance** that can be provided and its timeliness due to the limitations of the current assistance/service providers' system. To cite three of them:
  - The presence or non-presence of service providers at the municipality/cadastral level, the scope of their activities and performance in accordance or non-accordance with minimum standards[192]. Compliance with the "Humanity", "Neutrality" and "Impartiality" principles are clearly linked to the choice of who the CSMC implementers at field level are and their compliance with humanitarian codes, that require a close follow-up and regularity to build trust.

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[191] Percentages calculated out of 97 HHs respondents: 46 in Bekaa and 51 in North.

[192] Who, according the KIIs try to avoid any targeted assistance inside the ITSs (mostly for fear of problems which are security related) and in some cases prefer to give the assistance to the shaweesh for him/her to directly distribute.

- The Average HH Size of the surveyed ITSs is much higher than the average HH size that the assistance package delivers (food, NFIs, etc.), which is structured for five family members, independently of the HH size, which in Bekaa is 6.65 and 6.43 in North. The five HH average represents notable limitations of assistance that, as seen in the figure below, are not adapted to the reality of the majority of the interviewed HHs and those that have six members or more (quite common, especially in Bekaa):

Figure 30: Frequency distribution of the 97 surveyed CSMC HHs, by Size and per Governorate
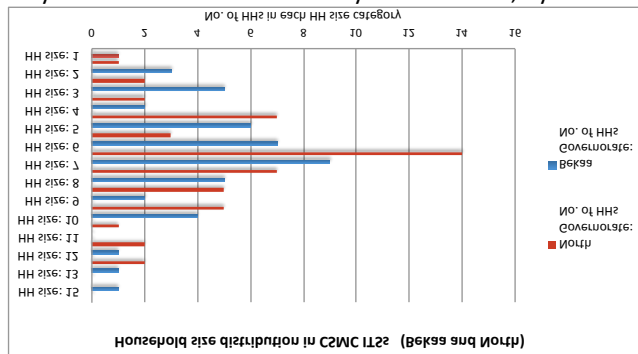
Source: Own elaboration based on Evaluation data

- The Refugee Assistance Information System (RAIS), currently used by UNHCR in Lebanon[193] indicates that assessments of HHs should be done once per year. Apparently and for different reasons (logistics, funds, etc.), this is not happening and will not happen in 2016.
- On top of that, and according to the information provided by one of the Organizations' focal points for the evaluation[194], if a HH that was not eligible goes through a situation that deteriorates the HH conditions, it should be possible to receive a second visit to review their circumstances[195] at the HH's request (through independent hotlines run by NGOs etc. - not specifically for this purpose).
- In fact, some organizations with the capacity to run their own system (such as Organization B), carry out an independent exercise with their own formulas and scoring, which would allow them to respond to those new vulnerabilities and vulnerable categories (including non-UNHCR registered refugees).
- The **insufficient** CSMC Organizations' and Committees' **focus on identification and referral of the most vulnerable individuals/HHs**.
  - There are also important differences within organizations that seem to be more related to the effectiveness of identification and referrals than to the Organization's capacity to support the most vulnerable with specific programmes.
  - According to the respondents' answers, the sites where the Organization that scores better in providing the most vulnerable with assistance appropriate to their needs (NRC) do not have any specific vulnerability support/assistance programme that could be run in the same CSMC sites of intervention.

Table 7: Residents perception – do the most vulnerable now receive more assistance according to their specific needs? (breakdown by Organization)[196]

	Organization A	Organization B	Organization C	Total
Don't know	7%	9%	6%	7%
No	80%	78%	58%	68%
Sometimes	0%	6%	22%	13%
Yes	13%	6%	14%	11%
Total	100%	100%	100%	100%

Source: Own elaboration based on Evaluation data

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[193] WFP, UNHCR and Cash organizations use it in Lebanon. The RAIS is also in use in Syria, Egypt and Jordan. The system is based on a vulnerability scoring system that is applied to identify vulnerable groups/HHs in need of assistance, with the development of shared tools (database and data entry form) for the tracking of assistance provided by UNHCR and partners.

[194] That was also a focal point for the Inter Agency Targeting Task-force.

[195] This is very much up to the organization that receives the call prioritising and funding the visit. The degree of likelihood of this happening varies, often it often depends if they are involved in cash or food programming. WFP funds hotlines with their partners, who determine if a case is likely to be eligible by asking several questions that are also meant to determine whether or not they are eligible for other programmes, such as their safety net system (for excluded families where a woman becomes pregnant / is lactating, a household grows in size, etc).

[196] Based on 97 responses: 15 Concern, 32 Organization B and 50 NRC.

### 4.2.9. CSMC contribution to fewer families leaving the ITS

As there is no baseline data to compare with, this contribution is analysed through a comparison with the number of families that left the ITS (CSMC and Non-CSMC) in the last three months and the main reasons for leaving.

The **Ratio of families that left[197] the ITS** (according to the HH Survey respondents) is **0.9 for CSMC ITSs and 1.2 for Non-CSMC** ITSs - a less negative trend in CSMC ITSs. This can be indirectly interpreted (in conjunction with the previous analysis that also shows a better coverage of some key basic sectors in CSMC sites), as a higher match of minimum standards within the CSMC ITS.

The search for livelihoods opportunities and inability to pay rent are the main reasons for families leaving the ITS, although the disputes with the Landowner and shaweesh could also be linked to the rent payment and insecurity of tenure. The fact that the shaweeshes in the majority of the CSMC sites sampled collect the rent from residents to the landowners, also indicates the conflict of interest and the potential harm of having the shaweesh in the CSMC Committees.

Comparing the CSMC and Non-CSMC ratios of family that have left the ITS, their reasons for leaving and where they went, it can be inferred that the **overall living conditions in the CSMC sites are better than in Non-CSMC sites**, indirectly indicating improved dignity of the target group:

Figure 31: Main reasons for families leaving the ITS in the last three months
Comparison CSMC and Non-CSMC ITSs[198]
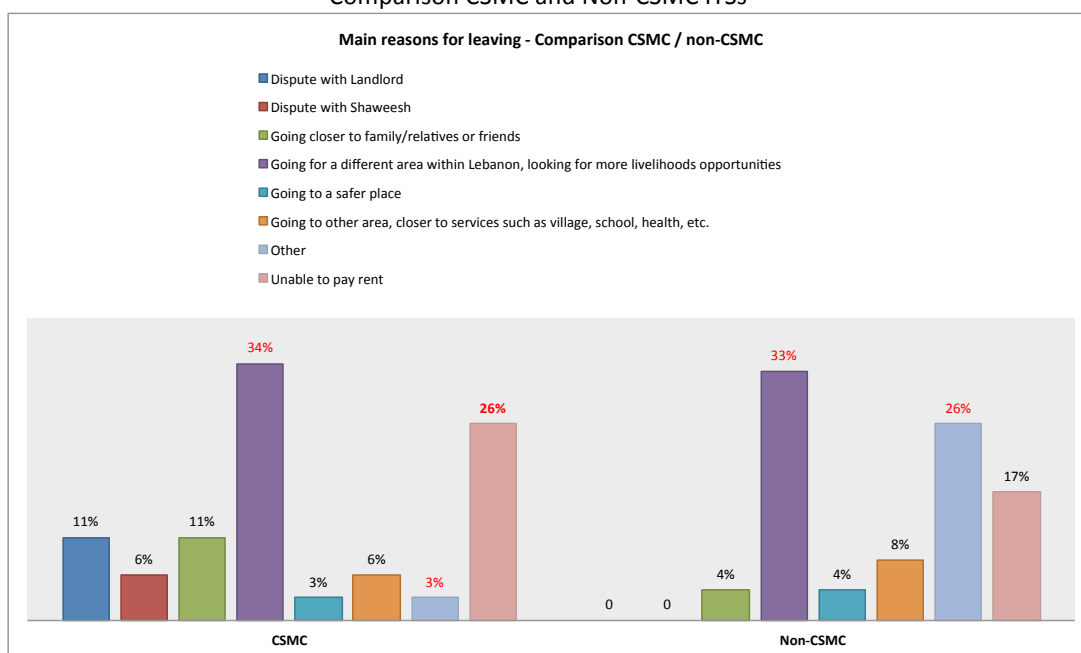
Source: Own elaboration based on Evaluation data

4.2.10. CSMC - Non-CSMC comparison: Reported Corruption

The following table is based on the responses to the last question asked to the HHs during the survey[199]: *Is there anything else that you would like to add or to share with us?:* 45 percent of responses in CSMC sites and 54 percent in non-CSMC sites:

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[197] Calculated counting the Number of families that respondents knew had left the ITS (either the CSMC or the Non-CSMC ITS) in the last three months out of the total respondents.

[198] The results were obtained in response to the question: *Do you know why, the majority of families had to leave?.* In Non-CSMC ITSs: Army attack, Moving to another camp better assisted and obtaining Asylum in a third country (Canada), where the main reasons included under the "Other" options. 35 out of 97 respondents in CSMC sites and 24 out of 52 in Non-CSMC sites.

[199] The ITSs residents could talk freely and raise any issue that they would like to share. The percentages are calculated out of those that wanted to add at the end of the survey: 44 responses in CSMC sites and out of 28 responses in 28 sites.

Table 8: Comparison CSMC – Non-CSMC ITS on free issues shared by residents at the end of the HH survey

Responses	CSMC	Non-CSMC
Corruption (Municipality)	2%	4%
Corruption (Municipaity, Quatar assistance and NGO staff)	0	6%
Corruption (Shaweshes)	2%	0
Subtotal Corruption	4%	10%
Insecurity and Raids in the ITS	3%	6%
Legal Issues-residence renewals	5%	0
Food/cash assistance (including reinclusion in WFP list)	7%	0
Water and Sanitation at HH level	0%	12%
Health related HH acute needs	6%	0

Source: Own elaboration based on Evaluation data

The grouping of answers indicates more denunciations of **corruption**, **in Non-CSMC sites** as well as perceptions of Water and Sanitation gaps at HH level that are not reported by residents in CSMC sites):

- The accusations of corruption of Municipality in CSCM sites are common to the same municipality of half of the Non-CSMC reporting, whilst the corruption of NGO staff (specifically Quatar assistance) is only reported in Non-CSMC ITSs, and *a priori* is a positive result for CSMC sites[200] . This indicates a better control and less corruption in CSMC sites than in Non-CSMC sites, and was also mentioned by some of the KIIs as a positive output of the CSMC interventions.
- The results concerning Watsan related issues are in line with the findings detailed in the improvements on Service provision (comparison CSMC and Non-CSMC) and are also corroborated by photographs included in the attachments of each of the Surveys which show a higher percentage of visible Watsan weaknesses in non-CSMC sites.[201]

It can then be inferred that a better organization and accountability, with the presence of CSMC agencies (international actors) in CSMC sites, can have had a positive influence in the residents' perception of less corruption in the CSMC ITSs. This is also in line with service providers' perception of CSMC somehow "forcing them" to be more accountable in CSMC sites (see "Service Providers perception" in point 4.2.3). On the contrary, in non-CSMC sites, different factors, like a corrupt leaderships and control over population of certain individuals and certain service providers' staff could be major contributors to their more negative results.

> **Question 7:** *What are the limitations and opportunities inherent in the approach and what other alternatives could be tried in the Lebanon context?[202]*

4.2.11. Limitations and Opportunities

The limitations and factors influencing the overall Appropriateness, Effectiveness and Connectedness of the CSMC approach and its practical implementation have been developed under each of the questions pertaining to each criteria and complemented in the **Annex 7**: Factors influencing Results.

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[200] Some KIIs mentioned the fact that if this is the percentage reported in Non-CSMC ITSs, it could possibly be higher, due to the assumption that during data collection, Non-CSMC respondents would be naturally prudent - afraid of giving this type of explanation to "strangers", which according to the same consulted KIIs, would not be the case in CSMC ITSs.

[201] (Pictures taken after taking consent of the outside of the HH tent/shelter, the source of water of the HH and the toilet they use (from the outside, with the door closed and also from the inside).

[202] A basic resource allocation/outputs relation analysis could be tried.

The opportunities of the approach that have not yet been developed throughout the different sections of the report are related to the fact **100 percent of refugees in Lebanon are living in a non-camp setting,** and that CSMC has only focused on ITSs, Collective Centres and Collective Shelters. There is therefore an opportunity for the application of camp management methodologies to "outside camp" scenarios (Urban Displacement Out of Camps: UDOC[203]), including urban refugees and especially those living in substandard shelter conditions, who are less visible and apparently less assisted than residents in ITS.

- Being outside the ITSs, CCs and CSs, gives them limited access and hinders their participation in the design and implementation of the humanitarian response.
- The figures of population in substandard shelter conditions vary according to the source): 48 percent in 2015 for the Shelter Working Group[204] (16 percent of whom are living in ITSs) or 42 percent (with 18 percent living in ITSs) as reflected in the 2015 Vulnerability Assessment of Syrian Refugees in Lebanon, also known as VASyR[205].

The alternatives to enhance the overall CSMC Appropriateness and Effectiveness are developed in the Recommendations section of this report.

4.3. CRITERIA: Connectedness

Questions 8 and 9: Are the benefits of the CSMC approach likely to continue after implementing agencies have fully exited targeted collective sites?, What are the major factors influencing the achievement or non-achievement of connectedness of the approach?

4.3.1. Assumptions for Connectedness

It is always an assumption that the situation of displacement will end, at which point a 'durable solution' will be found[206]. In a formal camp setting, Camp Management and the establishment of camp committees is a step towards autonomy of the target population (Connectedness/Sustainability) but in **Lebanon**, there are **neither durable solutions nor the space and resources to provide an adequate humanitarian response**, both of which **limit** the extent to which CSMC agencies can facilitate true autonomy of refugees and the **Connectedness** of the approach.

It is also a key assumption that provided that residents are satisfied with the Committee (which has been widely acknowledged by residents in this evaluation – see section 4.3.2.), a low committee members' turnover increases the overall effectiveness, efficiency and durability (and possibilities of Connectedness) of both the Committee and the CSMC intervention.

4.3.2. Exit strategies and Factors influencing Connectedness[207]

The **Turnover of Committee members** can be considered **very positive** for two out of the three Organizations that take part in the evaluation (NRC and Concern)[208]: the turnover for the Organization that has already exited from some ITSs (NRC) is, for the total of sites that were included in the sample, 9.83 percent for male

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[203] NRC is about to start an UDOC pilot in one of the T5 urban municipalities.

[204] Source: Inter-Agency Activity Info Reports – November-December 2015 Shelter Sectoral Dashboard.

[205] In 2015, the UNHCR, WFP and UNICEF joint survey was based on an assessment of more than 4,000 refugee households and over 100,000 family visits. The difference in percentages can be linked to the fact that the VASyR surveys "only" registered refugees, which could leave a non-registered caseload (including those who were deregistered and new comers, not recognised) not properly accounted for.

[206] A durable solution is understood to be one of three things: resettlement to a third country; repatriation; integration. In Lebanon, there are few durable solutions available. Repatriation is still not possible; resettlement is only available for a tiny minority; and Lebanon is not willing/able to integrate the refugees.

[207] It is also worth mentioning that all of the ITSs that were included in the field exercise data collection were in either exited or in a "coaching" phase (post training), allowing to infer that the overall findings (including limiting factors) and conditions developed under Appropriateness and Effectiveness would be similar for Connectedness (after the Organizations' exit).

[208] On the contrary, the turnover for Organization B is higher (at least in Bekaa) but not reported in these findings due to a lack of clarity on how many Committees have been replaced/recently selected/not yet appointed.

and 4.05 percent for female members (15 male and seven female). The majority of NRC Committee members (both male and female) who left did so after one year of the establishment of the committees for different reasons that were, according to the collected information (CSMC organizations), not linked to demotivation to carry out their duties. The turnover for Concern is also low: 5.88 percent (two male[209]).

Only NRC has already 'exited' from some of the CSMC ITSs and has done so in accordance to a planned and detailed exit strategy, including final base lines verifications, training reinforcement/refreshers, and agreements with the committees on how NRC will support them after exit.

However, there are no clear indications on **Committee members' replacement** or on **how to** formally **link** the **updated information** on service providers **for referrals** at municipal level, key in light of the refugees needs. Given the current context, it is **not possible** to have effective **exit strategies that lead to connectedness at individual level (per site)**, working in silos/isolation in ITS, when the **link with the Municipality** is needed for **continuity and support.**

Some further factors influencing connectedness that have been identified are:
- The fact that the CSMC **Committee members** are **volunteers** and **not paid** is a key contribution to the overall continuity of the created structures but also poses limitations in the amount of time that is requested without an economic reward.
- **Residents' satisfaction with the CSMC Committee**, measured through the percentage of HHs that would like to stay with the same Committee, is quite high (over 70 percent in both Bekaa and North), although with important gender differences:

Table 9: Percentage of HHs that would like to stay with the same CSMC Committee
(Overall results by Gender of respondents)

Gender breakdown	Yes	No
Female	84%	16%
Male	63%	37%

Source: Own elaboration based on Evaluation data

CSMC Committee members' motivation: Residents also answered that the majority of the CSMC **Committee members** are **motivated,** and this is a very positive result (in fact they are very much motivated in North):

Figure 32: Motivation of CSMC Committee members as perceived by ITS residents[210]
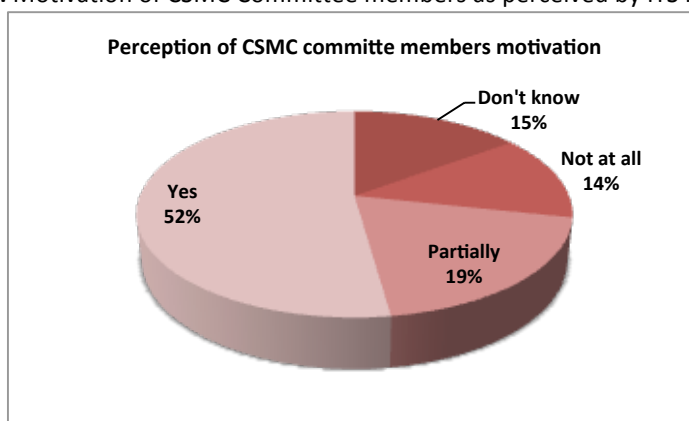
Source: Own elaboration based on Evaluation data

Residents are less positive about the capability of CSMC Committee members than their motivation. The following table shows the comparison between perceptions of committees' Motivation and Capability per organization:

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[209] All of them were male.
[210] Only those residents that were knowledgeable about the CSMC committee purpose (49 out of 67), answered the question: *Do you think that those Committee members that were selected, were/are motivated to carry out their duties? And are capable of taking over responsibility to carry out the duties?.*

Table 10: Comparison of Residents' perception on CSMC Committee members motivation and capability to perform their duties / take over responsibility from the CSMC Organization (Breakdown by Organization)[211]

	Organization A		Organization B		Organization C		Total Motivation	Total Capability
	Motivation	Capability	Motivation	Capability	Motivation	Capability		
Don't know	13%	13%	11%	11%	18%	18%	15%	15%
Not at	0%	13%	11%	37%	18%	15%	21%	13%
Partially	13%	25%	26%	21%	18%	23%	22%	19%
Yes	75%	50%	53%	32%	48%	45%	42%	52%
	100%	100%	100%	100%	100%	100%	100%	100%
Yes + Partially	88%	75%	79%	53%	66%	68%	64%	71%
		-13%		-26%		2%		7%

Source: Own elaboration based on evaluation data

When comparing **Motivation** with the **perception on** the Committee members' **Capabilities (a key indicator for Connectedness), the results are more reduced,** as seen in the following tables that summarise the results of Motivation and Capabilities of CSMC Committee members, as perceived by residents, with Governorate, Gender and Organizations breakdowns:

Table 11: Residents' perception on CSMC Committee members Motivation to carry out their duties (Breakdown by Governorate and Gender)

	Bekaa		Bekaa Total	North		North Total	Total (Bekaa + North)
	Female	Male		Female	Male		
Don't know	26%	23%	25%	7%	0%	3%	15%
Not at all	9%	31%	17%	0%	18%	10%	13%
Partially	17%	15%	17%	14%	29%	23%	19%
Yes	48%	31%	42%	79%	53%	65%	52%
	100%	100%	100%	100%	100%	100%	100%
Yes + Partially	65%	46%		93%	82%		72%

Source: Own elaboration based on Evaluation data

Table 12: Residents' perception on CSMC Committee members Capability to perform their duties / take over responsibility from the CSMC Organization (Breakdown by Governorate and Gender)

	Bekaa		Bekaa Total	North		North Total	Overall (Bekaa +
	Female	Male		Female	Male		
Don't know	22%	15%	19%	14%	6%	10%	15%
Not at all	17%	46%	28%	7%	18%	13%	21%
Partially	22%	15%	19%	14%	35%	26%	22%
Yes	39%	23%	33%	64%	41%	52%	42%
	100%	100%	100%	100%	100%	100%	100%
Yes + Partially	61%	38%		79%	76%		64%

Source: Own elaboration based on Evaluation data

When combining the same parameters, Organizations not using the election approach for the selection of Committee members score a very positive result (83 percent for NRC and 75 for percent Concern). They also have a very low or low negative scoring (six percent and 13 percent respectively).

Figure 33: Residents' perception of the CSMC Committee members' capability to carry out their duties
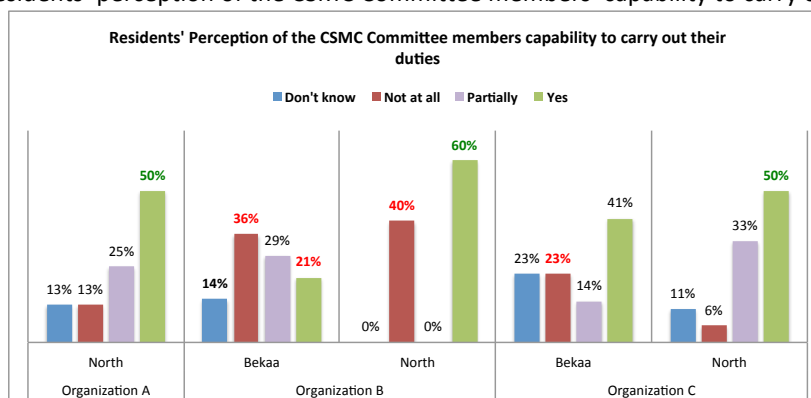
Source: Own elaboration based on evaluation data

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[211] Out of 49 residents that were knowledgeable about the CSMC committee purpose, eight were for Concern, 19 for Organization B and 40 for NRC.

The results obtained, from a purely logical analysis, could be explained by two main factors or a combination of the two:

- The choice of the persons forming the Committee (who may be very motivated but not have the right profile for the duties/responsibilities of the Committee).
- The training approach of each of the CSMC Organizations and its outputs.
- The fact that residents from NRC sites felt more strongly about the committee members' capability than their motivation coincides with the evaluator's review of their training package and approach, which is more consistent and seems more appropriate than the package and approach of Concern and Organization B. The level of satisfaction of Committee members (according to FGDs) with the trainings received is also much higher for NRC Committee members, which is a clear indication of the success of their training approach.
- The organization (Organization B) scoring high in motivation but having a less consistent and appropriate training approach, loses 26 percent of capabilities in relation to motivation of the Committee members.

Other factors, like Gender, Governorate and selection/election process of Committee members are analysed in the **Annex 7**: Factors influencing results.

5. Conclusions and Recommendations

The Conclusions and Recommendations have been grouped in two main groups with the all the Recommendations addressed to the CSMC task force/agencies for improvement:

- Context related
- Appropriateness, Effectiveness and Connectedness related

Context-Related Findings and Conclusions

1. The proven increase in the refugees' basic needs, the growing limitations to properly assist and protect the refugees in Lebanon and a serious **deterioration** of their **protection environment** require interventions focused on contributing to a **principled humanitarian response,** optimising the resources available at local level, and making service providers and duty bearers accountable to enable a better allocation of the existing resources that can enhance the refugees' dignity and living conditions.
2. A greater number of people are in need of CSMC-type interventions that are better suited to coordinate the existing "feasible" humanitarian response. This means that, despite its external limitations, CSMC is a necessary intervention in the current context and should therefore be scaled up accordingly to meet the need.
1. The fact that no refugees in Lebanon are living in formal camps, and that CSMC has, so far, only focused on ITSs, Collective Centres and Collective Shelters, opens up the opportunity to apply camp management methodologies to "Urban Displacement & Outside of Camps" (UDOC) scenarios, prioritising those living in substandard shelter conditions, (who are less visible and apparently less assisted than residents in ITSs, CCs and CSs).[212]

Context-related Recommendations

R1. An extraordinary situation requires extraordinary measures, with 'out of the box' thinking and flexibility to adapt to the multiple unknowns in the short- and medium-term. CSMC Organizations should assume that

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[212] While 38 percent of severely or highly vulnerable families (profiled through the Refugee Assistance Information System – RAIS) are living in Collective Shelters or ITS, 62 percent are living in sub-standard shelters and apartments in urban areas).

they will not be able to do everything they would like to, given the complexity and the difficulties associated with adapting the standards of other countries.

R2. Considering the acuteness of the situation and the varying needs of refugees:

- The **CSMC approach** should be immediately **readapted** to be fully relevant and appropriate;
- CSMC coverage should be increased to a larger number of sites;
- CSMC targeting of sites should be improved with clear criteria which focus on populations in danger of being left behind (which in the current context could be translated into targeting those living in areas where refugee movement restrictions are more severe);
- CSMC should also facilitate improved targeting of most vulnerable refugees inside ITSs;
- CSMC should ease access to key services through improved accountability of service providers/duty bearers, achieved through coordination and advocacy (from local to national level) for a timely response.

Appropriateness, Effectiveness and Connectedness related Conclusions

Appropriateness of the Operational approach

2. Despite acknowledging the relevance for CSMC-type interventions, as well as contextual difficulties and challenges, there has been **insufficient adjustment** to the operational strategies to counterbalance a sharp deterioration of the political context and the resulting refugee isolation and sub-standard living conditions. However, this conclusion is not limited to CSMC actors. That insufficient adjustment is an outcome of the design and implementation of a full and quite **heavy CSMC package**/process that did not fully prioritise Effectiveness and Efficiency, limiting the CSMC capacity to scale-up to reach a higher number of ITSs (of any size), including the small and extra small sites (less than three tents), where presumably, at least part of the most deprived refugees' populations can be.

3. The CSMC approach makes does not make sense if having a low **coverage** of ITSs as it is the case now: out of the total of around 4,129 ITSs nationally (including those smaller than four tents)[213], all CSMC agencies within Lebanon cover only around 414 sites and it is not oriented to cover the needs of the **most vulnerable** groups.

4. The methodological balance between the ideal and the feasible—in terms of the CSMC model/strategies—has not yet been achieved, with quite a heavy model that is not focused enough on guaranteeing basic needs' coverage in the short-term.

Effectiveness and Connectedness (overall results and related factors)

5. Key differences between CSMC vs Non-CSMC

The **results** from the three CSMC organizations **are more positive** in the overall **comparison** to those obtained in the **Non-CSMC ITSs:**

- According to residents' perceptions, the overall living conditions in the CSMC sites are better than in Non-CSMC sites, indirectly indicating improved dignity of the target group.
- The CSMC interventions and the CSMC Committees have improved accountability to the intended beneficiaries. CSMC ITSs are more organised than Non-CSMC sites and residents are more knowledgeable about their rights. There is also more control on external actors and less corruption in CSMC sites than in Non-CSMC ones.
- There is evidence of improved infrastructure availability in CSMC ITSs when compared to Non-CSMC ITSs. According to residents' perceptions, CSMC ITSs perform better in filling the gaps in Shelter, Watsan, Winterization support and Education than non-CSMC sites.
- At the same time, residents appear to perceive a worsening provision of services in sectors that are "less tangible", like Health, Protection and Legal documentation/residency related – this can be linked to CSMC residents' greater awareness of rights, vulnerabilities and duties of service providers than those from non-CSMC sites.
- Similarly, there is a perception of an overall increase in the number of CSMC most vulnerable residents, while the perception that there has been an increase in the non-meeting of the most vulnerable needs applies to both CSMC and Non-CSMC ITSs.

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[213] As of May 2016.

6. Main successes across and differences between the three CSMC participating organizations

Overall, CSMC results show more success than failure, with important differences between the three participating organizations and status of implementation across them (with NRC showing the best overall performance in the majority of the results analysed).

8a) The main **success points are:**

- Majority of residents perceiving that the committee represents their interests.
- Majority of residents' perception that information provision has improved since the CSMC committee started, and committee members' perception that they have a better understanding of service providers due to their training.
- Majority of residents perceiving that the committee can influence service providers, and committee members reporting that their membership rewards relate to better influence on service providers.
- Municipal Support Assistants (MSAs) with the NRC job profile and approach proving most successful- due to their ability to bring together refugees, host community, authorities, and other support networks.
- CSMC institutional coordination with other sectors to manage the potential 'mushrooming' of committees – i.e. sector focal points integrated into general committees.

8b) The major **factors** that were identified as having more **influence** in the overall **CSMC results** were both external (the CSMC Humanitarian set-up, Governorate of intervention (Bekaa and North), Size of the Sites) and internal (Organizations' approach, Gender of the respondent, and the Participation/Presence of the shaweesh in the Committee):

External

- CSMC Organizations do not have a formal **mandate** for CSMC in ITSs, and consequently, no service provider is obliged to coordinate with the collective site Manager—the standard in any formal camp setting operation worldwide. This is also exacerbated by the lack of status of CSMC within the humanitarian coordination set-up in Lebanon, making it less visible and harder to coordinate intersectorially.
- The **late start** of the CSMC approach (in comparison with shelter and Watsan) has increased the difficulties of establishing a multi-sectorial intervention since the beginning of the crisis. Compounded by **insufficient** CSMC **coverage** (around 10 percent of all the country ITSs), this has significantly hindered the CSMC approach from becoming a powerful interlocutor in the humanitarian set-up.
- The "*de facto*" r**ecognition** by many **actors** of the **shaweesh role** as community representative. From a protection perspective, this is a perversion of the system that should have been addressed as a priority by UNHCR as leading agency and the rest of the CSMC task-force agencies. This recognition is also a focus of distress for Committee members and has notably influenced residents' perception that the shaweesh is still more effective in liaising with service providers/external actors than the CSMC committee.
- The interest of the Government of Lebanon, some donors and UN agencies to align the priorities of their political agenda with the humanitarian agenda—without sufficiently taking into consideration the situation on the ground (where there are neither durable solutions nor the space and resources to provide an adequate humanitarian response)—limits the extent to which CSMC agencies can facilitate true autonomy of refugees and the Connectedness of the approach. In the short-term and given the context, it is **improbable** that the **assumption** that with contribution from the CSMC approach **refugees** would become **self-reliant** and able to meet their own basic needs after some years will hold true.
- Overall, female residents are more positive than male in assessing some of the CSMC components/activities, like: Improvements of awareness/Information on available services since the CSMC committee started (Effectiveness), as well as in the reported satisfaction with the CSMC committee (key for Connectedness of the approach).

Internal

- **Design-based** reasons in the **appointment** and **selection/election process** of Committee members and the different Organizations' approaches to training. The CSMC Committee representativeness of the interests of different groups is much higher when CSMC Committee members are not self-appointed or elected through formal elections. The representativeness success is intimately linked to the profile and validation (through FGDs) of the Committee members. The capability of Committee members to carry out their duties, seems to be, as well, closely linked to the selection of the right members and the training approach of the CSMC implementer.
- NRC's best performance is a direct result of their more adapted approach and results in the different components, notably: their selection process of Committee members, training approach, plans of action

per ITS, adaptation to the atomization and explosive growth of new extra-small sites, and linkages with the MSAs-Municipalities at local level through pilot initiatives that have not yet been sufficiently brought to scale.

- The **number** and **structure** of **Committee members** are **neither harmonised** (between them and even inside each organization) **nor logical** (there is no division of tasks or responsibilities within committees, and the committee size is not linked to the number of households), which represents a coordination challenge for Non-CSMC service providers and has contributed to the low "buy-in" of the approach by other actors.
- The fact that there are no restrictions on who can be selected as a CSCM Committee member has resulted in the **shaweesh** being **part of the CSMC Committee** in a high proportion of sites (47 percent in Bekaa and 65 percent in North) and, on top of the serious **protection constraint**, is a **weakness** of the approach in a high percentage of ITSs (he/she did **not delegate** any of their previous activities to the CSMC Committee, including liaising with service providers).
- The **limited** use of new **communications** tools to better network and break ITSs and refugees' growing isolation, with insufficient practical connections/interactions with other layers of assistance/initiatives at local level (notably the UNHCR Programme: ROVs and the MSAs.
- A certain **loss of focus** in HH targeting of the **most vulnerable** due to the limitation in service provision and insufficient focus on their identification, have limited the timely response to the needs of the most vulnerable people.

Recommendations on the Appropriateness of the Operational approach, Effectiveness and Connectedness

R3. The CSMC operational approach should be harmonized for activities undertaken in the same municipality (which is not the case now between the different CSMC organizations), with **interventions to** operationalise the **improvement** in the **assistance and protection** of refugees through better integration with other sectors, service providers, and stakeholders (**short-term effectiveness** approach vs. resilience-connectedness prioritization):

R3a) To the greatest extent possible, opening new CSMC locations should be accompanied by multi-sector assessments and the full complementary technical sectorial capacities (core competencies) of the same organization (such as WASH, Shelter, Education, Protection/Legal, etc.), which would allow for a better negotiation at site level.

R3b) When opening new project locations, a **feasibility** analysis and mapping of interests should also be carried out, searching for conditions that would allow a **positive "model"** and **replication** effects in the surrounding Non-CSMC sites. CSMC organizations should then plan their interventions in terms of concrete "milestones" that indicate the "maturity" of the intervention with that location, which would take into account the different operational and environment constraints.

R3c) The key components to be reinforced and improved for the new CSMC phase (after this evaluation) are:
- To improve access to the residents' necessary Information on services and possible referrals;
- More effective referrals for the residents and especially most vulnerable ITSs' population;
- the CSMC Organizations should also make use of new technologies / Smartphone apps to allow real-time communication with the ITSs to better inform, respond and improve accountability of service providers/duty bearers (by allowing feedback from refugees on the treatment they get, ensuring/enhancing two-way communication with the population);
- Specific **targets per municipality** should be defined, including concrete results on coordination, advocacy and coverage at municipal and ITS level for activities that are leading towards success in obtaining certain civil documentation, for instance: birth registration, which should very much be prioritised due to the consequences of not having a legal identity.

R4. The **operational approach** needs to be more practical and adapted to what is feasible in the Lebanese context; this can be done by adopting both a **"full"** and **"light" CSMC package**. [214]

R4a) In general:
- The selection process should validate committee members as "positive role models" who have been assigned clear responsibilities and possess a set of relevant skills. The identification and appointment of

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[214] Full details on the model are provided in the **Annex 9**: Proposed new CSMC "full" and "light" models and **Annex 10:** Proposed T-shelter.

CSMC community member candidates / focal points should be an Effectiveness-led process. Members should be identified through FGDs instead of general site elections with self-appointed candidates.

- The shaweesh should not be part of the CSMC committee. For new openings, and as part of the CSMC feasibility assessment that should be carried out at ITS level, the effects of not allowing the shaweesh to be part of the committee (as currently done by Protection and WASH service providers) should be systematically done to decide how feasible the new opening would be. For those Committees which have already been formed and where the shaweesh did not delegate any tasks to the CSMC committee, the CSMC agency should try to remove them through a process that could be "sold" externally as a new phase/approach that would imply the renewal and/or composition of the existing committee. UNHCR and the CSMC task force should counteract the implicit current recognition of this figure in the Lebanese humanitarian set-up as representing the interests of ITS residents.

- The training approach and its content should be standardised for all CSMC Organizations, taking the NRC package as a base. CSMC Organizations should ensure systematic refresher trainings and precise procedures for replacement of committee members when they leave.

- Consequently, CSMC Organizations role should be more advocacy-oriented.

- CSMC organizations should monitor the treatment of ITS residents and advocate accordingly on their behalf, shifting to a role of Observers-Watchdog support at municipal level and striving to ensure that all refugees/ITS residents are treated fairly by service providers and municipal actors.

- CSMC agencies should be systematic in data collection and data analysis to conduct trend analyses on violations of refugee rights at the ITS and municipal levels, such as mistreatment or arrest at checkpoints, detentions (including reasons, duration, consequences), harassment, perpetrators, and limitations for referrals due to movement restrictions.

R4b) Full CSMC package:

- A maximum number of permanent Committee members should be defined for the full CSMC implementation. It is recommended that the core team of permanent focal points should be composed of no more than eight people for large sites, and no less than three members for any size (either small, medium or large size sites). The full package for a small site should be applied to those ITSs that consist of at least four tents. The maximum core package of eight members could be formed by:

  - Two members for Information/Referrals/Contacts with Service providers, ROVs and MSAs (including Emergencies/contingencies): one Male and one Female. They would be the core and key team on site.
  - Two members for Protection/Legal areas (one Male and one Female)
  - Two WASH (Hardware and Software)
  - One Health
  - One for Shelter/site improvement

- Each committee should have a real purpose for existing reflected in their Plan of Action (PoA) and which clearly allocates specific responsibilities and deadlines. The PoA should be reviewed on a regular basis and be part of a wider CSMC municipal strategy. Other residents (non-committee core members) who would ensure a systematic representation of the different groups (giving priority to those with specific needs and other vulnerable categories) should have an "*ad hoc*" involvement, participating in the design of the Annual plan and its revision, and supporting/following-up through ad hoc / specific subcommittees if needed, allowing a better control and accountability at ITS level.

- The PoA should be complemented, as much as possible, by "mini quick-impact" projects with monetary ceilings defined according to the size of the sites and acuteness of the residents' needs.

- Committee meetings and meetings with residents should be held when there is a clear reason for them, creating and/or optimising the use of common spaces as a reinforcement of the CSMC role and sense of community within the ITS, through the setup of a common tent T-Shelter (under the premise of no rent) that could also maximize the use of the space for other purposes/sectors.

R4c) Light CSMC Package:

- The model is based on having one ITS with the same composition of the full package (either maximum or minimum core package), but applied for a cluster approach, taking a principal site with the Core full package implemented and also following a number of "satellite" Non-CSMC ITSs (within the same municipality):

– One CSMC site and the CSMC Committee could, as a first step, play an Information role towards the surrounding non-CSCMC sites (information about services and assistance provided by organizations

within that Municipality).

- A second step would involve the creation of a "light" CSMC approach delegated to two focal points in the non-CSMC site (one Male and one Female) for an active role in referrals/protection that could also be supported "*ad hoc*" by the Full package CSMC site focal points.
- The principal CSMC sites for this model would be selected based on needs and identified protection-related vulnerabilities and their potential for replicating the approach in surrounding sites.
- This "light" CSMC package could be also adapted to an UDOC scenario.

ANNEXES TO THE EVALUATION REPORT

Joint Evaluation: Collective Site Management and Coordination (CSMC) in Informal Tented Settlements (ITSs) – Lebanon

ANNEX 1: Terms of Reference

Annex 1
TERMS OF REFERENCE
CSMC in LEBANON: JOINT EVALUATION

Work station: Beirut, Bekaa, North, and Akkar

Reporting to: NRC Monitoring and Evaluation Manager

Duration: The Contract will be for 60 working days over the period of 7 months.

1.   Background

Four years after the onset of the Syrian crisis, Lebanon continues to host a massive refugee population, with 1.1 million refugees registered with UNHCR and thousands more unregistered. Many refugee families are becoming increasingly vulnerable as levels of humanitarian assistance decline, family savings diminish, and access to livelihoods are limited. Many families are forced to live in collective shelters and informal settlements because of the lack of affordable housing and formal camps, with an estimated 4,000 informal settlements and collective shelters dispersed widely across Lebanon in urban centres and agricultural settings. Many refugees living in collective sites (collective centres and informal settlements) do not have adequate access to food, shelter, clean water, sanitation, education and other basic needs. In many sites, few mechanisms exist to facilitate meaningful refugee participation and representation in the humanitarian response.

Since 2013, humanitarian agencies in Lebanon have been implementing collective site management and coordination (CSMC) programs aimed at coordinating humanitarian response in collective sites to ensure that minimum standards are met and gaps are minimised; that refugee and host communities participate in the planning, coordination, and delivery of various interventions; and that refugees develop community-based solutions to address collective problems. Currently, seven agencies implement CSMC programs, supporting approximately 400 collective sites in North Lebanon (Akkar and Tripoli), the Bekaa valley, South Lebanon and Beirut-Mount Lebanon.

At the end of 2014, the CSMC Task Force was established as part of the LCRP development process, reporting to the Protection Working Group[1] with the aim of centralizing coordination of CSMC activities in Lebanon through harmonization of methodologies, setting minimum standards, facilitating information management, coordination of geographic coverage, and providing overall strategic direction.

2.   Purpose and objectives of the evaluation

The purpose of the evaluation is to provide the three participating iNGOs (as well as the wider CSMC Task Force and its stakeholders) with evidenced-based information about the effectiveness and impact of the CSMC response, its relevance to the context, and recommendations for future implementation. The evaluation will be a formative evaluation that focuses on lesson learning, with an expectation that organisations will adapt their programs and methodologies according to the recommendations of the evaluation. Specifically the evaluation aims:

- To assess whether the Lebanon CSMC response has been an appropriate and effective methodology for its objective, which is to enhance the dignity and living conditions of displaced populations living in collective sites by: first, supporting coordination of services within collective sites between different stakeholders, duty bearers, and service providers; and second, strengthening refugee community structures to enable collective site residents to participate meaningfully in the humanitarian response, to identify and implement community based solutions to problems, and to prevent or minimise risks and vulnerabilities within their communities
- To identify lessons and program strategies for future actions that will strengthen the capacities of refugee communities living in collective sites, as well as the capacity of local authorities, to participate in the humanitarian response.

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[1] Until then CSMC activities had been coordinated and reported to different sectors by different actors and in different areas, including the Shelter, Social Stability, WASH and Protection sectors. By centralising the coordination of CSMC in one sector standardised programming, tools and prioritisation as well as geographic division was facilitated.

The primary users of the evaluation are the partner organisations in country and the Lebanon CSMC task force, who will directly utilise the findings to adjust programme implementation and improve its quality.

The evaluation will also be used by global technical advisors as a secondary audience.

3.   Evaluation Scope

The evaluation will assess the implementation of CSMC programming by examining collective sites where CSMC interventions have been implemented (both collective centres and informal settlements) as well as those where there have been no CSMC interventions – by way of comparison. The evaluation's sampling frame should include each type of site, in two governorates of Lebanon: North (covering Akkar and T5) and the Bekaa.

The main criteria for the evaluation will be appropriateness, effectiveness, accountability, and lessons learned. Some suggested guiding evaluation questions are as follows:

3.1 Main Question

Has the CSMC approach helped to improve the living conditions, dignity, and independence of the target population?

3.2 Sub-questions (aligned with the OECD DAC criteria)

Relevance and Appropriateness
1. *Is the methodology of the CSMC interventions an appropriate and adapted way to enable participation of the target beneficiaries in on-site coordination and implementation of services (including timely adaptations made in response to changes in the environment?)*
2. *Is the approach an appropriate way to facilitate representation of the target beneficiaries in the context of non-camp situations given the political and coordination environment?*

Effectiveness
1. *Has the implementation of the CSMC methodology (through community mobilisation) improved on-site coordination of the target populations, leading to a coordinated humanitarian response that meets minimum standards within collective sites and ITSs?.*
2. *Ha Have the CSMC interventions improved the target population's awareness of and access to services; participation in design, coordination, and implementation of services; ability to implement community-based solutions; and relationships with host communities (including local authorities and neighbours)?*
3. *Have (and to what extent) the implementing agencies and the CSMC Taskforce provided improved accountability to the intended beneficiaries by humanitarian agencies?*
4. *Have CSMC programmes enhanced the target group's awareness of their rights and ability to claim these rights? Have the CSMC agencies provided accountability in their own programming, and to what extent?*
5. *Which are the intended and unintended positive and negative results of the approach and what are reasons for them?*
6. *What are the limitations/opportunities inherent in the approach and what other alternatives could be tried in the Lebanon context?[2]*
7. *Has the CSMC approach led to improved dignity of the target group, and more independence from service providers' assistance in those sites that are in an advanced phase out / exiting phase?*

Connectedness
Are the benefits of the CSMC approach likely to continue after implementing agencies have fully exited targeted collective sites? What are the major factors influencing the achievement or non-achievement of connectedness of the approach?

4.   Evaluation Principles
The views expressed in the report shall be the independent and candid professional opinion of the evaluator. The evaluation will be guided by the following ethical considerations:
- Openness - of information given, to the highest possible degree to all involved parties;
- Public access - to the results when there are not special considerations against this;

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[2] A basic resource allocation/outputs relation analysis could be tried.

- Broad participation - the interested parties should be involved where relevant and possible;
- Reliability and independence – the evaluation should be conducted so that findings and conclusions are correct and trustworthy.

5. Evaluation design and methodology

To be defined further in the Inception Report.

6. Organisation roles and responsibility

An evaluation steering committee consisting of representatives from the three participating Organizations will be responsible for overseeing the evaluation. The steering committee will be responsible for reviewing applications and selecting the evaluator, reviewing and providing feedback for the inception and final reports, and facilitating access to staff, beneficiaries and other stakeholders for the evaluator.

The steering committee will make relevant documents such as project proposals, activity reports etc. available to the consultant.

7. Outputs

The following outputs are expected from the consultant:
  i. **Inception report**: An inception report detailing the consultant's understanding of the intervention, the proposed approach to the evaluation, and the processes and methods to be used.
  ii. **A presentation of initial findings**: The initial evaluation findings will be presented (in-country) to the evaluation steering committee and other key stakeholders following the completion of the data collection phase of the evaluation.
  iii. **Draft evaluation report**: A draft evaluation report should be submitted to the evaluation steering group after the end of the data collection phase.
  iv. **Final evaluation report**: The final evaluation should incorporate feedback from the evaluation steering group. The final report should be no more than 50 pages, excluding annexes and Executive Summary.
  v. **Executive Summary**: The evaluator should produce a document of no more than 6 pages that provides easily understandable details of the key findings and recommendations of the evaluation for use.

ANNEX 2: Methodology (Complementary Information)

Annex 2: Methodology (complementary information)

Evaluation focus

The ToR of the evaluation was initially foreseen for the CSMC approach in collective sites (whether CCs, CSs or ITSs) but during the desk review phase, the Evaluation Steering Committee (SC) accepted the evaluator´s proposal to focus on Informal Tented Settlements (ITSs) due to:

- The growing number of ITSs and population living in them;
- The extreme vulnerability of the population living in ITSs and the foreseen deterioration of the situation due to the GoL pressure on refugees and iNGOs;
- The reduced number of collective centres out of the total number of ITSs where the CSMC agencies work only one of the three participating iNGOs in this evaluation (Organization B) reporting assistance to either CCs or CSs in the area to be covered (in a total of 44 sites, representing 1.28 percent of the total number of collective sites in the listings[1]). The fact that only 44 CCs or CSs are supported by one single agency in the governorates prioritised for the evaluation would have made it difficult to extrapolate beyond a stand alone component of one single agency (more appropriate for a single agency evaluation than for a joint-strategic evaluation as this one), and would had also distracted the available resources and time from the bulk of the case load, which is in ITSs.

Overall Approach

Existing data sets, reports and studies were used, and where these were not reliable or available, qualitative approaches were followed to compensate.

Most of the quantitative information was extracted from secondary sources (internal and external), searching beyond descriptive statistics and identifying interrelations among factors and relevant tendencies in the documents provided by Concern, Organization B and NRC. Some quantitative information was also obtained through different surveys and the scoring of frequency of answers in the Focus Group Discussions (FGDs) carried out.

The data analysis carried out during the desk review of the evaluation (phase 1)[2] enabled the evaluator to identify/map possible trends and hypotheses to be tested during the field phase. The evaluator identified attribution / contribution problems where relevant and carried out analysis accordingly, employing triangulated data analysis procedures.

The data and information reflected correspond to what was available and triangulated during the evaluation field and analysis phases.

The Report is organized into different sections:

- Section 1 "Context and Programme Background" reflects the complexity and challenges of the context and the overall worsening of the Syrian refugee situation and shrinking humanitarian space since 2015.
- In Section 4 (Findings), the evaluation criteria are analysed more in depth according to the Indicators, Sources and Methods defined in the Inception Report (Desk review - phase 1 of the evaluation).

Surveyed CSMC and Non-CSCM ITSs

Face-to-Face Surveys were carried out with specific tools[3] in a total of 57 ITSs that covered 21 cadastrals[4] in North and Bekaa governorates, allowing comparison for analysis purposes:

- 97 CSMC residents households (HHs)[5] in 37 CSMC ITSs[6]
- 52 non-CSMC residents HHs in 20 non-CSMC ITSs
- 31 CSMC Shaweeshes in 31 CSMC ITSs[7]
- 57 general site questionnaires (CSMC and non-CSMC ITSs) were also filled in by the enumerators.[8]

Non-CSMC sites sampled (by location)

10 in Bekaa			
Site PCode	Area Office	Cadastral	Local Name
51127-01-002	Bekaa	Haouch El-Oumara Aradi	Haouch El-Oumara Aradi 002
51231-01-050	Bekaa	saadnayel	Saadnayel 050
5222-7-01-033	Bekaa	marj BG	Marj BG 033
51284-01-035	Bekaa	Majdrl anjar	Majdel anjar 035
52277-01-010	Bekaa	Marj BG	Marj BG 010
51267-01-062	Bekaa	barrelias	Barr elias 062
51284-01-003	Bekaa	majdel anjar	Majdel anjar 003
51231-01-024	Bekaa	saadnayel	Saadnayel 024
52277-01-022	Bekaa	Marj BG 022	Marj BG 022
51231-01-004	Bekaa	saadnayel	Saadnayel 004

9 in North			
Site PCode	Area Office	Cadastral	Local Name
37381-01-001	North	merkebta	Merkebta 1
37381-01-002	North	merkebta	Merkebta 2
35129-01-001	North	Miniyara	Sahel Miniyara 1
37271-01-020	North	Minieh	Minieh 15
35275-01-017	North	bebnine	Bebnine-rihaneye
32181-01-019	North	enfe	Talet al arab
35141-01-014	North	Aarqa	Fawzi14-sahl aarqa
35364-01-016	North	Ouadi el Jamous	El Meghraq-Ouadi El Jamous 16
35111-01-006	North	halba	Sahel halba 6

CSMC sites sampled (by Organization[9] and location)

CONCERN: 6 ITS			
Site PCode	Area Office	Cadastral	Local Name
35141-01-020	North	Aarqa	Aarqa 20
35277-01-004	North	Mhamarat	Mehamara 6
35277-01-012	North	Mhammaret	Mehammara 12
35277-01-016	North	Mhammaret	Mehammara 16
35277-01-018	North	Mhammaret	Mehamara 018
35364-01-014	North	Ouadi El-Jamous	Tallet Al Namel-Ouadi El-Jamous

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Organization B: 11 ITS

Site PCode	Area Office	Cadastral	Local Name
32181-01-004	North	Enfe	Chekka 2
35111-01-008	North	Halba	Sahel halba 008
35111-01-021	North	Halba	Halba021
35111-01-041	North	Halba	Halba041
35125-01-001	North	Jdidet el joumeh	Sahl el jdideh
51284-01-012	Bekaa	Majdel anjar	Majdel anjar 012
52277-01-024	Bekaa	Marj BG	Marj BG 024
52277-01-050	Bekaa	Marj BG	Marj BG 050
53111-01-019	Bekaa	Baalbak	Baalbak 019
53151-01-003	Bekaa	Haouche Barada	Haouche Barada 003
53167-01-002	Bekaa	Saaide	Saaide 002

NRC: 20 ITSs

Site PCode	Area Office	Cadastral	Local Name
35429-01-019	North	Kouachra	Daousseh 2
37271-01-005	North	Minie	Minieh 5
37271-01-029	North	Minie	Minieh 35
37271-01-047	North	Minie	Minieh 39
37271-01-054	North	Minie	Minieh 42
37381-01-014	North	Merkebta	Merkebta 14
37381-01-015	North	Merkebta	Merkebta 15
37381-01-023	North	Merkebta	Merkebta 23
37381-01-026	North	Merkebta	Markabta 26
51231-01-034	Bekaa	Saadnayel	Saadnayel 034
51231-01-015	Bekaa	Saadnayel	Saadnayel 015
51231-01-042	Bekaa	Saadnayel	Saadnayel 042
51267-01-018	Bekaa	BarrElias	BarrElias 018
51329-01-009	Bekaa	Hawosh al ghanam	Hawosh al ghanam 009
52227-01-002	Bekaa	Ghazze	Ghazze 002
52227-01-004	Bekaa	Ghazze	Ghazze 004
52277-01-004	Bekaa	Marj BG	Marj BG 004
52277-01-029	Bekaa	Marj BG	Marj BG 029
53284-01-003	Bekaa	Younine	Younine 003
53284-01-024	Bekaa	Younine	Younine024

The characteristics and organizations' breakdown of the sites were sampled according to the defined purposive sampling approach[10] that took into consideration factors such as: location of the site (cadastral, district, governorate and type of location: rural, urban, periurban), characteristics of the sites (size, level of participation, CSMC agency, date of CSMC committee constitution, existence of other committees - WASH/Protection-, literacy rate of the site's residents, coverage by service providers, level of vulnerabilities, legal situation of the site) and relationships with local authorities, host community and shaweesh.

The sampling size to assess was determined by the availability of staff, time, logistical support, as well as geographic spread of the ITSs and homgeneity of the factors listed in the previous paragraph. In order to be able to respond to some of the evaluation's key questions, it was decided that only CSMC sites that had finished the training phase[11] of the committee members would be included in the CSMC random selection, and once in the ITS, only HHs present for a minimum of 12 months would be interviewed. Thirty-seven ITSs with CSMC interventions (by either Concern, Organization B or NRC) and 20 ITSs with non-CSMC interventions (in the vicinity of a random selection of the surveyed CSMC sites) were included.

The Surveys were implemented by four different teams of two enumerators in each governorate who were trained for two days in Beirut prior to the start of the field work[12]. The enumerators used Mobenzi software and portable devices for data collection, entry and preliminary analysis.

Based on the ratings that were directly assigned per survey by each of the data collection teams at the end of each HH interview in CSMC and non-CSMC ITSs, the overall ratings of **understanding,** interest in the questions, **attitude** of respondents and the **reliability** of the answers (residents) during the HHs surveys in CSMC and non-CSMC ITSs were **very high**:

- Overall, the respondents understanding of questions and the reliability of the answers was very high in both: CSMC and non-CSMC ITSs:

Figure: Respondents understanding of questions – Comparison CSMC and non-CSMC ITSs
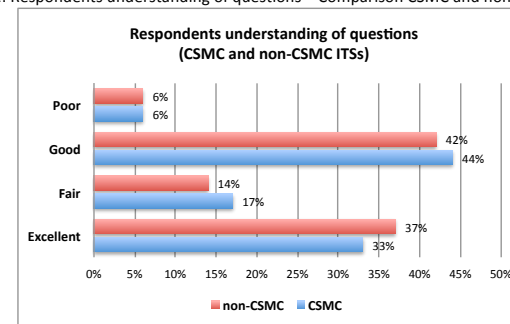
Source: Own elaboration based on evaluation data

Figure: Overall reliability of the answers – Comparison CSMC and non-CSMC ITSs
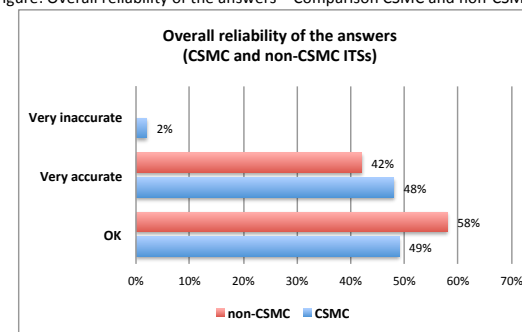
Source: Own elaboration based on evaluation data

- The results show a very positive interest in the survey in CSMC sites (better than in non-CSMC ITSs) and a prevalent neutral-positive attitude for the majority of the respondents, with a higher percentage of upset respondents in non-CSMC sites:

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[10] Criteria were combined where necessary to increase the variety within the sample.
[11] Only those sites in advanced phases of the CSMC intervention (coaching or exit) were included in the sample. Only NRC had sites that had been already exited were included in the sampling.

[12] The training took place the 11 and 12 of February 2016, whilst the dates for data collection were: 115-19 February in North and 22-26 February in Bekaa. The enumerators were field staff of Concern, Organization B and NRC and in order to enhance the realiability of results and following best practices, mixed teams (between the organizations) were created to avoid one team from the same organization evaluating its very same CSMC site organization.

Figure: Respondents interest in the survey – Comparison CSMC and non-CSMC ITSs

Respondents interest in the survey (CSMC and non-CSMC ITSs)

	non-CSMC	CSMC
Very strong	44%	47%
Moderate	44%	47%
Disinterested	12%	5%
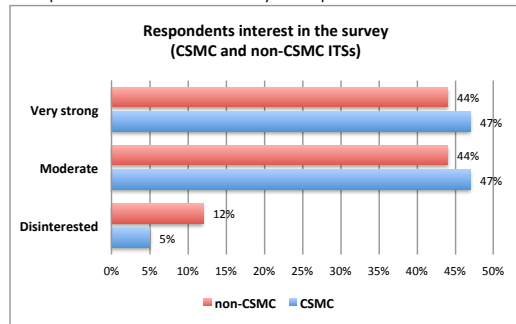
Source: Own elaboration based on evaluation data

Figure: Respondents attitude during the interview – Comparison CSMC and non-CSMC ITSs

Respondents attitude during the interview (CSMC and non-CSMC ITSs)

	non-CSMC	CSMC
Upset	21%	11%
Positive	40%	51%
Neutral	35%	38%
Angry	4%	
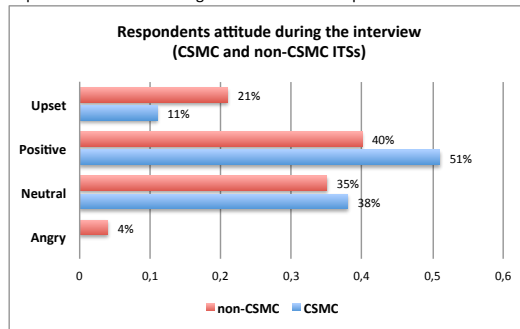
Source: Own elaboration based on evaluation data

- **Household selection** for HH surveys (in CSMC and Non-CSMC ITSs):

In small ITS, 2 HHs were randomly selected with the following selection process: The enumerators started from the Shaweesh house and walked to their right to the edge of the ITS, selecting then the nearest HH. If that HH did not meet the criteria (at least 12 months living in the site) or refuses to participate, the team choosed the next HH moving back toward the Shaweesh's house. The next HH would be located halfway between the edge of the ITS and the Shaweesh's house. In medium/large ITS, either 3 HHs were selected (if they all know CSMC Committee) or 4 (if one or more respondents did not know of the CSMC Committee).

The selection process was as follows: The enumerators started from the Shaweesh house and walked to their right to the edge of the ITS, selecting then the nearest HH.

Once finished with the first survey, they continued back toward the Shawish house, selecting 2 additional HHs with at least a quarter of the total distance from the Shawish to the edge of the ITS between each HH, and continued sampling until you meet your HH quota.

Focus Group Discussions (FGDs) or Group Discussions[13]

Twenty-four (24) FGDs or group discussions[14] were conducted in CSMC ITSs[15] selected from 37 sites sampled for Face-to-Face surveys:

PCode	PCode Name	Governorate	CSMC Agency	No. of participants (male)	No. of participants (female)
35429-01-019	Kouachra 019	North	NRC	2	2
35111-01-041	Halba 041	North	"B"	1	1
35125-01-001	P-Cod:Jdidet Ej-Joumeh -Local name: Khaled el Husein 1- Sahl el Jdideh	North	"B"	1	1
35111-01-021	Halba 21	North	"B"	1	1
35277-01-004	Mhammaret 004 (local name: Mehamara 6)	North	CONCERN	3	5
35277-01-018	Mhammaret 018 (local name: Mehamara 018)	North	CONCERN	1	4
37381-01-026	Merkebta 026	North	NRC	0	3
37381-01-014	Merkebta 014	North	NRC	1	3
37381-01-015	Merkebta 015	North	NRC	2	0
37271-01-047	Minie 047 (local name: Minieh 39)	North	NRC	1	2
37271-01-054	Minie 054 (local name: Minieh 42)	North	NRC	3	3
37271-01-005	Minie 005	North	NRC	0	2
35141-01-020	Aarqa 020	North	CONCERN	6	6
51267-01-018	Barr Elias 018 (local name: Bar Elias 24)	Bekaa	NRC	3	2
51329-01-009	Haouch El-Ghanam 009	Bekaa	NRC	2	3
51231-01-013	Saadnayel 013	Bekaa	NRC	0	3
51231-01-015	Saadnayel 015(+16and 17)	Bekaa	NRC	0	3
51231-01-034	Saadnayel 034 (+37)	Bekaa	NRC	3	0
51231-01-042	Saadnayel 042	Bekaa	NRC	0	4
53167-01-002	Saaidé 002	Bekaa	"B"	1	2
53284-01-003	Youmine 003	Bekaa	NRC	1	2
51284-01-012	Majdel Aanjar 012	Bekaa	"B"	2	2
52277-01-029	Marj BG 029	Bekaa	NRC	0	4
52277-01-004	Marj BG 004	Bekaa	NRC	5	2
	Majdel Aanjar 035	Bekaa	non-CSMC site	4	1
				43	61

The FGDs or Group Discussions were implemented by one team formed by two permanent members who, depending on daily availability, were reinforced with a third member for note taking. All of the team members were trained for two days in Beirut prior to the start of the field work with the rest of the enumerators for the Face-to-Face surveys. In order to guarantee coherence within the whole FGDs/Group discussions, one team member participated in both governorates and in the final consolidation of transcriptions and results.

Limitations / Evaluability deficit

Context related

- The enormous burden of external factors and the context (mostly political) on the capacity to deliver and to hold true some key assumptions of the approach can affect the Evaluation's results. It must be acknowledged that it is increasingly difficult to ensure appropriate assistance and temporary

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[13] Both followed the same guidelines and the facilitator incentivated the discussions for each of the topics but results differed according to the number of CSMC committee members present at the time of carrying out that dynamic.

[14] One FGD/Group discussion per site. One extra FGD was also carried out in a non-CSMC site in Bekaa following the same CSMC tool with the purpose of having more insight to an ITS that was self-managed and was, according to the consulted sources, a good example of participation and auto-organization.

[15] They were selected randomly. One extra FGD was also carried out in a non-CSMC site in Bekaa following the same CSMC tool with the purpose of having more insight to an ITS that was self-managed and was, according to the consulted sources, a good example of participation and auto-organization.

protection for refugees due to the reduced humanitarian space and limiting factors of the context that include GoL restrictions and reduced resources and limitations for refugees and INGO.

- The difference between the Lebanon contexts on one side and different operational and management realities and results of each of the participant organisations (Concern, Organization B, NRC) on the other, made it difficult to have common findings for some of the questions.

- When the differences in the results were important (either positive or negative), a comparison/comment on the differences from the three organizations is included when relevant for the results, as well as the geographic differences (if any) between Bekaa and North Governorates. These differences were more common than initially expected, leading the evaluator to readjust the presentation of Findings accordingly.[16]

- All the NRC CSMC sites located in Arsaal and Ballbeeck (Bekaa) were not included in the sampling due to security limitations preventing any other iNGOs from accessing the location, which may have introduced a bias in the overall results.

- The fact that the field work was carried out in the peak of the winter season may have conditioned some of the surveys and FGDs results.[17]

Data (secondary and primary data) related

- There is also a limitation concerning the validity, consistency and accuracy of the secondary data provided by one of the participating iNGOs (Organization B). Some documents for the desk review were obtained very late or not at all. The fact that the same organsation did not fulfill certain key committments according to pre-agreed responsibilities on time, also affected the development of all the evaluation phases, especially the data collection in Bekaa[18] and the FGDs/Group discussions' compilation of results.

- Due to the limitations in time and resources for data collection purposes, it was decided to prioritize the Residents and shaweeshes of the ITSs and not the Land owners.for data collection in the face-to-face surveys. The main reason was that according to the different sources consulted during the desk review of the evaluation, the majority of the Shaweeshes were the Landowners' interface with residents: collecting rent, providing work, and so on, thus, the main interlocutor at each ITS level for CSMC implementation.

- Sampling size: although the evaluator had proposed a larger sample with equal number of CSCM and non-CSMC sites to be surveyed, due to a limitation in resources and time allocation for data collection, the SC decided that the number of CSMC sites to be sampled would be a maximum of 40 and the number of non-CSMC sites would be half of the CSMC sites. In spite of the difference in the number of CSMC and non-CSMC sites surveyed, certain key common characteristics were found in the sampling, minimizing the bias (due to the reduction in the number of non-CSMC sites sampled) in the benchmarking/comparison carried out in certain analysis:

Table: Comparison of CSMC and Non-CSMC ITSs surveyed by Governorate and Size of the Site

	CSMC	Non-CSMC
Bekaa		
Large	53%	55,00%
Medium	24%	18%
Small	24%	27%
North		
Large	25%	44%
Medium	30%	33%
Small	45%	22%

Source: Own elaboration based on evaluation data

- Another profiling indicator (estimated Literacy rates) is also quite similar in the ITSs surveyed[19]:

Figure: Comparison of CSMC and Non-CSMC ITSs surveyed by Governorate and Estimated Literacy rates of the ITS with Size of the site breakdown[20]

	CSMC: Above 60 percent	Non-CSMC: Above 60 percent	CSMC: Below 59 percent	Non-CSMC: Below 59 percent	Total No. of ITSs
Bekaa	8	4	9	7	28
Large	62,50%	75,0%	44%	43%	
Medium	12,50%	25,0%	33%	14%	
Small	16%	0,0%	23%	43%	
North	14	7	6	2	29
Large	29,0%	28,5%	16,5%	100%	
Medium	35,5%	43,0%	16,5%	0%	
Small	35,5%	28,5%	67,0%	0%	

Source: Own elaboration based on evaluation data

Other

- From then onwards, the major focus of the evaluation is on the current situation. This means that this report is a "snapshot" and does not necessarily reflect some of the decisions that gave rise to some of the evaluated activities.[21]

- Replacement rates during data collection were high for:
  – HHs surveys in Concern Sites (especially in small ones) in North, where due to the iNGO approach of selecting a high number of committee members per site, most of the HHs were part of the CSMC committee.
  – Organization B Sites in Bekaa, where during data collection it was found that for a high number of the ITSs initially included for sampling purposes no Committees were in place at the time of undertaking the surveys. This led to a slightly under-representation of small and medium sites for the organisation and for the overall Bekaa ITSs' case load (NRC and Organization B).

Discrepancies Steering Committee – Evaluator

During the validation process of the draft and final versions of the evaluation report, the evaluator and the Steering Committee (whom Concern and Organization B focal points/members changed over the different evaluation phases) systematically clarified and/or accepted revisions to either findings, conclusions and/or recommendations.

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[16] The disparity in the individual agencies' results has represented extra work of analysis and a systematic cross-checking of the agreed Indicators with individual agency breakdowns.

[17] With the onset of winter, food is becoming scarcer and more expensive while casual labor opportunities are diminishing and, in some areas, disappearing, decreasing daily income and reducing the number of days' work per household. The winter season can also force the prioritization of some components by the target population which would most probably be not as pressing during the summer time.

[18] That was hampered by the non-reliability of key information on the Committees and sites that did not allow teams to carry out the field work as planned. As a result, that organization is overrepresented in the sampling in Bekaa due to the provision of inaccurate information for the overall calculation of the sampling size (allocated to each organization according to the case load of ITSs falling into the pre-defined and agreed sampling criteria).

[19] Except for the Non-CSMC ITSs in North, where there is a higher disparity in the percentage of the category "Below 59 percent", but a low absolute number (2), minimizing the bias of that difference in the overall sampling comparison.

[20] Where there is a higher disparity (like in North for the Non-CSMC below 59 percent), the absolute number is two, what representing a small percentage (10 percent) of the overall non-CSMC sites surveyed.

[21] The findings of the report respond to the questions raised in the ToR but the evaluation does not analyse the whole evolution of the CSMC activities from the start of the interventions.

The process was formalized with a management matrix that recorded discrepancies, answers and final agreements. The evaluator tried to meet legitimate client needs whenever it was feasible and appropriate to do so, not compromising the integrity of the evaluation findings and conclusions.

All the remaining discrepancies (7[22]) are detailed below:

Findings Section

Issue 1: 4.1.1. Appropriateness of the CSMC approach in relation to the Limitations in the Context/Environment in Lebanon and its Evolution (p. 18, Footnote 68): X-small sites: one to three tents. The clustered approach is implemented by NRC and involves one single Committee that covers several sites with members of the committee drawn from the different sites in the cluster.

> **Steering Committee's position:** The SC would like to note that Organization B also applies the clustering methodology, albeit in a smaller number of sites than NRC. This information was not available to the evaluator at the time of the evaluation research.
>
> **Evaluator's position:** No evidence of such coverage and approach could be found in primary or secondary sources.[23]
> The information collected at field level and confirmed during the inception and implementation phases was that Organization B did not implement the clustered approach and did not work in X-small sites.[24]
> As during the revision process, Organization B disputed this finding: "*Organization B also worked in sites below five tents and had also done the clustering approach*". The evaluator requested evidence for such statement. As evidence, Organization B indicated that they were currently working in one ITS with grouped Pcodes.The evaluator considers the information provided by Organization B during the revision process as not sufficiently substantiated and anecdotal (one ITS out of the total Organization Bcase load), reinforcing the validity of the finding stated in the report.

Issue 2: 4.1.3. Appropriateness of the approach to facilitate the target population's representation in ITSs (p. 20, section 2): "According to the information confirmed by Organization B field staff, "one shot" approach concentrates all the training content over a two to three day gathering and conducts training sessions in a venue outside the ITS".

> **Steering Committee's position:** While the evaluator's finding reflects the information available to her at the time of the evaluation, her findings on the Organization B training approach do not accurately reflect the Organization B methodology, which in fact is harmonized with that provided by NRC.
>
> **Evaluator's position:** No evidence of such harmonization either in the training methodology or at implementation level could be found in primary or secondary sources.
> In fact, primary sources (KIIs) confirmed that the "one shot" approach was the standard implemented by Organization B, notably differing from the NRC approach, and reinforcing the validity of the finding stated in the report.

Issue 3: 4.1.3. Appropriateness of the approach to facilitate the target population's representation in ITSs (p. 24, footnote 101): "The information collected (secondary and primary sources) does not allow proper verification of whether the most vulnerable residents are adequately represented by their committees. Even when carrying out the ITS assessment—as well as in the different baseline and progress surveys undertaken by the CSMC agencies made available to the evaluator—there is the systematic collection of information on population and vulnerabilities that is later not regularly and sufficiently reflected in the composition of the CSMC Committee (either persons with specific needs or designated members acting on their behalf)."

> **Steering Committee's position:** The SC agrees that further research is needed to assess the extent to which committees are representative of the interests of people with specific vulnerabilities/needs. However, despite acknowledging that the evaluator "was unable to obtain information on the number and percentage of committee members representing specific needs" (p.18), Footnote 93 suggests that the vulnerabilities in the sites are not sufficiently reflected in the composition of committees. The SC feels there is insufficient evidence for this claim, and moreover, the claim seems not to acknowledge information provided during

inception phase by at least one participating agency (NRC) regarding their committee selection approach, which includes the selection of a representative for People with Specific Needs. The nature of the tool designed by the evaluator to collect information on the committee composition did not lend itself to indicate the inclusion of people with specific needs or vulnerabilities (and/or responsibility to represent those groups), and it is therefore not possible for the evaluator to assess the performance of CSMC in this regard.

> **Evaluator's position:** Primary sources/tools were created to fill information gaps detected during the Inception phase. All the CSMC KIIs interviewed during the inception phase told the evaluator that the three organizations already had a population breakdown with vulnerabilities by site (ITS) and CSMC committee but that information was not captured in secondary sources:
> During the field phase, when the evaluator requested that information (data profiling on the sites and CSMC committees surveyed) from each of the ITS finally included in the sample, the information regarding the Persons with specific needs (PWSN) that were part of the CSMC committees was either not available or reliable for any of the three organizations.

Issue 4: 4.1.1. Appropriateness of the CSMC approach in relation to the Limitations in the Context/Environment in Lebanon and its Evolution (p. 18, paragraph 2): "The differences in ITSs size, location, residents' profiles, social background, and community cohesion, of the case load clearly indicate that a one-size-fit-all approach is not applicable to the context. Although the differences are acknowledged by CSMC actors, they are insufficiently reflected in the design and formulation of the different CSMC interventions, including (i) the selection process of Committee members, (ii) the number and defined roles of these members, (iii) clustered approaches within ITSs for extra small (x-small) sites, among others."

> **Steering Committee's position:** Regarding lack of adaptation to ITS size, location, residents' profile etc.: While this finding reflects the information available to the evaluator during the evaluation, it does not fully reflect the adaptive approaches of the individual agencies; some of these are mentioned elsewhere in the report. For example, the 'clustering' methodology and the training approach adapted to the needs of illiterate ITSs. Other examples are not mentioned because the information was not available to the evaluator, but include varied committee size depending on size of the ITS and/or ability of the community to participate.
>
> **Evaluator's position:** These findings were triangulated (some of them with more than ten different sources /KIIs). No evidence was provided by the Steering Committee[25] within the timeframe of the evaluation (including the revision process) to justify removing them from the report.[26]
> The adaptation to the literacy level and the positive results obtained in the inclusiveness of iliterate residents are acknowledged in the Findings section (4.1.3): "*It is also important to mention the high knowledge of the Committee existence (previously analyzed) as a very positive indicator of inclusiveness, particularly in relation to the high number of sites with low Literacy levels[27]. In fact, in ITSs where the estimated Literacy level was below 59 percent, not only are there non-major differences in the residents' knowledge about the existence of the Committee to sites with Literacy level over 60 percent, but they are even more knowledgeable in one of the Governorates (North).*
> *However, no major differences were found when cross-checking the Literacy factor with other components and indicators of the evaluation. This reinforces the different information collected by the evaluator related to the important efforts made by the CSMC organizations and field staff to adapt activities (including CSMC trainings for Committee members) in the search of inclusiveness of iliterate residents".*

Issue 5: 4.1.3. Appropriateness of the approach to facilitate the target population's representation in ITSs (p. 20-last bullet point): "The overall ratio (for the three INGOs) is neither harmonized (between them and even inside each organization) 72 nor logical (there is no division of tasks or responsibilities within committees, and the committee size is not linked to the number of households), which has contributed to the low "buy-in" of the approach by other actors)"

> **Steering Committee's position:** This finding reflects the information available to the evaluator at the time of the evaluation; however, the SC disputes that there is 'no logic' to the size of the committees. Committee size is adapted to the size of the site and/or the ability and willingness of the community to participate; for example, for NRC the committee comprises a representative from each demographic group present in the site, providing there are sufficient numbers of people willing and able to take on the role of committee

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[22] Six in the Findings section and One in the Conclusions and Recommendations section.

[23] (Even after specific request to Organization B).

[24] That information had been triangulated and no stakeholders (CSMC task force staff and Organization B CSMC staff) were aware of Organization B implementing the clustered approach and/or working in X-small sites. In fact, they were saying that Organization B did not work in such sites.

[25] All of them are from the same reviewer whose vision differs appreciably from the evaluation and triangulated findings (some of them with more than seven different sources).

[26] In the report, when the information was not conclusive, some findings were expressed in terms of likelihood rather than proof, which is not the case for the points that arose here.

[27] Literacy levels in CSMC sites were estimated by CSMC agencies.

members; for Organization B, SoPs suggest one member every six/eight HHs. Furthermore, in both Organization B and NRC committees there are focal points for sectors - though this has not always been viable or successfully implemented. Regardless, SC agencies will revisit the size, composition, and responsibilities of the committees on the basis of the evaluation recommendations.

Evaluator's position: No evidence of such harmonization or predefined composition or roles either in the theoretical framework or at implementation level could be found by the evaluator (primary and secondary sources). Only Concern and NRC could provide the evaluator with SoPs/management guidelines of their CSMC approach.

Issue 6: 4.2.2. Residents' perception of improvement of Awareness/Information on available services since the CSMC Committee started (p. 26-28).

Steering Committee's position: The evaluator highlights difference in results between organizations. However, the SC would have liked further delineation of the distinct features of the NRC approach that makes it more effective. Furthermore, the differences between organizations are small and based on a small number of sites sampled per organization, and so the SC accepts these findings with caution.

Evaluator's position: The limitations in the sampling approach (applying to the overall results) were both acknowledged and agreed by the SC and the evaluator during the Inception phase.

The evaluator can understand that some of the participating organizations may not be happy with certain findings/results or that they did not expect certain negative findings, but these are the results (either positive or negative) obtained with the same methodology for all findings and organizations: Concern, Organization B and NRC. There is then little or no base to argue/question certain specific/individual results that are less positive for any of the participating iNGOs.

During the revision process it was difficult for the evaluator to reconcile the interests of the evaluation's commissioners with some of the less positive findings or conclusions, with the evaluator being pushed, at certain times, to not reflect certain information that was valid per the approach used[28] or pushed to use another that had limited validity.

Conclusions and Recommendations Section

Issue 7: Factors influencing results related Conclusions and Operational Recommendations for improvement, C6 (p. 54, bullet 9): The fact that there are no restrictions on who can be selected as CSCM Committee member, has resulted in the shaweesh being part of the CSMC Committee in a high proportion of sites (47 percent in Bekaa and 65 percent in North) and on top of the serious protection constraint, this is a weakness of the approach in a high percentage of ITSs (he/she did not delegate any of their previous activities to the CSMC Committee, including liaising with service providers).

Steering Committee's position: The evaluator claims that the presence of the shaweesh in the committee represents a 'serious protection constraint'. This is mainly supported by evidence presented in an annex (where the extent to which residents feel the needs of the most vulnerable are being met is lower in the sites where shaweeshes are in the committee). The SC feels that this point is not conclusively supported by the evidence presented in the report, even if it is a reasonable assumption. Furthermore, the conclusion states that the shaweesh prevents the committee from being effective, since he remains a key interlocutor with service providers and, therefore, he should not be included in the committee. However, this could in fact suggest that he *should* be included in the committee due to his stronger influence on service providers. Finally, based on discussions with CSMC field teams, the SC is cautious about implementing this recommendation due to the practical limitations of excluding the shaweesh from the committee, and the possible challenge this could pose to the Do No Harm principle: attempts to exclude the shaweesh from the committee (existing or new) could heighten tension and conflict in ITSs, and possibly prevent access for NGOs. As such, the SC can only partially accept this conclusion and the corresponding recommendation that the shaweesh should not be in the committee. Nevertheless, the SC accepts that the CSMC approach should be more sensitive to the risks of the negative influence of the shaweesh, and take steps to mitigate these risks through the CSMC approach.

Evaluator's position: The evaluator disagrees and considers that the related Findings and the specific Recommendation to exclude the shaweesh from the CSMC committee is triangulated and feasible. This is also a key action-oriented recommendation for the improvement of the CSMC approach in Lebanon:

- The Findings Section and the Annex 7 Factors influencing results reveal different weak points (including the contradictions of having the shaweeshes in the CSMC committee), from an effectiveness and protection perspective.[29]
- Protection concerns were widely acknowledged by KIIs: 18. The main reasons for families leaving the ITS also points to shaweesh abuse of power/other protection concerns.
- In 62 percent of the ITSs sampled the shaweesh did not delegate any of their previous activities to the CSMC Committee (including liaising with service providers), seriously questioning the utility of having a CSCM committee. The vast majority of KIIs interviewed were clear in their statement that the shaweesh should not be part of the Committee but that the situation and previous coordination with service providers was an obstacle. [30]
- Regarding the implementation of the Recommendation, the evaluator fully understands the challenges but also acknowledges that other actors (Protection, Health, WASH) already exclude the shaweesh from their Committees.
- In the Recommendation, the evaluator makes the difference between how to scale-up / new openings and what can be done with the existing CSMC Committees where the shaweesh is a member. As having the shaweesh in the CSMC committee is compromising the whole approach from both a protection and effectiveness' perspective, the recommendation for new openings is that when it is not feasible to exclude the shaweesh from the CSMC committee, the feasibility analysis to be carried out in the assessment phase ,should disregard that opening.[31] For the existing ITSs/CSMC committees, For those Committees already established and where the shaweesh did not delegate any task to the CSMC committee, the CSMC agency should try to remove them in a process that could be "sold" externally as a new phase/approach that would imply the renewal and/or composition of the existing committee".

The basics of the Do No Harm approach is to avoid harmful side effects when assisting the civilian population and the check-list gives quick insight into a project's dynamics for aid in conflict. The mere inclusion of the shaweesh in the current Lebanese context flags potential harm to the target population and the roll out of the CSMC approach.

Clarifications from the Steering Committee

Findings Section

Issue: 4.1.1. Appropriateness of the CSMC approach in relation to the Limitations in the Context/Environment in Lebanon and its Evolution (p. 17, paragraph 2): "Although the CSMC design offers the possibility to vary approaches according to the context/needs (key attributes to enhance participation, identify needs and coordinate/advocate for a timely response in different scenarios), the CSMC design remains quite vague in its different formulations and was not sufficiently used in the face of dramatic deterioration of refugees living/protection related conditions resulting from more stringent regulatory environment".

Clarification from the SC:
The Steering Committee accepts that there remains 'vagueness' in the CSMC formulation, particularly at the outcome and impact level; however, at the outputs level the CSMC approach is well defined, albeit with some differences between organizations. The SC agrees that the lack of clarity at the outcomes/impact level has led CSMC to be more process-oriented than results-oriented.

Issue: 4.2.4. Level of participation of local populations/authorities in the CSMC intervention (p. 39, paragraph 3): "Different activities were planned and systematically promoted by the CSMC implementers, but the fact that (according to an important number of the CSMC and also non-CSMC actors interviewed), the Lebanese population do not want to share the same spaces and/or activities as the Syrian refugees, and that this

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rejection has been growing over the years (especially in certain areas), has made it impossible to implement the approach in a structured way."

Clarification from the SC:

The evaluator states as 'fact' that the Lebanese population do not want to share the same space as Syrians; the SC accepts that this is what was found on the basis of strong opinions expressed by KIIs, including Beirut-level and quite high level KIIs. However, based on the field experience of CSMC programme staff, this has not always been the case in intervention areas. The SC suggests that there may be a difference in perception between Beirut-level staff and field/implementation staff and, therefore, accepts this finding with caution.

Issue: 4.2.8. CSMC contribution to a less partial and more equitable provision of services (p. 44, footnote 186): "The findings in this section are based entirely on the HH survey (97 respondents in CSMC sites and 52 in Non-CSMC), though, it is important to acknowledge that many residents may not be aware of the 'behind the scenes' work of both committees and CSMC agencies to refer vulnerable cases. Furthermore, in some cases the offer of assistance to the most vulnerable may simply not be available – e.g. lack of coverage by UNHCR for a certain health problem, or WFP exclusion as per inter-agency criteria."

Clarification from the SC:

The SC would like to highlight the additional point made by the evaluator in Footnote 186, which is important for understanding the results of this section.

Issue: 4.3.2. Exit strategies and Factors influencing Connectedness (p. 49-51)

Clarification from the SC:

The evaluator presents findings relating to the motivations and capabilities of committees based exclusively on residents' perceptions. The SC does not dispute these findings, but it questions the strength of the inference from residents' perceptions of capabilities to the quality of training.

Conclusions and Recommendations Section

Issue: Factors influencing results related to Conclusions and Operational Recommendations for improvement, C8b (p. 55, bullet 3): "The "de facto" recognition by many actors of the shaweesh role as community representative, (when the shaweeshes are, in their majority, appointed by the landowner and not elected by the community and very often establish rental agreements, collect rent from residents and even liaise for work arrangements, and therefore does not necessarily make them look out for the residents' interests)."

Clarification from the SC:

The SC would like to provide a clarification on this point based on operational experience: shaweeshes typically are not 'appointed' by the landlord; rather, a shaweesh establishes the relationship and rental agreement with the landlord and, as the middle man between the refugees and landowner, becomes recognised as the shaweesh. However, what is apparent is that there is nothing in his role that obliges him to look out for the interests of the residents, even if this is the case in some instances.

Issue: Factors influencing results related Conclusions and Operational Recommendations for improvement, C8b (p. 56, bullet 2): "Certain loss of focus in HH targeting of the most vulnerable due to the limitation in service provision and insufficient focus in their identification have limited the timely response to the needs of the most vulnerable people."

Clarification from the SC:

The SC accepts the conclusion that the CSMC approach has not sufficiently prioritised the ***proactive and systematic*** identification and referral ('targeting') of vulnerable individuals.

Data Collection Tools

FGDs / Group Discussions[32]

KIIs Semistructured interview guideline

Date of interview

Time:

Respondent (M/F):

The content of this interview will be kept confidential and information would not be shared with any party. You are free to participate / or decline. Your responses will be kept anonymous in the final results

According to the ToR, the purpose of the Evaluation is to provide NRC, Organization B, and Concern (as well as the wider CSMC Task Force and its stakeholders) with evidenced-based information on the effectiveness and impact of the CSMC response, its relevance to the context, and recommendations for future implementation.

Specifically the Evaluation aims:

- To assess whether the Lebanon CSMC response has been an appropriate and effective methodology for its objectives.

- To identify lessons and programme strategies for future actions that will strengthen the capacities of refugee communities living in collective sites, as well as the capacity of local authorities, to participate in the humanitarian response.

Your Institution

What organization do you work for?
What is your name?
What is your position?
Employed from month/year:

Questionnaire

1. **(**All: Beirut + field) What is your perception about the CSMC approach in Lebanon?

2. (All: Beirut + field) Which are the strongest and the weakest points of the CSMC agencies' intervention?

3. (All service providers and authorities at field level) Which are the strongest and the weakest points of the CSMC Committees performance?, where do you perceive any changes?
    Service Provision
        Positive
        Negative

    Information on available services
        Positive
        Negative

    Relation with municipality
        Positive
        Negative

    Relation with the host/local community
        Positive
        Negative

    Relation with the Land Owner

Positive
Negative

Other: If other, please specify

4. (All: Beirut + field) Considering there are over a million refugees in Lebanon, almost all with many and different needs, do you think it is possible for more assistance/services to be provided to those refugees living in ISs?" Do you think that seen the situation in Lebanon, is it feasible to get more support to the families in the IS from external actors (iNGOs, NGOs, others?)?

5. (All: Beirut + field) Who represents better   the residents of the ITSs towards   agencies/actors providing assistance?
    Shaweesh
    A group of residents / the CSMC committee
    The CSMC agency
    The Land owner
    The Municipality
    Other

6. (All CSMC and service providers' field staff): What is your vision about the pros and cons of the shaweesh being part of the CSMC committee?

7. (Only to service providers and CSMC staff): How is the coordination with other agencies (either service providers or CSMC organizations) that also implement Committees at ITS level?

8. Only for field service providers in CSMC sites): And in terms of coordination, what is more convenient for you and why?... To coordinate with:
    Shaweesh
    A group of residents / the CSMC committee
    The CSMC agency
    The Land owner
    The Municipality
    Other

9. (All: Beirut + field) And for those that are most vulnerable in the ITS, who represents   them better towards agencies/actors providing assistance?
    Shaweesh
    A group of residents / the CSMC committee
    The CSMC agency
    The Land owner
    The Municipality
    Other

10. (All: Beirut + field) How do you think that   consultations with CSMC committees could be more systematically integrated in assessments/follow-up activities from different agencies/service providers? And with municipalities/local authorities?

11. (All: Beirut + field) Which should be the main CSMC task force objective and priorities to be accomplished by the end of 2016?

12. (All: Beirut + field) What would you do differently if you were a CSMC agency/taskforce?

13. (Beirut + field except authorities) CSMC Lobby/advocacy priorities

14. (Only CSMC staff) Training priorities

15. (All: Beirut + field) Any suggestion/recommendation?

CSMC Eval 2016: IS site level info

Section 1. survey

1.1 Start

Please fill in the first set of questions before entering the IS. You should have the basic IS profile information with you for your planned visits for that day.

1.2 Site PCode

Site PCode

Expects a single line text response (**required**)

1.3 Area office

Area office

Expects a single option response (**required**)

☐ Bekaa [Bekaa]

☐ North [North]

1.4 Cadastral

Cadastral Name

Expects a single line text response (**required**)

1.5 Local Name

Site Name (this is the LOCAL NAME, not the PCode name)

Expects a single line text response (**required**)

1.6 Date of visit

Date of visit

Expects a date response (**required**)

1.7 Interviewers (Names)

Interviewers' names (both)

Expects a single line text response (**required**)

1.8 Number of tents in the IS

Number of tents in the IS from CSMC data

Expects a numeric response (**required**)

1.9 Number of Households in the IS

Number of Households in the IS (CSMC data)

Expects a numeric response (**required**)

1.10 Literacy Level

Literacy Level

Expects a single option response (**required**)

☐ ≤59% [below 59 percent]

☐ ≥60% [Above 60 percent]

1.11 Relatives or non relatives

Relatives / non relatives

Expects a single option response (**required**)

☐ Most residents of the site are relatives to each other [Most residents of the site are relatives to each other]

☐ Most residents of the site come from the same area/town but are not necessarily related [Most residents of the site come from the same area/town but are not necessarily related]

☐ There are individuals/groups in the site who are mostly not related with other residents [There are individuals/groups in the site who are mostly not related with other residents]

1.12 CSMC In site

Is there a CSMC Committee in this IS?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

1.13 CSMC Committee

Now please locate and discuss with the committee members the committee composition and function.

1.14 CSMC Agency of the IS

CSMC Agency of the IS

Expects a single option response (**required**)

☐ Concern [Concern]

☐ ~~DRC [DRC]~~

☐ NRC [NRC]

1.15 Number of months of CSMC agency engagement

Number of months of CSMC agency engagement

Expects a single option response (**required**)

- ☐ 0-3 [0-3 months]
- ☐ 3-6 [3-6 months]
- ☐ 6-12 [6-12 months]
- ☐ >12 [Above 12 months]

1.16 Number of months since the establishment of the Committee

Number of months since the establishment (taking start date to be the date of the first meeting held with the full committee) of the Committee

Expects a single option response (**required**)

- ☐ 0-3 [0-3 months]
- ☐ 3-6 [3-6 months]
- ☐ 6-12 [6-12 months]
- ☐ >12 [above 12 months]

1.17 Number of Committee members

Number of Committee members

Expects a numeric response (**required**)

[   ]

1.18 committee members Males below 18 years

Number of males committee members below 18 years

Expects a numeric response (**required**), Default: 0

[   ]

1.19 committee members Males between 18 -25 years

Number of males committee members between 18 -25 years

Expects a numeric response (**required**), Default: 0

[   ]

1.20 committee members Males between 26-59 years

Number of males committee member between 26-59 years

Expects a numeric response (**required**), Default: 0

[   ]

1.21 committee members Males above 60 years

Number of males committee member above 60 years

Expects a numeric response (**required**), Default: 0

[   ]

1.22 Age-group of committee members Females below 18 years

Number of females committee members below 18 years

Expects a numeric response (**required**), Default: 0

[   ]

1.23 Age-group of committee members Females between 18 and 25 years

Number of Females committee members between 18-25 years

Expects a numeric response (**required**), Default: 0

[   ]

1.24 Age-group of committee members Females between 26 and 59 years

Number of females committee members between 26 -59 years

Expects a numeric response (**required**), Default: 0

[   ]

1.25 Age-group of committee members Females above 60 years

Number of females committee member above 60 years

Expects a numeric response (**required**), Default: 0

[   ]

1.26 Date of the first committee CSMC constituted

when the first committee (CSMC) was constituted?

Expects a date response (**required**)

[   ]

1.27 Shawish part of your Committee

Is the Shawish part of your Committee?

Expects a single option response (**required**)

- ☐ Yes [Yes]
- ☐ No [No]

1.28 number of committee members left since the committee was constituted

How many committee members left since the committee was constituted?

Expects multiple selected options (**required**)

☐ 0 [0]

☐ 1 Male [1 Male]

☐ 1 Female [1 Female]

☐ 2 Male [2 Male]

☐ 2 Female [2 Female]

☐ 3 Male [3 Male]

☐ 3 Female [3 Female]

☐ 4 Male [4 Male]

☐ more than 5 Male [more than 5 Male]

☐ more than 5 female [more than 5 female]

1.29 Male left

How many Male had left since the committee was constituted

Expects a numeric response (optional)

[   ]

1.30 Females left

How many Females had left since the committee was constituted

Expects a numeric response (optional)

[   ]

1.31 Have they been replaced

To be responded if selecting any option but 0 in the previous question: Have the committee member/s been replaced?

Expects a single option response (optional)

☐ All of them [All of them]

☐ Just one or more of them [Just one or more of them]

☐ None [None]

1.32 How many committee members are present

How many committee members are present

Expects a numeric response (**required**)

[   ]

CSMC Eval 2016: IS HH survey

Last Modified by: Karel Chromy **on** 25 Feb 2016 10:24:21 **Revision number:** 445 **Field Count:** 77

Section 1. survey

1.1 Site PCode

Site PCode

Expects a single line text response (**required**)

[   ]

1.2 Area Office

Area Office

Expects a single option response (**required**)

☐ **North** [North]

☐ **Bekaa** [Bekaa]

1.3 Cadastral

Cadastral Name

Expects a single line text response (**required**)

[   ]

1.4 Local Name

Site Name (this is the Local name, NOT the PCode Name)

Expects a single line text response (**required**)

[   ]

1.5 Date of interview

Interview Date.

Expects a date response (**required**)

[   ]

1.6 Interviewer name

Interviewers' names

Expects a single line text response (**required**)

[   ]

1.7 HH Selection

Instruction: You (the enumerator) are now about to start the HH survey. You will select households by locating the Shawish or community leader's tent and walk away to the right. Before starting the questions below, please ensure that the Respondent has lived in the IS for a minimum of 1 year. The person that you should seek to interview is the person who makes decisions on behalf of the household. COMMITTEE MEMBERS SHOULD NOT BE INTERVIEWED!

1.8 Informed consent

Hello, our names are _____ and _____. We are part of a research team in Lebanon looking at the delivery of services in Informal Settlements (IS). We would like to ask you a few questions about your experience and situation as living in this IS. The purpose of this research is to better understand the CSMC committee situation in this site. Is it OK to ask you a few questions? It will take from 40 to 60 minutes. We have taken precautions to protect confidentiality and information will not be shared with any party (including the Government / authorities / UN) outside of this research. You are free to participate or not, but it would be very helpful if you do. Your participation will not affect the assistance you receive. Do you want to participate?

Expects a single option response (**required**)

☐ **Yes** [Yes]

☐ **No** [No]

1.9 Respondent Gender

Respondent Gender

Expects a single option response (**required**)

☐ **Male** [Male]

☐ **Female** [Female]

1.10 Head of the Household type

Who is the head of the household? (Clarification: the head of household is the person who makes decisions on behalf of the HH)

Expects multiple selected options (**required**)

☐ **Female** [Female]

☐ **Male** [Male]

☐ **Elderly** [Elderly]

☐ **Disabled** [Disabled]

☐ **Sick/health problems** [Sick/health problems]

1.11 Relative_shawish

Are you are a relative of the Shawish?

Expects a single option response (**required**)

☐ **Yes** [Yes]

☐ **No** [No]

1.12 Family arrival to Lebanon

When did you/your family arrived to Lebanon? Note: If the day is unknown, enter the 1st of the month. If the exact month is not known, try to estimate to the nearest probable month. If only season is remembered, indicate the 1st of November for winter and 1st of June for summer.

Expects a date response (**required**)

[   ]

1.13 Household size

What is your Household size? (Clarification of household: A group of people who routinely eat out of the same pot, live in the same compound or physical location, and share the same budget, managed by the head of household)

Expects a numeric response (**required**)

[   ]

1.14 Date of arrival to the settlement

When did you arrive in this settlement? Note: If the day is unknown, enter the 1st of the month.

Expects a date response (**required**)

[   ]

1.15 Is this the first place you moved to when you arrived in Lebanon

Is this the first place you moved to when you arrived in Lebanon?

Expects a single option response (**required**)

☐ Yes [Yes]
☐ No [No]

1.16 How much do you pay per month

How much do you pay per tent per month? (not including utilities:electricity, water)

Expects a single option response (**required**)

☐ below or equal to 99,999 LPB Rent per Month [≤99,999 LPB Rent/Month]
☐ Above or equal to 100,000 LBP Rent per Month [≥100,000 LBP Rent/Month]
☐ No rent [No rent]

1.17 Knowledge of external assistance

Within the 1st month of your arrival in this IS, did you find out what types of external assistance (from an INGO/UN/other actors) could be provided to your family or for all the tents (e.g. services such as water, electricity, education, health)?

Expects a single option response (**required**)

☐ Yes [Yes]
☐ No [No]

1.18 Previous Gaps

When you arrived to this IS, in which areas/sectors were there more gaps or more acute needs for the families in this IS? (not just your family) Note: do not read out options. Select one or more options based on answers provided by respondent.

Expects multiple selected options (**required**)

☐ Water related (water sources, tanks, showers...) [Water related (water sources, tanks, showers...)]
☐ Hygiene NFIs-Kits [Hygiene NFIs-Kits]
☐ Winterization support – Kits (blankets, stoves) [Winterization support – Kits (blankets, stoves)]
☐ Sanitation: Latrines, drainage, garbage collection [Sanitation: Latrines, drainage, garbage collection]
☐ Health [Health]
☐ Education (whatever informal inside the IS or formal (outside the IS) [Education (whatever informal inside the IS or formal (outside the IS)]
☐ Electricity [Electricity]
☐ Gender – sexual harassment/sexual violence [Gender – sexual harassment/sexual violence]
☐ Other Protection related issues (such as arrests, raids, child labour, etc.) [Other Protection related issues (such as arrests, raids, child labour, etc.)]
☐ Legal advice/support for civil documentation/legal residency [Legal advice/support for civil documentation/legal residency]
☐ Food assistance (in kind or cash) and/or exclusion from WFP lists [Food assistance (in kind or cash) and/or exclusion from WFP lists]
☐ Cash assistance (multipurpose) [Cash assistance (multipurpose)]
☐ Community mobilization/awareness [Community mobilization/awareness]
☐ Other [Other]

Prerequisites
Skip when *Previous Gaps (1.18)* Excludes 'Other [Other]'

1.19 Previous Gaps - other

If Other, please specify

Expects a single line text response (optional)

1.20 Difficulties to survive and cope

In your own words, at the time of your arrival, who do you think were the persons/families suffering more than you (those that had more difficulties to survive /cope on daily basis or are more at risk)? Example: If an NGO could only assist one/three families, who do you prioritize? Note: expects a description on what makes a person/family vulnerable, types of vulnerability, groups that were more vulnerable. For instance, a female head of HH is a widow without family support, unaccompanied minors, bed ridden people, etc.

Expects a text response using predictive text (**required**)

1.21 Suffering families in IS receiving more support

When you arrived, do you think that those families that were suffering more in this IS were getting more support than those that were suffering less?

Expects a single option response (**required**)

☐ Yes [Yes]
☐ No [No]
☐ Sometimes [Sometimes]

1.22 Instruction - current situation

Thank you for your time so far. I am now going to ask you about the current situation in the IS.

1.23 Number suffering - level

Do you think that the number of those suffering most has increased, decreased, or remained roughly the same?

Expects a single option response (**required**)

☐ Increase [Increase]
☐ Decreased [Decreased]
☐ Roughly the same [Roughly the same]
☐ Don't know [Don't know]

1.24 Support for those who suffer more

For those that are the ones suffering more, do they get more assistance according to their specific needs than those that are less vulnerable?

Expects a single option response (**required**)

☐ Yes [Yes]
☐ No [No]
☐ Sometimes [Sometimes]
☐ Don't know [Don't know]

Prerequisites
Skip when *Support for those who suffer more (1.24)* Equals 'Don't know [Don't know]'

1.25 Support for those who suffer more - example

Can you please give an example?

Expects a single line text response (**required**)

1.26 Current Gaps - increased or decreased since arrival

Do you think there are now more or less gaps in assistance overall for the families in this IS than when you arrived? Note on 'gap': this means any gaps in services required (e.g., desludging) for basic subsistence or basic infrastructure (e.g., latrines) in their IS.

Expects a single option response (**required**)

☐ There are more gaps [There are more gaps]
☐ It is roughly the same [It is roughly the same]
☐ There fewer gaps. The situation improved [There fewer gaps. The situation improved]

1.27   Current gaps - if it improved

If you answered that there are fewer gaps, can you explain why you think the situation improved?

Expects a single line text response (**required**)

1.28   Current gaps - Improved situation through assistance

If you answered there are fewer gaps, do you know who has been working towards getting more assistance for this IS?

Expects multiple selected options (**required**)

- ☐ **Some of the iNGOs/NGOs** [Some of the iNGOs/NGOs]
- ☐ **UN agency** [UN agency]
- ☐ **Local government/authorities** [Local government/authorities]
- ☐ **The Land owner** [The Land owner]
- ☐ **The Shawish** [The Shawish]
- ☐ **Other community leader/s** [Other community leader/s]
- ☐ **A committe of residents** [A committe of residents]
- ☐ **A family living in the IS** [A family living in the IS]
- ☐ **An individual living in the IS** [An individual living in the IS]
- ☐ **A family or individual from the host community** [A family or individual from the host community]
- ☐ **Other** [Other]

1.29   Current gaps - assistance provision

If you answered Other, can you specify who?

Expects a single line text response (**required**)

1.30   Current gaps - more gaps - why

If you answered that there are more gaps, can you explain why?

Expects a single line text response (**required**)

1.31   Acute needs for IS families

Today, what are the more acute needs for the families in this IS (not just your family)?

Expects multiple selected options (**required**)

- ☐ **Water related (water sources, tanks, showers...)** [Water related (water sources, tanks, showers...)]
- ☐ **Hygiene NFIs-Kits** [Hygiene NFIs-Kits]
- ☐ **Winterization support – Kits (blankets, stoves)** [Winterization support – Kits (blankets, stoves)]
- ☐ **Sanitation: Latrines, drainage, garbage collection** [Sanitation: Latrines, drainage, garbage collection]
- ☐ **Health** [Health]
- ☐ **Education (whatever informal inside the IS or formal (outside the IS)** [Education (whatever informal inside the IS or formal (outside the IS)]
- ☐ **Electricity** [Electricity]
- ☐ **Gender – sexual harassment/sexual violence** [Gender – sexual harassment/sexual violence]
- ☐ **Other Protection related issues (such as arrests, raids, child labour, etc.)** [Other Protection related issues (such as arrests, raids, child labour, etc.)]
- ☐ **Legal advice/support for civil documentation/legal residency** [Legal advice/support for civil documentation/legal residency]
- ☐ **Food assistance (in kind or cash) and/or exclusion from WFP lists** [Food assistance (in kind or cash) and/or exclusion from WFP lists]
- ☐ **Cash assistance (multipurpose)** [Cash assistance (multipurpose)]
- ☐ **Community mobilization/awareness** [Community mobilization/awareness]
- ☐ **Information on services** [Information on services]
- ☐ **Other** [Other]

1.32   Acute needs - Other

If other, please specify:

Expects a single line text response (**required**)

1.33   Assistance provision - overall needs

Do you think that the assistance provided in your IS now better meets the overall needs than when you first arrived?

Expects a single option response (**required**)

- ☐ **Yes** [Yes]
- ☐ **Partially** [Partially]
- ☐ **Not at all** [Not at all]

1.34   Focal point of the residents

Who is the focal point of the residents with the Landowner?

Expects a single option response (**required**)

- ☐ **The Shawish** [The Shawish]
- ☐ **The residents themselves** [The residents themselves]
- ☐ **A committee/group of residents** [A committee/group of residents]

1.35   Knowledge of existence of a Committee

In the past 6 to 12 months, did you learn about the existence of a committee?

Expects a single option response (**required**)

- ☐ **Yes** [Yes]
- ☐ **No** [No]

1.36   Meeting with agencies about needs and gaps

In the last 6 to 12 months, do you know if any Committee from this IS that has talked or met service providers (e.g., municipalities/communities) about needs and gaps in the IS?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

1.37   Meeting w Agencies - yes - committee selection

If Yes, did you participate in the selection of the committee?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

1.38   Meeting w Agencies - Yes - know the committee

If Yes, do you know the Committee members?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

1.39   Meeting w Agencies - Yes - Committee purpose

If Yes, do you know the purpose of the committee?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

1.40   Meeting w Agencies - Yes - Committee Purpose - description

If Yes, can you describe in your own words what the purpose of the committee is?

Expects a single line text response (**required**)

[   ]

1.41   Committee - Motivated

If yes, do you think that those committee members that were selected: Were/are motivated to carry out the duties ?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ Partially [Partially]

☐ Not at all [Not at all]

☐ Don't know [Don't know]

1.42   Committee - Capable to carry out the duties

If yes, do you think that those committee members that were selected: Are capable of taking over responsibility to carry out the duties?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ Partially [Partially]

☐ Not at all [Not at all]

☐ Don't know [Don't know]

1.43   Committee - Representing interests of IS

If yes, do you think that those committee members that were selected: Even if difficult, they try to represent the interests of the majority of the residents, including the most vulnerable?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ Partially [Partially]

☐ Not at all [Not at all]

☐ Don't know [Don't know]

1.44   Committee - Encourage unity and team spirit

If yes, do you think that those committee members that were selected: Encourage unity and team spirit of community within the IS?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ Partially [Partially]

☐ Not at all [Not at all]

☐ Don't know [Don't know]

1.45   Committee changes - Service provision

Since the committee started, have you perceived any changes in: Service Provision

Expects a single option response (**required**)

☐ Positive [Positive]

☐ Negative [Negative]

☐ No change [No change]

1.46   Committee Changes - Information on services

Since the committee started, have you perceived any changes in: Information on available services

Expects a single option response (**required**)

☐ Positive [Positive]

☐ Negative [Negatibe]

☐ No change [No change]

1.47 Committee changes - relationship with municipality

Since the committee started, have you perceived any changes in: relations with the municipality.

Expects a single option response (**required**)

☐ **Positive** [Positive]
☐ **Negative** [Negatibe]
☐ **No change** [No change]
☐ **I don't know** [I don't know]

1.48 Committee changes - relation with the local host community

Since the committee started, have you perceived any changes in: the relationship with the host/local community.

Expects a single option response (**required**)

☐ **Positive** [Positive]
☐ **Negative** [Negative]
☐ **No change** [No change]

1.49 Committee changes - Land Owner

Since the committee started, have you perceived any changes in: the relationship with the Landowner.

Expects a single option response (**required**)

☐ **Positive** [Positive]
☐ **Negative** [Negative]
☐ **No change** [No change]
☐ **I don't know** [I don't know]

1.50 Committee changes - Other

Are there any other changes that you have observed? Please specify what they are and whether positive or negative. Note: if there are no additional changes stated, enter NO

Expects a long text response (**required**)

1.51 Committee - negative performance

Since the committee started, are there less positive aspects of their performance?

(optional)

1.52 Committee influence - service providers

Do you think that the Committee has had any positive influence on service providers to provide the support you current have?

Expects a single option response (**required**)

☐ **Yes** [Yes]
☐ **Partially** [Partially]
☐ **Not at all** [Not at all]

1.53 Committee - meeting frequency

How often does the Committee organize meetings with the residents? Note: please indicate number of meetings and unit/frequency (never; 1 per week; 1 per month; 1 per month).

Expects a single line text response (**required**)

1.54 Committee - continued representation

Would you be happy if the same Committee members continue for another year or would you suggest any change in its composition?

Expects a single option response (**required**)

☐ **Yes, I would be happy if they continue** [Yes I would be happy if they continue]
☐ **No, I would suggest a change in its composition** [No, I would suggest a change in its composition]

1.55 Committee - continued representation - NO

Can you explain why you would want a change?

Expects a long text response (**required**)

1.56 Assistance - Possible for more

Considering there are over a million refugees in Lebanon, almost all with many and different needs, do you think it is possible for more assistance/services to be provided to those refugees living in IS's?

Expects a single option response (**required**)

☐ **Yes** [Yes]
☐ **No** [No]

1.57 Assistance - possible for more - NO

Can you explain why not?

Expects a single line text response (**required**)

1.58 Assistance - Best representation

Who do you think will better represent or look for meaningful support from service providers to carry out more activities for the families in this IS? (Select max of 2)

Expects multiple selected options (**required**)

☐ **The Shawish** [The Shawish]
☐ **The Committee (CSMC)** [The Committee (CSMC)]
☐ **The Land owner** [The Land owner]
☐ **One of the NGOs/UN agencies** [One of the NGOs/UN agencies]
☐ **All the residents together** [All the residents together]
☐ **Elders** [Elders]
☐ **Others** [Others]

1.59 Assistance - best representation - why

Why do you think that they would best represent your interests?

Expects a single line text response (**required**)

[   ]

1.60 Leaving

In the last 3 months, do you know of any families that were living in this IS and had to leave because they could no longer stay in this location for some reason?

Expects a single option response (**required**)

☐ **Yes** [Yes]
☐ **No** [No]

1.61 Leaving - how many

How many families have left?

Expects a numeric response (**required**)

[   ]

1.62 Leaving - where they went

Where did the majority of families go?

Expects a single option response (**required**)

☐ **They left to another place within Lebanon** [They left to another place within Lebanon]
☐ **They went back to Syria** [They went back to Syria]
☐ **They went to Europe** [Europe]
☐ **I don't know** [I don't know]
☐ **Other (please specify)** [Other (please specify)]

1.63 Leaving - where they went - other

Please specify what other place they went:

Expects a single line text response (**required**)

[   ]

1.64 Leaving - reason for leaving

Do you know why the majority of families had to leave?

Expects a single option response (**required**)

☐ **Unable to pay rent** [Unable to pay rent]
☐ **Dispute with Shawish** [Dispute with Shawish]
☐ **Dispute with Landlord** [Dispute with Landlord]
☐ **Dispute with Committee** [Dispute with Committee]
☐ **Dispute with host community/neighbors** [Dispute with host community/neighbors]
☐ **Going closer to family/relatives or friends** [Going closer to family/relatives or friends]
☐ **Going for a different area within Lebanon looking for more livelihoods opportunities** [Going for a different area within Lebanon looking for more livelihoods opportunities]
☐ **Going to other area, closer to services such as village, school, health, etc.** [Going to other area, closer to services such as village, school, health, etc.]
☐ **Going to a safer place** [Going to a safer place]
☐ **Other** [Other]

1.65 Leaving - reason for leaving - Other

Please specify what other reason

Expects a single line text response (**required**)

[   ]

1.66 Additional Comments

Is there anything else that you would like to add or to share with us? (please encourage the respondent and take complete transcription; this is usually where they give more open feedback)

Expects a long text response (**required**)

[   ]

1.67 Photo Permission

Thank you again for your participation. I would now like to take a few pictures to help us see the conditions of the site. These will include: the outside of your tent/structure; the toilet from the outside with the door closed and then open; and your water source. Is this okay?

Expects a single option response (**required**)

☐ **Yes** [Yes]
☐ **No** [No]

1.68 a picture of the outside of the tent or structure

After taking consent, take a pictures of the outside of the tent/structure

Expects an image response (optional)

1.69 a picture of the toilet they use from the outside with the door closed

After taking consent, take a picture of the toilet they use from the outside with the door closed

Expects an image response (optional)

1.70 a picture of the toilet they use from the outside with the door opened

After taking consent, take a picture of the toilet they use from the outside with the door opened

Expects an image response (optional)

1.71 a picture of the source of water they use

After taking consent, take a picture of the source of water they use

Expects an image response (optional)

1.72 a picture of the Complaints box

Are you aware of any form of complaints box? Can you please show me where it is? Take a picture of the Complaints box (if it exists)

Expects an image response (optional)

1.73 Respondent understanding of questions

Respondent understanding of questions in general was

Expects a single option response (**required**)

☐ **Excellent** [Excellent]
☐ **Good** [Good]
☐ **Fair** [Fair]
☐ **Poor** [Poor]

1.74 Respondent interest in interview

Respondent interest in interview was

Expects a single option response (**required**)

☐ **Very strong** [Very strong]
☐ **Moderate** [Moderate]
☐ **Disinterested** [Disinterested]

1.75 Respondents attitude during the interview

Respondents attitude during the interview was

Expects a single option response (**required**)

☐ **Positive** [Positive]
☐ **Neutral** [Neutral]
☐ **Upset** [Upset]
☐ **Angry** [Angry]

1.76 overall reliability of the answers

I would rate the overall reliability of the answers I got as

Expects a single option response (**required**)

☐ **Very accurate** [Very accurate]
☐ **OK** [OK]
☐ **Very inaccurate** [Very inaccurate]

1.77 Other comments Important information

Other comments / Important information

Expects a single line text response (**required**)

[   ]

CSMC Eval 2016: IS HH survey NO CSMC

Section 1. survey

1.1 Site PCode

Site PCode

Expects a single line text response (**required**)

1.2 Area Office

Area Office

Expects a single option response (**required**)

☐ **North** [North]

☐ **Bekaa** [Bekaa]

1.3 Cadastral

Cadastral Name

Expects a single line text response (**required**)

1.4 Local name

Site Name (this is the Local name, NOT the PCode name)

Expects a single line text response (**required**)

1.5 Date of interview

Interview Date.

Expects a date response (**required**)

1.6 Interviewer name

Interviewers' names (first name of both enumerators)

Expects a single line text response (**required**)

1.7 HH Selection

Instruction: You (the enumerator) are now about to start the HH survey. You will select households by locating the Shawish or community leader's tent and walk away to the right. Before starting the questions below, please ensure that the Respondent has lived in the IS for a minimum of 1 year. The person that you should seek to interview is the person who makes decisions on behalf of the household.

1.8 Informed consent

Hello, our names are _____ and _____. We are part of a research team in Lebanon looking at the delivery of services in Informal Settlements (IS). We would like to ask you a few questions about your experience and situation as living in this IS. The purpose of this research is to better understand the CSMC committee situation in this site. Is it OK to ask you a few questions? It will take from 30 to 45 minutes. We have taken precautions to protect confidentiality and information will not be shared with any party (including the Government / authorities / UN) outside of this research. You are free to participate or not, but it would be very helpful if you do. Your participation will not affect the assistance you receive. Do you want to participate?

Expects a single option response (**required**)

☐ **Yes** [Yes]

☐ **No** [No]

1.9 Respondent Gender

Respondent Gender

Expects a single option response (**required**)

☐ **Male** [Male]

☐ **Female** [Female]

1.10 Head of the Household type

Who is the head of the household? (Clarification: the head of household is the person who makes decisions on behalf of the HH)

Expects multiple selected options (**required**)

☐ **Female** [Female]

☐ **Male** [Male]

☐ **Elderly** [Elderly]

☐ **Disabled** [Disabled]

☐ **Sick/health problems** [Sick/health problems]

1.11 Family arrival to Lebanon

When did you/your family arrived to Lebanon? Note: If the day is unknown, enter the 1st of the month. If the exact month is not known, try to estimate to the nearest probable month. If only season is remembered, indicate the 1st of November for winter and 1st of June for summer.

Expects a date response (**required**)

1.12 Household size

What is your Household size? (Clarification of household: A group of people who routinely eat out of the same pot, live in the same compound or physical location, and share the same budget, managed by the head of household)

Expects a numeric response (**required**)

1.13 Date of arrival to the settlement

When did you arrive in this settlement? Note: If the day is unknown, enter the 1st of the month.

Expects a date response (**required**)

1.14 Is this the first place you moved to when you arrived in Lebanon

Is this the first place you moved to when you arrived in Lebanon?

Expects a single option response (**required**)

☐ **Yes** [Yes]

☐ **No** [No]

1.15 How much do you pay per month

How much does your IS as a whole pay per month?

Expects a single option response (**required**)

☐ below 99,999 LPB Rent per Month [≤99,999 LPB Rent/Month]

☐ Above 100,000 LBP Rent per Month [≥100,000 Rent/Month]

☐ No rent [No rent]

1.16 Knowledge of external assistance

Within the 1st month of your arrival in this IS, did find out what types of external assistance (from an INGO/UN/other actors) could be provided to your family or for all the tents (e.g. services such as water, electricity, education, health)?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

1.17 Previous Gaps

When you arrived to this IS, in which areas/sectors were there more gaps or more acute needs for the families in this IS? (not just your family) Note: DO NOT read out the options. Select one or more based on the answers provided by the respondent. Note: do not read out options. Select one or more options based on answers provided by respondent.

Expects multiple selected options (**required**)

☐ Water related (water sources, tanks, showers...) [Water related (water sources, tanks, showers...)]

☐ Hygiene NFIs-Kits [Hygiene NFIs-Kits]

☐ Winterization support – Kits (blankets, stoves) [Winterization support – Kits (blankets, stoves)]

☐ Sanitation: Latrines, drainage, garbage collection [Sanitation: Latrines, drainage, garbage collection]

☐ Health [Health]

☐ Education (whatever informal inside the IS or formal (outside the IS) [Education (whatever informal inside the IS or formal (outside the IS)]

☐ Electricity [Electricity]

☐ Gender – sexual harassment/sexual violence [Gender – sexual harassment/sexual violence]

☐ Other Protection related issues (such as arrests, raids, child labour, etc.) [Other Protection related issues (such as arrests, raids, child labour, etc.)]

☐ Legal advice/support for civil documentation/legal residency [Legal advice/support for civil documentation/legal residency]

☐ Food assistance (in kind or cash) and/or exclusion from WFP lists [Food assistance (in kind or cash) and/or exclusion from WFP lists]

☐ Cash assistance (multipurpose) [Cash assistance (multipurpose)]

☐ Community mobilization/awareness [Community mobilization/awareness]

☐ Other [Other]

1.18 Previous Gaps - other

If Other, please specify

Expects a single line text response (optional)

1.19 Difficulties to survive and cope

In your own words, at the time of your arrival, who do you think were the persons/families suffering more than you (those that had more difficulties to survive /cope on daily basis or are more at risk)? Note: expects a description on what makes a person/family vulnerable, types of vulnerability, groups that were more vulnerable (for instance female head of HH widows without family support, unaccompanied minors, bed ridden people, etc.

Expects a text response using predictive text (**required**)

1.20 Suffering families in IS receiving more support

When you arrived, do you think that those families that were suffering more in this IS were getting more support than those that were suffering less?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

☐ Sometimes [Sometimes]

1.21 Instruction - current situation

Thank you for your time so far. I am now going to ask you about the current situation in the IS.

1.22 Number suffering - level

Do you think that the number of those suffering most has increased, decreased, or remained roughly the same?

Expects a single option response (**required**)

☐ Increase [Increase]

☐ Decreased [Decreased]

☐ Roughly the same [Roughly the same]

1.23 Support for those who suffer more

For those that are the ones suffering more, do they get more assistance according to their specific needs than those that are less vulnerable? Note: please use the pre-agreed translation of vulnerable

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

☐ Sometimes [Sometimes]

1.24 Support for those who suffer more - example

Can you please give an example?

Expects a single line text response (**required**)

1.25 Current Gaps - increased or decreased since arrival

Do you think there are now more or less gaps in assistance overall for the families in this IS than when you arrived? Note on 'gap': this means any gaps in services required (e.g., desludging) for basic subsistence or basic infrastructure (e.g., latrines) in their IS.

Expects a single option response (**required**)

☐ There are more gaps [There are more gaps]

☐ It is roughly the same [It is roughly the same]

☐ There fewer gaps. The situation improved [There fewer gaps. The situation improved]

1.26 Current gaps - if it improved

If you answered that there are fewer gaps, can you explain why you think the situation improved?

Expects a single line text response (**required**)

1.27   Current gaps - Improved situation through assistance

If you answered there are fewer gaps, do you know who has been working towards getting more assistance for this IS?

Expects multiple selected options (**required**)

☐ Some of the iNGOs/NGOs [Some of the iNGOs/NGOs]
☐ UN agency [UN agency]
☐ Local government/authorities [Local government/authorities]
☐ The Land owner [The Land owner]
☐ The Shawish [The Shawish]
☐ Other community leader/s [Other community leader/s]
☐ A committe of residents [A committe of residents]
☐ A family living in the IS [A family living in the IS]
☐ An individual living in the IS [An individual living in the IS]
☐ A family or individual from the host community [A family or individual from the host community]
☐ Other [Other]

1.28   Current gaps - assistance provision

If you answered Other, can you specify who?

Expects a single line text response (**required**)

1.29   Current gaps - more gaps - why

If you answered that there are more gaps, can you explain why?

Expects a single line text response (**required**)

1.30   Acute needs for IS families

Today, what are the more acute needs for the families in this IS (not just your family)?

Expects multiple selected options (**required**)

☐ Water related (water sources, tanks, showers...) [Water related (water sources, tanks, showers...)]
☐ Hygiene NFIs-Kits [Hygiene NFIs-Kits]
☐ Winterization support – Kits (blankets, stoves) [Winterization support – Kits (blankets, stoves)]
☐ Sanitation: Latrines, drainage, garbage collection [Sanitation: Latrines, drainage, garbage collection]
☐ Health [Health]
☐ Education (whatever informal inside the IS or formal (outside the IS) [Education (whatever informal inside the IS or formal (outside the IS)]
☐ Electricity [Electricity]
☐ Gender – sexual harassment/sexual violence [Gender – sexual harassment/sexual violence]
☐ Other Protection related issues (such as arrests, raids, child labour, etc.) [Other Protection related issues (such as arrests, raids, child labour, etc.)]
☐ Legal advice/support for civil documentation/legal residency [Legal advice/support for civil documentation/legal residency]
☐ Food assistance (in kind or cash) and/or exclusion from WFP lists [Food assistance (in kind or cash) and/or exclusion from WFP lists]
☐ Cash assistance (multipurpose) [Cash assistance (multipurpose)]
☐ Community mobilization/awareness [Community mobilization/awareness]
☐ Information on services [Information on services]
☐ Other [Other]

1.31   Acute needs - Other

If other, please specify:

Expects a single line text response (**required**)

1.32   Assistance provision - overall needs

Do you think that the assistance provided in your IS now better meets the overall needs than when you first arrived?

Expects a single option response (**required**)

☐ Yes [Yes]
☐ Partially [Partially]
☐ Not at all [Not at all]

1.33   Focal point of the residents

Who is the focal point of the residents with the Landowner?

Expects a single option response (**required**)

☐ The Shawish [The Shawish]
☐ The residents themselves [The residents themselves]
☐ A committee/group of residents [A committee/group of residents]

1.34   IS Management

How is the IS managed?

Expects a single option response (**required**)

☐ Through the Shawish [Through the Shawish]
☐ Local management by residents [Local management by residents]
☐ Other [Other]
☐ I don't know [I don't know]

1.35   IS management - OTHER

Please specify what other management structure is in place:

Expects a single line text response (**required**)

1.36   Assistance - Possible for more

Considering there are over a million refugees in Lebanon, almost all with many and different needs, do you think it is possible for more assistance/services to be provided to those refugees living in IS's?

Expects a single option response (**required**)

☐ Yes [Yes]
☐ No [No]

1.37   Assistance - possible for more - NO

Can you explain why not?

Expects a single line text response (**required**)

1.38　Assistance - Best representation

Who do you think that is going to better represent or look for meaningful support from service providers to carry out more activities for the families in this IS? (Select max of 2)

Expects multiple selected options (**required**)

☐ The Shawish [The Shawish]
☐ The Land owner [The Land owner]
☐ One of the NGOs/UN agencies [One of the NGOs/UN agencies]
☐ All the residents together [All the residents together]
☐ Elders [Elders]
☐ Others [Others]

1.39　Assistance - best representation - why

Why do you think that they would best represent your interests?

Expects a single line text response (**required**)

1.40　Departure

In the last 3 months, do you know of any families that were living in this IS and had to leave because they could no longer stay in this location for some reason?

Expects a single option response (**required**)

☐ Yes [Yes]
☐ No [No]

1.41　Leaving - how many

How many families have left?

Expects a numeric response (**required**)

1.42　Leaving - where they went

Where did the majority of families go?

Expects a single option response (**required**)

☐ They left to another place within Lebanon [They left to another place within Lebanon]
☐ They went back to Syria [They went back to Syria]
☐ They went to Europe [Europe]
☐ I don't know [I don't know]
☐ Other (please specify) [Other (please specify)]

1.43　Leaving - where they went - other

Please specify what other place they went:

Expects a single line text response (**required**)

1.44　Leaving - reason for leaving

Do you know why the majority of families had to leave?

Expects a single option response (**required**)

☐ Unable to pay rent [Unable to pay rent]
☐ Dispute with Shawish [Dispute with Shawish]
☐ Dispute with Landlord [Dispute with Landlord]
☐ Dispute with host community/neighbors [Dispute with host community/neighbors]
☐ Going closer to family/relatives or friends [Going closer to family/relatives or friends]
☐ Going for a different area within Lebanon looking for more livelihoods opportunities [Going for a different area within Lebanon looking for more livelihoods opportunities]
☐ Going to other area, closer to services such as village, school, health, etc. [Going to other area, closer to services such as village, school, health, etc.]
☐ Going to a safer place [Going to a safer place]
☐ Other [Other]

1.45　Departure - reason for leaving - Other

Please specify what other reason

Expects a single line text response (**required**)

1.46　Additional Comments

Is there anything else that you would like to add or to share with us? (please encourage the respondent and take complete transcription; this is usually where they give more open feedback)

Expects a long text response (**required**)

1.47　Photo Permission

Thank you again for your participation. I would now like to take a few pictures to help us see the conditions of the site. These will include: the outside of your tent/structure; the toilet from the outside with the door closed and then open; and your water source. Is this okay? Are you aware of any form of complaints box? Can you please show me where it is?

Expects a single option response (**required**)

☐ Yes [Yes]
☐ No [No]

1.48　a picture of the outside of the tent or structure

After taking consent, take a pictures of the outside of the tent/structure

Expects an image response (optional)

1.49　a picture of the toilet they use from the outside with the door closed

After taking consent, take a picture of the toilet they use from the outside with the door closed

Expects an image response (optional)

1.50 a picture of the toilet they use from the outside with the door opened

After taking consent, take a picture of the toilet they use from the outside with the door opened

Expects an image response (optional)

1.51 a picture of the source of water they use

After taking consent, take a picture of the source of water they use

Expects an image response (optional)

1.52 a picture of the Complaints box

Are you aware of any form of complaints box? Can you please show me where it is? Instruction: take a picture of the Complaints box (if it exists)

Expects an image response (optional)

1.53 Respondent understanding of questions

Respondent understanding of questions in general was

Expects a single option response (required)

☐ **Excellent** [Excellent]
☐ **Good** [Good]
☐ **Fair** [Fair]
☐ **Poor** [Poor]

1.54 Respondent interest in interview

Respondent interest in interview was

Expects a single option response (required)

☐ **Very strong** [Very strong]
☐ **Moderate** [Moderate]
☐ **Disinterested** [Disinterested]

1.55 Respondents attitude during the interview

Respondents attitude during the interview was

Expects a single option response (required)

☐ **Positive** [Positive]
☐ **Neutral** [Neutral]
☐ **Upset** [Upset]
☐ **Angry** [Angry]

1.56 overall reliability of the answers

I would rate the overall reliability of the answers I got as

Expects a single option response (required)

☐ **Very accurate** [Very accurate]
☐ **OK** [OK]
☐ **Very inaccurate** [Very inaccurate]

1.57 Other comments Important information

Other comments / Important information

Expects a single line text response (required)

CSMC Eval 2016: Shawish

Last Modified by: Stephanie Bassil on 15 Feb 2016 19:39:52 **Revision number:** 68 **Field Count:** 23

Section 1. Survey

1.1 Site PCode

Site PCode

Expects a single line text response (**required**)

1.2 Area Office

Area Office

Expects a single option response (**required**)

☐ **Bekaa** [Bekaa]
☐ **North** [North]

1.3 Cadastral

Cadastral Name

Expects a single line text response (**required**)

1.4 Local Name

Site Name (this is the Local name, NOT the PCode Name)

Expects a single line text response (**required**)

1.5 Interviewers Names

Interviewers Names

Expects a single line text response (**required**)

1.6 Shawishes Informed Consent and Questionnaire

Hello, our names are _____ and _____. We are part of a research team in Lebanon looking at the delivery of services in Informal Settlements (IS). We would like to ask you a few questions about your experience and situation as living in this IS. The purpose of this research is to better understand the CSMC committee situation in this site. Is it OK to ask you a few questions? It will take from 10 to 15 minutes. We have taken precautions to protect confidentiality and information will not be shared with any party (including the Government / authorities / UN) outside of this research. You are free to participate or not, but it would be very helpful if you do. Your participation will not affect the assistance you receive. Do you want to participate?

Expects a single option response (**required**)

☐ **Yes** [Yes]
☐ **No** [No]

1.7 Date of interview

Date of interview

Expects a date response (**required**)

1.8 Respondent Gender

Respondent Gender

Expects a single option response (**required**)

☐ **Male** [Male]
☐ **Female** [Female]

1.9 Since when have you been the shawish of this IS

Since when have you been the shawish of this IS

Expects a date response (**required**)

1.10 Nationality

Nationality of Respondent

Expects a single option response (**required**)

☐ **Lebanese** [Lebanese]
☐ **Syrian** [Syrian]
☐ **Other** [Other]

1.11 Would you agree or disagree with the following statements

Assistance from service providers is better responding to the needs of the MAJORITY of this IS's families now than when I arrived to this IS

Expects a single option response (**required**)

☐ **Agree** [Agree]
☐ **Disagree** [Disagree]

1.12 Would you agree or disagree with following statements

Assistance from service providers is better responding to the needs of the MOST VULNERABLE of this IS's families now than when I arrived to this IS.

Expects a single option response (**required**)

☐ **Agree** [Agree]
☐ **Disagree** [Disagree]

1.13 Who represents the residents of the ISs towards agencies or actors providing assistance

Who represents the residents of the ISs towards agencies or actors providing assistance

Expects a single option response (**required**)

☐ **Shawish** [Shawish]
☐ **CSMC Committee** [CSMC Committee]
☐ **A group of residents** [A group of residents]
☐ **The Land owner** [The Land owner]
☐ **The Municipality** [The Municipality]
☐ **Other** [Other]

1.14 Are you a member of the CSMC Committee

Are you a member of the CSMC Committee

Expects a single option response (**required**)

☐ **Yes** [Yes]
☐ **No** [No]

1.15   Do you have any coordination with the CSMC Committee

Do you have any coordination with the CSMC Committee

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

1.16   If Yes can you explain for which type of activity and or purpose

If Yes, can you explain for which type of activity and/or purpose

Expects a long text response (**required**)

1.17   If No can you explain why you dont have any coordination with the CSMC Committee

If No can you explain why you dont have any coordination with the CSMC Committee

Expects a long text response (**required**)

1.18   Since the CSMC Committee is constituted have you delegated in them any of your previous ISs activities

Since the CSMC Committee is constituted, have you delegated in them any of your previous ISs activities

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

1.19   If you answered Yes can you detail which ones

If you answered Yes, can you detail which ones

Expects a long text response (**required**)

1.20   More assistance in IS possible

Considering there are over a million refugees in Lebanon, almost all with many and different needs, do you think it is possible for more assistance/services to be provided to those refugees living in IS's?

Expects a single option response (**required**)

☐ Yes [Yes]

☐ No [No]

1.21   If you responded Yes can you explain why

If you responded Yes, can you explain why?

Expects a single line text response (**required**)

1.22   If you responded No can you explain why

If you responded No, can you explain why?

Expects a single line text response (**required**)

1.23   Additional Comments

Is there anything you would like to add or to say?

Expects a single line text response (**required**)

ANNEX 3: List of Contacts of the Evaluation

Annex 3: List of Contacts of the Evaluation

Skype of Face to face	Individual interview	Interview in group	Name	Gender (Male)	Gender (Female)	Institution	Position
Face to face		X	Layal Mohamad		X	ACF	HP supervisor Bekaa
Face to face		X	Lamis Flaha		X	ACF	HP supervisor Bekaa
Skype	X		Derya Mutlu	X		ACF	Co-chair Food Security Cluster (national level)
Face to face	X		Amina Jommah		X	Bashme & Zeitooneh	Relief programme Manager, North
Skype	X		Hala Jamil		X	Concern	Concern ProtectionTeam Leader and CSMC Focal point (Steering Committee member)
Face to face	X		Judy Ahmadis		X	Concern	Concern Hygiene and Sanitation Acting Team leader - Akkar
Skype	X		Tarek Tamer	X		Organization B	Monitoring, Evaluation & Learning Field Coordinator Lebanon and Focal point for the desk phase of the evaluation
Skype	X		Eleanor Mathews		X	Organization B	MENA Region DFID Grants Coordinator
Skype	X		Anne Forget		X	Organization B	Bekaa Area Programme Manager
Face to face		X	Jean Paul P.	X		Organization B	CSMC Assistant (Central and West Bekaa)
Face to face		X	Carla Musrhi		X	Organization B	CSMC Officer Balbeek (Bekaa)
Face to face		X	Fedaa Ardat		X	Organization B	CSMC officer Zahle (Bekaa)
Face to face		X	Ghada Sabbagh		X	IRC	Protection Manager
Face to face		X	Karam Halloum	X		IRC	Protection Team Leader
Face to face		X	Aimee Karam		X	MOSA	Co-Lead National Protection Working and Protection Group Focal Point
Face to face		X	Ahmad Kassem	X		MOSA	Co-Lead National Shelter Working Group
Face to face	X		Mohammed Hussein	X		Municipality	Municipal Support Assistant (MSA) Kweshra (North)
Face to face	X		Moustafa Khoder	X		Municipality	Mayor Kewshra (North)
Face to face	X		Nazir al Chami	X		Municipality	Merkabta Mayor (North)

Face to face	X		Mohammad Akel	X		Municipality	MSA Minieh (North)
Face to face	X		Mostafa Akel	X		Municipality	Minieh Mayor (North)
Face to face	X		Hanan Halaby		X	Municipality	MSA Halba (North)
Face to face		X	Mohamad Fleety	X		Municipality	MSA Arsaal (Bekaa)
Face to face		X	Hassan Choubassi	X		Municipality	MSA Saadnayel (Bekaa)
Skype	X		Kristin Verstrheim		X	NRC	NRC Former CSMC Programme Development Manager Lebanon
Skype and face to face	X		Anna Hirsch-Holland		X	NRC	NRC CSMC Programme Development Manager Lebanon
Face to face	X		Nur Arab		X	NRC	CSMC Coordinator - North
Face to face	X		Mala Roche		X	NRC	ICLA Coordinator (North)
Face to face	X		Hadj Hindi	X		NRC	Education Coordinator (North)
Face to face	X		Jihane Kazoun		X	NRC	CSMC Coordinator-Zahle (Bekaa)
Face to face	X		Joe Keyrouz	X		NRC	Project Manager ICLA (Bekaa)
Face to face	X		Julie Vara		X	NRC	WASH Specialist
Face to face	X		Neil Brighton	X		NRC	Shelter Specialist
Face to face	X		Farah Karam		X	OXFAM	PHP Officer Bekaa
Face to face		X	Carla Melki		X	Première Urgence - Aide Médicale Internationale	Base Program Coordinator, Akkar
Face to face		X	Solene de Montmarin		X	Première Urgence - Aide Médicale Internationale	Protection Community Outreach Project Manager, Akkar
Face to face		X	Kept anonymous for confidentiality reasons	X		RoV-Intersos	ROV Saadnayel (Bekaa)
Face to face		X	Kept anonymous for confidentiality reasons		X	RoV-Intersos	ROV Saadnayel (Bekaa)
Face to face		X	Kept anonymous for confidentiality reasons		X	RoV-UNHCR	RoV Minieh (North)
Face to face		X	Kept anonymous for confidentiality reasons		X	RoV-UNHCR	RoV Minieh (North)
Face to face		X	Akram Kaakour	X		Save the Children	WASH Coordinator Bekaa
Face to face		X	Rania Chahine		X	Save the Children	HP officer Bekaa

Face to face	X		Leila Husseini		X	Solidarités International	CSMC Activity Manager
Face to face		X	Ahmad Swaid	X		Solidarités International	WASH and Shelter Activity Manager
Face to face		X	Mohammad Falah	X		Solidarités International	Shelter/WASH Manager
Face to face	X		Bastien Revel	X		UNDP	Social Stability and Livelihoods Coordinator (national level)
Face to face	X		Lorenza Trulli		X	UNHCR	SGBV National TF Coordinator and Co-lead National CSMC TF
Face to face		X	Monica Noro		X	UNHCR	Head of Sub Office - North
Face to face		X	Ronan Hervé	X		UNHCR	WASH and Shelter Sector Lead
Face to face		X	Jamal J.	X		UNHCR	Protection Assistant - North
Face to face	X		Rikke Engaard Olsen		X	UNHCR	CSMC TF Co-lead (Bekaa)
Face to face	X		Bobbie Baker	X		UNHCR	UNHCR WASH and Shelter Coordinator Bekaa
Face to face		X	Katarzyna Kot-Majewska		X	UNHCR	Associate Protection Officer North
Face to face	X		Carol El-Sayed		X	UNHCR	UNHCR representative at CSMC TF (national level)
Face to face	X		Pedro Pablo Palma	X		UNICEF	Health and Nutrition specialist
Face to face	X		Diala Ktaiche		X	UNICEF	WASH Officer - Public Health promotion (national level)
Face to face	X		Amjad Dawood	X		Wold Vision	WASH Coordinator

ANNEX 4:   Complementary Figures and Tables

Annex 4: Complementary Figures and Tables

Profiling of the Sample / ITSs and Residents

The following figures show the profile of the CSMC ITSs' residents that were surveyed during the field phase of this evaluation.

CSMC ITSs:

- The majority of the CSMC ITSs' residents surveyed **arrived to the sites** in 2014. The percentage of arrivals for that year (2014) was notably higher in North than in Bekaa:

Figure: Year of family arrival to the CSMC ITS
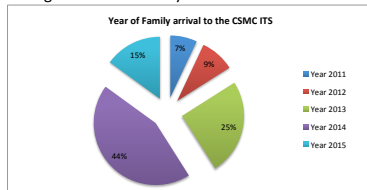
Source: Own elaboration based on evaluation data

Figure: Year of family arrival to the CSMC ITS (Beka and North breakdown)
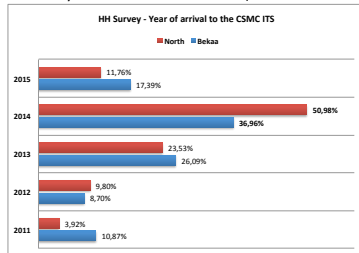
Source: Own elaboration based on evaluation data

- **Residents' relation** in the CSMC ITSs surveyed is quite different in North and Bekaa:

Figure: Residents' relation in CSMC ITSs – Bekaa, North and Total
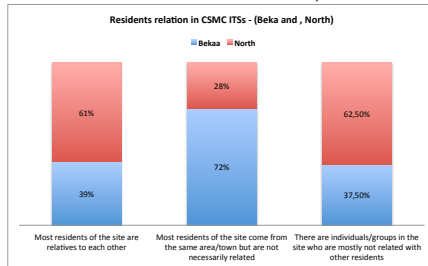
Source: Own elaboration based on evaluation data

- In larger CSMC sites less residents are relatives to each other and there are more larger sites whe individuals are mostly not related with other residents:

Table: Residents relation in CSMC ITSs - Size of the ITS

Size of the ITS	Most residents of the site are relatives to each other	Most residents of the site come from the same area/town but are not necessarily related	There are individuals/groups in the site who are mostly not related with other residents	Total
Large	40%	36%	24%	45
Medium	43%	39%	18%	28
Small	62%	25%	13%	24
Total general	**45**	**33**	**19**	**97**

Source: Own elaboration based on evaluation data

- As reflected in the evaluation report and according to the survey in CSMC sites, refugees living in the majority of Small ITSs (11 or fewer tents per site) pay the lowest **average rent** per month, what could explain the important increase in the number of small ITSs since October 2014 till March 2016. The following figures show the results for Bekaa and North:

Figure: Bekaa - Average monthly rent paid per CSMC residents per month with Size of the site breakdown
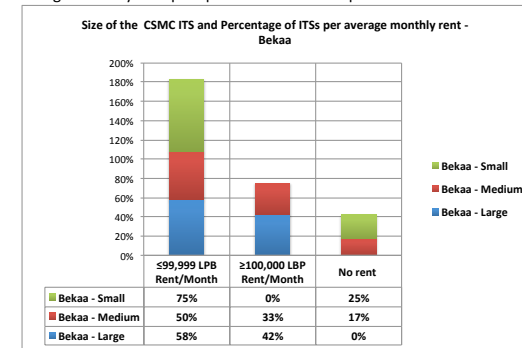
Source: Own elaboration based on Evaluation data

Figure: North- Average monthly rent paid per CSMC residents per month with Size of the site breakdown
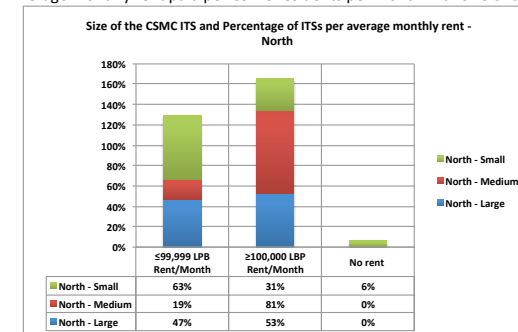
Source: Own elaboration based on Evaluation data
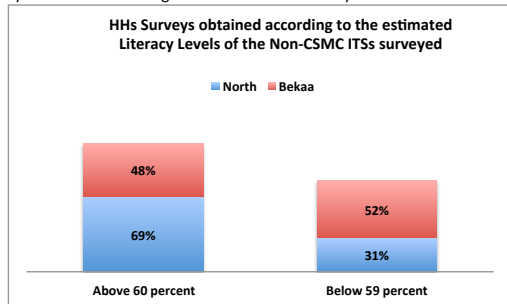
CSMC and Non-CSMC ITSs' comparison:

- The CSCM and Non-CSMC ITSs surveyd had similar estimated **literacy levels.**[1] The following figure represents the HHs Surveys obtained according to the estimated Literacy level of the CSMC and Non-CSMC sites surveyed:

Figure: HHs Surveys obtained according to the estimated Literacy level of the CSMC ITSs surveyed
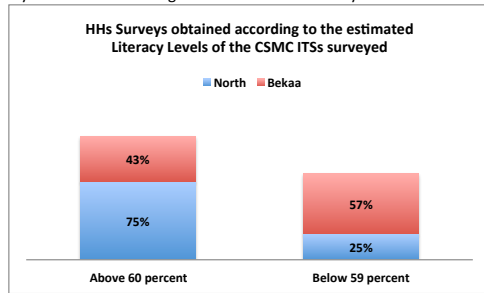
Source: Own elaboration based on evaluation data

Figure: HHs Surveys obtained according to the estimated Literacy level of the Non-CSMC ITSs surveyed

Source: Own elaboration based on evaluation data

CSMC committee members per Organization in relation to the size of the ITS

- The figure below shows the differences in numbers of CSMC committee members per Organization,, shown in a ratio that relates the size of the ITS to the number of HHs per site:

Table: Ratios Committee Members per HH per Organization, Number of tents in the ITS with Size of the site evaluation classification and Governorate breakdown

Ratio per HH and No. of tents in the ITS (breakdown Bekaa and North)	Organization breakdown per size of the ITS: Large			Organization breakdown per size of the ITS: Medium			Organization breakdown per size of the ITS: Small			Total
	A	B	C	A	B	C	A	B	C	
Bekaa										**17**
1/10										
103			1							1
1/17										
17						1				1
1/2										
7									1	1
11								1		1
13								1		1
1/20										
239			1							1
1/4										
25					1					1
1/5										
17						1				1
22					1					1
24			1							1
26			1							1
31		1								1
34			1							1
1/7										
7									1	1
1/8										
46			1							1
47			1							1
79		1								1
North										**20**
1/1										
12							1			1
1/2										
6							1	1		2
10								1		1
22				1						1
24				1						1
1/3										
15								1		1
16						1				1
1/4										
8							1	1		2
26						1				1
28						1				1
1/5										
9								1		1
22					1					1
43	1									1
1/6										
24		1								1
1/7										
27		1								1
75	1									1
1/9										
44			1							1
1.1/1										
9							1			1
Total	**2**	**4**	**8**	**2**	**3**	**5**	**2**	**4**	**7**	**37**

Source: Own elaboration based on evaluation data

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[1] Literacy levels were estimated per ITS and classified above 60 percent or below 59 percent.

ANNEX 5: Comparison of evolution in the number of ITSs by Size and Population for the period October 2014 to March 2016

Annex 5: Comparison of evolution in the number of ITSs by Size and Population for the period from October 2014 to March 2016

Figure: Evolution in the number of ITSs by size of the site (number of tents) and population in Lebanon
(October 2014 – March 2016)
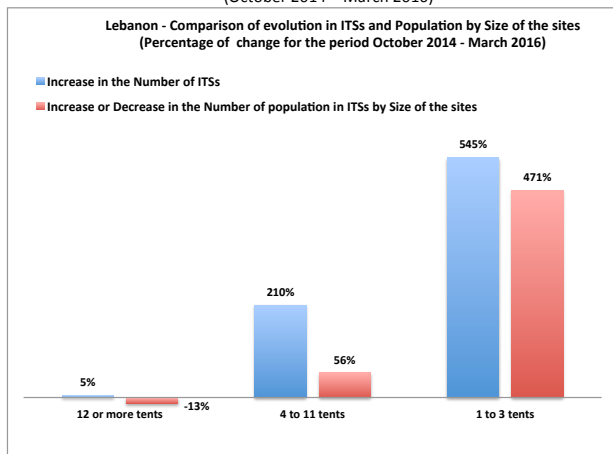
Source: Own elaboration based on Interagency Mapping Platform (IAMP) data

Figure: Population in ITS growth by size of the sites in Lebanon
(October 2014 – March 2016)
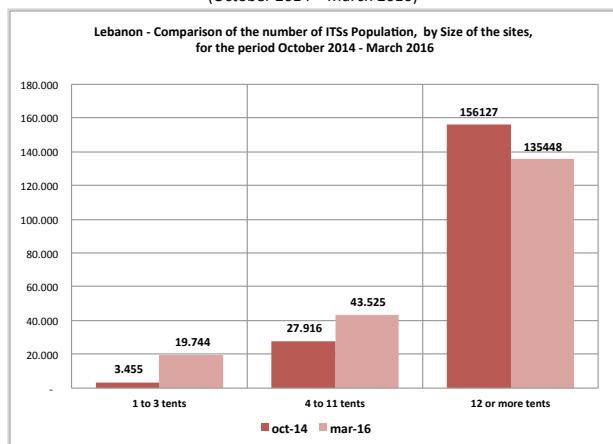
Source: Own elaboration based on IAMP data

ANNEX 6:   Gender Analysis

Annex 6: Gender Analysis

Gender Gaps in the CSMC Committee

- Overall the percentage of Female members in CSMC Committees is close to the 50 percent CSMC target: 49.90 percent of the total Committe members of the three organisations are female. However when analysing by iNGO and compared to the number of sites surveyed, the female participation in committees is below 50 percent in:
  o 18 percent of Organization B sites
  o 20 percent of NRC (Organization C) sites
  o 33 percent of Concern (Organization A) sites

- The degree to which the 50 percent quota is associated to decision-making power is unknown.

- Although there are some outstanding examples of female leadership in the CSMC committees, according to some of the organisations' staff interviewed, the focus has been more in achieving the numeric parity than in reinforcing female empowerment and decision making within each Committee:

Table: Female representation in CSMC Committees[1]

Number of Committee members	Number of female committee members	Gender balance (in percentage)	Number of ITSs	iNGO
1	0		1	
	1	100%	1	
2	1	50%	2	
3	1	33%	2	Organization C
4	1	25%	2	Organizations B and C
	2	50%	3	
	3	75%	1	
5	1	20%	1	Organization C
	2	40%	3	Organization C
	3	60%	3	
6	2	33%	2	Organization B
	3	50%	3	
	4	67%	1	
7	4	57%	1	
	6	86%	1	
10	2	20%	1	Organization A
	5	50%	3	
	6	60%	1	
11	5	45%	1	Organization A
12	6	50%	3	
	7	58%	1	
Total			37	

Source: Own elaboration based on evaluation data

Perception of Representativeness of the HHs surveyed according to gender of respondents

- The gender differences in the ITSs' residents perception of the representativeness of the CSMC Committees are important in **North and Bekaa** and within **organisations**. While organisation B scores a maximum of 100 percent in North, a much lower percentage is obtained in the male breakdown and also in Bekaa, where the female scoring (33 percent) is even lower than those from males. For both organisations intervening in Bekaa, male are much less positive than female with

[1] In red color, the percentages below the 50 percent CSMC pre-agreeed target.

regards to the representativeness of the CSMC committees. A clear hypothesis for this difference could not be developed.

Figure: CSMC Representativeness of the majority of the residents in North (breakdown by organization, and respondents' gender)

North - CSMC Committee representing the ITS (Gender breakdwon by Organization)

	Female Organization A	Male Organization A	Female Organization B	Male Organization B	Female Organization C	Male Organization C
Yes	75%	75%	100%	25%	78%	44%
Partially	0%	25%	0%	50%	11%	33%
Not at all	0%	0%	0%	0%	0%	11%
Don't know	25%	0%	0%	25%	11%	11%
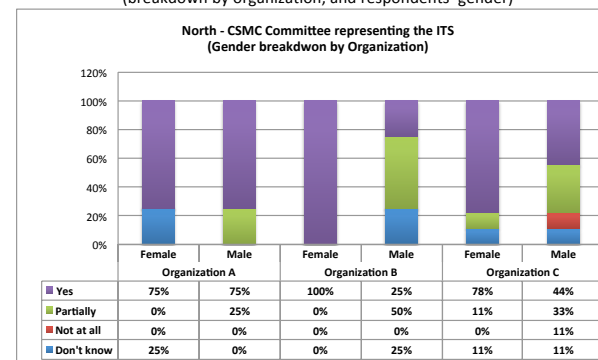
Source: Own elaboration based on evaluation data

Figure: CSMC Representativeness of the majority of the residents in Bekaa (breakdown by organization, and respondents' gender)

Bekaa - CSMC Committee representing the ITS (Gender breakdwon by Organization)

	Female Organization B	Male Organization B	Female Organization C	Male Organization C
Yes	33%	40%	64%	38%
Partially	33%	0%	0%	25%
Not at all	22%	60%	14%	25%
Don't know	11%	0%	21%	13%

Source: Own elaboration based on evaluation data

ANNEX 7: Factors Influencing Results

Annex 7: Factors influencing results

Size of the ITS	Percentages
Large	49%
No	67%
Yes	33%
Medium	31%
No	48%
Yes	52%
Small	19%
No	23%
Yes	77%

Source: Own elaboration based on evaluation data

Major factors influencing the Knowledge of the existence and Purpose of the CSMC Committee

Different factors were cross-checked, like the social composition of the ITS (community relationships), date of arrival to the site, etc. with no conclusive results. The higher residents' **knowledge of the committe purpose** is directly related to the **shaweesh is not being par**t of the CSMC Committee.

Figure: Shaweesh as an influencing factor in the residents' knowledge of the CSMC Committee Purpose
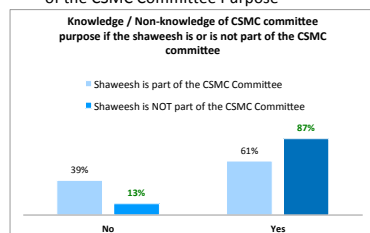
Source: Own elaboration based on evaluation data

The **larger the ITS, the less Awareness / Knowledge** about the CSMC Committee existence and purpose,[1] and the smaller the site, the better awareness and knowledge . This could be influenced by:

- The lower social cohesion in larger sites[2], as well as less opportunities/spaces for informal exchanges[3] and the design/layout of the ITS,   which calls for a reinforcement in "regular" activities/spaces for contact with residents;
- Mixed factors. The important differences in performance between CSMC agencies in this key indicator that could be linked to a combination of factors that would deserve further research, such as the Organisation presence and approach to Assessment / Explanation, the expectations and selection process of Committee members[4], its final composition, the training approach of the Committee members, the existence of proper spaces for interaction (either formal or informal) and the follow-up of the Organisation during the coaching phase[5].

Major factors influencing Participation in the CSMC Committee selection

The level of participation was not influenced by gender[6] but by the **literacy levels** within the ITS. The sites with lower literacy rates participated less in the selection process[7].

The size of the site[8] and the **presence or non-presence of the shaweesh in the CSMC committee** is also an important factor: the non-participation (that reached 52 percent) is more than double (57 percent vs 25 percent) in ITSs where the shaweesh is part of the CSMC committee:

If the shaweesh is part of the CSMC committee, the level of participation is much lower in Bekaa but with no relevant differences according to **gende**r: 70 percent of female and 69 percent of male residents do not participate. In North the gender percentages are the opposite, what indicates that the shaweesh presence contributes to enhance and/or inhibit participation of both gender residents according to the area of residence.

Table: Participation in the selection of CSMC committee (M/F) in relation to the shaweesh being or NOT being part of the CSMC committee in Bekaa and North

Governorate	Participation in the selection of the CSMC committee (Yes or No)	Female participation	Male Participation
Bekaa	**Yes**, the shaweesh is part of the committee	30%	31%
	No, the shaweesh is NOT part of the committee	70%	69%
North	**Yes**, the shaweesh is part of the committee	71%	64%
	No, the shaweesh is NOT part of the committee	29%	36%

Source: Own elaboration based on evaluation data

The cross-check with the type of relation the shaweesh has with residents (collecting rent, providing work, etc.), was not conclusive to build an hypothesis on the reasons of that difference.

Another interesting trend was observed when cross-checking, as factors, the **existence or non-existence** in the CSMC ITSs **of another types of Committees**. It was found that if there is no WASH Committee in the ITS, the shaweesh is part of the CSMC Committee in a much higher proportion (double) than in those cases where there is also a WASH Committee established:

Table: Relation of the Percentage of shaweesh being part of the Committee and existence of WASH and Protection Committees in the same ITS

Shaweesh being a member of the CSMC Committee	WASH committee	Protection Committee	WASH committee	Protection Committee
Responses	NO	NO	YES	YES
No	18%	36%	57%	25%
Yes	82%	64%	43%	75%

Source: Own elaboration based on evaluation data

For the case of Protection Committees that difference was not found. For both sectoral Committees (**WASH** and **Protection**), the **service providers** interviewed by the evaluator mentioned that the **shaweesh** is not part of their committees, with a clear ban/formal **exclusion** for Protection.

On the contrary, no specific rule was defined by the CSMC taskforce related to the formal participation of the shaweesh in the CSMC Committees and some of the actors interviewed, were not clear about the pros and cons of taking that decision:

According to some of the KIIs interviewed, the main interest of the shaweesh in participating in the CSMC Committee could be to control their activities and keep power over certain sectors for personal-family interests/benefit.

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[1] The size of the site seems to be the main influencer in the non-Knowledge. The larger the ITS, less probabilities to know about the CSMC Committee existence: 58 percent of the respondents who did not know about the CSMC Committee where residing in large sites.

[2] In larger sites less residents are relatives of each other and there are larger sites where individuals are mostly not related to other residents.

[3] This informal way of exchange seems to be key according to the recently availble results of the CSMC North Field Assessment – UNHCR/CSMC Taks Force (presentation for CSMC agencies), 18 April 2016, where 67 percent of respondents interviewed said that they receive information from CSMC groups through informal meetings.

[4] This is a key factor of influence in the different components assessed in this evaluation that would be further developed throughout this report.

[5] Once the CSMC has already been selected, trained and a Plan of Action for the ITS is defined.

[6] Those who did not participate are male and female in equal proportion.

[7] Fifty-nine percent of those who did not participate in the selection of committee members where located in sites with higher iliteracy levels, while only 47 percent were located in sites with lower iliteracy levels.

[8] The larger the site, the less participation in the selection process: same trend for the three organizations.

**Other factors influencing the overall representativeness of the CSMC Committee**

When the **same agency performs the CSMC** and **WASH** provision, the results of the representativeness of the committee (in favor of the residents's interests) are **much more positive[9]** than if the CSMC and WASH agency in the ITS are not the same. This can be explained by the residents' association of the Committee representativeness with visibile results, which in the case of WASH are more evident (tangible) than for instance Shelter[10], Education, etc., where this link was not found:

Figure: Residents' Representativenes perception if the same organisation performs the CSMC and WASH components in the same ITS
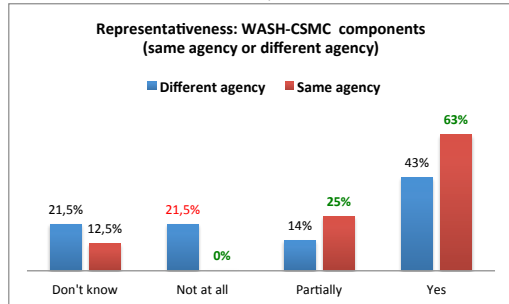
Source: Own elaboration based on evaluation data

Figure: Residents' Representativenes of the most vulnerable interests' if the same organisation performs the CSMC and WASH components in the same ITS
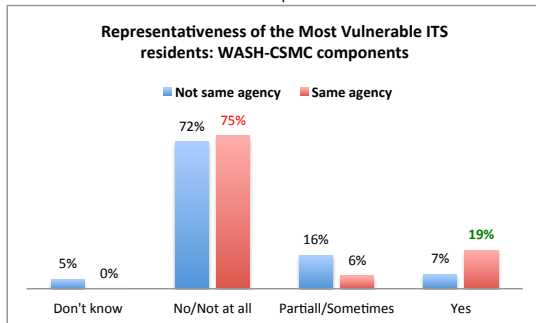
Source: Own elaboration based on evaluation data

Factors affecting Residents perception on who can be more effective/look for meaningful support liasing with Service providers

The Size of the site, The Governorate and Residents's relations

The larger the site, the lower the CSMC-related options score, implying that the process and approach in selection of committee members and focus should be reviewed:

Table: Who better represents or look for meaningful support from service providers to carry out more activities for the families in the CSMC ITS (breakdown by Size of the ITS)

Response Options	Size of the ITS			Total (in percentages) for all the Sizes
	Large	Medium	Small	
All the residents	7%	11%	9%	8%
One of the NGOs/UN agencies	2%	0%	5%	2%
Others	22%	43%	14%	26%
The CSMC committee	2%	14%	18%	9%
The CSMC committee and all the residents	0%	4%	5%	2%
The elders	0%	0%	5%	1%
The landlord	2%	0%	5%	2%
The shaweesh	47%	14%	27%	33%
The shaweesh and all the residents and other	2%	0%	0%	1%
The shaweesh, all the residents and the CSMC committee	2%	0%	0%	1%
The shaweesh and One of the NGOs/UN agencies	0%	0%	5%	1%
The shaweesh and others	4%	0%	0%	2%
The Shaweesh and the CSMC Committee	9%	14%	9%	11%
Total (absolute numbers)	45	28	24	97

Source: Own elaboration based on evaluation data

The results show differences per Governorate, with an overall better perception of CSMC options in North than in Bekaa:

- The majority of the "others" responses in CSMC sites (almost 50 percent) correspond to "myself", followed by ("My relatives", "No one" and "One of the residents")[11]. A higher percentage was found in non-CSMC sites: 69 percent.
- The fact that in Bekaa the large sites are much larger[12] than in North, and that the larger the site is, the less score for CSMC-related responses is obtained, have influenced the overall scoring.
- It is also interesting to point out that from the combination of the size of the site and the relationship of residents among them it can be infered that those sites where most residents are either relatives of each other or are mostly not related (which is the opposite), it is positively perceived that the CSMC represents the ITSs interest, while in the case where most residents of the site come from the same area/town but are not necessarily related, the perception is the most negative in small and large sites:

Table: Who better represents or look for meaningful support from service providers to carry out more activities for the families in the CSMC ITS (breakdown by Size of the ITS and residents' relation)

Responses - Size of the site	Most residents of the site are relatives to each other	Most residents of the site come from the same area/town but are not necessarily related	There are individuals/groups in the site who are mostly not related with other residents
Large			
Don't know	18%	29%	-
Not at all	9%	21%	50%
Partially	18%	7%	-
Yes	55%	43%	50%
Medium			
Don't know	-	9%	-
Not at all	14%	9%	-
Partially	72%	18%	-
Yes	14%	64%	100%
Small			
Don't know	-	67%	-
Not at all	-	-	-
Partially	22%	-	-
Yes	78%	33%	100%
Total (absolute numbers)	27	38	12

Source: Own elaboration based on evaluation data

Those ITSs where the **shaweesh** is **not part of the CSMC Committee perform better in terms of support to the most vulnerable** (residents' perception) than in those sites where he/she is a Committee member. It

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[9] In spite of the fact that the association WASH-CSMC only happens in North for one of the organisations and in Bekaa for another one.

[10] Very much limited in the type of assistance/solutions it can provide: plastic sheeting, wood, - very simple and non-permanent solutions (due to the GoL restrictions).

[11] One of the HHs surveyed mentioned the need of finding - "A person that is capable and not selfish" as the main desired characteristic of "One of the residents" option.

[12] In the Bekaa there are more ITSs with more than 45 tents.

can be related to the fact that, still in some CSMC ITSs, the shaweesh provides humanitarian actors/service providers with the list of the most vulnerable, that has been acknowledged (in some cases) to be certainly biased to other interests of the shaweesh, including corruption schemes. The sum of Yes and Sometimes options is 33 percent when the Shaweesh is not part of the Committee, whilst it is 18 percent when is part:

Table: The most vulnerable get now more assistance according to their specific needs[13] (breakdown by Shaweesh participation in the CSMC Committee)

Support to those who suffer more: do they get now	Shawish is not part the committee	Shawish is part committee	Total
Don't know	2%	11%	7%
No	65%	70%	68%
Sometimes	19%	9%	13%
Yes	14%	9%	11%
Total	100%	100%	100%
Total (number of respondents)	43	54	97

Source: Own elaboration based on Evaluation data

The Shaweesh participation in the CSMC Committee and Delegation of tasks

When there is delegation, the delegated tasks are, with few exceptions and always according to the shaweeshes interviewed, minimal but higher in North (53 percent) than in Bekaa (36 percent).

The smaller the ITS in North, the more delegation,- which is not the case in Bekaa (where the size of the site does not influence the shaweesh delegation).

Table: The Shaweesh is part of the CSMC committee with breakdown by governorate[14] (absolute figures)

Type of Site and Shaweesh part of the Committee	Bekaa	North	Total
Large Site	9	5	14
No	5	3	8
Yes	4	2	6
Medium Site	4	6	10
No	2	2	4
Yes	2	4	6
Small Site	4	9	13
No	2	2	4
Yes	2	7	9
Total	17	20	37

Source: Own elaboration based on evaluation data

It is also interesting to point out that **for the 16 committees where the shaweesh is a member, less shaweeshes delegate tasks than in ITSs where the shaweesh is not a committee member** (62 percent do not delegate when the Shaweesh is part of the CSMC Committee vs. only 54 percent that do not delegate in sites where the Shaweesh is not part of the CSMC Committee).

Those shaweeshes that have either spent more time in the role delegate less than the ones who were newly appointed:

Table: Shaweesh delegation of any of their previous ITS activities since the CSMC Committee is constituted

Year - Shaweesh in the ITS	CSMC Committee Year of Constitution in the ITS	Delegation of any of previous Shaweesh activities		Delegation of any of previous Shaweesh activities (in percentages)	
		No	Yes	No	Yes
2011	2014	2		100%	
2012	2014	3	1	75%	25%
	2015		1		100%
2013	2014	2		100%	
	2015	2		100%	
2014	2014	1	2	33%	67%
	2015	3	2	60%	40%
	2016	1		100%	
2015	2015		5		100%
2016	2015	1		100%	
	2016	1		100%	
		16	11	16	11

Source: Own elaboration based on Evaluation data

The co-existence in the site of a WASH Committee and/or focal point also influences the presence of the shaweesh in the CSMC committee and their task delegation:

- If a **WASH Committee** is **in place** in the ITS, the scoring of **the shaweesh option** better representing the ITS towards service providers is notoriously **lower** than when not having the WASH Committee in the site: 28 percent vs. 47 percent (shaweesh option alone) and 35 percent vs. 56 percent (with the combined shaweesh options).
- This can be linked to the fact that residents make a clear association with tangible and/or precise results obtained:
  - This contributes to enhance the Committee added value in comparison with the shaweesh figure and also the fact that in the ITSs **where there is also a WASH committee, Shaweeshes participate less in CSMC Committees** (43 percent) whilst in the ITSs where there is no WASH Committee, the Shaweesh participation in the CSMC Committe is much higher (82 percent).
  - It is also important to remark that when there is **a WASH Committee in place**, **shaweeshes delegate more** (55 percent) **in the CSMC committee** than when there is no WASH Committee in place (30 percent).

All the above points question the **shaweeshes** real interests in CSMC committee **membership**, denoting that their presence **can inhibit the fulfilment of the CSMC committee** theoretical **duties** and, as such, should be taken into account for the redesign of CSMC strategies and who can be selected as a CSMC committee member. The Shaweesh presence in the committee also negatively affects assistance to the most vulnerable within the ITS.

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[13] The question asked in the survey was: *"For those that are the ones suffering more, do they get more assistance according to their specific needs than those that are less vulnerable?"*.

[14] For Bekaa: the size of the ITS does not have any relation with the shaweesh being in the committee, whilst for North, the smaller the site, the bigger the chance to have a shaweesh in the committee.

ANNEX 8:   Compared MSAs job descriptions (Organization B and NRC)

Annex 8: Compared MSAs job descriptions (Organization B and NRC)

Aim

Organization B	NRC
Supporting the municipality in its work with displacement affected communities.	To provide support and assistance to the Mayor, municipal board members and other local administrators in the administration and communication of, reporting on, and implementation of policies related to refugees within the designated municipality's jurisdiction.

Reporting lines

Organization B	NRC
Head of Municipality (primary – day-to-day). Organization Bs Community Empowerment and Livelihood Manager (secondary – Organization B related).	In order to duly fulfil the requirements of his/her position, the MSA will receive regular guidance from his/her NRC supervisor in direct coordination with the Mayor or Municipal Board Members. H/She will also maintain working relations with humanitarian actors and within the jurisdiction h/she is working in, including but not limited to Ministry of Social Affairs representatives, Mukhtars and representatives of international and national non-governmental organisations. The MSA will work closely with NRC's Collective Site Management and Coordination (CSMC) project to ensure adequate information management and coordination between refugee representatives, local authorities and host community members. The CSMC Coordinator will coach the MSA and ensure relevant training opportunities are identified and made available for him/her to provide optimal collaboration with the refugee and host communities.

Responsibilities

Organization B	NRC
• Share information on available services with Syrian refugees and displacement affected community, including newcomers, and refer them to UNHCR for registration and targeted assistance. • Gather data on Syrian refugees and displacement affected communities (municipal registration, location, household size, contact details etc.), if requested by the municipality. • Support the municipality with carrying out assessments to identify local needs. • Conduct service mapping of all agencies (LNGOs, INGOs, CBOs, CSO…etc.) operating in the area to determine what services are being offered and which projects are being implemented.	Generic responsibilities • Assist the municipal authorities in administering national and local refugee policies and communicating these to the refugee communities. • Assist the NRC CCB, ICLA, Shelter, WASH and Education teams in developing and disseminating information on humanitarian assistance and policies to the refugees residing in the municipality. • Act as a liaison between the refugees residing in the municipality and the national and international NGOs working in the area. • Act as a liaison between the refugees residing in the municipality and the municipal authorities and host community members. • Identify and share information on gaps and needs in the assistance to refugees, host community and municipal authorities in the municipality with NRC and other humanitarian agencies.
• Work as an entry point to the municipality and a focal point for coordinating with all agencies that are providing services to displaced affected population. • Identify vulnerable individuals with specific needs and refer them to the appropriate service provider. • Coordinate with, and support the work of, municipality staff tasked with assisting vulnerable Lebanese. • Monitor the humanitarian situation to deliver weekly situational reports to the Head of Municipality and Organization B.. • Participate in monthly meetings with Organization B. • Support in organizing activities including, but not limited to, events and trainings for municipality staff on humanitarian issues and services in Lebanon, as per Organization B advice. • Participate in trainings organized by Organization B when required (giving 1-2 days notice to the Head of Municipality). • Support the work of the Organization B Emergency Preparedness and Response Plan (EPRP) consultant in her/his development of a municipality EPRP plan. • Assist the municipality in conducting other relevant administrative tasks including, but not limited to, filing and the writing of meeting minutes. • Any other duties as directed by the Head of Municipality and Organization B.	Specific responsibilities • Be the focal point for NRC and other humanitarian and development agencies within the municipality for communication with the municipality. • Be the focal point for refugees within the municipality, and communicate regularly with the refugee representatives. • Assist the municipal authorities in administrative tasks regarding the refugees residing in the area, e.g. registration, information sharing and referral • Refer vulnerable cases to the concerned agencies (Interagency Referral Form) and share the different hotlines when needed. • Stay updated on changes in refugee policies and assistance delivery for information sharing and referral purposes. • Service mapping of all agencies operating in the area and what services are being offered and projects being implemented • Participate in relevant trainings organised by NRC and other humanitarian agencies. • Assists the municipal authorities in defining local needs and identify community based solutions to these. • Participate in mediation when necessary between refugee and host community. • Work to build up a key informant network to monitor new arrivals in the municipality and specific protection needs. • Maintain positive relations with local actors, other authorities and other local and international stakeholders. • Coordinate with different local and international actors and participate in relevant coordination meetings. • Weekly coordination with NRC (daily for emergency needs) and reporting as per agreed with NRC and specific municipal authorities. • Any other duties relating to the nature of the job as directed by the Head of the Municipality and NRC. • Support the municipality and other stakeholders in case of emergency (evictions, fire, Extreme weather etc.) • Provide the new MSA/s with support during induction and offer consultation upon request. • Actively participate in the CSMC trainings done in the municipalities a help delivering the modules(camp closure) with the support of the CCBO • Submit monthly municipal reports to the municipality and NRC. • Manage the information management and archiving (soft and hard copies)

Other requests

Organization B	NRC
---------------	The MSA is required to respect the principle of strict confidentiality and the NRC Code of Conduct for non-NRC staff. The tasks and responsibilities might change during the contract period due to operational needs.

Competencies / skills

Organization B	NRC
Essential qualifications: High school diploma. **Essential experience**: Minimum 1 year experience in humanitarian or similar field. **Preferred qualifications:** Bachelor Degree in social field. **Preferred experience:** Experience working with NGOs and municipalities. **Competency profile:** Flexibility Communication Team work Skills Stress Management Organizational awareness **Languages and skills:** Ability to speak, read and write Arabic and English proficiently. Strong computer skills (e.g. Microsoft Office).	**Generic professional competencies:** Ordinary National Diploma in Social work or other relevant field Minimum 1 year of relevant work experience in working with either local or national authorities or with community based projects Minimum 1 year of experience in working in similar positions with refugees Experience of working in the geographical area Ability to communicate in English and Arabic Ability to work under pressure Knowledge of computer applications such as MS Word, Excel and Access **Context/ Specific skills, knowledge and experience:** Good communication and interpersonal skills Strong organisational and team working skills Good cultural awareness and sensitivity Highly approachable, trustworthy and understanding of the principles of confidentiality Knowledge of the NGO operations and the dynamics of the humanitarian sector is a plus Knowledge of protection issues and programming Good information analysis skills Good awareness of the humanitarian principles of independence, impartiality, neutrality and equality.

ANNEX 9: Proposed new CSMC "full" and "light" models

Annex 9: Proposed new CSMC "full" and "light" models

Given the desperate situation of many of the refugees in Lebanon, a more practical and harmonised approach, considering both: a "full" and "lighter" CSMC packages and only one unique committee per site should be prioritised.

The common points of both ("full" and "light") suggested models are:

- CSMC Organisations need to reinforce a selection process that validates committee members as "positive role models", who need to be assigned clear responsibilities and a set of skills. The identification and appointment of CSMC community member candidates / focal points should be an effectiveness-led process. Members should be identified through FGDs instead of general site elections with self-appointed candidates.
- The identification of the best candidates should take into consideration the roles/tasks to be assigned to each of the positions and which candidate would be more representative of and respected by residents to fulfil that role, and have the motivation and willingness to work and the needed skills and/or capacity. Once identified and before being officially appointed, a cross-check/validation should be again carried out by the CSMC organisation before being formally introduced to the rest of the residents.
- The shaweesh should not be part of the CSMC committee. Considering the current participation of shaweeshes in Committees (in North and Bekaa), when unavoidable they should be kept, but restricted to minor support and/or "ad hoc" functions. Protection related issues are totally incompatible with any shaweesh direct intervention.
- The training approach and its content should be standardised for all CSMC Organisations, and include a common package for all Committee members that, according to the results of this evaluation, should follow the most successful model of one of the Organizations that participated in this evaluation (NRC). Within this Organization approach/package, there should be a reinforcement/new inclusion of Protection/Legal aspects, Conflict mediation and also a module on How to communicate with residents and with external actors (including the use of new smartphone apps for monitoring/follow-up/denunciation).
- The CMSC Organisations should ensure systematic refresher trainings (both for existing and new committee members), and precise procedures for replacement of committee members. The use of new technologies could reduce the frequency of face to face visits and improve the efficiency of resources and time allocation.
- The different focal points should then receive tailored training from the respective service providers within a limited time frame. It is recommended that the whole process lasts no more than four months: from the identification of the Committee members until the accomplishment of the trainings and design of the plan of action.

Full Core Package specificities:

- A maximum number of permanent Committee members should be defined for the full CSMC implementation. It is recommended that a core team of permanent focal points should be composed of no more than eight people for large sites, and no less than three members for any size (either small, medium or large size sites). The full package for a small site should be applied to those ITSs that consist of at least four tents.
- The minimum core package of three members would be would formed by:
  – Two members for Information/Referrals/Contacts with Service Providers, RoVs and MSAs (including Emergencies/contingencies): One Male and One Female. They would be the core and key team on site.
  – One more member for Protection/Legal areas (Female).
  – If other technical/focal points are needed, the new additions would be either assigned to any of the previously existing members or appointed to any of them as an Assistant, to maintain a

standard composition that will be harmonised throughout all ITSs and facilitate understanding and coordination with external actors.

- The maximum core package of eight members could be formed by:
  – Two members for Information/Referrals/Contacts with Service providers, RoVs and MSAs (including Emergencies/contingencies): One Male and One Female. They would be the core and key team on site.
  – Two members for Protection/Legal areas (One Male and One Female)
  – Two WASH (Hardware and Software)
  – One Health
  – One for Shelter/site improvement

- For both (minimum and maximum core package):
  – Each committee should have a real purpose of existence, having a Plan of Action that clearly allocates specific responsibilities and deadlines that should be reviewed on a regular basis. The Plan of Action should be based on realistic assessments and have specific targets that would be part of a wider municipal strategy, through the building of more coordinated effective networks at municipal level with service providers, RoVs and MSAs-Municipalities. ITSs should no longer operate in silos.
  – Other residents who would ensure a systematic representation of the different groups (giving priority to those with specific needs and other vulnerable categories) should have an "*ad hoc*" involvement, participating in the design of the Annual plan and its revision, and supporting/following up through ad hoc / specific subcommittees if needed. This will allow a better control and accountability, as well as rotating the Committee's focus across a variety of topics.
  – The Plan of Action should be complemented, as much as possible, by "mini quick-impact" projects with monetary ceilings defined according to the size of the sites and acuteness of the residents' needs. These projects should respond to real issues/needs and have the potential to improve residents' lives (either of the majority or the most vulnerable), giving priority to Site improvements that contribute to fire prevention strategies and having firefighting capacity in place; and to improving house accessibility for those residents with special needs.
  – Committee meetings and meetings with residents should be held when there is a clear reason for them, creating and/or optimising the use of common spaces as a reinforcement of the CSMC role and sense of community within the ITS, through the setup of a common tent T-Shelter (under the premise of no rent to the Land owner/Landlord) that could also maximize the use of the space for other purposes/sectors, such as counselling, education, livelihood and vocational trainings, psychosocial support activities, mobile medical units, nutritional follow-up, and so on. The suggested model is included in **Annex 10**: Proposed T-shelter model.
  – The use of new technologies would allow the implementation of a model of remote follow-up CSMC agency-CSMC Committee that will notably improve the real time communication and response through:
    o A video live-streaming smartphone app/support that will allow the real time monitoring of visual evidence, and its registration; improving accountability, transparency and timeliness.
    o A CSMC mobile outreach team with other technical sector components (WASH-Shelter-Legal-Education…) that would carry out flash visits accordingly.

Light Package specificities:

- The model is based on having one ITS with the same composition of the full package (either maximum or minimium core package), but applied for a cluster approach, **taking a principal site with the Core full package implemented** and also following a number of "satellite" Non-CSMC ITSs (within the same municipality):
  – One CSMC site and the CSMC Committee could play, as a first step, an Information role towards the

surrounding non-CSCMC sites (Information about services and assistance provided by organisations within that Municipality).

- A second step would involve the creation of a "light" CSMC approach delegated to two focal points in the non-CSMC site (one Male and one Female) for an active role in referrals /protection that could also be supported "*ad hoc*" by the Full package CSMC site focal points.
- The principal CSMC sites for this model would be selected with based on needs, aprotection-related vulnerabilities (including movements restrictions) and the potential Replication effect in surrounding sites.
- This "light" CSMC package could be also adapted to an UDOC scenario.

- For both: the "full" and the "light" CSMC packages, the CSMC Organisations should then shift to a role of Observers-Watchdog support at municipal level, with the MSAs playing the vital update on service provision and responses available at local level.

- The role of the MSAs should be reinforced as the direct link of refugees at the Municipality, and as the one that can play a key mediation and supporting role to contribute to the fulfilment of the Municipality Collective Site Administrator, and also minimise the refugees' exposure to undesired protection threats when approaching authorities:
  - The reinforcement will also help to optimise the connection of available networks at the municipal level, that due to the fear of movement of Syrian refugees and the growing restrictions (also for the RoVs, , who are also Syrian refugees), limiting their mobility and capacity to interact with the ITSs. On the contrary, the MSAs (who are Lebanese nationals), can play (and are already playing) a more mobile role at the Municipality level in linking with the existing refugees networks.
  - It is then suggested that MSAs are scaled-up following the job profile that has been assessed as the most appropriate and successful (included in **Annex 8**: Compared MSAs job descriptions (Organization B and NRC).

ANNEX 10: Proposed T-shelter model

The NRC Lebanon T-Shelter

NRC's offering to the sector

In 2013 the shelter sector in Lebanon seeks innovative solutions to meet changing needs. The NRC Lebanon T-shelter is the result of our shelter expertise and long-term presence in the country. It is a design offered freely for any organisation to use.
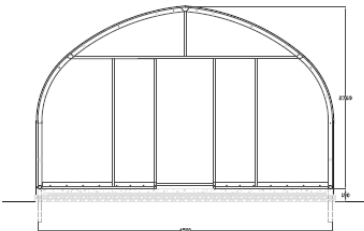
- Various configurations available, one is 100% Lebanon-sourced
- One year maintenance cycle, simply replace the plastic sheet
- Insulated base and insulated fireproofed inner, winter stove included
- Door and window in opposite gables for ventilation
- 5 engineers and 100 labourers could erect estimated 100+ units/day
- 100% approval from target population focus group

Technical specifications
- 5m (l) x 4.5m (w) x 2.8m (h)
- Base – 19cm gravel, foamboard and cement
- Inner – *oneflex* rubber foam insulation
- Outer – UNHCR-spec plastic sheet.
- Unit cost in region of $1200 (incl materials, transportation & installation)
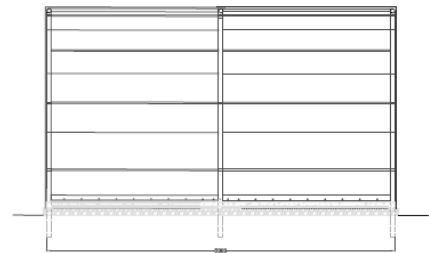
With a floor space of 22.5m^2 and little space lost to a sloping roof, the T-shelter can also be considered as a small multi-use structure. As well as providing a community meeting place, sectors other than shelter may find it useful for registration centres, emergency schools, child-friendly spaces and so on.

For further information please contact Roger Dean, Shelter Programme Manager, NRC Lebanon, roger.dean@nrc.no, +961 76884998

ANNEX 11: List of reviewed documents

Annex 11 - List of reviewed documents

Internal Concern, Organization B and NRC – related to the intervention

Concern:
* CSMC related formats and tools
* Residents Satisfaction Surveys and KAP surveys
* Community Project Guidelines
* Resilient Communities through Management Committees, Concern Worldwide – Lebanon, 20 November 2014
* Programme proposals
* Internal reports (site level and CSMC compilation)
* Protection M&E Plan
* Baseline and KAP surveys

Organization B:
* CSMC related formats and tools
* Programme proposals, ammendments and narrative reports to donors
* Cash modalities/assistance Lebanon documents
* Job description MSA position
* Organization B new structure (HR charts)
* CSMC Strategy & Operational Plan, 2014
* Organization B DFID Programme Lebanon midline report, December 2015
* Humanitarian Accountability Framework (Lebanon)
* Training Presentations Akkar
* Evaluation report (draft) of the Organization B shelter program in Lebanon, December 2015

NRC
* CSMC related formats and tools
* Different NRC proposals to donors, budgets and Reports
* ICLA protection and legal context updates (2015)
* CSMC Training results reports (including ToT for non-CSMC actors)
* CSMC Residency survey progress reports
* CSMC Area management reports
* ITSs monthly reports (November 2015)
* Baseline, Second and Third Residency surveys
* ITS KAP survey database (August 2015) and reports (May and December 2015)
* CCB Group Training Modules
* Post training questionnaires
* Indicator tracking January-November 2015
* Success stories, December 2015
* Fire fighting success story, January 2015
* NRC ICLA reports, 2014 and 2015
* Job descriptions CSMC staff, 2015
* Job description MSA position
* NRC CSMC Logframe and Strategy narrative, 2015
* NRC Community Capacity Building (CCB) in Lebanon Factsheet, September 2015
* Bekaa and North HR Organigram (November and December 2015)
* Grant proposals and reports
* Committee training modules
* Exit plans Bekaa and T5
* Country Strategy Lebanon 2014-2016 (December 2013)
* NRC handout on Legal Status of Refugees from Syria and the consequences of recent changes, February 2015.
* Mission Report, UDOC pilot Project Menieh distric, Northern Lebanon, October 2015

Organization B and NRC:
* Municipal Support Assistants presentation, Social Stability Working Group, North, NRC and Organization B, July 2015

External: CSMC Task Force documents

* Strategy July-December 2015 CSMC National Task Force, Beirut, August 2015
* Guidelines for Roles and Responsibilities CSMC Lebanon, NGO CSMC Coordination Forum, January 2015
* Strategy CSMC Task Force Beirut, February 2015
* Terms of Reference CSMC Task Force Beirut, February 2015
* North Collective Site Management and Coordination Strategy, December 2015
* Terms of Reference CSMC Coordination Working Group North, December 2015
* CSMC 2016 Bekaa Strategy (Draft), January 2016
* CSMC Success Stories compilation North, February 2016
* Capitalisation of PU-AMI CSMC activities in Akkar, March 2016
* Inter-Agency Operational Guidance for Collective Site Management and Coordination in T5, Unknown date
* CSMC North Field Assessment, CSMC Interagency May 2016
* Bekaa and North Governorates maps and ITSs location

External: Technical documents and documents related to the context

* ROV programme presentation, UNHCR North sub-office, November 2015
* *Social Stability Results Framework*, LCRP 2016, January 2016
* *Lebanon Crisis Response Plan 2015-2016*, Government of Lebanon and the United Nations, 15 December 2015
* IAMP List of Informal Settlements in Lebanon, 29 December 2015
* Cadastral List Lebanon, UNHCR 2015
* CSMC Site profiling list Lebanon, Inter-Agency Coordination, November 2015
* *Guideline for collective shelter and Small Shelter Units in Lebanon*, UNHCR 2012
* *Recommended minimum contents for weatherproofing in Informal Settlements*, Shelter Working Group Temporary Technical Committee (TTC) for Weather proofing, Lebanon - Save the Children, July 2015*Standard Operating Procedure (SOP) for Site Improvements in the Informal Settlements*, Shelter Working Group Lebanon, Save the Children, March 2014
* *Evaluation of Humanitarian Action Guide*, Overseas Development Institute London, March 2013
* *Water, Sanitation and Hygiene services beyond 2015: improving access and sustainability,* Solidarités International Briefing Paper WEDC International Conference, 2015
* *CSMC – A case study of Solidarités International in North Lebanon governorate,* Solidarites, March 2015
* *The Regional Refugee & Resilience Plan (3RP) 2015-2016* and *Lebanon Crisis Response Plan 2015-2016*, Lebanese Ministries, UN agencies and national and international NGOs (OCHA), 2014
* *Towards a 21st century humanitarian response model to the refugee crisis in the Lebanon*, by Simon Little (field article published in Field Exchange, November 2014, Issue 48)
* *Lebanon: Syria Crisis, Facts & Figures*, DG ECHO, 29 January 2015
* *Humanitarian Implementation Plan* (HIP Syria Crisis), ECHO, 2014 and 2015
* *Vulnerability Assessment of Syrian Refugees in Lebanon*, UNHCR, 2013, 2014 and 2015
* *Best practice materials* – WASH Cluster HP Project, UNICEF, 2007
* *Assessment of the Impact of Syrian Refugees in Lebanon and their employment profile*, International Labor Organization 2013, published in 2014
* *Operational Plan 2011-2016 Lebanon*, DFID, December 2014
* *Housing, Land and Property Issues in Lebanon, Implications of the Syrian Refugee Crisis*, UNHabitat-UNHCR, August 2014
* *Misery beyond the war zone*: Life for Syrian refugees and displaced populations in Lebanon, MSF 2013
* *Recommendations for Information and Communication about Targeted Assistance*, Targeting Task Force Lebanon, August 2014
* *The Right to Adequate Housing*, Joint OHCHR/UN-Habitat Fact Sheet No. 21,Rev. 1. Printed: November 2009 and reprinted at United Nations, Geneva, May 2014

- *Identification of vulnerable people in urban environments,* ACF International, December 2010
- *Inter-agency Information Sharing Portal Syria*, Regional Refugee Response
- *Professional Standards for Protection Work*, ICRC, 2013 edition
- *WASH Committees Approach-*Workshop report, UNICEF April 2015
- *WASH Committees* – Best practices CSMC workshop, UNICEF (no date)
- *Hygiene Promotion annual framework, UNICEF 2016*
- UNHCR Activity Info, Lebanon
- UNHCR Registration Trends for Syrians in Lebanon, weekly statistics
- MSAs Term of Reference and Strategy, UNHCR 2016
- Lebanon Crisis response Plan 2015-2016
- Policy on Alternatives to Camps, UNHCR 2013
- *ALNAP quality Proforma*, ALNAP (v. 023/03/05)
- *The Sphere Project*, *Humanitarian Charter and Minimum Standards in Humanitarian Response*, 2011 edition

ANNEX 12: List of Figures and Tables

Annex 12 - LIST OF FIGURES AND TABLES

These are the Figures and Tables included in the main body of the evaluation report:

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[1] Percentages based on 67 HHs responses that knew the Committee purpose: 33 responses from large sites, 21 responses from Medium sites and 13 responses from small ITSs. Three out of eight from Concern sites, 13 out of 19 from Organization B sites and 33 out of 40 for NRC ITSs.
[2] In the majority of "non-tangible" sectors, except for Community mobilization/awareness.