

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

**Elizabeth Parker, Victoria Maynard**

Seminar Discussion: Session Two 14<sup>th</sup> 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.



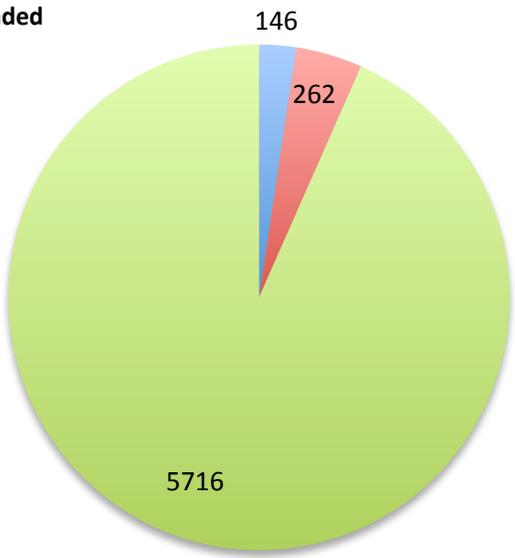
## Improve

- Increase the number/ frequency of the sessions

# Phase III

## Mankoubin

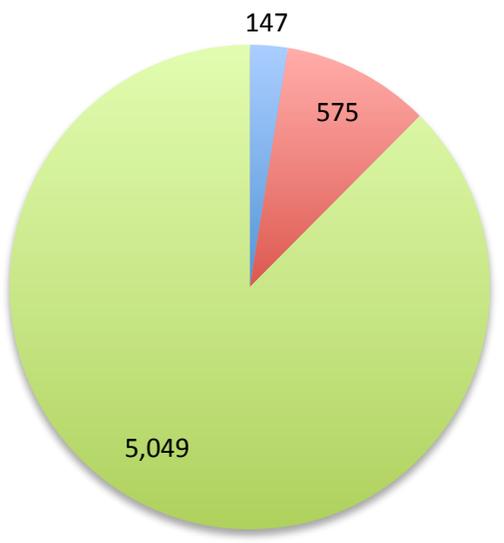
7% of population attended



- Attendees to PP sessions
- Attendees to PSS sessions
- Non-attendees

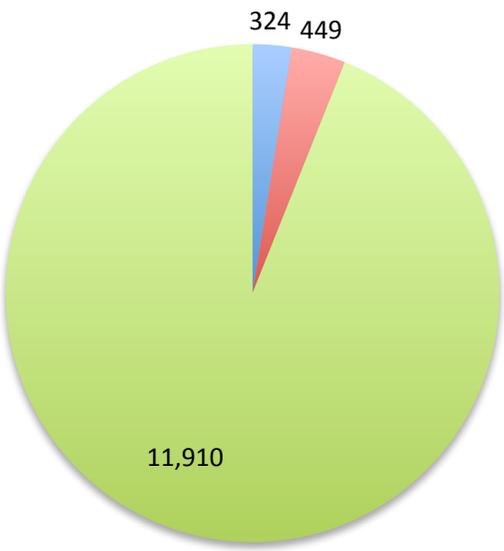
## Wadi Nahle

14% of population attended



## Abu Samra (Shok and Shalfeh)

6% of population attended



# 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



## Improve

- As before

- Reduction in 'smacking' of children, improved family communications, improved hygiene practices (phase I).

## 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

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

# Connectivity between residents and external stakeholders

Introducing the neighborhood committees to the municipality and CSOs.

## Achieved

- Committee members have increased confidence

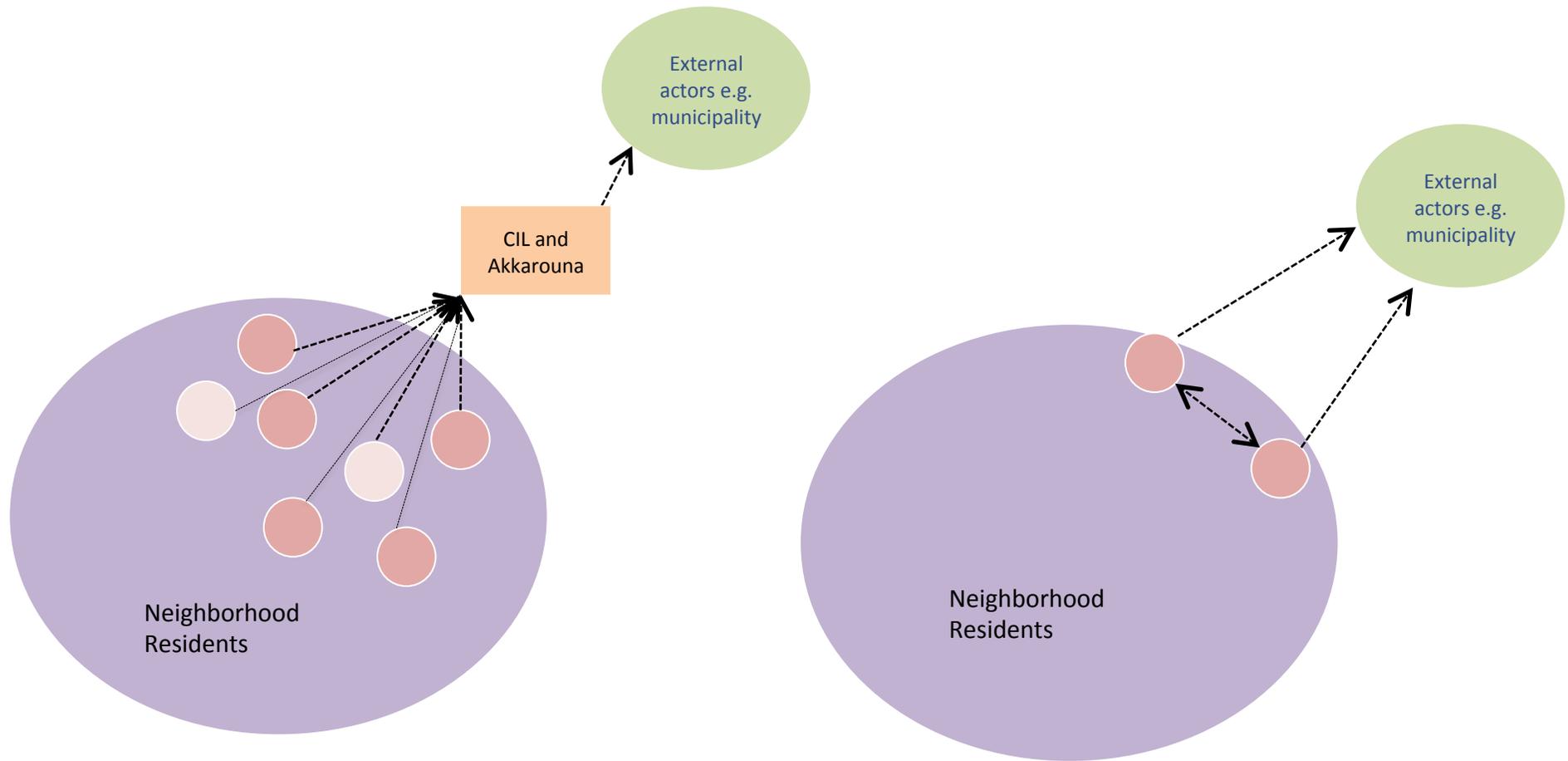


## Improve

- 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**



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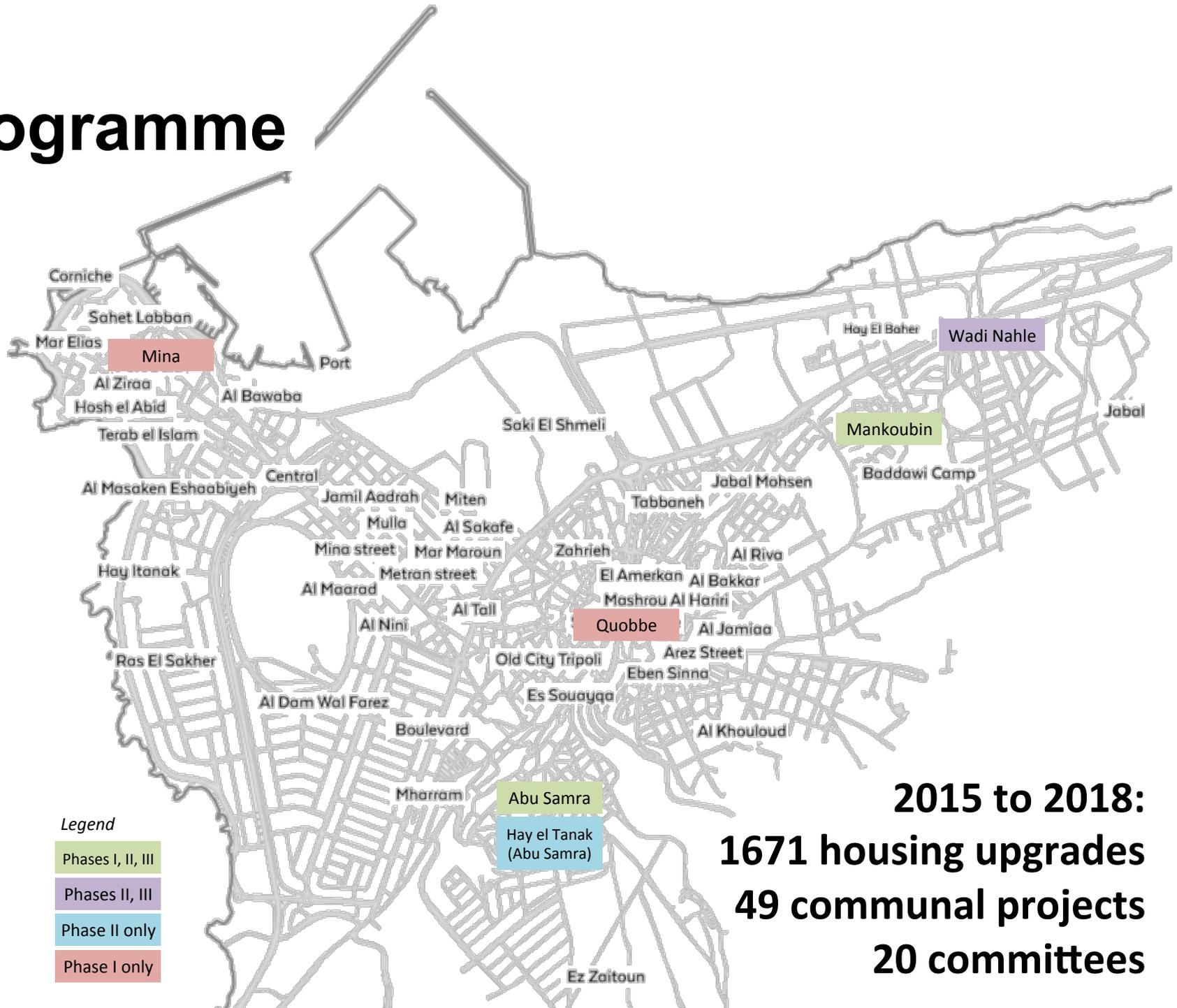
- **Increasing community cohesion** through establishing the neighborhood committees and running awareness raising sessions;
- **Increasing connectivity between residents and external stakeholders** through introducing the neighborhood committees to the municipality and CSOs.

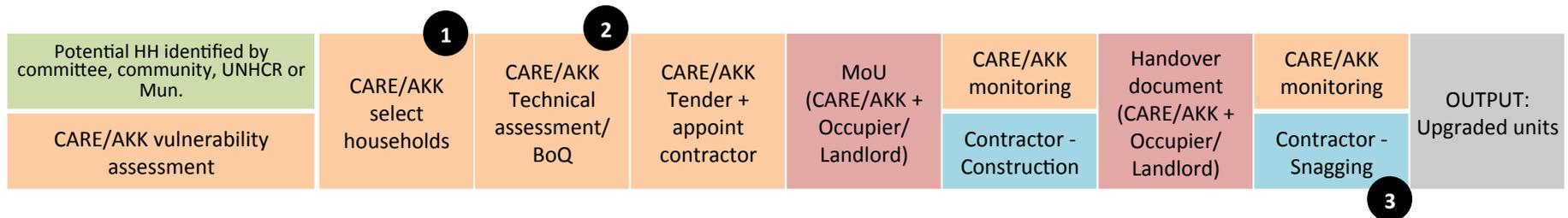
? **Increase economic opportunities...** through employing local residents

**Thank you!**

**Spare Slides (if required)**

# Programme





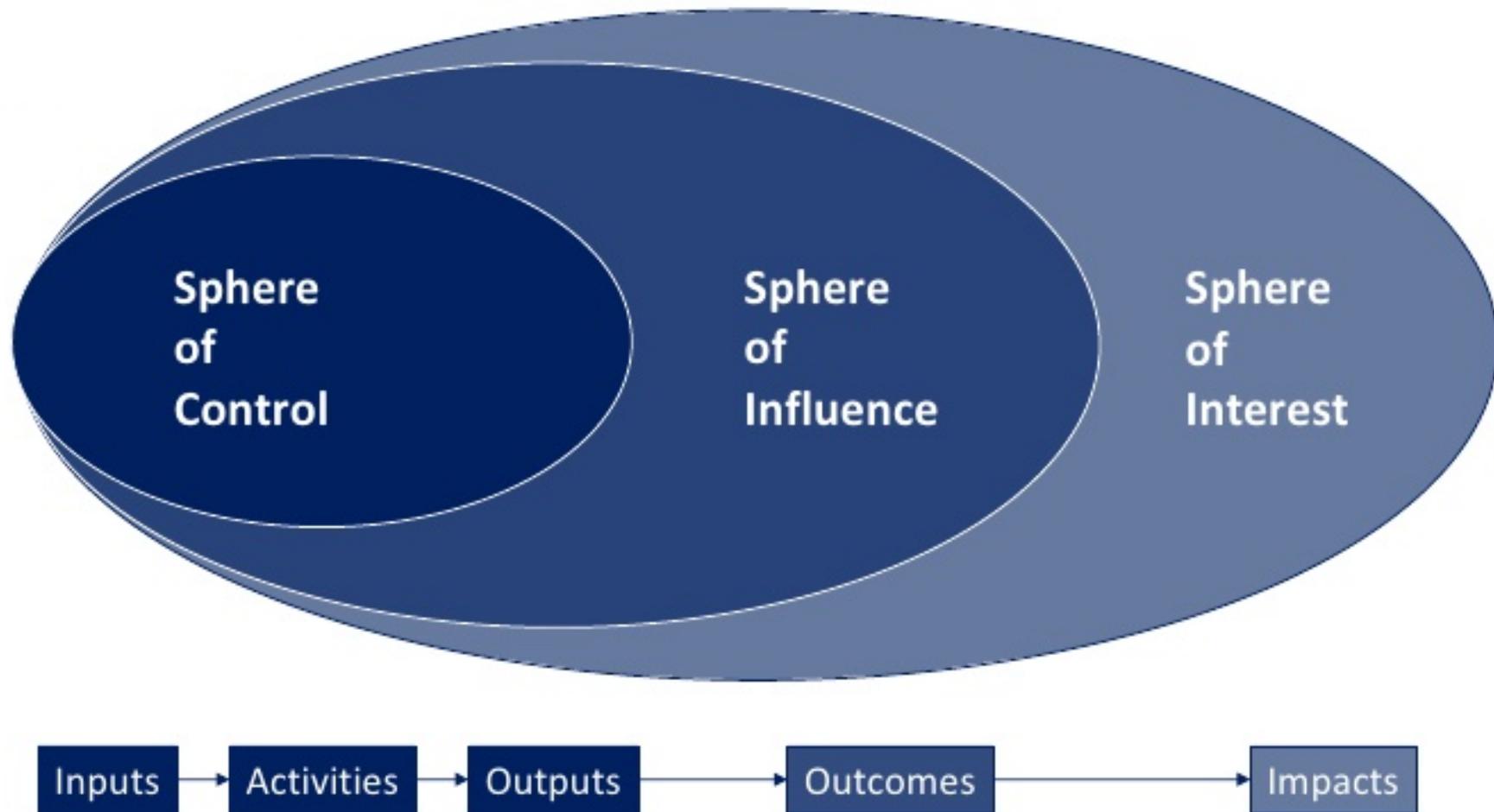
## Enabling factors and challenges

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:

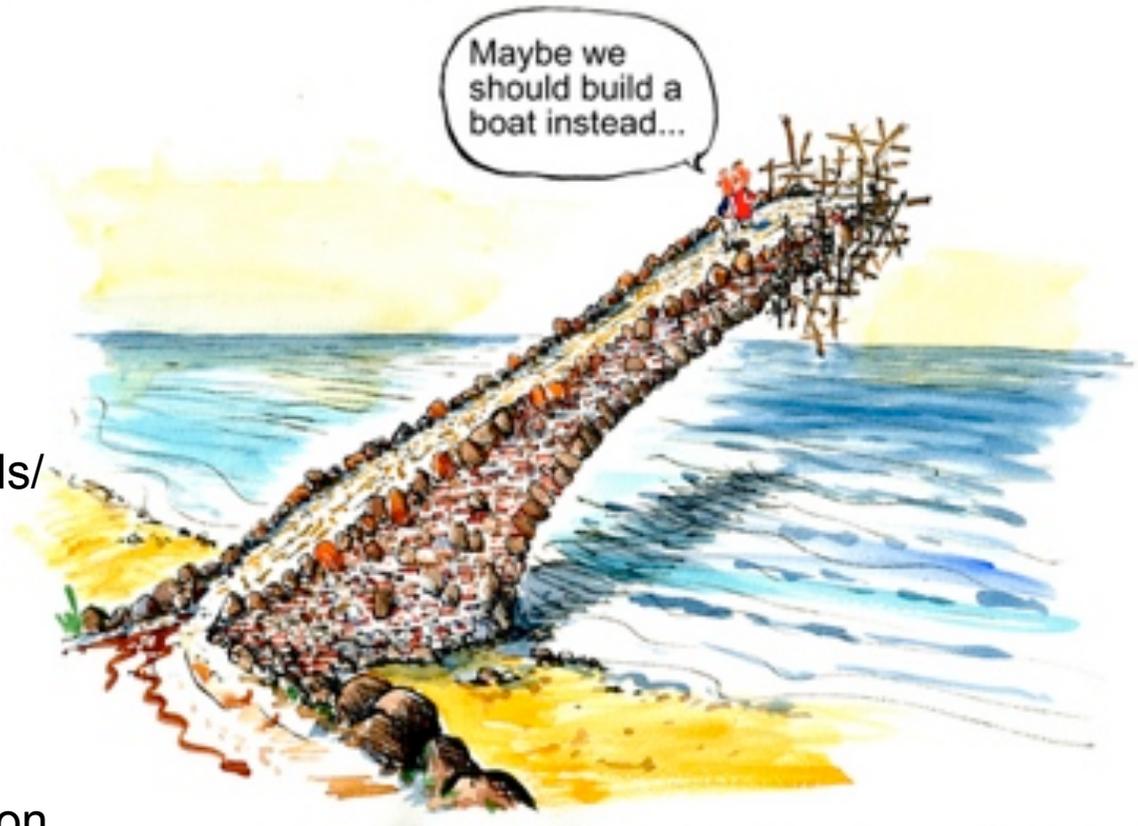
- 1) Willingness to work together;
- 2) Helping each other during an emergency;
- 3) Belonging to this neighborhood;
- 4) Having a sense of community (2018).

# Theory of Change

Theory of change is a comprehensive description and illustration of how and why a desired 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

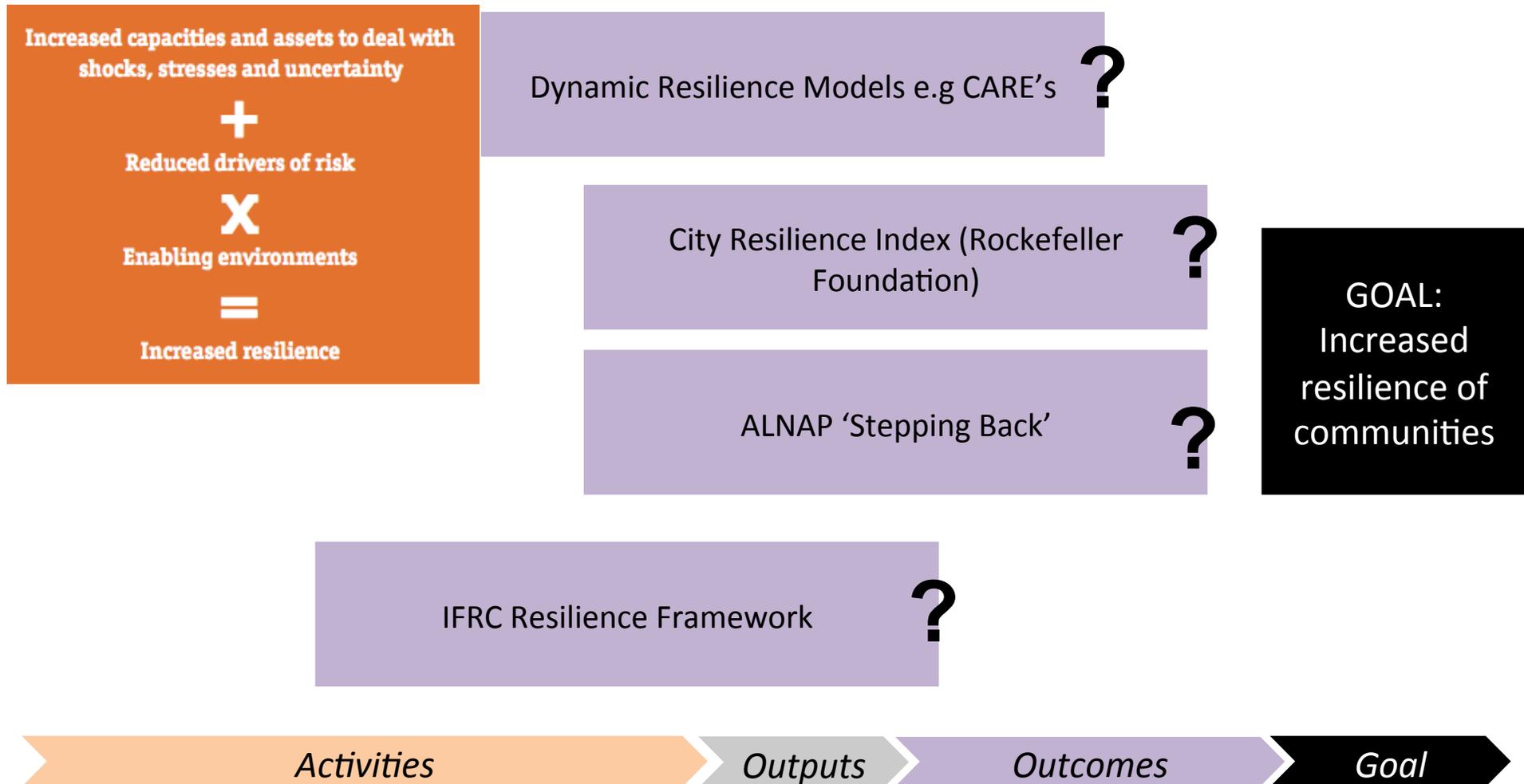


Phase	Funding	Goal
Phase I	\$2,399,116	<u>2,400 vulnerable Syrian refugees and 1,600 Lebanese host community members</u> <b>have access to upgraded, secured housing units</b> and <b>WASH facilities</b> in <i>urban Tripoli</i>
Phase II	\$2,399,871	<u>Syrian refugees and Lebanese host community members in urban Tripoli</u> have <b>improved living conditions</b> in the <i>city's</i> built environment.
Phase III	\$2,321,422	Contribute to <b>building resilience</b> of the <u>affected population</u> in <i>Tripoli</i> through the <b>rehabilitation</b> of shelters, promotion of <b>social protection</b> , and <b>development of social capital</b>
Phase IV	\$2,326,933	<b>Empower</b> and <b>enhance the resilience</b> of <u>vulnerable host and refugee communities</u> , with a particular focus on the conditions and needs of <u>women, youth and children</u> .

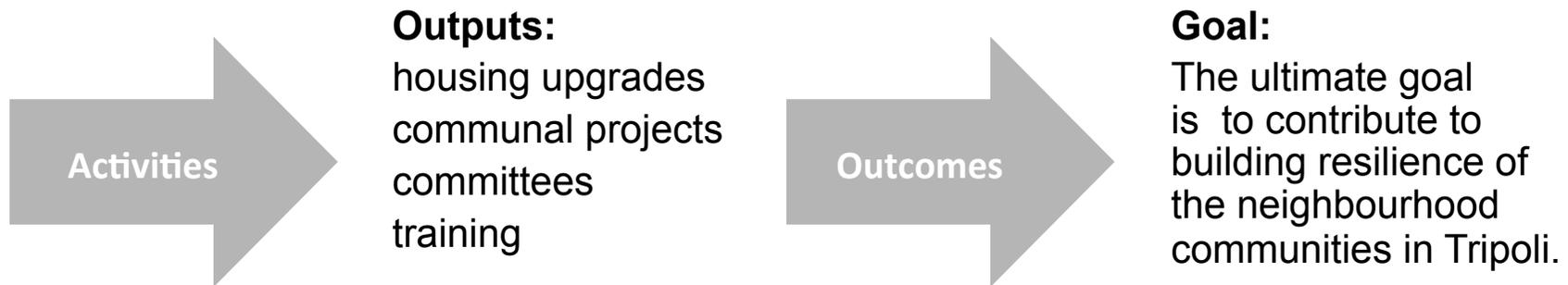
Phase	Objectives
Phase I	<ul style="list-style-type: none"> <li>Objective #1: At least 300 Syrian and 200 vulnerable Lebanese housing units (HU) (1,500 Syrian and 1,000 Lebanese individuals) have <b>improved shelter conditions</b> in Urban Tripoli</li> <li>Objective #2: At least 300 Syrian refugee and 200 vulnerable Lebanese housing units (5,000 individuals) have improved <b>WASH-related infrastructure and knowledge</b></li> </ul>
Phase II	<ul style="list-style-type: none"> <li>Objective #1: Syrian refugees and Lebanese host community individuals have improved <b>shelter and WASH conditions</b> in urban Tripoli.</li> <li>Objective #2: Syrian refugees and Lebanese host community individuals have <b>enhanced knowledge of and access to protection services</b></li> </ul>
Phase III	<ul style="list-style-type: none"> <li>Objective #1: Syrian refugees and Lebanese host community individuals have improved <b>shelter and WASH conditions</b> in urban Tripoli.</li> <li>Objective #2: Syrian refugees and Lebanese host community individuals have <b>enhanced knowledge of and access to protection services</b></li> </ul>
Phase IV	<ul style="list-style-type: none"> <li>Objective #1: at least 1,375 Syrian refugees and Lebanese host community individuals have improved <b>shelter and WASH conditions</b> in urban Tripoli.</li> <li>Objective #2: at least 1000 Syrian refugees and Lebanese host community <b>individuals have enhanced knowledge of and access to protection services</b></li> </ul>

# Theory of change

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

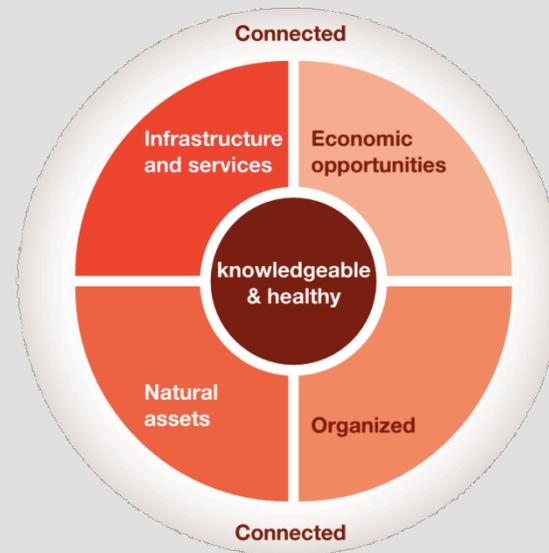


# Characteristics of resilience



## A resilient community:

- is knowledgeable, healthy and can meet it's basic needs
- is socially cohesive
- has economic opportunities
- has well-maintained and accessible infrastructure and services
- can manage it's natural assets
- is connected [to external actors].

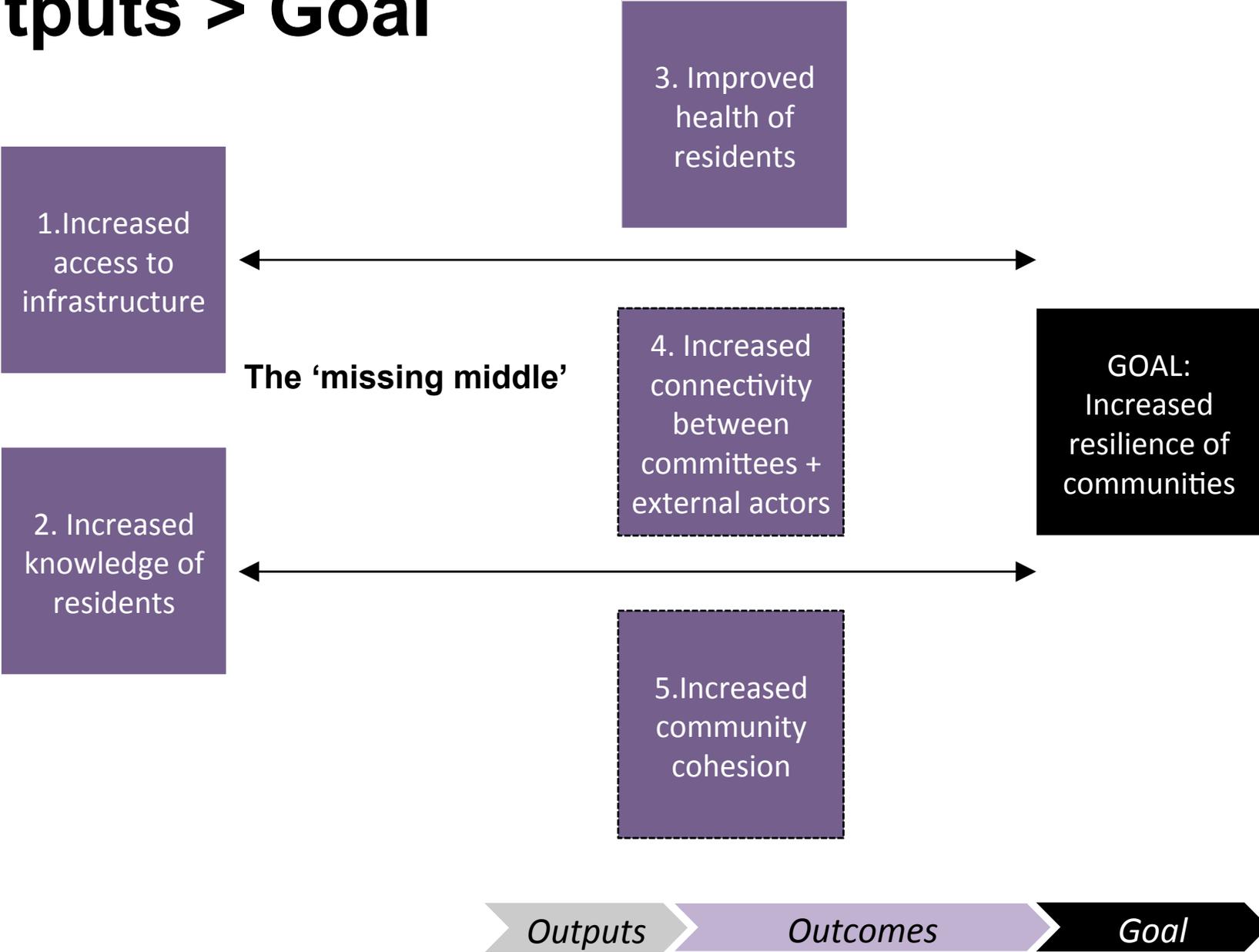


## SYSTEMS

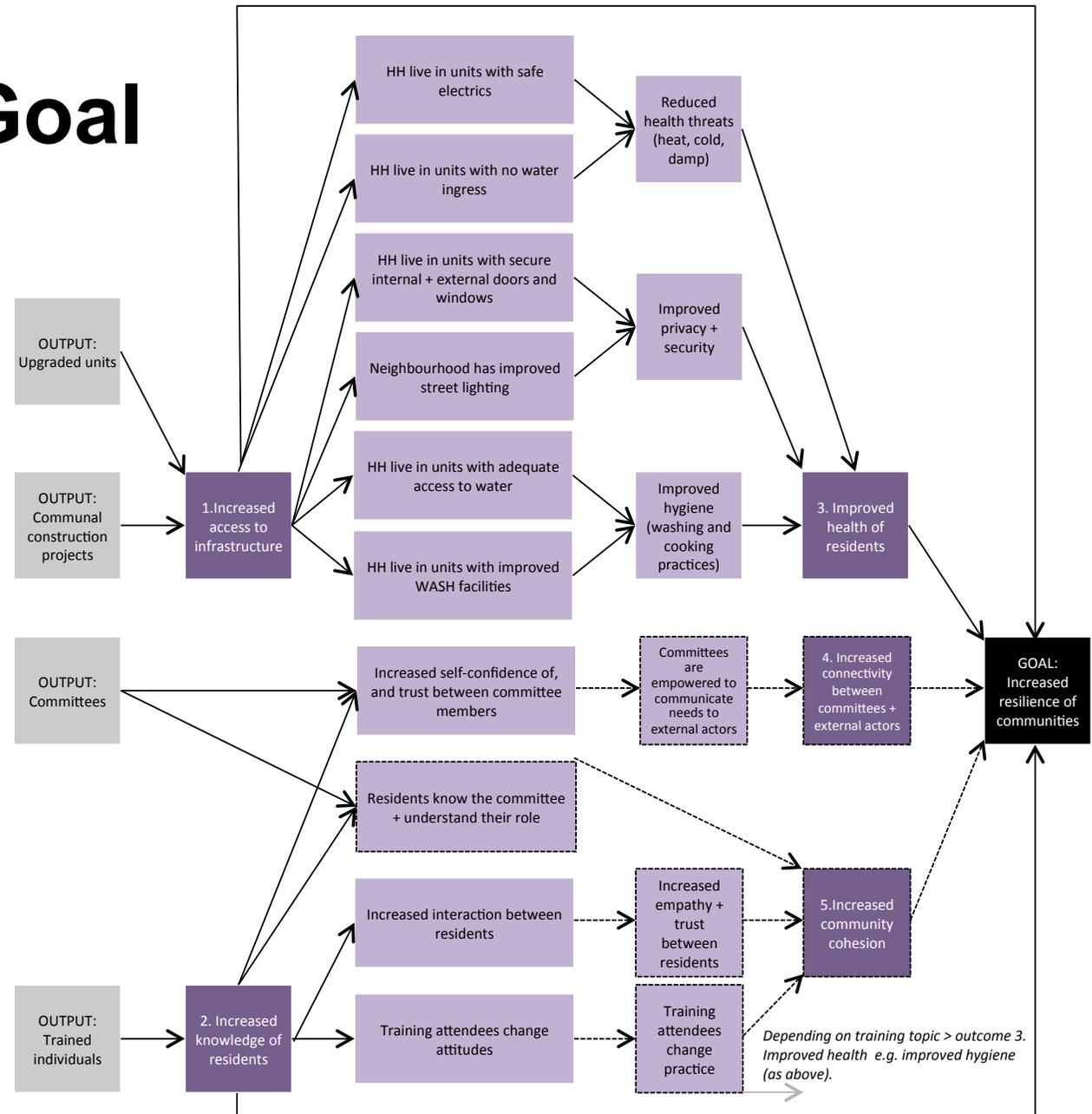


Figure 2: A conceptual framework for community resilience

# Outputs > Goal



# Outputs > Goal



# Building resilience

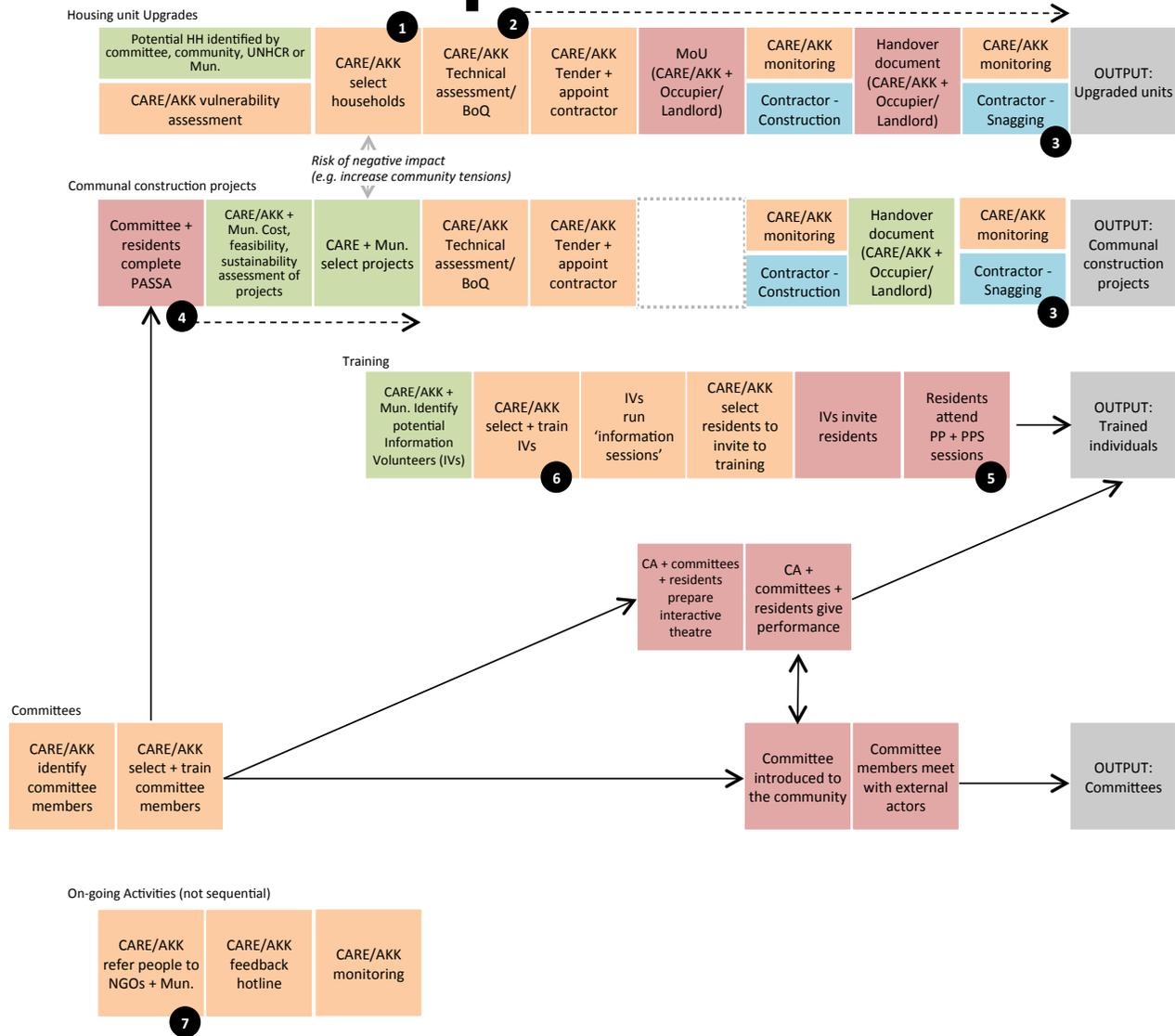
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# Activities > Outputs



Activities

Outputs

Outcomes

Goal

# 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

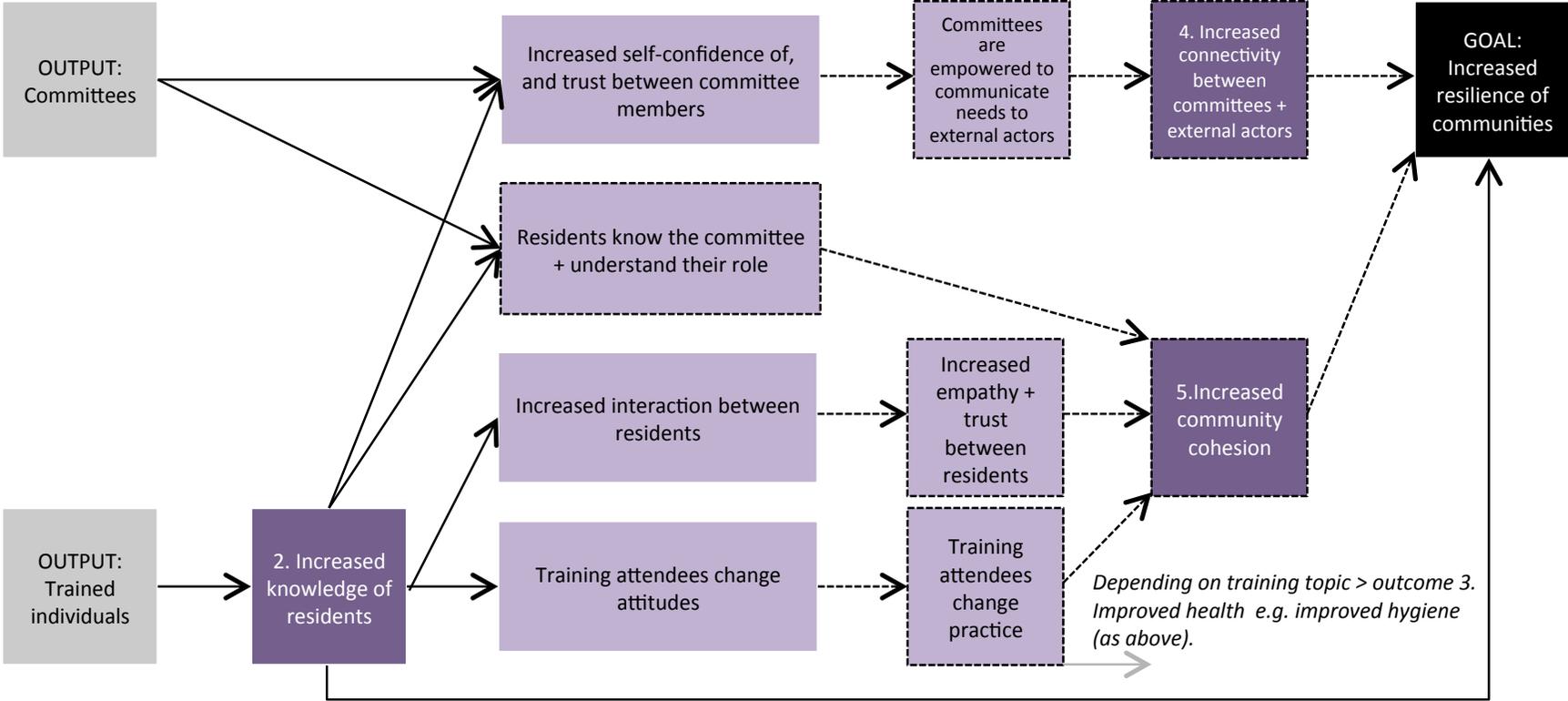
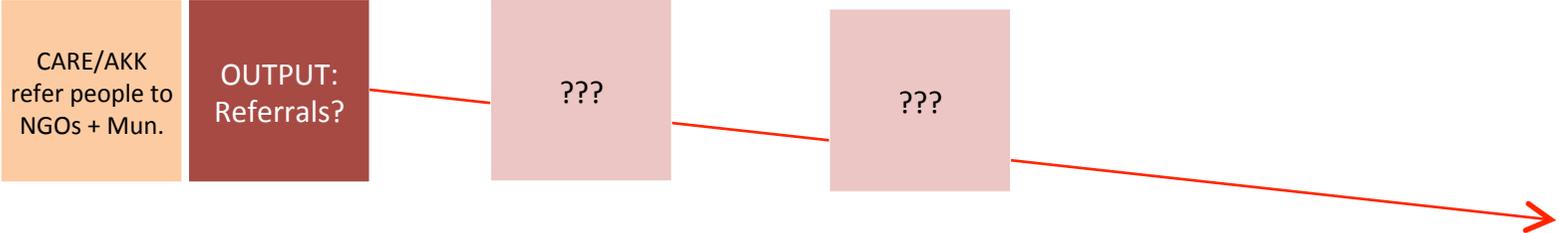
## Key factors for **sustainability** included:

- Items installed remain functional
- Committees are representative and self-organised
- Households contact CIL/Akkarouna with concerns, queries and feedback

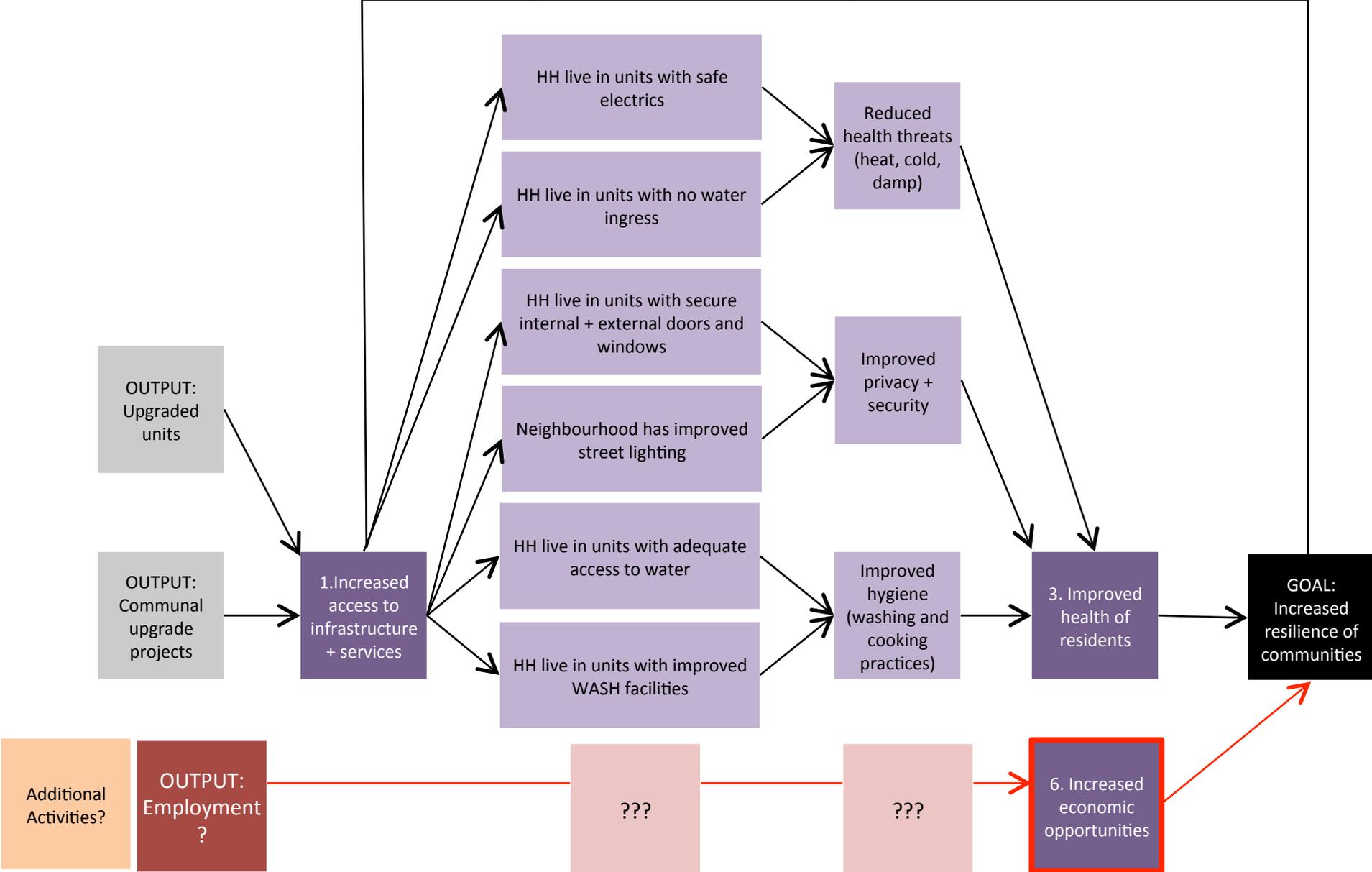
## Using the TOC...

- To make the link between activities and long term goals/ outcomes more explicit....

# Knowledge, cohesion, connectivity



# Infrastructure, services, health



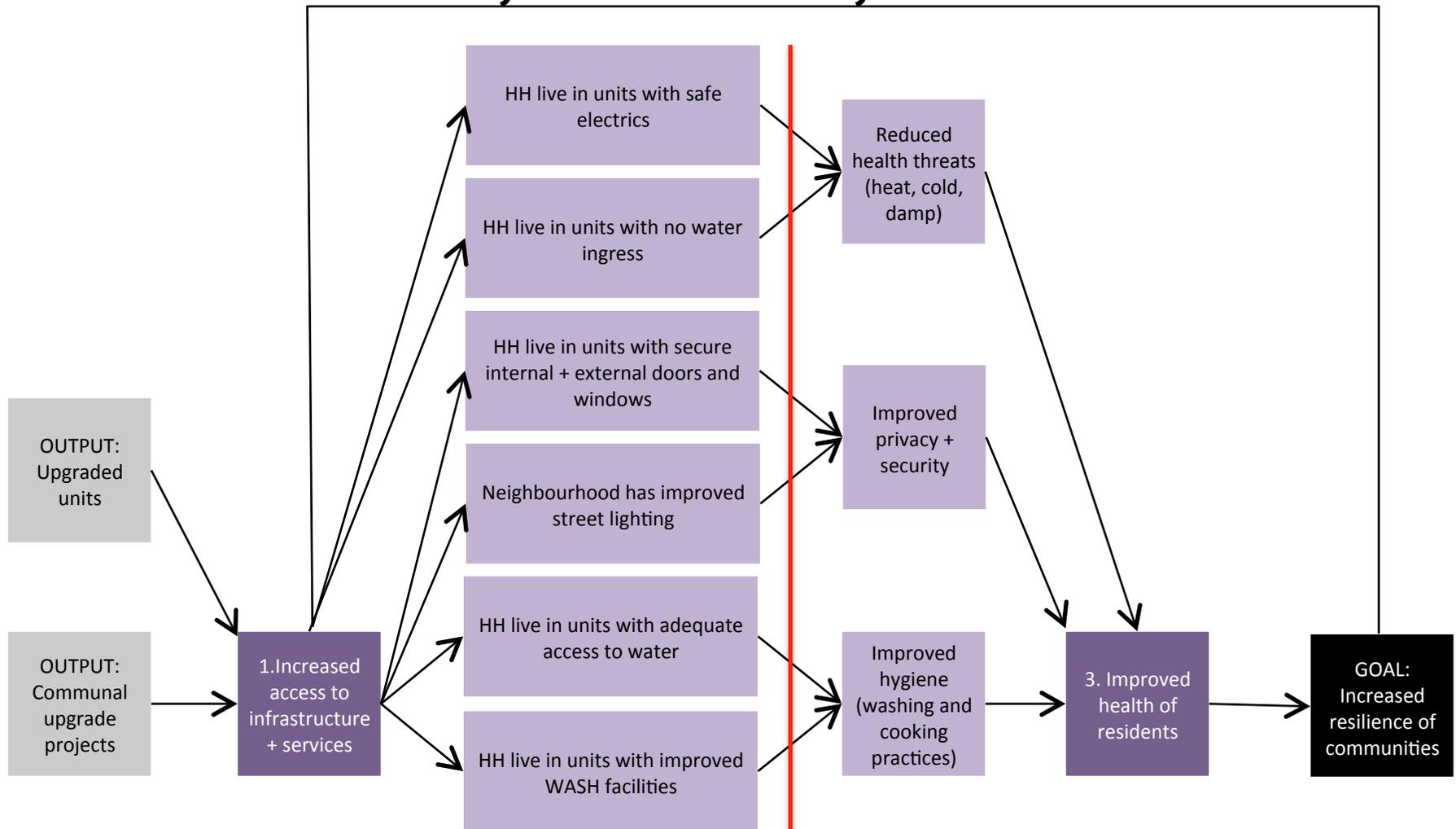
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- **Supports improved evaluation and monitoring**

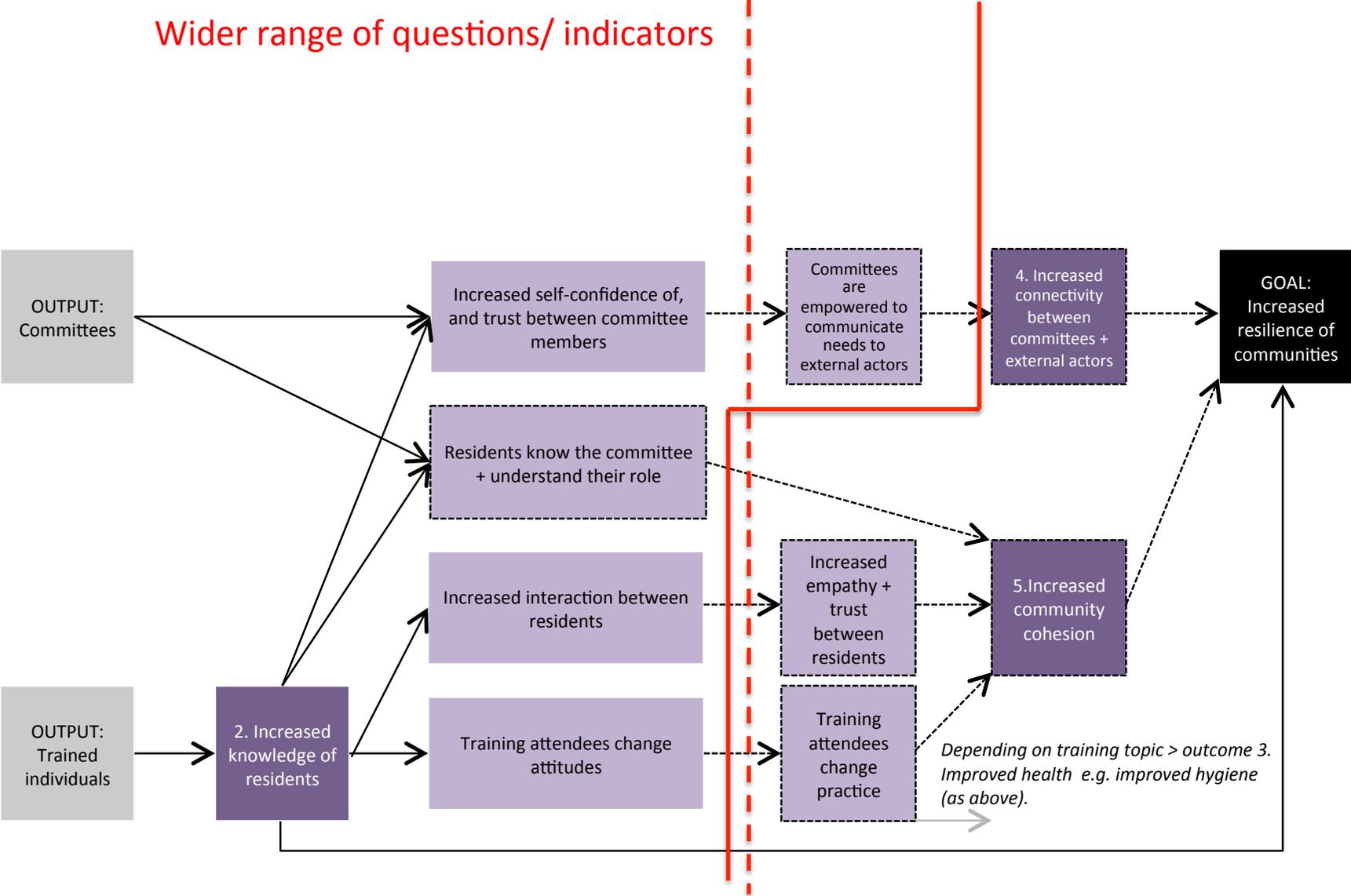
# Infrastructure, services, health



Do households still live in the houses?  
Do the installed items function?

# Knowledge, cohesion, connectivity

Wider range of questions/ indicators



# 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**