



Management and Development Associates
شركاء الادارة والتطوير

Independent External End-of-Project Evaluation
for
“Increased Resilience of Syrian Refugees and Host
Communities in South Lebanon”



SOLIDAR
SUISSE
Swiss Labour Assistance SLA



Implemented by Solidar Suisse

Funded by **Danish People's
Aid (DPA)** through
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Civil Society in Development
(CISU)**

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The evaluation would not have materialized without the fastidious contribution of key stakeholders who have given time for an extensive data collection process that included meetings, key informant interviews, and focus group discussions. Special thanks are due to the Solidar Suisse and DPA teams, partner organizations, UNHCR, beneficiaries, members of the host community, and representatives of NGOs who have shared their input patiently and transparently.

The evaluation team

¹ The initial project was planned for a period of nine months from 27/7/2017 to 27/4/2018. However, a three-month no-cost extension was proposed and accepted, increasing the project duration till 27/7/2019

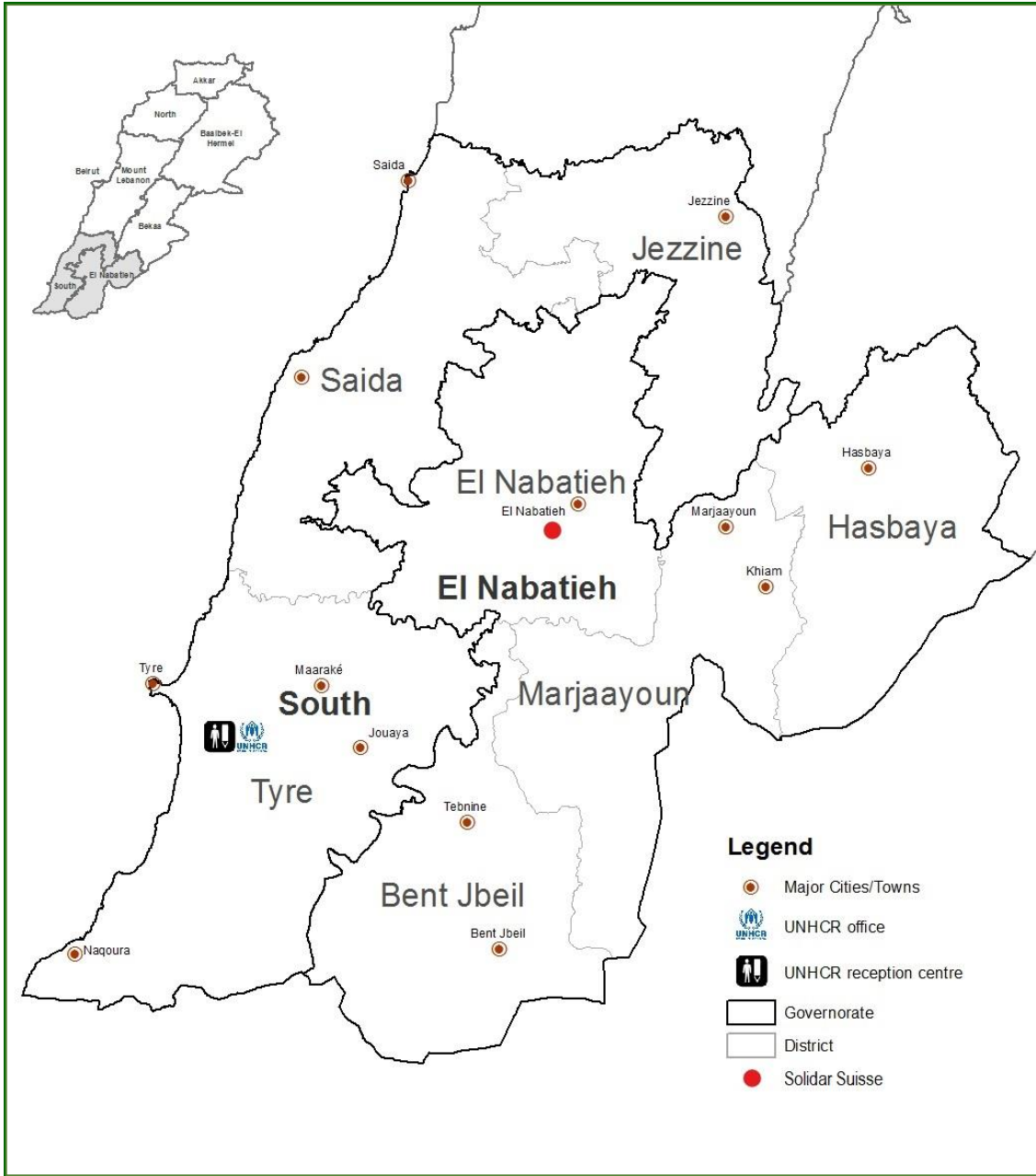
CONTENTS

ACKNOWLEDGEMENT.....	2
ACRONYMS.....	4
MAP OF AREA OF INTERVENTION.....	5
I. EXECUTIVE SUMMARY	6
1.1 Main Findings and Lessons Learnt.....	6
1.2 Main Recommendations.....	7
1.3 Key Limitations.....	8
II. INTRODUCTION TO THE EVALUATION	8
2.1 Background and Context	8
2.2 Evaluation Purpose.....	9
2.3 Evaluation Methodology	10
2.3.1 Approach	10
2.3.2 Sampling	10
III. EVALUATION FINDINGS	11
3.1 Project Design.....	11
3.2 Project Implementation and Management.....	12
3.2.1 Component 1: Unconditional Cash Assistance (UCA).....	12
3.2.2 Component 2: Communication and Referral System (CRS).....	13
3.2.3 Component 3: Community Support Project (CSP).....	14
IV. EVALUATION ASSESSMENT	14
4.1 Accountability	14
4.2 Relevance	15
4.2.1 Relevance to Solidar Suisse’s Mission	15
4.2.2 Relevance to DPA’s Mission	16
4.2.3 Relevance to the Needs of the Target Groups	16
a. Relevance to the needs of the refugee community in Southern of Lebanon.....	16
b. Relevance to the needs of the host community.....	17
4.3 Effectiveness	17
4.3.1 Effectiveness of Project Actions	17
4.3.2 Effectiveness of Monitoring and Evaluation Tools.....	18
4.4 Efficiency	18
4.5 Impact	19
4.6 Sustainability	20
V. PROJECT ALIGNMENT WITH THE CORE HUMANITARIAN STANDARDS	21
VI. CONCLUSION, RECOMMENDATIONS, AND LESSONS LEARNT	25
6.1 Lessons Learnt	25
6.2 Main Recommendations.....	27
Annex A: Documents Consulted.....	29
Annex B: List of Interviews and Focus Group Discussions	30
Annex C: Interviews and Focus Groups Guiding Questions	33

ACRONYMS

CBO	Community-Based Organization
CHS	Core Humanitarian Standard
CISU	Civilsamfund I Undvikling - Civil Society in Development
CRS	Communication and Referral System
CSP	Community Support Project
DERF	Danish Emergency Relief Fund
DPA	Danish People's Aid
EVI	Exit Verification Interview
FGD	Focus Group Discussion
HH	Household
IRS	Information and Referral System
KII	Key Informant Interview
LCC	Lebanon Cash Consortium
MADA	Management and Development Associates
MEAL	Monitoring, Evaluation, Accountability and Learning
NGO	Non-Governmental Organization
OI	Output Indicator
RCU	Referral and Complaint Unit
SMEB	Survival Minimum Expenditure Basket
SOP	Standard Operating Procedures
ToR	Terms of Reference
UCA	Unconditional Cash Assistance
UNHCR	United Nations High Commissioner for Refugees
VASyR	Vulnerability Assessment of Syrian Refugees in Lebanon

MAP OF AREA OF INTERVENTION



Source: Edited from UNHCR's website accessed on 25 June 2018

I. EXECUTIVE SUMMARY

To-date, the Syrian crisis continues escalating, resulting in millions of refugees scattered around the world, with the official number currently residing in Lebanon estimated at 986,012², 12.1% of whom are residing in the South of Lebanon. Despite foreign aid, refugees are facing extremely difficult living conditions and are failing to meet the basic needs of their households. Concurrently, the Lebanese Government remains incapacitated and unable to cater for the needs of its citizens as well as the extended population of refugees.

With the absence of imminent solutions, the mitigation of the current crisis is fundamentally left to the efforts exerted by UN Bodies (mainly UNHCR) and active local and international Nongovernmental Organizations (NGOs). Unfortunately, and as expressed at the 'Brussels Conference on Supporting the Future of Syria and the Region' of April 2017, UNHCR and UNDP, along with their international and national partners and host governments, continue to be extremely concerned by the low funding levels of the response to help millions of Syrian refugees and the communities hosting them. Such a decrease in funding has resulted in unmet humanitarian needs on one hand and in increased tensions between refugee and host communities on the other hand.

To help address the current situation, and specifically in South Lebanon – Nabatieh District, Danish People's Aid (DPA) co-funded, through its back donor Civil Society in Development (CISU), a 12-month project³ entitled "Increased Resilience of Syrian Refugees and Host Communities in South Lebanon". Implemented by Solidar Suisse, the project has worked towards the achievement of two main outcomes:

- Protecting individual refugees in precarious situations: The most vulnerable refugee population sustains its basic living conditions by receiving cash assistance and through better access to refugee assistance.
- Communities particularly affected by the refugee crisis maintain their social stability through capacity building of municipalities, NGOs, or CBOs⁴.

Bearing the above in mind, the aim of this external end-of-project evaluation is to present the key findings, lessons learned, and recommendations related to assessing the above stated outcomes and the three outputs/ interventions co-funded by DPA; namely, (a) Unconditional Cash Assistance (UCA), (b) Communication and Referral System (CRS), and (c) Community Support Projects (CSP). Special focus is placed on providing recommendations to improve subsequent project phases, which shall be oriented towards resilience-based programming.

1.1 Main Findings and Lessons Learnt

Sections two and three of this report describe in details the findings of this evaluation assignment, objectively and systematically assessing the design and implementation phases as well as specifying findings related to the evaluation criteria of accountability, relevance, effectiveness, efficiency, impact, and sustainability. In summary, the assignment concludes the following:

² UNHCR, 31 May 2018

³ The initial project was planned for a period of nine months from 27/7/2017 to 27/4/2018. However, a three-month no-cost extension was proposed and accepted, increasing the project duration till 27/7/2019

⁴ This second outcome has been amended as per the revised logical framework of 9/2/2018

- The selection of an international NGO with a local team for the project implementation in the context of the South of Lebanon presented a value added.
- Solidar has followed, to some extent, the recommendations forwarded by previous evaluations, and specifically the “Independent Evaluation of Solidar Humanitarian Response to the Syria Crisis in Lebanon “01.03.2015-30.06.2018” Evaluation.
- In general, project actions increased Solidar’s accountability towards both host communities and Syrian refugees residing in Nabatieh District.
- The Monitoring, Evaluation, Accountability, and Learning (MEAL) department is providing invaluable support to the project; however, it can be further capitalized upon.
- The understanding of the project by most of the stakeholders (including some members of the project team) was based on an actions’ approach instead of a holistic approach, which affected the linkages between actions.
- UCA supports Solidar’s global strategy as well as refugees’ dignity, thus intersecting with a number of Core Humanitarian Standards (CHS).
- The UCA provided by Solidar partially relied on UNHCR’s desk formula and complemented similar programmes implemented in the area. This has helped minimize duplication of services and efforts, though more can be done on this end in future interventions.
- In general, the Liban Post modality adopted for UCA is found to be an effective and reasonable modality for all stakeholders concerned.
- Although UCA is being provided to Syrian refugees only and not members of the host community, it has an economic benefit to the community which needs to be brought to light.
- The CSP is bringing people together under one common objective and priority. By doing so, it is setting a foundation for communication among communities. Additionally, it has embedded an unintended outcome of women empowerment, since most of the involved organizations are managed by active women.
- CSP capacity building did not seem to be fully and sufficiently addressed throughout the 12-month project period; rather, it was restricted to a limited number of coaching sessions as perceived by CSP beneficiaries.
- The CRS did not achieve its primary objective due to its inability to handle the high numbers of visitors, and the limited number of successful referrals during its trial phase. The amendment implemented transformed the CRS to more of an information center than an actual referral system, while maintaining referrals through another project where it was more feasible to do so (specifically emergency cash).

1.2 Main Recommendations

- To increase the common understanding of Solidar’ mission, vision and strategy, and concurrently set a clear capacity-building plan for staff depending on existing needs.
- To increase MEAL’s effectiveness by integrating more feedback from the project team and revising the way the Post Distribution Monitoring (PDM) is being implemented.
- To adopt UNHCR’s desk formula for UCA while leaving a small margin of additional support.

- To advocate with UNHCR concerning the UCA beneficiaries review cycle to ensure that eligible beneficiaries found during the year are not overlooked.
- To propose a review of the amount provided under UCA (175\$) in coordination with UNHCR and World Food Programme (WFP) without compromising the number of beneficiaries supported.
- To consider increasing the visibility of DPA and its back-donor CISU, maybe through the use of more banners.
- To ascertain that UCA recipients are well aware of the logistics requirements to receive assistance, including the possibility of assigning alternative recipients.
- To better manage expectations on the level of CSP by setting a clear budget ceiling. Additionally, to integrate a holistic intervention by supporting a complete project, while taking into consideration each organization's experience while reviewing its proposition.
- To deliver structured training to the chosen organizations followed by coaching sessions.
- To create a network that focuses on solid waste management issues with the participation of all social actors in the area.
- To better manage people's expectations on the level of CRS by highlighting the fact that the center is an information center. Additionally, to consider offering psychological support to refugees by a professional.

1.3 Key Ley imitations

- Some project components could not be evaluated fully noting that their timing did not coincide with that of the evaluation; the evaluation team was unable to assess the effectiveness of the implemented proposal writing coaching sessions for the CSP beneficiaries since the coaching sessions ended before the beginning of the evaluation. Likewise, the evaluation team could not assess the impact of the CSP on host community and indirect beneficiaries since no projects have been implemented yet. It is worthy to note that CSP implementations are supported under a different donor.
- The no-cost extension impeded the comprehensive assessment of the CSP intervention, since some activities have been delayed. Therefore, the evaluation of this component is restricted to the design and preparation phases.
- The evaluation team was unable to interview Solidar's Finance Manager/ Administration Delegate who was on leave.

II. INTRODUCTION TO THE EVALUATION

2.1 Background and Context

Danish People's Aid (DPA) was established in 1907, making it the oldest Non-Governmental Organization in Denmark. Since its establishment, DPA has sought to support marginalized communities all around the world, regardless of their religious, ethnics or political affiliations. In fact, DPA focuses on assisting victims of war, disaster and poverty by providing aid to help them cope with their degrading living conditions. To achieve its aims and maximize efficiency,

DPA cooperates with local, national, and international organizations and associations working in its areas of intervention.

Solidar Suisse was established in 1936, with the overarching aim of “fighting for global fairness”. Since 2012, and following the Syrian crisis, Solidar Suisse has been focusing on providing humanitarian assistance for displaced Syrian and vulnerable Lebanese families.

The assessed project was borne out of a partnership between DPA and Solidar based on mutual goals and objectives to help alleviate the dire living conditions of the Syrian refugees in South Lebanon, and specifically Nabatieh District and its 43 villages. The official number of Syrian refugees currently residing in Lebanon is estimated at 986,012⁵, 12.1% of whom are residing in the South of Lebanon. Despite foreign aid, refugees are facing extremely difficult living conditions and are failing to meet the basic needs of their households, with an unemployment rate reaching 44% according to UNHCR’s Vulnerability Assessment of Syrian Refugees in Lebanon (VASyR)⁶. The situation has been deteriorating with the funding shortage of UN bodies; for example, UNHCR is currently suffering from a severe shortage of funds whereby it announced in the conference held in Brussels for major EU and UN donors that only 27% of the total 2018 requirements of 5.6 Billion dollars were secured. This severe lack of funds threatens the livelihood of many Syrian refugees and results in shortages in the humanitarian assistance provided. Coupled with that, the Lebanese Government remains incapacitated and unable to cater for the needs of its citizens as well as the extended population of refugees. Under such conditions, it is left to local and international NGOs to step in and help alleviate part of the problem.

Accordingly, in July 2017, DPA started co-funding, through its back donor Civil Society in Development (CISU), a 12-month project⁷ entitled “Increased Resilience of Syrian Refugees and Host Communities in South Lebanon”. Implemented by Solidar Suisse, the project has worked towards the achievement of two main outcomes:

- Protecting individual refugees in precarious situations: The most vulnerable refugee population sustains its basic living conditions by receiving cash assistance and through better access to refugee assistance.
- Communities particularly affected by the refugee crisis maintain their social stability through capacity building of municipalities, NGOs, or CBOs⁸.

Part of this project represents an extension to projects and activities already being implemented by Solidar Suisse, who started its interventions in the South in 2013. As such, the current phase integrates some lessons learnt from previous operations.

2.2 Evaluation Purpose

The Purpose of this evaluation is to assess the “Increased Resilience of Syrian Refugees and Host Communities in South Lebanon” project implemented by Solidar Suisse and funded by

⁵ UNHCR, 31 May 2018

⁶ UNHCR, 15 December 2017

⁷ The initial project was planned for a period of nine months from 27/7/2017 to 27/4/2018. However, a three-month no-cost extension was proposed and accepted, increasing the project duration till 27/7/2019

⁸ This second outcome has been amended as per the revised logical framework of 9/2/2018

DPA through its back donor CISU between July 2017 and July 2018. As per the Terms of Reference (ToR), the evaluation will answer three main questions:

- 1 To which extent did the project components achieve the objectives and deliver on intended results?
- 2 To what extent the project follows the Core Humanitarian Standards with particular focus on commitments 1 – 6?
- 3 Is the applied CASH approach/modality appropriate and relevant to the current humanitarian situation in the South of Lebanon and the needs of the target group specifically?

2.3 Evaluation Methodology

2.3.1 Approach

The adopted approach enabled the evaluation team to utilize primary and secondary data collection tools in order to ensure an accurate and comprehensive understanding of all project aspects.

Secondary data collection revolved around reviewing a set of documents provided by DPA and Solidar as well as some key resources⁹ related to the subject of this evaluation. As a result of this review, an inception report was produced detailing the methodology to be adopted and mapping key stakeholders. Concurrently, data collection guides were developed to direct primary data collection.

Following, primary data collection commenced, gathering data from a series of key informant interviews (KIIs) and focus group discussions (FGDs)¹⁰ that spread between the 18th and the 28th of June 2018.

With data collection completed, qualitative data analysis started, comparing and contrasting between secondary and primary data collected and compiling information to report on key evaluation criteria. The results of this process are documented in this evaluation report.

2.3.2 Sampling

As proposed in the inception report, this evaluation was qualitatively dominant focusing on the use of KIIs and FGDs with key stakeholders. The stakeholder mapping exercise worked to identify all key stakeholders from whom data should be collected. Where relevant, random and convenience sampling was applied to select participants, especially in FGDs. All in all, 17 KIIs were held with identified individual key informants. Additionally, 34 direct beneficiaries participated in 4 FGDs and 4 phone interviews were conducted.

⁹ A list of reviewed documents is attached as Annex A

¹⁰ A detailed list of KIIs and FGDs is provided in Annex B

III. EVALUATION FINDINGS

Section four of this report presents the findings related to the assessed evaluation criteria of accountability, relevance, effectiveness, efficiency and sustainability of the project, while this section provides an overview of project design, implementation and management.

3.1 Project Design

As initially designed, this project aimed to address the needs of both refugee and host communities in Southern Lebanon. Implemented by a local team under an international umbrella proved to be a value added in a highly challenging context such as the South of Lebanon, and notably Nabatieh area. This local-international mixture enabled a balance between a clear understanding of the local context (and local ownership) without compromising quality implementation based on clear criteria and away from pressures that local NGOs are often subjected to.

The project's adopted approach was in line with the global Solidar Suisse Strategy 2015-2019 and its Strategic Framework for Lebanon 2017-2018, noting that it addressed both refugee and host communities through its three outputs/ interventions; two focused on the refugee community and one focused on host communities. Concurrently, the design was in line with DPA's strategy. A key strength in project design is that it allowed actions that complemented efforts exerted by other organizations in the area and prevented duplication of services. The UCA targeted the needs of vulnerable Syrian refugees who weren't covered by other service providers. Additionally, the CRS promoted, to some extent, Solidar's work with other organizations, especially during the mapping that was done to collect all organizations' field of work and information, while the CSP supported local actors to fulfill their missions depending on communities' needs.

Despite the significance of the three interventions, the evaluation team concludes that the linkages among them was somewhat weak, and notably between the two interventions targeting the refugee community and the third intervention targeting the host community. Although the aim of each intervention has been more or less achieved separately, the overarching aim of this project is set to "increase[ing] resilience of Syrian refugees and host communities affected by the Syria crisis in South Lebanon", and to be able to achieve this objective more effectively and with a sustainable impact, additional efforts need to be exerted in project design on actions that bridge the gap between the two communities, such as organizing joint community events or raising awareness on how each project component benefits the 'other' community as well.

The evaluation team acknowledges that Solidar Suisse exerted an effort to shift the design to align the project to local needs as much as possible. As summarized in table one below, mid-way through the project, and following a meeting with INGOs, UN agencies, Parliament representatives of Nabatieh Caza and representatives of ministries, Solidar Suisse proposed a project modification which was approved by DPA. The modification specifically adjusted the second project outcome to reflect the priorities of the hosts community. It allowed Solidar to shift focus from an action that would have invested in infrastructure to an action that focuses on capacity building and promoting local actors' work depending on existing needs. This modification enabled a participatory approach. However, despite modifications, linkages between the outcomes remained weak and should be strengthened in future project phases.

Project Initial Design	Project Amended Design
Outcome 2: Promoting communal service provision to meet increasing demand on public services: Municipalities particularly affected by the refugee crisis maintain their social stability by investing in their public infrastructure and services.	Outcome 2: Communities particularly affected by the refugee crisis maintain their social stability through capacity building of municipalities, NGO's or CBO's.
Outcome indicators: <ul style="list-style-type: none"> - Additional municipal public services provided and/ or existing services improved through CSP - Level of perception and/ or satisfaction of users of these public services - Development of social dynamics between host communities and refugee population 	Outcome indicators: <ul style="list-style-type: none"> - A private initiative or public services improved through CSP - Improved capacity of participating organizations - Level of perception and/ or satisfaction of users of these public services - Development of social dynamics between host communities and refugee population
Output for outcome 2: Municipal and community support project implemented in project area to address priority needs identified.	Output for outcome 2: Community support project implemented to strengthen an organization to address priority needs identified in project area.
Output indicators: <ul style="list-style-type: none"> - Situation analysis conducted - Selection process carried out according to defined criteria - Implementation of works carried out within defined time-frame 	Output indicators: <ul style="list-style-type: none"> - Situation analysis conducted - Selection process carried out according to defined criteria - Planning of project done in a participatory manner - Projects implemented according to project document

Table 1: Project design before and after modification

3.2 Project Implementation and Management

3.2.1 Component 1: Unconditional Cash Assistance (UCA)

As an intervention, UCA is not new to Solidar, since it had already implemented three rounds in the same area. Under this project, UCA action was divided into two caseloads:

- **Caseload 1:** providing UCA for 200 households for a period of 12 months starting November 2017 (of which 168 are funded by DPA for 6 months from November 2017 until April 2018)
- **Caseload 2:** Providing UCA for an additional 250 households for a period of 9 months starting February 2018 (of which 89 were funded by DPA in February 2018 and 99 in March and April 2019)

As implemented, this round of UCA adopted a different approach from previous phases in terms of selection of beneficiaries, which, as perceived by the evaluation team, did not necessarily maximize on operational efficiency. UCA was preceded by assessment tools customized by Solidar for beneficiaries' selection to minimize exclusion errors that were perceived to be the result of the UNHCR desk formula. The tools' development and implementation required resources that could have been channeled otherwise and led to around 80% being selected based on UNHCR desk formula and 20% to be selected based on other sources of assessment, including UCA Phase III, CRS, and field visits. *For future interventions, the evaluation team recommends the adoption of UNHCR's desk formula while leaving a small margin for cases that are discovered throughout the year, noting that UNHCR reviews the list of beneficiaries only once annually.*

As an action, UCA was implemented smoothly and in a timely manner, with minor technical difficulties encountered at times by beneficiaries in using the Liban Post pick-up modality; such difficulties were promptly resolved by the RCU. *As such, it is the opinion of the evaluation team that, considering options available, Liban Post remains a cost-effective and feasible means for the UCA modality.*

To follow-up on results being achieved on the ground, and as part of its MEAL plan, Solidar implemented 20 Exit Verification Interviews (EVIs) on a monthly basis¹¹; 10 in the form of interviews at Liban Post, and 10 in the form of home visits, starting December 2017. The aim of EVIs was to monitor the distribution at Liban Post as well as verify the continued presence of refugee beneficiaries in the area. In addition to the EVIs, Solidar implemented a mid-term Post Distribution Monitoring (PDM) surveying 198 cash beneficiaries based on the list of the first 200 beneficiaries who started receiving UCA during 2017, and which comprises 44% of the total 450 UCA beneficiaries.

The evaluation team found that the exclusion rate of the EVIs was not significant enough to justify the resources invested in the process. Additionally, the PDM surveyed all Phase I beneficiaries rather than a sample. Although these MEAL measures helped Solidar remain close to the beneficiaries, the resources invested in them are not deemed to be justifiable. *Accordingly, it is the recommendation of this evaluation to maintain field visits in future interventions but to decrease their frequency and rely on statistically sound sampling techniques.*

3.2.2 Component 2: Communication and Referral System (CRS)

The CRS processes, tools and communications material were developed in the early stage of the project and the CRS was operational since July 2017 through the Referral and Complaint Unit (RCU) unit located in Solidar Suisse offices in Habouch. Solidar considered the period from July through November 2017 as a trial/pilot phase, after which amendments and improvements could be introduced. The RCU's initial objectives were two-folds; (a) the provision of information for beneficiaries on humanitarian assistance available in the area, and (b) the facilitation of a referral process. Nevertheless, it was quickly discovered that the RCU was perceived by beneficiaries as a reference for all requests; the load of requests submitted and the number of visitors were far beyond the unit's capacity. Accordingly, a shift was introduced to the objectives and methods of operation, transforming the RCU to more

¹¹ Except for the month of February where 51 EVIs were implemented.

of an information center that offered (a) access to information on services available in the area, and (b) a complaint processing center for issues faced by project beneficiaries.

The evaluation team considers the amendment implemented to the CRS as an efficient corrective action, since referrals entail a more exhaustive process and follow-up beyond what could be provided through this project. Nevertheless, and noting the need for many beneficiaries to speak and be listened to after their trauma, it is recommended *to consider offering psychological support to refugees by a professional* after further exploring whether this falls within Solidar's mandate and assessing services already available in the area.

3.2.3 Component 3: Community Support Project (CSP)

The CSP component underwent a change in its implementation contingent to the change in the design. While initially focusing on providing support to municipalities, based on discussions with the community, it was agreed that the need was greater to empower Community-Based Organizations (CBOs) to promote sustainability. Accordingly, this component was kicked-off with a mapping exercise for organizations active in the area, noting that such information was hard to access via the Ministry of Social Affairs (MoSA). Following, 13 CBOs and municipalities were invited to a briefing session held at Solidar's offices on the CSP action and procedures, and were respectively invited to submit concept notes. One-on-one coaching sessions on proposal writing were provided to each participant, after which eight concept notes were received. A committee was formed to study the concept notes submitted and four were selected focused on solid waste management. However, to-date, it remains unclear what funding will be provided to the selected CBOs.

Due to the shift in the design, the implementation of this component has been delayed and is expected to be completed by July 2018, covered from a different source of fund than DPA, noting that funding was re-allocated from CSP to UCA. Accordingly, the evaluation team is unable to assess the CSP's effectiveness and impact. Nevertheless, it should be noted that, based on feedback obtained from key stakeholders, the modification implemented is deemed to be relevant. However, many noted that they would have preferred to have more clarity on what is expected of them and the budget ceiling that they can apply for since some applied for a much higher budget than what Solidar may consider for this phase. The evaluation team recommends that for the current implementation phase, *Solidar focuses on providing structured capacity building interventions for the selected CSPs on needs assessment, proposal writing, and reporting*. Additionally, for the future phase, *it is recommended that Solidar considers supporting CSPs to implement complete interventions focused on a more holistic approach; projects selected should be supported from initiation and through final implementation, while taking into consideration the expertise of each organization when setting project priorities*.

IV. EVALUATION ASSESSMENT

4.1 Accountability

Taking the project amendment into consideration, this project successfully worked towards meeting its stated outcomes and outputs. Nevertheless, whether CSP will be successful in

promoting social stability and strengthening local CBOs remains to be seen since the implementation of this intervention has been delayed.

The KIIs and the FGDs that were conducted by the evaluation team with different stakeholders reflected that, throughout this project, Solidar held itself transparently accountable towards both targeted populations. Whether under the UCA, the CSP, or the RCU, criteria for selecting and working with beneficiaries were transparent, clear, non-discriminatory, and supported by comprehensive mapping exercises to ensure fairness. Additionally, different processes were supported by clearly developed Standard Operating Procedures and guidelines, including the UCA, the RCU, and Communication. The coaching component promoted the interaction between active organizations and Solidar's team and strengthened their relations. As expressed by the *Environment and Humanity's* representative, the assessment that was done by Solidar at the beginning of the CSP helped the team to reach a realistic and feasible plan based on needs and facts, which made the CBOs more confident about Solidar's actions and decisions. Likewise, the RCU was receptive to any complaint received and worked to address it promptly. A log was maintained of all visitors and calls. Beneficiaries who participated in the FGDs commented that they have full confidence in Solidar's approach since it is the only service provider who visits their houses and acts based on first-hand observations. They commented that many other service providers have been distributing available services unfairly since they do not have a realistic idea about the life conditions of beneficiaries. In addition, the timely feedback and respectful manner that Solidar's team shows towards beneficiaries makes them well esteemed. This was further promoted by the follow-up implemented by the team; in general, beneficiaries who were provided with information or technical support were called again to ensure that they were satisfied and had access to what they needed.

Notwithstanding the above, it is worthy to note that despite clarity of selection criteria and the positive community perception, CBOs commented that they would have preferred it if a clear budget was set and announced as a ceiling for the concept notes they worked on to ensure that they had realistic expectations.

4.2 Relevance

4.2.1 Relevance to Solidar Suisse's Mission

Based on the data collected through both primary and secondary sources, the evaluation team finds the three project actions to be in line with both Solidar's Global Strategy 2015 – 2019 and the Strategic Framework for Lebanon 2017 – 2018. Solidar commits to "humanitarian action following disasters in less favored regions"¹² and this project, specifically Action 1 – UCA, fulfills this commitment by providing support to the most vulnerable refugee communities in areas where little support is being provided. Furthermore, the mentioned implemented action also contributes to the achievement of one of Solidar's strategic objectives for Lebanon; namely, "to meet the basic needs of Syrian refugees in Southern Lebanon"¹³. Additionally, Action 3 – CSP works "to promote and enhance social stability in the hosting communities in Southern Lebanon". Concurrently, Action 2 – CRS indirectly contributed to ensuring that the strategic objectives are further supported by

¹² Solidar Switzerland Strategy 2015–2019

¹³ Strategic Framework of Solidar Suisse in Lebanon 2017/2018

integrating a system that can receive complaints and provide information to help refugees access services to meet their basic needs.

It is worth noting that the project's actions are also relevant to one of Solidar's core values; "Safeguarding of Human Rights and Human Dignity". In fact, the essence of UCA is unconditional support through which beneficiaries could meet their basic needs while preserving their dignity, as confirmed by Syrian refugees benefitting from the actions.

4.2.2 Relevance to DPA's Mission

Strategically, the Middle East represents an area of focus for DPA geographically, and so do refugees. Additionally, choosing Solidar as the main partner further promoted this project's relevance, noting that both DPA and Solidar are members of the Solidar Network and share common ideological views.

On the project level, this project falls in line with DPA's overarching aim of "work[ing] for and support[ing] the socially disadvantaged mentally and physically handicapped and other weak groups, both nationally and internationally, without regard to religion, ethnic background and political perception". In fact, Actions 1 and 2 targeting the vulnerable Syrian refugee communities in Southern Lebanon provided indispensable assistance to disadvantaged persons and, in some cases, to those physically handicapped irrespective of background and affiliations; selection criteria were predominantly needs-based and depended on the level of vulnerability. Utilizing the cash modality as the main intervention of support is also aligned with DPA's way of action.

On another level, the project's actions "contribute[d] to the expansion and reinforcement of international, national and local NGO cooperation" through promoting communication between different actors including Solidar, UNHCR, other local and international organizations, and local municipalities, which is also one of the main purposes of DPA.

4.2.3 Relevance to the Needs of the Target Groups

a. Relevance to the needs of the refugee community in Southern of Lebanon

As per the "Vulnerability Assessment of the Syrian Refugees in Lebanon" (VASyR) 2017, "the proportion of households living below the poverty line has continued to increase, reaching 76% of refugee households in 2017". The same report indicated that 58.5% of Syrian refugees residing in the South live under the Survival Minimum Expenditure Basket (SMEB). These numbers confirm the existing need of Syrian refugee communities residing in the South for assistance to secure their basic needs.

Compatible with these findings, all participants in the FGDs affirmed that UCA is highly relevant to their needs especially that it provides them with the freedom of spending the money on the priorities they set each month. This conforms with the findings of several reports issued by UNHCR¹⁴, AUB¹⁵, and the Lebanon Cash Consortium (LCC)¹⁶.

As to CRS, some beneficiaries commented that it provided them with access to information and contacts of other active organizations depending on their needs, which was helpful.

¹⁴ UNHCR (2017). UNHCR Regional Cash Assistance Update.

¹⁵ AUB Policy Institute (2016). Giving Better: Lessons From Cash Grants for Syrian Refugees in Lebanon.

¹⁶ Lebanon Cash Consortium (2016). Impact Evaluation of the Multipurpose Cash Assistance Programme.

Nevertheless, the CRS highlighted another need; namely beneficiaries' need to share their problems with someone experienced, able, and willing to listen to them.

b. Relevance to the needs of the host community

As originally designed, the project initially aimed at supporting the host community through helping municipalities invest in their public infrastructure and services to meet the increasing demand. However, few months into the project, and after the completion of the midterm review, it was decided to place a stronger focus on capacity building rather than on the rehabilitation of infrastructure, and to consider local NGOs and CBOs as potential project partners, in addition to municipalities. This modification in the approach made the CSP component more participatory and more relevant to the needs of the wider host community.

Building on this modified approach, Solidar consulted all actors in regards to perceived priorities and needs. Consensus fell on the waste problem, a fact which was confirmed by the interviewed CBOs selected under the CSP. Additionally, many organizations emphasized the importance of raising community awareness on solid waste management, especially with the high number of Syrian refugees and the increased pressure on infrastructure; thus, awareness raising was integrated under CSP. Nevertheless, the most experienced organization "Nidaa Al Ard" commented that, for them, awareness raising was not necessarily the first priority of support since they have been actively working in the domain for 23 years and would rather focus on more practical work, such as the procurement of related equipment that would enable them to enhance their operations and increase their capacity. However, they confirmed that awareness raising is highly important to ensure maximum community engagement.

Concurrently, this project action provided coaching sessions for CBOs which were considered by interviewed stakeholders to be relevant since they helped them understand the basics of proposal writing and budgeting, especially that most of them have never written or submitted a proposal on their own previously. The idea of providing coaching to each organization instead of a training that engaged all of them at once helped Solidar target the different existing gaps and work on them in a more detailed approach. For the future, a more formal proposal writing training could be incorporated into the project.

4.3 Effectiveness

4.3.1 Effectiveness of Project Actions

A variance in the degree of effectiveness in relation to the set outcomes was found among different project actions. Actions 1 and 2 are found to be effective towards the set Outcome 1, whereby they have directly and indisputably contributed to "protecting individual refugees in precarious situations", especially UCA. However, Action 3 is harder to measure, especially that it is not yet finalized. Nevertheless, so far, it seems to have contributed less measurably to the stated Outcome. On the level of capacity building, although coaching sessions have resulted in concept notes and have supported CBOs understand proposals and budgeting, in general, participants did not feel that they received structured and comprehensive training.

As to indicators, they seem to be realistic to a certain extent; however, once again, some indicators cannot be measured within the scope of this phase, such as "the level of perception

and/ or satisfaction of users of public services” and the “development of social dynamics between host communities and refugee population”.

It is worth noting that following the project modification, the CSP component covered under the DPA supported project mainly focused on capacity building, noting that funding was re-allocated from CSP and the contingency budget to UCA, enabling an increase in the number of Action 1 beneficiaries from 130 Households (HH) at the beginning of the project to 257 HH.

On the level of CRS, Solidar succeeded in communicating with other social actors and creating an information center. Nonetheless, the aim of maintaining a referral unit, as mentioned in the project’s log-frame, was not entirely fulfilled. In fact, few referrals were transferred by Solidar to other NGOs and the center provided more of information than referral services¹⁷.

4.3.2 Effectiveness of Monitoring and Evaluation Tools

A number of Monitoring and Evaluation tools were integrated into this project and helped track activities and incorporate lessons learnt. This enabled the project to report on progress, ask for no-cost extension, and re-allocate funds in a more effective way. Additionally, the MEAL department maintained track of support provided and complaints received, helping ensure beneficiaries’ satisfaction at all times.

Despite the above, the evaluation team believes that MEAL could be further developed and tools could be reviewed to ensure a greater degree of effectiveness and efficiency. For example, implementing PDMs on a wide population rather than a sample did not carry a significant value added. Additionally, although EVIs helped the team stay close to the beneficiaries, the number of exclusions do not justify cost-effectiveness. Both tools seem to have increased Solidar’s contact and accountability towards the targeted communities, but did not have tangible value in terms of helping gather and integrate lessons learnt. For future interventions, it is recommended that MEAL focuses more on gathering and incorporating comprehensive lessons learnt. Project-wide meetings should be coordinated by the MEAL department to ensure that Solidar’s team has a unified view towards project priorities and rationale. Task redistribution should be reconsidered as well, noting that currently the MEAL manager is also responsible for the RCU and spends a significant amount of time on data tracking with less time spent on ensuring that MEAL is properly and strategically interlinked to all project actions. Thus, steps should be taken to ensure that the MEAL manager is dedicated to MEAL tasks and is well capable of supporting the project to benefit from MEAL on both the operational and strategic levels.

4.4 Efficiency

In general, resources utilized by this project, whether financial or human, enabled the timely provision of humanitarian response, especially under the UCA whereby beneficiaries’ satisfaction levels with the services and approach was high. However, when it comes to the methods used, some room remains to help improve project efficiency. For example, resources spent to select beneficiaries for UCA could be saved upon by adopting the UNHCR’s desk formula while leaving a small margin of support for extremely vulnerable cases that are discovered throughout project implementation. The number of field visits, EVIs, and PDMs

¹⁷ Referrals are currently maintained under a different project; emergency cash.

could be decreased noting that their added value is limited. It is worth mentioning that UNCHR has stopped their field visits on their UCA programme since it was found that these visits had high costs compared to their results. Additionally, and as measures to increase project efficiency, more internal meetings are recommended to help Solidar's team understand the inter-linkages among the three project actions and work together to feed into improving them.

Financially, the reallocation that has been done during the early phase of the project indicates an efficient management of resources available. However, the evaluation team was unable to meet with the Financial Manager during the course of this evaluation to assess their views as well.

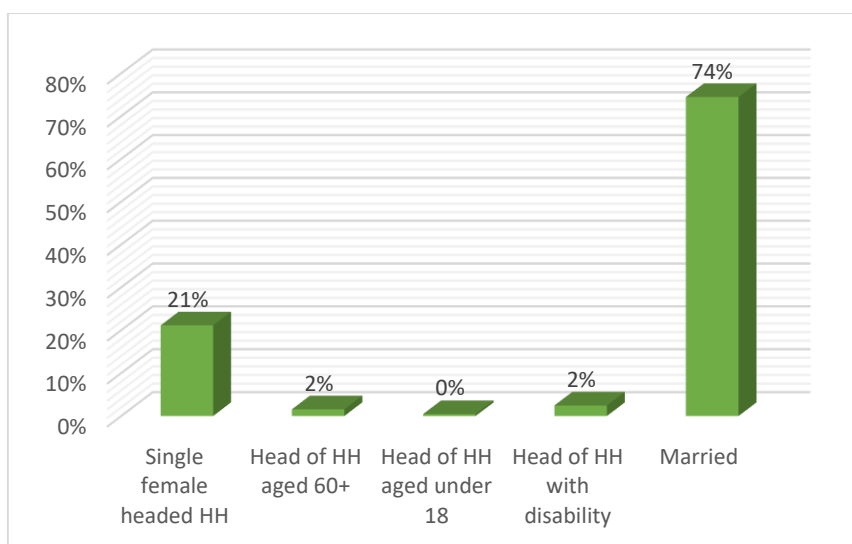
4.5 Impact

The project's impact on both refugee and host communities is indisputable; however, the observed impact varied with the variation in the approach adopted.

Syrian refugees highly appreciated the assistance that they are receiving through this project and the methods followed; invariably, surveyed stakeholders reported that the UCA helped them preserve their dignity and exercise their freedom of choice on how to allocate the support received. One of the Syrian beneficiaries who participated in the FGDs commented that his family would be living on the streets if it were not for this project's support. Additionally, the field visits implemented by the project team were appreciated by the local community and helped refugees feel that they are cared for. Moreover, some beneficiaries commented that the RCU helped them on the psychological level because they turned to Solidar when they needed someone to speak to. However, this raises a concern about the extent to which the staff is qualified and capable of handling such a critical responsibility.

As to the CSP Action, assessing its impact is beyond the scope of this evaluation, noting that under the modification implemented, only a small portion of funding remained for this component. Furthermore, noting that this intervention has not yet been completed, it is too soon to discuss impact. Based on this, it is worth noting that the focus of the evaluation team was to assess the approach that Solidar adopted to reach out to social actors and the coaching that was provided to build local capacities. It is our view that the approach was appropriate based on the CBO's satisfaction with the process in terms of selection and in terms of their engagement in determining the priority for action; solid waste management. Nevertheless, CBOs commented that it would have been more helpful if a budget ceiling was set for the projects they were supposed to work on. It is also the team's recommendation that a more structured capacity building intervention is implemented to promote a more sustainable impact.

It is worth noting that the project ensured equitable access to all beneficiaries. UCA ensured that female-headed households were not neglected noting that they were among the poorest and most vulnerable; 21% of supported households were female-headed as shown in the chart below.



The CSP embedded an unintended outcome of women empowerment as well, whereby most of the involved organizations are managed by active women. In fact, the CSP is supporting them to strengthen their role as social actors and eventually, support other women too.

4.6 Sustainability

As is the case in all extended crises situations, the issue of sustainability remains a key concern. Considering that Actions 1 and 2 are more oriented towards emergency than development, sustainability cannot be ensured, and is in fact not an aim, noting that working to ensure a sustainable intervention on the level of refugees might be viewed as a threat by the host community.

On the level of the CSP, sustainability has been addressed through three approaches. First, the coaching that was provided to the involved stakeholders has increased, to a certain extent, their general understanding of a project/programme structure and budget. Stakeholders interviewed considered that the sessions have enhanced their ability to access funds from other donors in the future. Second, focusing on awareness raising towards the environment and the importance of solid waste management within the targeted communities will increase any implemented project's impact in the future; Nidaa' Al Ard representative considered that once the community's awareness is built, it can never be lost again although it will always need 'maintenance'. Third, promoting partnerships between local municipalities and CBOs will concurrently ensure wider local ownership.

Taking the above into consideration, it is the belief of the evaluation team that this project is unquestionably replicable, with minor adjustments accounting for the recommendations presented herein.

V. PROJECT ALIGNMENT WITH THE CORE HUMANITARIAN STANDARDS

Among the three main evaluation questions stated in the ToR, the project's alignment with the Core Humanitarian Standards (CHS), and specifically commitments 1 through 6, was addressed. Thus, the evaluation team focused on collecting data relevant to the humanitarian context to provide feedback into the project's ability to contribute to achieving the commitments. Key findings are presented under this section. Additionally, CHS 7 through 9 are also reported upon to the extent to which data was available.

▪ **Commitment 1: Communities and people affected by crisis receive assistance appropriate to their needs**

As indicated under Section 4.2, the project was found to be highly relevant to the needs of communities affected by the crisis, and notably Syrian refugees in Nabatieh.

According to the UCA beneficiaries, receiving cash that they were free to spend as they deemed suitable was extremely appropriate and valued since they could use it to cover costs where they perceived the need was highest. In fact, a number of researches have supported the provision of UCA to populations affected by crisis, confirming the fact that cash transfers appropriately complement in-kind assistance. As clarified in the UNHCR Regional Cash Assistance Update January to June 2017, "Cash assistance provides greater dignity and choice for refugees, while providing benefits to the local economies where refugees are spending the cash they receive under these programmes". Additionally, the Impact Evaluation of the Multipurpose Cash Assistance Programme implemented by the Lebanon Cash Consortium in January 2016 have found that beneficiaries are less likely to resort to negative coping strategies, such as borrowing money that they have no means of settling, especially to pay rent. The study also points out that beneficiaries "feel eight times more secure, as compared to non-beneficiaries". It concludes that "In absence of more durable alternatives for Syrians in displacement, such as access to income-generation opportunities, and despite the variety in assistance, the LCC multipurpose cash assistance continues to be a necessary and appropriate aid modality for helping refugees in meeting their basic needs, in accordance with households' priorities".

The CRS provided refugees with access to information on where they could go to fulfill unmet needs. Surveyed beneficiaries stated that such an information center was needed since most of them had minimal knowledge on active humanitarian organizations in the area whom they could contact for needed humanitarian assistance. With over 1000 individuals seeking assistance, the RCU seems to be relevant to the general needs. Nevertheless, as expressed above, the extent to which relevance would be enhanced through the integration of psycho-social support should be explored noting that the center is being referred to by refugees to vent out their frustrations or simply have someone listen to them.

Concurrently, the CSP engaged the host community and worked to reduce tensions. Additionally, selecting solid waste management as the area of intervention under the CSP represented a community-felt priority and increased the sense of local ownership. The interviewed municipality representative as well as members of the local CBOs confirmed that the area was suffering from a severe waste problem that needed addressing.

- **Commitment 2: Communities and people affected by crisis have access to the humanitarian assistance they need at the right time.**

This project was initiated in 2017, 6 years after the crisis began. Nevertheless, despite this time gap, it still managed to answer to the needs of communities and people it targeted in a timely manner through the implementation process set.

Noting that UCA was distributed on a monthly basis, beneficiaries commented that the assistance received was timely. At project initiation, beneficiaries expected to always receive support on the same date, which created some confusion. Nevertheless, they gradually understood that they needed to wait for the campaign to commence and for a notification to be sent to them indicating that they could receive their support. In general, all beneficiaries withdrew their support before one week elapsed.

As to the CRS, all complaints received were promptly addressed without delays, which resulted in a high level of satisfaction among project beneficiaries.

Noting that the third project action has been delayed, the extent to which the host community views this intervention as timely remains to be seen.

- **Commitment 3: Communities and people affected by crisis are not negatively affected and are more prepared, resilient and less at-risk as a result of humanitarian action.**

This project worked towards increasing the resilience of host communities and refugees to varying degrees. It contributed to decreasing the risks faced by the most vulnerable refugees under a crisis by giving them a source of income, even if little, to answer to their most urgent needs. Leaving a margin of support for beneficiaries who fell outside UNHCR's desk formula helped avoid a perception of inequality and negative effects, noting that some refugees are discovered to be extremely vulnerable throughout the year, while UNHCR's review process is scheduled to take place once a year only.

Additionally, the project set the ground-stone to promoting the host community's acceptance and resilience (and thus decrease resentment) through setting the foundation for community-based projects centered on self-determined needs; solid waste management. The coaching sessions provided to CBOs worked to build local capacities and will sustain after the project ends. Additionally, awareness raising sessions on waste management implemented by the supported CBOs engaging the refugee and host communities together further promoted a more sustainable impact.

Last but not least, it is worth noting that the majority of staff employed by Solidar on this project came from the local community, which also helped build and invest in local capacities. Moreover, this promoted ensuring the security of the team deployed to the ground, noting that they were well acquainted with the area and accepted by the community. Concurrently, the Country Manager, who also came from the area, maintained open and constant communication with influential parties and updated Solidar and DPA on any security or risk concern, thus further facilitating smooth project implementation.

- **Commitment 4: Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them.**

One of the three core project components was dedicated to the provision of information to the Syrian refugees impacted by the crisis and residing in Nabatieh District. In fact, the RCU operating under the CRS acted mainly as an information dissemination center and worked to gather, document, and share data on all support available in the area. Additionally, it was open to receiving any and all complaints and worked to address them without undue delays, giving refugees a sense of open communication. Beneficiaries commended Solidar's team willingness to listen as well as the team's conduct towards them.

On another level the CSP totally relied on a participatory approach to determine the area of priority for interventions' support. The awareness raising sessions and the focus on solid waste management were deemed to be areas of priority by the municipalities and active CBOs alike and were selected as areas of intervention for this specific reason.

- **Commitment 5: Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.**

As stated above, the project integrated an RCU dedicated to receiving calls and complaints, processing them, and following up on them. A Communication Plan and the RCU procedures were outlined well into the beginning of the project, which supported adherence to this CHS. As evident from the KIIs and FGDs, beneficiaries felt at ease communicating with Solidar's team to the extent that at times they called to complain about services provided by other organizations. Where and whenever possible, and without compromising its relation with other actors, Solidar tried to support beneficiaries access other services and followed up with them to ensure that they were granted what they needed to the extent feasible. Although a log was maintained of all calls received, the anonymity of the visitors/ callers was respected when asked for and was not reported upon using names; this further increased the sense of confidence and trust felt by the beneficiaries towards Solidar.

- **Commitment 6: Communities and people affected by crisis receive coordinated, complementary assistance.**

All project components have been closely coordinated to ensure non-duplication and complementarity of assistance, as confirmed by the various stakeholders consulted, including UNHCR.

First, the UCA is being coordinated via UNHCR whereby lists of selected beneficiaries are circulated and any duplications flagged. Although UNHCR has reservations towards Solidar's approach, noting that Solidar did not completely and exclusively adopt the desk formula, the focal point ensured that coordination was maintained and duplications were ruled out.

Second, the CRS is providing a service that does not exist in the area. Although UNHCR maintains a list of members of working groups providing support, the list is not updated and does not include all services available in Nabatieh District. Additionally, UNHCR as well as other actors do not operate an information center, making this service unique.

Finally, the CSP mapped all CBOs and municipalities in the area before determining whom to work with and what kind of support to provide, once more ensuring non-duplication and complementarity.

- **Commitment 7: Communities and people affected by crisis can expect delivery of improved assistance as organizations learn from experience and reflection.**

The integration of MEAL into project design highlighted the intention of both DPA and Solidar to continuously learn and improve. The MEAL department held continuous reflection meetings to assess ways in which it could improve its operations. In fact, this project represents a fourth UCA phase for Solidar, and the process has been continuously adjusted to accommodate lessons learnt from previous phases. Moreover, the request for modification highlights the keenness of both Solidar and DPA to benefit from experience and adjust project planning rather than proceed without true conviction.

Nonetheless, as indicated in the evaluation above, more work can be done in respect to learning from experience and MEAL in general. In fact, it is believed that MEAL could be further developed and tools could be reviewed to ensure a greater degree of effectiveness and efficiency. For example, the samples involved in PDMs and EVIs could be decreased and chosen statistically to ensure validity of findings. Additionally, for future interventions, it is recommended that MEAL focuses more on gathering and incorporating comprehensive lessons learnt. More project-wide meetings should be coordinated by the Program Coordinator, with the support of the Country Representative to ensure that Solidar's team has a unified view towards project priorities and rationale. Furthermore, the capacity of local staff should be further built to enable them to gradually manage their respective components under minimal support and supervision.

- **Commitment 8: Communication and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers.**

Although the project does not enlist the support of volunteers, Solidar employs qualified and dedicated staff to manage each component and oversee implementation. Noting that the majority of staff employed by Solidar come from the local community, capacity building interventions are being implemented to enhance their skills as part of promoting local ownership and enhancing sustainability. Nevertheless, a more targeted approach is called for. In fact, an internal lessons learnt reflection workshop implemented in March 2018 summarized a number of training needs, including programme cycle, reporting, monitoring and evaluation, stress management, leadership, log-frame and indicators, and mastering emails. It is the evaluation teams' recommendation to implement, under the supervision of the Project Coordinator, a formal needs assessment and coordinate the execution of a more structured capacity building intervention that includes training on project management, proposal writing, and monitoring and evaluation.

- **Commitment 9: Communication and people affected by crisis can expect that the organizations assisting them are managing resources effectively, efficiently, and ethically.**

All surveyed stakeholders praised Solidar’s approach and held the organization and its team in great esteem, indicating that the project was backed up by a transparent management system. Additionally, to the extent possible within the scope of this evaluation, resource efficiency was assessed. Solidar maintained up-to-date tracking of expenditures and compared them against budget. As a result, a monthly summary was presented and reported upon. This accurate and transparent tracking enabled the validation of budget re-allocation and a no-cost extension request.

Additionally, it is noteworthy that when seeking alternative means for UCA distribution, the cheapest and most convenient method was used; namely, Liban Post. This was found to be quite efficient by the evaluation team, noting that (a) the issuance of visa cards for beneficiaries through banks was not feasible for Solidar due to legal restrictions set by the Central Bank, and (b) the residency permit of some beneficiaries has expired and as such, banks will not issue visa cards in their names. Nevertheless, as noted above, some project actions, such as EVIs, were viewed to be less cost-effective and recommendations have been forwarded to their adjustment.

VI. CONCLUSION, RECOMMENDATIONS, AND LESSONS LEARNT

Overall, this evaluation views “Increased Resilience of Syrian Refugees and Host Communities in South Lebanon” to be a positive intervention in a carefully chosen geographic area, despite the variance of its impact on the two targeted communities. The project remains highly relevant specifically to the refugee community in Southern Lebanon, while integrating components to ensure some relevance to the host community needs. Nevertheless, the impact of the project on the relations between host and refugee communities in the area remained weak, as did linkages among project components. Although this evaluation process could not extensively assess all actions, noting that CSP is still under implementation, the section below presents an overview of lessons learnt, and main recommendations.

6.1 Lessons Learnt

This evaluation has compiled a number of lessons learnt that could be built upon for future interventions:

- The selection of an international NGO with a local team for the project implementation in the context of the South of Lebanon presented a value added. The combination of a local team working under an international umbrella is found to be a favorable model that provided key areas of strength.
- Solidar has followed, to some extent, the recommendations forwarded by previous evaluations, and specifically the “Independent Evaluation of Solidar Humanitarian Response to the Syria Crisis in Lebanon “01.03.2015-30.06.2018” Evaluation. Key recommendations complied with include:
 - *Strategic Planning*: Solidar is in the process of developing a Strategic Plan for Lebanon; such a plan will help Solidar “find its niche” and improve its quality programming
 - *Information-Sharing and Coordination*: Solidar is exerting commendable effort to share and exchange information. Nevertheless, the project and the organization could benefit from enhanced internal communication interventions to ensure that

all Project Managers are equally aware of the importance of each component and the inter-linkages among them.

- *Cash Assistance Vulnerability Criteria*: “Clearly articulated vulnerability criteria” has been developed to support selection of cash assistance beneficiaries. However, benefit can be seen in adopting UNHCR desk formula rather than investing resources into this
 - *Field Team Capacity*: Field assistants received relevant training before being deployed to the field
 - *Monitoring*: Data collection and management seems to have been strengthened during this phase of the project
 - *Referrals and Listening*: A referral unit has been set up as recommended, and at times beneficiaries are using it to share their experiences as well as ask for assistance/ information. Noting the need for people coming out of trauma to be listened to and supported, Solidar may want to consider and assess the added value of availing the services of a specialized psychologist after further exploring whether this falls within Solidar’s mandate and assessing services already available in the area.
 - *Community Support Projects*: Solidar has changed the way it is operating CSP, pursuing alternative ways to reinforce social cohesion notably by including community based organizations as beneficiaries and not only municipalities.
- In general, project actions increased Solidar’s accountability towards both host communities and Syrian refugees residing in Nabatieh District. The field visits that were conducted by the implementing team, coupled with the continuous coordination with local NGOs and municipalities, have played a positive role in enabling Solidar to reach out to expand its reach and build a good reputation.
 - The Monitoring, Evaluation, Accountability, and Learning (MEAL) department is providing invaluable support to the project; however, it can be further capitalized upon to increase the project’s effectiveness, impact, and efficiency, especially in terms of the tools used.
 - The understanding of the project by most of the stakeholders (including some members of the project team) was based on an actions’ approach instead of a holistic approach, which affected the linkages between actions.
 - UCA supports Solidar’s global strategy in terms of safeguarding human rights and human dignity. It supports refugees’ dignity by giving each beneficiary the freedom of choice in choosing how to use the cash depending on own needs. This intersects with a number of Core Humanitarian Standards (CHS), including relevance to the needs and timely and effective assistance.
 - The UCA provided by Solidar has been complementing similar programmes implemented by UNHCR and other service providers in the area. Solidar’s coordination with them has prevented the duplication of services, while filling the gaps and increasing the number of beneficiaries in Nabatieh District.
 - UCA partially relied on UNHCR’s desk formula which, despite the fact that it might not be fair at all times, was developed by experts over several years. UNHCR is recalibrating its formula this year to be able to target the most vulnerable populations among Syrian refugees and to increase the accuracy and fairness of its selection process. Using

UNHCR's desk formula, especially after recalibration, will help Solidar prevent the duplication of efforts and increase project efficiency.

- Liban Post modality adopted for UCA is found to be an effective and reasonable modality for all stakeholders concerned. However, since some of the beneficiaries live far from Liban Post branches, the team should make sure that all beneficiaries know that they can authorize relatives to receive the money on their behalf.
- Although UCA is being provided to Syrian refugees only and not members of the host community, it has an economic benefit to the community where the money is actually being spent. This benefit is currently not evident to all stakeholders; efforts can be exerted by Solidar to increase the community's awareness in this respect through the organization of discussion groups, awareness raising sessions, and public events.
- The CSP is bringing people together under one common objective and priority; reducing solid waste in the area. Concurrently, it is also setting a foundation for the host community to work closely with the refugee community to raise awareness on the importance of sorting waste, thus strengthening relationships between both communities.
- The CSP embedded an unintended outcome of women empowerment, since most of the involved organizations are managed by active women. The CSP is supporting them to strengthen their role as social actors and eventually, support other women too.
- CSP capacity building did not seem to be fully and sufficiently addressed throughout the 12-month project period; rather, it was restricted to a limited number of coaching sessions as perceived by CSP beneficiaries.
- The CRS did not achieve its primary objective due to its inability to handle the high numbers of visitors, and the limited number of successful referrals during its trial phase. The amendment implemented transformed the CRS to more of an information center than an actual referral system.

6.2 Main Recommendations

As a summary of this evaluation process, and having consulted all relevant stakeholders, the evaluation team provides the following set of recommendations:

- To increase the common understanding of Solidar' mission, vision and strategy, whether among targeted communities or staff members through information sessions, strategic planning sessions, and internal discussion workshops. Concurrently, to strengthen linkages among the various project components to ensure a more holistic approach.
- To set a clear capacity-building plan for staff depending on existing needs, as recommended by the previous evaluation report.
- To increase MEAL's effectiveness by further integrating beneficiaries' feedback as gathered by project team members who work closely with them as part of the internal monitoring/ review sessions. Additionally, to ensure that the MEAL manager is dedicated to MEAL tasks and is well capable of supporting the project to benefit from MEAL on both the operational and strategic levels.
- To conduct the Post Distribution Monitoring (PDM) with a representative random sample instead of the whole population of UCA beneficiaries.

- To adopt UNHCR's desk formula for UCA while leaving a small margin of support to accommodate additional people who are assessed to be in dire need within the period of review (since UNHCR reviews the list only once a year), noting that a recalibration is taking place every year. This will increase efficiency and minimize duplication of efforts.
- To advocate with UNHCR concerning the UCA beneficiaries review cycle to ensure that eligible beneficiaries found during the year are not overlooked.
- To propose a review of the amount provided under UCA (175\$) in coordination with UNHCR and World Food Programme (WFP) since the food basket calculation was done in 2014 and many changes have taken place since then on the socio-economic level. Nevertheless, care must be taken that such a revision does not compromise with the number of beneficiaries supported.
- To consider increasing the visibility of DPA and its back-donor CISU, maybe through the use of more banners.
- To ascertain that UCA recipients are well aware of the logistics requirements, including the fact that they can assign another person to receive the assistance on their behalf as long as he/she is carrying the proper documentation.
- To better manage expectations on the level of CSP by setting a clear budget ceiling for the organizations as part of the guidelines for the submission of concept notes.
- To build the capacity of selected CSPs through a structured program that includes coaching sessions and to integrate a holistic intervention through supporting a complete project in order to ensure a higher effectiveness and a measurable impact. Projects selected should be supported from initiation and through final implementation, while taking into consideration the expertise of each organization when setting project priorities.
- To take into consideration each organization's experience and work when reviewing its proposal; some of the organizations are able to implement initiatives that are more advanced than the others due to their long proven experience.
- To create a network that focuses on solid waste management issues with the participation of all social actors in the area, including non-governmental organizations, municipalities and interested individuals in order to unify efforts and increase work effectiveness.
- To better manage people's expectations on the level of CRS by highlighting the fact that the center is an information center rather than a referral center. Concurrently, Solidar may want to consider developing a full-fledge referral protocol for specific cases where rapid intervention is deemed to be needed.
- To consider offering psychological support to refugees by a professional, since they have expressed their need to talk and share their problems after crisis while living in vulnerable situations. This should be done after further exploring whether this falls within Solidar's mandate and after assessing services already available in the area.

Annex A: Documents Consulted

List of Publications:

- Lebanon Crisis Response Plan 2017 – 2020 (2018 Update)
- Vulnerability Assessment of Syrian Refugees in Lebanon, 2017
- Core Humanitarian Standards, CHS Alliance, Group URD and the Sphere Project, 2014

List of Documents provided by Solidar Suisse:

- A - Application Humanitarian Intervention 05/2017
- A - Recommendation Note Intervention 22/06/2017
- A - Project's Work plan
- A - Project's Budget
- A - Project's Logical Framework
- B - Modification request
- B - Amended Logical Framework 02/2018
- C - Project's Request for Intervention Adjustments – No cost extension request 04/2018
- D - Midterm Review Report
- E - Monthly reports and Budget Follow-up
- F - Standard Operating Procedures Cash
- F - Vulnerability Assessment Baseline Report
- F - Lessons Learnt – UCA
- F - PDM Midterm Report
- F - Communication Plan
- F - RCU Procedures
- F - Hotline Tracker
- F - Lessons Learnt – MEAL
- F - CSP Concept and Guidelines
- F - Feasibility Study
- F - Minutes of Meeting
- F - Monthly Indicator Tracker
- F - Solidar Suisse Lebanon – Strategic Framework 2017/2018
- F - Overall Work-plan and Milestones
- Independent Evaluation of Solidar Humanitarian Response to the Syria crisis in Lebanon
01 March 2015 – 30 June 2016
- CRS information Leaflets (English and Arabic)
- Two of the selected CSP concept notes as samples
- Work-plan for the MEAL Department

Annex B: List of Interviews and Focus Group Discussions

Stakeholder - Solidar Suisse				
Name	Position	Location	Data Collection Tool	Date
Tarek Daher	Country Representative	Solidar Suisse Offices	KII	18 June 2018
Javier Gil Elias	Programme Coordinator	Solidar Suisse Offices	KII	18 June 2018
Ali Al Akhdar	MEAL Manager	Solidar Suisse Offices	KII	18 June 2018
Sara Shokr	CSP Manager	Solidar Suisse Offices	KII	18 June 2018
Nisreen Msheirfeh	Referral Junior officer	Solidar Suisse Offices	KII	18 June 2018
Fatima Mansour	HR/ Finance Junior Officer	Solidar Suisse Offices	KII	18 June 2018
Ayman Al Azzi	Cash Manager	Solidar Suisse Offices	KII	18 June 2018
Hanadi Ali Ahmad	Field Assistant	Solidar Suisse Offices	KII	21 June 2018
Kawthar Awada	Field Assistant	Solidar Suisse Offices	KII	22 June 2018
Nadine Weber	Desk Lebanon	Skype	KII	25 June 2018

Stakeholder - DPA				
Name	Position	Location	Data Collection Tool	Date
Lars Bru Jørgensen	Humanitarian Coordinator	Skype	KII	28 June 2018

Stakeholder - UCA				
Name	Position	Location	Data Collection Tool	Date
<ul style="list-style-type: none"> ▪ Ahmad ▪ Ali ▪ Mohamad ▪ Louay ▪ Mona ▪ Hayat ▪ Amira Karma	8 UCA Beneficiaries	Solidar Suisse Offices	FGD	21 June 2018
<ul style="list-style-type: none"> ▪ Zaky ▪ Rasma 	8 UCA Beneficiaries	Solidar Suisse Offices	FGD	21 June 2018

Stakeholder - UCA				
Name	Position	Location	Data Collection Tool	Date
<ul style="list-style-type: none"> ▪ Bader ▪ Abdel Meneem ▪ Ahmad ▪ Sabhye ▪ Hafsa ▪ Misria 				
<ul style="list-style-type: none"> ▪ Yahya ▪ Rida ▪ Latifa ▪ Mohamad ▪ Fadi ▪ Abdel Jalil ▪ Sabha ▪ Jamal 	8 UCA Beneficiaries	Solidar Suisse Offices	FGD	22 June 2018
<ul style="list-style-type: none"> ▪ Sahar ▪ Abir ▪ Hajja ▪ Mona ▪ Amal ▪ Fawza ▪ Abdelrahim ▪ Mansour ▪ Yasser ▪ Sawsan 	10 UCA Beneficiaries	Solidar Suisse Offices	FGD	22 June 2018

Stakeholder - Referrals				
Name	Position	Location	Data Collection Tool	Date
Sawsan Atwe	Intersos - Protection Manager in South Lebanon	Intersos Offices – Kfar Remmen	KII	19 June 2018
Khaled	CRS and UCA Beneficiary	Consultant's Office	Phone Interviews	25 June 2018
Rasmya	CRS and UCA Beneficiary	Consultant's Office	Phone Interviews	25 June 2018
Ahmad	CRS and UCA Beneficiary	Consultant's Office	Phone Interviews	25 June 2018
Ikhlas	CRS and UCA Beneficiary	Consultant's Office	Phone Interviews	25 June 2018

Stakeholder – CSP and Involved in Proposal Writing Coaching				
Name	Position	Location	Data Collection Tool	Date
Wafaa Fakheredine	Terre Net LNGO - Director	Terre Net Offices – Kfar Remmen	KII	20 June 2018
Dr Nassif Nehme	Environment and Humanity LNGO - Director	Municipality of Habbouch	KII	20 June 2018
Kasem Toufaileh	Municipality of Deir Al Zahrani - Environment Committee member	Municipality of Deir Al Zahrani	KII	20 June 2018
Najat Farhat	Nidaa Al Ard LNGO - Vice President	Nidaa Al Ard Offices – Arab Salim	KII	20 June 2018

Other Stakeholders				
Name	Position	Location	Data Collection Tool	Date
Samer Mawaad	UNHCR – UCA Focal Point in Tyre	UNHCR Offices - Tyre	KII	19 June 2019

Annex C: Interviews and Focus Groups Guiding Questions

Guiding Questions for Country Representative Interview

Date: _____

1. In your opinion, how relevant was the project to the needs of the beneficiaries ?
2. How relevant was the project to Solidar Suisse’s mission, vision and strategy?
3. How was coordination maintained between the different actions of the project (UCA, IRS and CSP), if any.
4. Did the actual number of beneficiaries reach the project’s anticipated numbers?
5. What challenges have occurred during project implementation? What were the modifications implemented to the project? And what were the reasons behind such modifications?
6. To what extent was the host community involved in the project? How was it supported?
7. What steps have been planned into this phase of the project to enhance the involvement of local actors in the future? How was local ownership promoted? How were local capacities built to ensure resilience?
8. How was feedback from beneficiaries collected and how were lessons learnt compiled? How were complaints processed in general? What are the key lessons learnt?
9. What are your recommendations? What would you recommend to be done differently in the future?

Questions focused on UCA

10. In terms of UCA, did the continuous displacement of the place of residency of the Syrian refugees cause a challenge for implementation and follow-up?
11. Do you think the UCA is sufficient to help recipients meet their basic needs?
12. In your opinion, did the UCA prioritize female-headed households? The elderly?
13. Who were the other cash actors and how was coordination maintained?

14. How many households were found ineligible mid-way and substituted?
15. Why wasn't UCA linked to the number of household members?
16. Why did the WFA refuse to collaborate?
17. Who conducted the satisfaction survey and how were results assessed?

Questions focused on IRS

18. How was the communication plan within the referral system developed and how beneficial was it?
19. What was the work structure implemented in the RCU? (Receiving phone calls, and personal visits from beneficiaries, processing and referral)? Why was the team overwhelmed?
20. How were internal and external referrals followed up?

Questions focused on CSP

21. In terms of CSP, how were the Municipalities and NGOs available in the area mapped and invited to submit concept notes?
22. What were the reasons for the replacement of the CSP Manager at the early phase of the project? And what was the effect of such a change on the project implementation?
23. What trainings have been delivered so far under the CSP? How effective are they?

Guiding Questions for CASH Manager Interview

Date: _____

Name: _____

1. What were your main responsibilities and duties?
2. How was the Financial Service Provider selected? (Liban Post)
3. How were the beneficiaries for the UCA selected and contacted?
4. Do you think the selection process included the most vulnerable? Were women and the elderly prioritized?

5. Why were some selected beneficiaries removed from the UCA list? (Exclusion criteria)
6. How relevant was the UCA to the beneficiaries' needs? And do you think it was enough to cover their basic needs? Did it create dependency?
7. Did the number of participants meet the project's expectations?
8. How did the other component of the project support the achievement of the UCA objectives?
9. What was the beneficiaries' attitude towards the UCA programme, Soldiar Suisse and DPA?
10. What kind of challenges did you face when implementing the UCA programme?
11. Is the applied CASH approach/modality relevant to the current humanitarian situation in the South of Lebanon?
12. Can you state any lessons learned from the project?
13. How important was the cooperation with UNHCR to the UCA programme?
14. With whom did you coordinate and how?
15. What are your recommendations?

Guiding Questions for CSP Manager Interview

Date: _____

Name: _____

1. What were your main responsibilities and duties?
2. In your opinion, did the late recruitment for this position cause any challenges in managing the CSP programme?
3. Did you find any existing gaps in the CSP programme or did you recommend any amendments? Where you for the amendments integrated?
4. How were the existing NGOs and municipalities in the area mapped and requested to submit concept notes for the CSP programme?

5. How effective was the training held and on what topics did it focus? Who provided it?
6. How were the eligible concept notes selected?
7. How will the selected CSP projects be monitored? On what terms and criteria?
8. What were the challenges in the implementation of the CSP programme?
9. What are your recommendations?

Guiding Questions for MEAL/Bencom and Referral Manager Interview

Date: _____

Name: _____

1. What were your main responsibilities and duties in terms of monitoring and evaluation?
2. How was the monitoring and evaluation process handled? (methods and tools)
3. What were the main challenges faced in the project?
4. What were the modifications implemented to the project? What were the reasons for such modifications?
5. How did the project impact Solidar Suisse's accountability towards the beneficiaries? And how was this effect measured? Satisfaction surveys or other tools?
6. How do you assess the relevance of the project to the needs of the beneficiaries and to Solidar Suisse's strategy?
7. How was the impact of the project measured? Is it too early in your opinion still to measure impact?
8. How were lessons learnt compiled and reintegrated into the project?
9. Did the project set and share clear selection criteria across all components?
10. Is the project replicable? If yes, what changes/ adjustments should be introduced?
11. Were available resources utilized properly and efficiently?

12. Do you think that the activities were effective in relation to the set outputs and objectives?
13. How do you assess the project's sustainability?
14. What are your recommendations?

Questions Related to the RCU

15. What were your main duties in the RCU? What were the duties of the different team members?
16. How was the referral procedure handled? Was this effective, noting that the team felt overwhelmed at first?
17. How were the cases of external and internal referrals monitored and followed-up?
18. How was the coordination with the NGOs for external referrals maintained?
19. What was the attitude of the beneficiaries towards the Communication and referral system? How helpful was it?
20. What was the average number of visitor to the RCU on a normal day? Is the unit still operational?
21. What were the challenges in the implementation of the Communication and Referral System?
22. What are your recommendations?

Guiding Questions for Finance Officer Interview

Date: _____

1. What were your main responsibilities and duties as related to this project?
2. Do you think that the financial resources were utilized efficiently?
3. Do you think that the set budget was sufficient for the implementation of the project?

4. Do you think that the budget was distributed efficiently between the different components of the project?
5. What was the percentage distribution of staff versus activity budget?
6. Why was the budget amended? And, in your opinion, did this contribute to a better implementation?
7. Was there any financial difficulties faced throughout the project?
8. What are your recommendations?

Guiding Questions for Referral Junior Officer Interview

Date: _____

Name: _____

1. What were your main responsibilities and duties within this project?
2. What do you think of the approach methodology adopted? What are its advantages and disadvantages?
3. How were the beneficiaries (walk-ins and phone calls) handled?
4. What was the average time to process a complaint/feedback? Who handled the processing and how?
5. How many beneficiaries did the RCU get visited by on a daily average? What did people mainly ask about?
6. What were the main difficulties faced? Why did the unit get overwhelmed at first? How many people were dealing with walk-ins and callers?
7. What was the general attitude of the beneficiaries from the RCU? Would you recommend its continuation in the future?
8. What other recommendations and lessons learnt can you offer?

Guiding Questions for Field Assistants Interview

Date: _____ Name: _____

1. What were your main responsibilities and duties (Besides participating in the Post Distribution Monitoring)?
2. What was the selection criteria for the PDM sample? (198 Household) Do you think such criteria was sufficient and effective?
3. What was the attitude of the visited households towards Solidar Suisse? Were they cooperative? Did they know about DPA as well?
4. Did the training provided before the implementation of the PDM help you in implementing a more efficient monitoring process? Who provided the training?
5. Did you face any challenges in implementing the PDM? How did you deal with them?
6. Can you mention any specific cases where the UCA significantly mitigated the living conditions of the visited households? What will happen to those beneficiaries should the UCA be stopped?
7. What are your recommendations?

Guiding Questions for Programme Coordinator Interview

Date: _____

1. In your opinion, how relevant was the project to the needs of the beneficiaries ?
2. How relevant was the project to Solidar Suisse's mission, vision and strategy?
3. How was coordination maintained between the different actions of the project (UCA, IRS and CSP), if any.
4. Did the actual number of beneficiaries reach the project's anticipated numbers?
5. What challenges have occurred during project implementation? What were the modifications implemented to the project? And what were the reasons behind such modifications?
6. To what extent was the host community involved in the project? How was it supported?

7. What steps have been planned into this phase of the project to enhance the involvement of local actors in the future? How was local ownership promoted? How were local capacities built to ensure resilience?
8. How was feedback from beneficiaries collected and how were lessons learnt compiled? How were complaints processed in general? What are the key lessons learnt?
9. What are your recommendations? What would you recommend to be done differently in the future?

Questions focused on UCA

10. In terms of UCA, did the continuous displacement of the place of residency of the Syrian refugees cause a challenge for implementation and follow-up?
11. Do you think the UCA is sufficient to help recipients meet their basic needs? What will happen to beneficiaries once UCA is stopped? Did it create dependency?
12. In your opinion, did the UCA prioritize female-headed households? The elderly?
13. Who were the other cash actors and how was coordination maintained?
14. How many households were found ineligible mid-way and substituted?
15. Why wasn't UCA linked to the number of household members?
16. Why did the WFA refuse to collaborate?
17. Who conducted the satisfaction survey and how were results assessed?

Questions focused on IRS

18. How was the communication plan within the referral system developed and how beneficial was it?
19. What was the work structure implemented in the RCU? (Receiving phone calls, and personal visits from beneficiaries, processing and referral)? Why was the team overwhelmed?
20. How were internal and external referrals followed up?

Questions focused on CSP

21. In terms of CSP, how were the Municipalities and NGOs available in the area mapped and invited to submit concept notes?
22. What were the reasons for the replacement of the CSP Manager at the early phase of the project? And what was the effect of such a change on the project implementation?
23. What trainings have been delivered so far under the CSP? How effective are they?

Guiding Questions for CSP Beneficiaries/participants in proposal writing coaching Interviews

Date: _____

1. Short description of your selected/implemented project
2. How were you informed of the CSP programme?
3. What were the procedures of submitting project concept notes?
4. What was the criteria followed in the selection process?
5. What kind of support did Solidar Suisse provide during and after the submission period?
6. How relevant was the CSP programme to the needs of the residents of the area of implementation?
7. What kind of support was not provided and you think was necessary for your organization?
8. How was the coordination between your organization and Solidar Suisse maintained?
9. What were the challenges faced?
10. What are your recommendations?

Questions focused on Received training

11. What type of training were your team provided with?
12. What was the duration of the training?

13. Was the training relevant to your organization's needs?
14. Are you satisfied with the provided training? (trainer's knowledge, information provided, duration...)
15. Did you feel that you are more capable of drafting a project proposal?
16. Do you think that the provided training supported you in writing the concept note for the CSP programme? Do you think it is among the reasons for your selection for the CSP programme?
17. Do you think that this training will help you in receiving more future funds?
18. What other trainings do you think that your team need?
19. Do you have any recommendations?

Guiding Questions for Humanitarian Coordinator Interview

Date: _____

1. What were your main responsibilities and duties as related to this project?
2. How close is this project to DPA's strategy?
3. Do you believe that the three components of the project complemented one another?
4. How are you assessing the project's humanitarian impact? How do you see sustainability?
5. In your opinion, how conflict-sensitive is the system adopted and to what extent it ensured that tensions or vulnerabilities were not aggravated directly or indirectly?
6. What feedback can you provide to Solidar Suisse so far? Are you satisfied with the process?
7. Where you aware of any challenges? What are your recommendations?

Guiding Questions for UNHCR UCA Focal Point Interview

Date: _____

1. What was your role in the UCA programme?

2. Did UNHCR's role consist of only providing the names of vulnerable households? Or did it provide any other assistance?
3. What is the importance of such cooperation? For UNHCR, Solidar Suisse and beneficiaries?
4. In what way did the project benefit UNHCR?
5. Do you think that the UCA programme effectively addressed the current situation of the beneficiaries? And was it enough to cover their basic needs?
6. How was the coordination maintained between UNHCR and Solidar Suisse?
7. What are the adopted procedures when a case is referred to UNHCR for assessment? Can such referral be done by the NGOs?
8. Do you have any recommendations?

Guiding Questions for CRS Beneficiaries Phone Interviews

Questions focused on IRS

1. How did you learn about the IRS?
2. How did you contact the RCU unit? Through phone call or personally?
3. Was the RCU team helpful?
4. What was the purpose of seeking the RCU's assistance? Were your needs answered by the RCU?
5. In case of referrals, how and to whom was your case referred.
6. What recommendations for improvement can you provide?

General

7. How relevant were the interventions to your needs?
8. Were methods used effective?

Guiding Questions for UCA Beneficiaries Focus Groups

List of Participants (for statistical purposes)

Name of head of household	Place of residency	Age	Gender
1.			<input type="checkbox"/> M <input type="checkbox"/> F
2.			<input type="checkbox"/> M <input type="checkbox"/> F
3.			<input type="checkbox"/> M <input type="checkbox"/> F
4.			<input type="checkbox"/> M <input type="checkbox"/> F
5.			<input type="checkbox"/> M <input type="checkbox"/> F
6.			<input type="checkbox"/> M <input type="checkbox"/> F
7.			<input type="checkbox"/> M <input type="checkbox"/> F
8.			<input type="checkbox"/> M <input type="checkbox"/> F

Questions focused on UCA

1. How did you receive the UCA (payment procedures)
2. For how many months were you provided with UCA?
3. Did you feel that the amount provided was adequate to cover your basic needs? Or was it necessary for a different need of yours?
4. How did you learn about the UCA programme?
5. Did you face any challenges when attempting to withdraw your UCA from the selected Financial Service Provider
6. What recommendations for improvement can you provide?

General

7. How relevant were the interventions to your needs?
8. Were methods used effective?

Guiding Questions for Solidar Suisse Humanitarian Action Coordinator Interview

Date: _____

1. How consistent is the project in Lebanon with Solidar Suisse strategy?
2. Do you consider what you are doing more of a humanitarian or emergency action?

3. How do you see the linkages between the different project components? Which component will you prioritize as linked to strategy?
4. How did your orientation in Lebanon change over the years?
5. What was the added value of the MEAL position on the project level?
6. How sustainable you believe the project to be?
7. What do you think of the Emergency Cash Assistance? And what are your expectations for it?
8. What is your opinion concerning the Communication and Referral System? Was the time and effort put into this worthwhile?
9. What are your recommendations?