Evaluating CARE’s
Integrated Shelter and Protection Improvements Programme
Tripoli, Lebanon

Elizabeth Parker, Victoria Maynard
Seminar Discussion: Session Two  14th November 2018
This seminar discussion

Session Two: Programme Discussion

- Participants: CARE International in Lebanon, Akkarouna, CARE International UK, Evaluators

- Agenda:
  1. Introduction: Chair... Welcome, overview of aim(s) of session, background as required etc.
  2. Presentation (20mins): Elizabeth... Key findings and recommendations
  3. Discussion: Facilitated by chair
Programme Goal

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

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

Further investigation is required to confirm if the programme contributes to building resilience by:
• Increasing **community cohesion** through establishing the neighborhood committees and running awareness raising sessions;
• Increasing **connectivity between residents and external stakeholders** through introducing the neighborhood committees to the municipality and CSOs.
Increasing access to infrastructure
Upgrading housing units and implementing neighborhood building and street upgrades

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

- no water ingress
- adequate access to potable water
- secure internal and external doors and windows
- safe electrics
- improved water and sanitation facilities

Improve
- Make the beneficiary selection process more transparent (‘fair’)
- Improve explanation and support for residents to understand upgrade process
- Systematically complete ‘snagging’ items
- Optimize use of PASSA (transparent and inclusive)

Sustainability
- Upgrades items remain functioning
- Households remain in properties
- Residents contact CIL/Akkarouna (hotline)
Increasing the knowledge of the residents
Supporting relevant interactive performances and delivering awareness raising sessions

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

The topics are relevant to the lives of the attendees.

The sessions were run by skilled trainers.

Improve
• Increase the number/ frequency of the sessions
Phase III

Mankoubin
7% of population attended

Wadi Nahle
14% of population attended

Abu Samra (Shok and Shalfeh)
6% of population attended

- Attendees to PP sessions
- Attendees to PSS sessions
- Non-attendees
Improving the health of the residents

Upgrading housing units, neighborhood building and street upgrades and running awareness raising sessions.

Achieved
- The exposure of residents to health threats (heat, cold, damp, electricity) has reduced.
- Reduction in worry/anxiety about accessing water, privacy and security concerns

• Reduction in ‘smacking’ of children, improved family communications, improved hygiene practices (phase I).

Improve
- As before

Sustainability
- As before
Increasing community cohesion
Establishing the neighborhood committees and running training sessions

**Achieved**
- Committee members benefited from increased interaction between residents, and as a result increase in empathy and trust.

**Improve**
- Increase interaction for all residents (not just committee members)-leading to increased empathy and trust
- Residents know who the committee are and their role
- Clearly define ‘community cohesion’ or ‘social cohesion’ for the programme (e.g. PASSA support ‘belonging to the neighbourhood’?)

**Sustainability**
- Committees are self-organized and representative of the community
## Composition/membership of committees in Phase III

<table>
<thead>
<tr>
<th></th>
<th>Shalfeh</th>
<th>Mankoubin</th>
<th>Shok</th>
<th>Wadi Nahle</th>
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<td>6</td>
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<tr>
<td>PRL</td>
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<td>2</td>
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<tr>
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<td>Male</td>
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</table>
Connectivity between residents and external stakeholders

Introducing the neighborhood committees to the municipality and CSOs.

**Achieved**
- Committee members have increased confidence

**Improve**
- Improve direct bonds between residents (committee) and stakeholders.
- Increase capacity of committee members to engage with external stakeholders
- Referral cases follow up

**Sustainability**
- Committees are self-organized and representative of the community
A) Current relationship connections

B) Desired relationship connections for improved sustainability

Well functioning committee

Poorly functioning committee
Enabling Factors and Challenges

Programme wide: Enabling factors
• Delivery of combination of multi-layered support
• Formal and informal stakeholders were appropriately engaged
• Residents trusted CIL/Akkarouna

Programme wide: Challenges
• Time contingency and planning e.g. Religious holidays and risk of security delays
• Suitable programme management processes were challenging: governance, communication and procurement
• One-year funding cycles were too short
Conclusion

The programme contributes to building resilience by:

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

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

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

? **Increase economic opportunities...** through employing local residents
Thank you!
Spare Slides (if required)
Programme

Legend
- Phases I, II, III
- Phases II, III
- Phase II only
- Phase I only

2015 to 2018:
- 1671 housing upgrades
- 49 communal projects
- 20 committees
Enabling factors and challenges
1. Some residents did not consider the selection process for housing upgrades to be ‘fair’
2. Some households receiving housing upgrades did not understand the upgrade process
3. Contractors did not systematically complete ‘snagging’ items
The city as a system

The City Resilience Framework is a comprehensive tool for cities to understand and assess their resilience

4 Dimensions, 12 Goals, 52 Indicators (with 156 prompt questions)

City resilience describes the capacity of cities to function, so that the people living and working in cities – particularly the poor and vulnerable – survive and thrive no matter what stresses or shocks they encounter. (CRI pg 11)

Qualities of resilient systems:
- Flexible
- Redundant
- Robust
- Resourceful
- Reflective
- Inclusive
- Integrated
Framework: Level of control/influence of LGU
Social Cohesion

- USAID publication- evaluating ‘The Neighborhood Approach’ in a number of urban programmes across Latin American and Caribbean with a strong DRR focus – developed a Social Cohesion Index to measure the perceived social cohesion at the neighborhood level.

The following categories were identified in the index:
1) Willingness to work together;
2) Helping each other during an emergency;
3) Belonging to this neighborhood;
4) Having a sense of community (2018).
Theory of Change

Theory of change is a comprehensive description and illustration of how and why a desire change is expected to happen in a particular context.

A theory of change:

• Fills in the ‘middle’

• Works backwards (by first identifying long-term goals)

• Makes the link between activities and long term goals/outcomes more explicit

• Supports improved programme planning

• Supports improved evaluation and monitoring
<table>
<thead>
<tr>
<th>Phase</th>
<th>Funding</th>
<th>Goal</th>
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<tbody>
<tr>
<td>Phase I</td>
<td>$2,399,116</td>
<td>2,400 vulnerable Syrian refugees and 1,600 Lebanese host community members have access to upgraded, secured housing units and WASH facilities in <em>urban</em> Tripoli</td>
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<tr>
<td>Phase II</td>
<td>$2,399,871</td>
<td>Syrian refugees and Lebanese host community members in <em>urban</em> Tripoli have improved living conditions in the <em>city’s</em> built environment.</td>
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<tr>
<td>Phase III</td>
<td>$2,321,422</td>
<td>Contribute to building resilience of the affected population in <em>Tripoli</em> through the rehabilitation of shelters, promotion of social protection, and development of social capital</td>
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<td>Phase IV</td>
<td>$2,326,933</td>
<td>Empower and enhance the resilience of vulnerable host and refugee communities, with a particular focus on the conditions and needs of women, youth and children.</td>
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<tr>
<td>Phase</td>
<td>Objectives</td>
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<tr>
<td>Phase I</td>
<td>• Objective #1: At least 300 Syrian and 200 vulnerable Lebanese housing units (HU) (1,500 Syrian and 1,000 Lebanese individuals) have <strong>improved shelter conditions</strong> in Urban Tripoli  &lt;br&gt;• Objective #2: At least 300 Syrian refugee and 200 vulnerable Lebanese housing units (5,000 individuals) have improved <strong>WASH-related infrastructure and knowledge</strong></td>
<td></td>
</tr>
<tr>
<td>Phase II</td>
<td>• Objective #1: Syrian refugees and Lebanese host community individuals have improved <strong>shelter and WASH conditions</strong> in urban Tripoli.  &lt;br&gt;• Objective #2: Syrian refugees and Lebanese host community individuals have <strong>enhanced knowledge of and access to protection services</strong></td>
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<td>Phase IV</td>
<td>• Objective #1: at least 1,375 Syrian refugees and Lebanese host community individuals have improved <strong>shelter and WASH conditions</strong> in urban Tripoli.  &lt;br&gt;• Objective #2: at least 1000 Syrian refugees and Lebanese host community individuals have <strong>enhanced knowledge of and access to protection services</strong></td>
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Theory of change

What does a resilient community (neighbourhood, city) look like?

Increased capacities and assets to deal with shocks, stresses and uncertainty

+ Reduced drivers of risk

× Enabling environments

= Increased resilience

Dynamic Resilience Models e.g. CARE’s

City Resilience Index (Rockefeller Foundation)

ALNAP ‘Stepping Back’

IFRC Resilience Framework

GOAL: Increased resilience of communities

Activities Outputs Outcomes Goal
Characteristics of resilience

**Outputs:**
- housing upgrades
- communal projects
- committees
- training

**Goal:**
The ultimate goal is to contribute to building resilience of the neighbourhood communities in Tripoli.

**A resilient community:**
- is knowledgeable, healthy and can meet its basic needs
- is socially cohesive
- has economic opportunities
- has well-maintained and accessible infrastructure and services
- can manage its natural assets
- is connected [to external actors].
Figure 2: A conceptual framework for community resilience
GOAL: Increased resilience of communities

1. Increased access to infrastructure
2. Increased knowledge of residents
3. Improved health of residents
4. Increased connectivity between committees and external actors
5. Increased community cohesion

The ‘missing middle’
Outputs > Goal

OUTPUT: Upgraded units

OUTPUT: Communal construction projects

OUTPUT: Trained individuals

1. Increased access to infrastructure
   - HH live in units with secure internal + external doors and windows
   - HH live in units with improved WASH facilities

2. Increased knowledge of residents
   - Increased interaction between residents
   - Training attendees change attitudes

3. Improved health of residents
   - Improved hygiene (washing and cooking practices)
   - HH live in units with adequate access to water
   - HH live in units with no water ingress

4. Increased connectivity between committees + external actors
   - Committees are empowered to communicate needs to external actors
   - HH live in units with safe electrics
   - Reduced health threats (heat, cold, damp)

5. Increased community cohesion
   - Increased empathy + trust between residents
   - Increased empathy + trust between external actors + residents

GOAL: Increased resilience of communities

Depending on training topic > outcome 3. Improved health e.g. improved hygiene (as above).
Building resilience

The programme contributes to building resilience by:

• **Increasing access to infrastructure** through upgrading housing units and implementing neighborhood building and street upgrades;

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

• **Increasing community cohesion** through establishing the neighborhood committees and running training sessions;

• **Increasing connectivity between residents and external stakeholders** through introducing the neighborhood committees to the municipality and CSOs.
Enabling factors/challenges

Enabling factors included:
• Delivery of multi-layered support
• Residents trusted CARE/Akkarouna
• PP and PSS sessions were run by adequately skilled trainers

Challenges included:
• Some households receiving housing upgrades did not understand the upgrade process
• There were not enough events- quantity and frequency- and enough people attending to bring the residents together
• One-year funding cycles were too short

Key factors for sustainability included:
• Items installed remain functional
• Committees are representative and self-organised
• Households contact CIL/Akkarouna with concerns, queries and feedback
Using the TOC…

• To make the link between activities and long term goals/outcomes more explicit…. 
Knowledge, cohesion, connectivity

**GOAL:** Increased resilience of communities

- **OUTCOME:** Committees
  - Increased self-confidence of, and trust between committee members
  - Residents know the committee + understand their role
  - Increased interaction between residents
  - Training attendees change attitudes
  - Training attendees change practice
  - Increased empathy + trust between residents
  - Increased community cohesion

- **OUTCOME:** Improved health e.g. improved hygiene (as above).

- **OUTCOME:** CARE/AKK refer people to NGOs + Mun.
  - Referrals?

**OUTPUT:** Trained individuals

**OUTPUT:** Committees

Depending on training topic > outcome 3.
Infrastructure, services, health

1. Increased access to infrastructure + services
   - HH live in units with secure internal + external doors and windows
   - Neighbourhood has improved street lighting
   - HH live in units with adequate access to water
   - HH live in units with improved WASH facilities

2. Improved hygiene (washing and cooking practices)
   - Improved privacy + security
   - Reduced health threats (heat, cold, damp)

3. Improved health of residents
   - Improved economic opportunities
   - Increased resilience of communities

Output: upgraded units
Output: communal upgrade projects

Additional Activities?
Output: Employment?
Using the TOC…

• To make the link between activities and long term goals/outcomes more explicit…
• Supports improved programme planning… (will talk about in session two)
Using the TOC…

• To make the link between activities and long term goals/outcomes more explicit…
• Supports improved programme planning… (will talk about in session two)
• Supports improved evaluation and monitoring
Do households still live in the houses?
Do the installed items function?
Knowledge, cohesion, connectivity

Wider range of questions/indicators

- Increased knowledge of residents
- Increased self-confidence of, and trust between committee members
- Residents know the committee + understand their role
- Increased interaction between residents
- Increased empathy + trust between residents
- Increased connectivity between committees + external actors
- Committees are empowered to communicate needs to external actors
- Increased connection between committees + external actors
- Increased community cohesion

Training attendees change attitudes

GOAL: Increased resilience of communities

Depending on training topic > outcome 3. Improved health e.g. improved hygiene (as above).
Summary Recommendations

Using the TOC:
• Make the link between activities and long term goals/ outcomes more explicit:
  ✓ Review and update the TOC to include referrals and ‘economic opportunity’

• Support improved evaluation and monitoring
  ✓ Review MEAL plan. Update indicators to precisely measure activities, outputs and outcomes.

General:
• Define well the terms you use in your goal(s), outcomes and objectives