

ANNEX VI FINAL NARRATIVE REPORT

NOTICE

The information provided below must:

- correspond to the financial information that appears in the financial report.
- cover the Action as a whole, regardless of which part of it is financed by the Contracting Authority;
- Requirement final reports :
 - Results implementation period not covered by previous reports
 - cumulative results
 - monitoring and evaluation findings
 - lessons learnt
 - material produced
 - visibility
 - the proof of the transfers of ownership

List of acronyms used in the report

1. Description

- 1.1. Name of Coordinator of the grant contract: Danish Refugee Council (DRC)
- 1.2. Name and title of the contact person: Alexandra Klass – Leaders Chief of Party
- 1.3. Name of beneficiary (ies) and affiliated entity (ies) in the Action: ACTED, CARE, DRC, Makhzoumi Foundation, Oxfam, and Save the Children.
- 1.4. Title of the Action: LEADERS – Promoting inclusive local economic empowerment and development to enhance resilience and social stability
- 1.5. Contract number: TF-MADAD/2016/T04.10
- 1.6. Start date and end date of the reporting period: 1 June 2016 to 30 November 2017
- 1.7. Target country(ies) or region(s): Jordan: Irbid, Mafraq, and Zarqa Governorates (4 municipalities) and Lebanon: Tripoli and Mount Lebanon (5 Cadastres)
- 1.8. Final beneficiaries &/or target groups (if different) (including numbers of women and men): 49,262 direct beneficiaries, 40% of whom are women and youth and 276,140 indirect beneficiaries. Direct beneficiaries include: 27,311 (Research, dialogue, advocacy and awareness raising activities), 15,120 (employment and training activities), 4,620 (MSME/BDS) and 2,211 (infrastructure and service delivery).
Target groups are:
Economically vulnerable individuals and households (particular focus on women and youth); Marginalised Syrian refugee individuals and households; Existing and scalable private sector enterprises (MSMEs), private sector associations; and Municipalities/cadastres in the most displacement-affected areas hosting refugees.
- 1.9. Country(ies) in which the activities take place (if different from 1.7): N/A

2. Assessment of implementation of Action activities

2.1. Executive summary of the Action (Will be filed by Consortium Management Unit)

2.2. Results and Activities

A. RESULTS

Outcome (Oc) – " Improved access to sustainable livelihoods opportunities benefitting vulnerable households and individuals, particularly youth and women. "

Comment on final status of indicators associated to Oc and explain any changes, especially any underperformance; refer to the indicators and assumptions in the Logframe:

Indicator	Status	Impact, challenges, and mitigation – strategic measures
#/% of MSMEs maintaining or exceeding initial revenue stream after training	Target: 50% Achieved: 54%	<p>A representative sample of 149 beneficiaries (90% confidence level and 5% margin of error) was contacted three months post the intervention. Out of which, 80 (54%) reported an increase in their revenues.</p> <p>A. Impact: Following the training received, MSMEs are now being able to:</p> <ol style="list-style-type: none"> 1. Adopt some cost optimization measures; 2. Analyse their cost structure (overhead, indirect cost, direct cost, unit cost, etc.) 3. Classify their product based on Boston Consulting Group Matrix which helped them to develop their own strategy. <p>MSMEs participation in the program, facilitated their interaction with the key market players. The connections built throughout this intervention, allowed the MSMEs to meet a wide range of potential suppliers, and to enhance their access to the market.</p> <p>Moreover, MSMEs learned about the concept of lean structure, about the existence and significance of Business Development Services (BDS) which built their trust on the BDS ecosystem based on the tangible results received from the Services Providers (SPs) contracted under the MADAD program.</p> <p>B. Challenges: During this activity, CARE International in Lebanon (CiL) livelihood team has encountered the bellow challenges:</p> <ol style="list-style-type: none"> 1. The deteriorating macro-economic circumstances in Lebanon especially in the North Governorate is negatively impacted on the global economic situation. By other means, the Lebanese residents purchasing power is getting decreased which is affecting the market demand on product and services and so the opportunity to increase MSME sales and turnover.

		<ol style="list-style-type: none">2. For the fact that not all the existing MSMEs in the areas of intervention have the financial capacity to expand their operations, this had negative impact on the implementation process. Through supporting MSMEs, the program aims to put an action plan in place to increase the revenue of existing establishments/ companies. However, the plan couldn't be implemented in some cases due to the limited capacity the business owners have to continue on improving their quality of work. This limited capacity is resulted from the shortage of investment in the market.3. Beneficiaries' limited time ability to allocate enough time to implement their development strategy.4. Beneficiaries' limited expertise on how to implement and follow up a strategy action plan5. The intervention period was short which did not provide sufficient time to analyse the market. <p>C. <u>Mitigation and Strategic measures:</u></p> <p>CiL has taken the following measures to mitigate the above-mentioned challenges.</p> <ol style="list-style-type: none">1. For the reason of the inexistence of cash grants in this program, the CiL livelihood team supported beneficiaries to access financial support through linking them to appropriate micro credits and financial mechanisms.2. The livelihood team decided to focus on added value products / services and niche markets to increase the companies' income. <p>Due to the limited capacity the MSME owners have to further develop their action plans, the CiL livelihoods team provided them with appropriate tools to simplify the implementation process.</p> <p>To ensure sustainability of this program, CiL is currently following up with its serious and interested MADAD beneficiaries with a largescale plan of capacity building in a current livelihood program funded by the Australian Government under the Leaders umbrella. This follow-up procedure is in place through 14 coaching sessions planned to take place over a period of three years. By this, beneficiaries with a serious commitment received another chance to build on their existing projects and companies. Through this initiative, CiL ensured to continue benefitting its beneficiaries with other financial means for a larger & sustainable impact.</p>
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<p>%/# of graduates/alumni completing internships</p>	<p>Target: 90 Achieved: 111</p>	<p>111 individuals completed their internship phase for 52hrs/month as part-time and 48 hrs/month as full-time.</p> <p>A. Impact:</p> <ol style="list-style-type: none"> 1. Interns who have already benefited from Life Skills courses had the chance to attend a professional English courses. 2. The stipend of USD 900 received by interns was a significant tangible financial support for most of them. This financial support helped those interns in paying their college registration fees or a part of tuition. This financial aid helped beneficiaries to avoid facing certain negative coping strategies. 3. The internship was the first practical experience for most of the participants. 4. Around 30% of participants were retained. Therefore, the MADAD program allowed them to obtain a sustainable income generating opportunity related to their educational background. Although it was a very challenging experience due to difficulty in creating jobs for skilled individuals in Tripoli. 5. A certain number of MSMEs were supported to recruit the adequate candidates and overcoming a significant gap due to the inexistence of a Human Resources department especially for the nano and micro entities. <p>B. Challenges:</p> <ol style="list-style-type: none"> 1. The program was not designed to offer any capacity building to interns which is an important and significant element for the youth employment methodology. 2. After the interns were placed, the Country Management Unit (CMU) agreed to deliver Life Skills training to be delivered by Makhzoumi Foundation (MF) for total of 32 hours. 3. Timing of the internship which was overlapping with the timing of the university classes. <p>B.1. Tripoli:</p> <p>Commitment of the interns in attending the interviews and respecting the working schedule. Interns who have already attended Life Skills sessions, CiL offered them business, engineering and English courses.</p> <p>The close follow up with the interns and the hosting entities was challenging due to the limited human resources dedicated for this program.</p> <p>The hosting entities were not aware of the importance in communicating to CiL team any constraints and/or messages related to the internship activity and interns' performance and not aware about the knowledge transfer objective. Large number of applications which reflect the huge supply and the employment issue in Tripoli.</p> <p>Some companies tried to abuse the program and benefit from a zero-cost labor.</p> <p>B.2 Mount Lebanon:</p>
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		<p>The designed program was less appealing for Mount Lebanon as the stipend provided is low comparing to what students can gain from temporary summer jobs. Commitment of the interns in attending the interviews and respecting the working schedule was challenging. In the areas of intervention (Borj Hammoud, Jdeideh, Sin el Fil), finding the appropriate hosting entities was a main obstacle. For this reason, CiL livelihood team decided to accept applicants living outside these areas. The applications received were mainly different from the educational backgrounds prioritized in the project. Interns' refusal to work in companies away from their homes even though the selected companies are well-known so they can benefit from the working experience environment to build their capacities and skills. One of the hosting entities accepted a large number of interns comparing to its capacity in doing the mentorship. Thus, the Memorandum of Understanding (MOU) was cancelled.</p> <p>C. <u>Mitigation and Strategic Measures:</u></p> <p>The previously mentioned challenges have been mitigated through:</p> <ol style="list-style-type: none">1. A close follow up with the interns and conducting monitoring visits to work place in regular basis.2. Trying to arrange with employers to have different working hours options to facilitate enrolment of interns in program.
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<p>% /# of MSMEs offering apprenticeships, internships, and on the job training reporting satisfaction with performance</p>	<p>Target: 80% /54 Achieved: 95.6% /65</p>	<p>For the internship, the satisfaction measured showed that 65 out of the 68 (95.6%) of MSMEs who filled the evaluation forms were satisfied with interns. This was reflected by a significant retention rate of approximately 28% and by reporting willingness and excitement for future collaboration in such programming with CiL.</p>
<p>% increase in knowledge of business skills among MSME training participants</p>	<p>Target: 30% Achieved: 98.8%</p>	<p>This indicator was measured based on the pre- and post-tests with a scoring methodology aiming to determine the uptake of knowledge, and skills.</p> <p>The pre-post-tests cover the main topics and concepts (at the knowledge level) that was agreed with the SPs to address in the capacity building phase (training and coaching sessions).</p> <p>Of the 170 participants who filled the pre- and post-tests, 168 (98.8%) reported increase in knowledge. This means that not all supported MSMEs filled the tests, yet this sample is representative of the 317 trained MSMEs (95% confidence level, 5% margin of error).</p> <p>The increase in knowledge is realistic taking into consideration the fact that most of the targeted individuals were not even aware of the basic management concepts, i.e. Marketing, bookkeeping, management, and finance. The only weakness identified through the Focus Group Discussions (FGDs) was addressing the issue of access to finance.</p>
<p># of MSMEs identified and trained</p>	<p>Target: 300 Achieved: 317</p>	<p>A. <u>Challenges:</u></p> <ol style="list-style-type: none"> 1. Different methodologies were adopted by the four different four service providers, whereby, CiL faced a challenge in analysing each methodology and identifying the best match with each segment (MSME size, Educational background of the owner / manager, capacity, etc.) 2. Different levels of education and knowledge appeared in the group training which created difficulties for several individuals in understating the sessions' content. 3. A certain number of service providers and municipalities were not respecting the selection criteria and were referring enterprises that found irrelevant and not eligible to participate in the program. 4. The long scoring method and the different parties included in the evaluation process was taking huge time which delayed the start of the implementation phase for this activity due to the time conflict between concerned people when inviting for meetings. <p>B. <u>Mitigation and Strategic Measures:</u></p> <p>CiL undertook several methods to overcome the listed challenges such as:</p>

		<ol style="list-style-type: none"> 1. Arranging a Mid Term review meeting for the SME support component which helped the program team to detect the strengths and weaknesses of each methodology to choose the appropriate segment / target (size, educational level, etc.) for each methodology. 2. Creating of different groups based on participants' their profiles and educational background. 3. Switching the panel in-person meeting to evaluate applications to an online meeting. 4. Coaching the service providers on the selection criteria to target the right beneficiaries. 5. It was agreed between CiL program team and the service providers to hold CiL responsible for the scoring process after receiving applications from the service providers. <p>C. Recommendations:</p> <p>In order to avoid delays, CiL came up with the below recommendations:</p> <ol style="list-style-type: none"> 1. The primary assessment of the MSME to be conducted by CiL prior referring it to the appropriate service provider and consultant. 2. CiL should be engaged in the coaching phase, at least during the assessment session and development of the coaching plan as well as in reviewing the final delivery (business strategy). 3. Mix the session between individuals and groups as SMEs exchanged their expertise in the group sessions, while focusing more on overcoming the weaknesses during the individual sessions. 4. Inclusion of the Leadership Management International (LMI) methodology in the coaching for Nano entities. This methodology aims to build the leadership competency of the business owner / manager.
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Outcome (Oe) – " Improved economic enabling environment and service delivery in communities hosting refugees"

Comment on final status of indicators associated to Oe and explain any changes, especially any underperformance; refer to the indicators and assumptions in the Logframe:

Indicator	Status	Impact, challenges, and mitigation – strategic measures
# of targeted MSMEs reporting an improvement in efficiency	Target: 30% Achieved: 33.33 %	The efficiency indicator was measured based on beneficiaries' reported accomplishment of the Performance Implementation Plan (PIPs). Beneficiaries were asked to confirm whether they accomplished any/all/none of the five objectives set to work on after attending the mentorship/training sessions. Hence, the score was ranged between 0 (being the inability to accomplish any of the objectives) and 5 (being accomplishing all the PIPs). To do so, a representative sample of 183 beneficiaries was contacted (96% confidence level and 5% margin of error)

		to measure this indicator. Out which, 61 (33.33%) reported an improvement in efficiency. The sample of respondents is representing the whole population, the target was overachieved, though not all of them responded. The efficiency percentage of each beneficiary was calculated after dividing the score over 5.																								
% of infrastructure budget co-financed by non-project sources	Achieved 26.4% target 10%	<p>The total co-financing is 26.4% disaggregated as follow:</p> <ol style="list-style-type: none"> Total budget of the education centres project is equal to USD 93.166.1755: Total budget contributed by the local partners is equal to USD 46,505.7 versus USD 46,660.4755 by LEADERS representing 49.91% contribution of total budget. Total budget water wells cost covered by LEADERS is 166,214 USD Whilst, the contribution of the North Lebanon Water Establishment is equal to 30,000 USD representing 15.3% contribution of total budget. <p style="text-align: center;">Impact: A.1. <u>Water wells rehabilitation:</u> Description of the Action:</p> <p>The main source of water for Tripoli city is Hab water treatment plant. Abou Halqa and Hab springs in addition to wells in the surrounding areas pump water to Hab treatment plant where the water is settled to remove the sand and chlorinated for disinfection in order to serve safe water for the community.</p> <p>In the dry season and due to the decrease in the water level in the spring season, the burden on the wells results in a shortage of water supply. As a result, the neighbourhood of Qobbeh and Abou Samra which are served directly by the wells listed above do not receive sufficient water.</p> <p>The targeted beneficiaries are as listed in the table below:</p> <table border="1"> <thead> <tr> <th>Well</th> <th>Lebanes e</th> <th>Refugee s</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Dennawi</td> <td>5,507</td> <td>9,878</td> <td>15,385</td> </tr> <tr> <td>Sankari</td> <td>3,966</td> <td>7,111</td> <td>11,077</td> </tr> <tr> <td>Manar</td> <td>2,644</td> <td>4,741</td> <td>7,385</td> </tr> <tr> <td colspan="3">DIRECT BENEFICIARIES</td> <td>33,847</td> </tr> <tr> <td colspan="3">Indirect beneficiaries Tripoli city</td> <td>400,000</td> </tr> </tbody> </table>	Well	Lebanes e	Refugee s	Total	Dennawi	5,507	9,878	15,385	Sankari	3,966	7,111	11,077	Manar	2,644	4,741	7,385	DIRECT BENEFICIARIES			33,847	Indirect beneficiaries Tripoli city			400,000
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Citizens						
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		<p>Educational centres fighting school drop outs and promoting entrepreneurship:</p> <ul style="list-style-type: none">• 9 educational centres• Direct Beneficiaries: 8000• Indirect beneficiaries: 100,000				

<p># of employment days generated through economic infrastructure and service delivery projects</p>	<p>Underachieved (496 working days versus 600 working days)</p>	<p>Achieving the total target of this indicator was challenging for CiL as the two community support projects (CSPs) implemented were more equipment delivery rather than rehabilitation and construction.</p> <p>CiL generated 496 working days with 58 workers (53 Lebanese, 3 Syrians, and 2 Palestinian) from two CSPs in Tripoli. The first project was the water wells rehabilitation in which the estimated number of working days was around 200. The contractor used efficient methods based on the Value for Money (VfM) principle especially at the needed labour involvement. The second project was about the educational centres support. CiL intervention took two forms: (1) rehabilitation of four centres and (2) supply of equipment for the remaining centres which doesn't require labour. At SEED NGO educational centre, CiL was supposed to carry out rehabilitation works for the full centre (four rooms, kitchen and Toilet). However, at the time of rehabilitation (five months after the assessment), the situation changed, whereby, the NGO decided to operate in smaller space and reduced its rent expenses. Therefore, the rehabilitation works was conducted for the remaining two rooms, kitchen and toilet only. This change explains the number of 320 working days instead of 400.</p> <p>A. Challenges: The challenges related to the implementation of CSPs are listed below:</p> <p>A.1 - The water wells rehab project:</p> <p>Based on the assessment findings carried out by CiL Water, Sanitation and Hygiene (WASH) team in collaboration with the Water Establishment, it was decided to supply water pumps along with electrical cables and water pipes. However, the water establishment later decided to replace the water pumps only as the water pipes were still in good condition. During the implementation, the team encountered the below challenges:</p> <p>Manar well: during the dismantling operation of the pump and pipes in Manar well, the pipes were found damaged. As such, the contractor asked to:</p> <ol style="list-style-type: none"> 1. Cut all the threaded edges from both sides. 2. Re-thread the edges according to API 5 L Grade B – 5 CT. 3. Connect the coupling for all pipes according to 5 CT. 4. Cleaning with sand, applying primary coat and
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		<p>painting with Epoxy.</p> <p>Based on the discussion with the water establishment, it was agreed that the best way to deal with this issue is by repairing the pipes by cleaning and painting without other maintenance works previously mentioned. After doing the water pipes reparation, CiL asked the contractor (Al Rawan) to install the new water pump. Unfortunately, they refused to do the installation of repaired water pipes and the water pump as they were convinced that this poses safety risks for its workers to complete the installation activity. Therefore, this pushed the water establishment to ask for the cancelation of the intervention.</p> <p>After negotiation with the water establishment and Al Rawan, CiL had to start looking for an alternative subcontractor to do the work before replacing the water pump.</p> <p>Sankari well: During the dismantling operation of the pump and pipes in Sankari well, the pipes were found to be worn, full of holes, damaged and not suitable for drinking water. The screwed, coupling and connection of pipes were also worn, and if installed, this may lead to the fall of the pump and the pipes in the well during the installation process, which may pose a danger to the workers and their safety. Due to the above-mentioned reasons, it was very necessary to install new pipes suitable for drinking water.</p> <p>Electrical cables: CiL had also to supply and install power cable in Sankari and Manar pump station to put the well in service and connect existing cables to new Motor Control Centre.</p> <p>A- 2 Educational Centres (SEED): As explained above, CiL had to limit its intervention by decreasing the budget and number working days due to the change of the NGO educational centre space. As there was no sufficient time to carry out another rehabilitation intervention, CiL WASH team decided to provide alternative support, through delivering equipments to other centres.</p>
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B. ACTIVITIES

Please explain any problems (e.g. delay, cancellation, postponement of activities) which have arisen and how they have been addressed (if applicable)

Please list any risks that might have jeopardised the realisation of some activities and explain how they have been tackled.

Activity 1.2.2 Business Development Services (BDS) market assessment

The CiL livelihood team had to freeze the MSME support activity (coaching and training) in Greater Tripoli due to Ramadan period. This created a significant delay at the beginning of the MSME support component implementation.

Challenges:

1. lack of commitment from the owners' side due to the work load. As such, coaching sessions were schedule to fit their time.
2. The intervention period was short (5 sessions) comparing to the follow-up and monitoring of the action plan implementation expected.
3. The stakeholders and the municipalities were not respecting the selection criteria and were referring enterprises that were found irrelevant and not eligible. This was mitigated through intensive coaching delivered to the partners for suitable selection of participants.
4. The long scoring process which affected the start of the activity due to the time conflict between all concerned parties and tight deadline for the panel meeting to happen and decide on eligible businesses. This was mitigated through having CiL responsible for the scoring process.
5. The delay in reaching the target for BDS, especially at the beginning of the intervention, which led to a faster implementation, affecting the quality of coaching. This was mitigated through referrals from CiL and senior staff participation from the service providers' side to target the right beneficiaries based on the program criteria.

Risks:

1. High number of MSME owners drop outs and high percentage of absence was notable in the training sessions. This was mitigated through close follow-up and monitoring to ensure satisfactory participation and set different time schedule considering their availability time. For instance, when the beneficiary was unable to attend the group sessions, he was invited to participate in the for the one to one coaching program at his premises. The non-trust from the beneficiaries mitigated through the signature of a non-disclosure agreement.
2. The existed curriculum did not address the participants' needs and did not match their educational background. This was mitigated through a development of customized curriculum and the division of participants into different groups based on their profiles.

Activity 2.2.2 Implementation and monitoring of achievement of action points from harmonised plans. (implementation of community support projects)

I. Water wells rehabilitation:

A tension between the water establishment and the contractor was faced as the latter didn't accept to install one of the pumps due to safety reasons. Therefore, CiL had to start looking for another service provider. This process resulted in slowing down the works progress being in place.

Moreover, working with a public institution in country is challenging due to their long bureaucratic decision-making process.

II. Educational centres rehabilitation:

The work to be done was covering wall tiling and painting works, therefore, this activity was postponed several times due to the weather conditions., however, the CiL ensured to complete all the work on time with good quality of delivery.

1.1.8 Support to access employment, self-employment or further career development (internship component)

Below are the challenges encountered by CiL MADAD team:

1. The initial designed work plan indicated May 2017 for the program kick-off, however, this was infeasible due to youth unavailability to participate for university commitments reason. Therefore, the implementation was rescheduled to start in July 2017.
2. The program was not attractive to Mount Lebanon youth. The employment opportunities for youth in this area is higher than Tripoli which explains the low percentage of participation in the internship program. The incentive is low comparing to what can be obtained in seasonal jobs, as reported by beneficiaries.
3. Lack of commitment from the students' side. The timing of the interviews scheduled was not respected in most of the times and a high percentage of absence was recorded during the internship period with no excuse or prior approval from the job owner. This was mitigated through trying to arrange with employers to have different working hours options to facilitate enrolment of interns in program.
4. A certain number of interns were unable to complete the two months internship in Mount Lebanon for different reasons. Either for having found a job or due to university attendance commitment. Therefore, a close follow up with interns and monitoring visit to work place were managed in regular basis.
5. It was very challenging to find the appropriate internship hosting entities in Mount Lebanon intervention areas. Therefore, it was decided to accept applications received from interns living outside the initial targeted areas.

2.3. *Describe if the Action will continue after the support from the European Union has ended. Are there any follow up activities envisaged? What will ensure the sustainability of the Action?*

The current MADAD Leaders program comprises of three main components led by CiL:

- (1) MSME support;
- (2) Internship / youth employability and;
- (3) Community Support Projects.

As for the MSME support, the team had the chance to develop a wide database of MSMEs working in CiL intervention areas through the connections built with business owners within this program. The short-term intervention allowed the team to develop a clear idea about the challenges, opportunities, level of commitment and the background of the MSME owners. The serious and most committed MSMEs were nominated for a longer and intensive support in one of CiL ongoing livelihood project funded by the Australian Government permitting enough time for the participated MSMEs to implement their development strategy.

The access to finance issue and the nonexistence of a cash support through small grants was addressed in the above-mentioned ongoing project with a cash assistance co-sharing component. With this cost-sharing support initiative, beneficiaries are able to implement their business strategy action plan developed with the service providers within the MADAD program.

Moving to the internship component, beneficiaries who did not have the opportunity to acquire sufficient practices and expertise under the MADAD program are currently being enrolled in the apprenticeship program funded by the Australian Government. Additionally, the hosting entities are being invited to attend the mentor Training of Trainers (TOT) sessions aiming to build the human capital management spirit and the master mentality, which promotes the knowledge transfer to apprentices, and employees.

Lastly, the sustainability in the CSPs is ensured through a letter of commitment received from the water establishment which states their responsibility of continuously conducting the regular maintenance of water wells especially that spare parts were offered during the implementation. The rehabilitated educational centres belong to an active local NGOs.

- 2.4. *Submit an updated Log frame matrix, highlighting the changes. When the planning has included milestones (intermediary target values), the updated log frame matrix should allow to compare the achievements at the date of the reporting with the corresponding values in earlier reports (when relevant) and with the corresponding milestones and final target¹.*

¹ Please refer to Annex 1 – log frame.

<Contract number>

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Intervention logic	Indicators	Baseline (incl. reference year)	Current value			Targets			Sources and means of verification	Assumptions	
			Reference date			(incl. reference year)					
Overall objective: Impact	To contribute to the economic self-reliance, resilience and social stability of displacement-affected populations in Jordan and Lebanon in preparation for durable solutions.										
Specific objective(s): Outcome(s)	SO 1 Improved access to sustainable livelihoods opportunities benefitting vulnerable households and individuals, particularly youth and women.	#/% of MSMEs maintaining or exceeding initial revenue stream after training	N/A	83.3%	March	2018	50%			74 MSMEs were contacted; 66 responded). This did not include start-ups.	The indicator assumes the prices of products sold by the enterprises to be static throughout the monitoring phase. Hence, the growth of the MSME's revenues indicates a surge in their market share as a result of the BDS provided by the project. Timeframe for measurement is 3 months post the intervention.
	SO 2 Improved economic enabling environment and service delivery in communities hosting refugees	# of targeted MSMEs reporting an improvement in efficiency	N/A	33.3%	April	2018	30%			183 beneficiaries were contacted. Out of these, 61 (33.33%) reported an improvement in efficiency.	

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		% of infrastructure budget co-financed by non-project sources	N/A	26.4%	March	2018	10%			Follow-up tracking tool, Commitment letters	
Outputs	Op 1.1.4	%/# of graduates/alumni completing internships	N/A	111	March	2018	90			Interns Tracker Attendance sheet	
	Op 1.1.5	% /# of MSMEs offering apprenticeships, internships, and on the job training reporting satisfaction with performance	N/A	95.6%	March	2018	80%			Interns Tracker Evaluation sheets	
	Op 1.2.1	% increase in knowledge of business skills among MSME training participants	N/A	98.8%	May	2018	30%			Pre post test results	
	Op 1.2.2	# of MSMEs identified and	N/A	317	March	2018	300			Implementation Database Summary Progress Sheet	

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	Op 2.2.1	trained # of employment days generated through economic infrastructure and service delivery projects	N/A	496	April	2018	600			Progress report Training report Attendance sheets MSMEs assessment report BOQ MOU Needs Assessment CFW attendance sheet	
Activities	A 1.1.1. A 1.1.2 A 2.1.1. ...		Mentioned above.								

2.5. *Explain how the Action has mainstreamed cross-cutting issues such as promotion of human rights,² gender equality,³ democracy, good governance, children's rights and indigenous peoples, environmental sustainability⁴ and combating HIV/AIDS (if there is a strong prevalence in the target country/region).⁵*

Will be reported by CMU.

2.6. *How and by whom have the activities been monitored/evaluated? Please summarise the results of the feedback received from the beneficiaries and others.*

The following three components fall under CiL responsibility to implement:

- 1) MSME support being provided through four service providers. This includes:
 - Social kitchen support;
 - Start-up training;
 - MSME support through coaching sessions and;
 - Administrative trainings.
- 2) Internships and;
- 3) Community Support Projects (CSPs).

For the first component, the monitoring activities started to be conducted with the MSME selection. The outreach was mainly accomplished by the service providers with CiL team shadowing the process. The service providers were responsible to fill the MSME profiling tool and applications were scored by three parties (CARE program and M&E team and the service provider). A high number of applications from one of the service providers was rejected at the beginning for being non-eligible to participate in the program. Following several meetings between both parties, this issue was solved by requesting each of the service providers methodology, outline, training materials, tools, and templates being used. Afterwards, a thorough discussion was held, during which, a final methodology and training materials were developed. In total, 317 MSMEs were selected. This was monitored by CiL M&E and program teams through a tracker developed by CiL M&E staff using attendance sheets, MSME assessment reports, training reports and progress reports. In order to report on several indicators, the M&E team conducted a baseline and end line survey with each supported MSME to assess the change. For instance, the data collected from these surveys fed into identifying the number of business owners who expressed willingness to improve their working conditions, and those maintaining or exceeding initial revenue stream after training. The CiL program team was taking care of the service list to monitor the number and type of trainings received per enterprise from each service provider, as well as the number of MSME employees benefiting from each training. To evaluate efficiency, the M&E team collected the MSMEs Performance Implementation Plan (PIP) at the start of the trainings, where five objectives were set to be implemented by each enterprise, arranged by priority, along with the impact to be observed three months post intervention. Following the trainings, the M&E team contacted a sample of the supported MSMEs

² Including those of people with disabilities. For more information, see 'Guidance note on disability and development' at https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff_en

³ https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation_en

⁴ Guidelines for environmental integration are available at: https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment_en

⁵ Please refer to EC Guidelines on gender equality, disabilities, etc.

to track progress against these set objectives, allowing the measurement of efficiency. Moreover, in order to assess increase in knowledge of business skills among MSME attendees, a pre- and post-test process was followed using the PIP which had a scoring methodology to determine uptake of skills. At the implementation stage and, to adequately monitor the training and coaching sessions, several spot check visits were conducted by the program team. Furthermore, a midterm review through FGDs, one to one interviews, and phone calls with beneficiaries were conducted by the M&E and program team. Based on observations and feedback received, corrective actions were made to the implementation of MSME / start up support component. Finally, evaluation sheets were used by the M&E team seeking feedback from the hosting entities on their satisfaction with the apprentices and interns' performance.

Regarding the internship component, after being in contact with universities and colleges in the targeted areas, CiL offered skilled educated graduates and university students a two-months paid internship within SMEs as well as large enterprises. Interns were requested to fill up the intern application form, having CiL program team leading the process. Shortlisted applicants were placed in internships pending the need and availability of a match at enterprises. After the matching process, the internship application was shared with the enterprise. The intern was asked to sign a contract with the enterprise and CiL. A Memorandum of Understanding was also signed between CiL and the enterprise. For monitoring purposes on interns' performance, attendance sheets were shared monthly with CiL program team whom were conducting regular spot check visits to verify the attendance, working conditions, and to prevent any dispute between the hosting entity and the intern. To collect feedback of both the provider and the interns, end of internship evaluation form was filled by the interns to assess their satisfaction with the service, the employer and several other aspects of the internship period. Moreover, employers' satisfaction survey was used to evaluate the interns' overall performance, communication skills, attendance and integrity. Overall, the total number of satisfied employers in Mount Lebanon was 19 out of 20 and those satisfied in Tripoli were 46 out of 48. This means that out of the 68 employers filling the evaluation forms, 65 (95.6%) were satisfied with the interns' overall performance.

Moving to the CSPs, a scoring matrix was drafted by CiL program team to evaluate all initiatives suggested during the dialogue tables discussion which were approved by the Mayor. Based upon this, two CSP projects were selected for implementation. During this stage, the M&E and program team were tracking beneficiaries' daily attendance sheets and monthly attendance records. In order to assess the feedback and satisfaction of community members with the municipal performance in economic development planning and investment, a baseline and end line survey was prepared and filled by the beneficiaries; yet this is under DRC's responsibility to report on. Additionally, to assess percentage of infrastructure budget co-financed by non-project sources, a tool was provided by the consortium and the M&E team was held responsible to report on it, while relying on the follow-up tracking tool, and commitment letters. As such, the total budget contributed by the local partners for the education centres is equal to USD 46,505.7 versus USD 46,660.4755 by LEADERS representing 49.91% contribution of total budget. The total budget water wells cost covered by LEADERS is USD 166,214. Whilst, the contribution of the North Lebanon Water Establishment is equal to USD 30,000 representing 15.3% contribution of total budget.

2.7. What has your organisation or any actor involved in the Action learned from the Action and how has this learning been utilised and disseminated?

The CiL M&E team developed the methodology and the templates and participated with the program team in the implementation of a midterm project review. The FGDs in Mount Lebanon was conducted with five MSMEs benefited from coaching and mentoring sessions. Out of which, three were trained by Management Mix and two by Al-Majmouaa. Whereas, the FGDs held in Tripoli was conducted with 14 SMEs benefited from coaching and mentoring sessions. Out of which, five were trained by Visionaries and nine by Al-Majmouaa.

In order to develop a clear idea on the training impact, one to one interviews were held with a group of beneficiaries randomly selected. The interviewed MSMEs breakdown is as follow:

- Six MSMEs trained by Al-Majmouaa (Respectively three in Tripoli and Mount Lebanon).
- Two MSMEs trained by Visionaris located in Tripoli.
- One MSME trained by Management Mix located in Mount Lebanon.

Based on the 2 FGDs (in Tripoli and Mount Lebanon) and the one to one interviews the general recommendations concluded for next project include:

- Sessions to be longer (duration 3 to 4 hours) and to be scheduled based on the SME's availability. Moreover, the sessions to be a mixture of group and individual sessions.
- The duration of the training and the number of sessions to be set after the assessment and the identification of the main project to be implemented. The training ends at the completion of the project.
- Individual sessions to be conducted by the same focal person who shall sign a confidentiality document.
- Tools provided to be tailored based on the PIPs set along with the SME and to include clear future goals. In addition, the handouts to include clear terminology and understandable.
- Add a grant component to the project

Good practices:

- Mixing the sessions between individual and group sessions since SMEs exchanged their expertise in the group sessions while they focused more on overcoming the weaknesses in the individual sessions.
- As reported by participants in the FGDs, the training helped the SMEs to properly manage their time and resources. The developed PIPs (objectives) were realistic and achievable.
- The training had a positive impact on the SMEs, whereby some of them reported adopting proper financial procedures.
- Inclusion of the LMI in the training since one of the firms witnessed a 14% increase in revenue within 4 months.
- Assessment of the trainers' capacities to make sure that the same messages were being shared with the participants.

Challenges:

- From the SME's view: the main challenges faced by the MSMEs benefiting from the mentoring sessions were, the timing of the sessions which was usually not compatible with their free time. The second challenge was the level of the information delivered which was not up to the expectation. The third challenge was the lack of owners' commitment due to their work load. The last challenge was the need of grants and microfinance support.
- From the service providers view: the main challenges were as follows; the MSMEs' owners lack of commitment, different level of education in one group, and the timing of the expert or trainer. Moreover, the stakeholders and the municipalities were not respecting the selection criteria and were referring enterprises that are were

relevant/eligible, adding to this the assessment process which was done by 3 different parties resulting in some confusion.

- From CARE's observations: the main challenges were the delay in reaching the targets, the reporting of the service provider that was not that clear to prevail the impact of the training on the SME, and the service providers did commit to providing the training as per the agreed methodology (number of sessions and the duration of each session).

2.8. *Please list all materials (and number of copies) produced during the Action on whatever format (please enclose a copy of each item, except if you have already done so in the past).*

Please state how the items produced are being distributed and to whom.

Below is a list of materials produced during the Action⁶:

1. 2000 flyers for internship and MSME

MSME flyers were distributed for the service providers who by their end distributed them to the MSME owners.

The internship flyers were distributed for students in universities and for hosting entities.

2. 10 posters for the social kitchen and the coaching sessions

Posters were put in the premises of the social kitchen activity participants, in the Chamber of Commerce (CoC) and in coaching sessions venues.

3. 100 cups for visibility

- 1.1. *Please list all contracts (works, supplies, services) above € 60000 awarded for the implementation of the Action since the last interim report if any or during the reporting period, giving for each contract the amount, the name of the contractor and a brief description on how the contractor was selected.*

XXX

2. Beneficiaries/affiliated entities and other Cooperation

- 2.1. How do you assess the relationship between the beneficiaries/affiliated entities of this grant contract (i.e. those having signed the mandate for the Coordinator or an affiliated entity statement)? Please provide specific information for each beneficiary/affiliated entity.

⁶ Copy of each is shared via We Transfer

CiL has been ensuring communication and transparency with beneficiaries in delivering the activities of this project. For instance, in point of the Dialogue Tables process, where key community members were involved in a participatory planning process to determine their own priorities. Furthermore, coordination and information sharing with beneficiaries and other local stakeholders has been evident throughout the implementation period. CiL has been ensuring proper communication and transparency, where project services, activities, and implementation methods were being shared with beneficiaries. Regular follow up regarding activity updates and schedules such as training start dates, apprenticeship locations and starting dates, general inquiries about the project, have resulted in positive perception of CiL. In addition, the spot checks on the training sessions and the evaluation visits to the interns to solve issues is always highly appreciated, as it delivers the message of care and therefore creates a positive relationship.

2.2. Is the above agreement between the signatories to the grant contract to continue? If so, how? If not, why?

2.3. How would you assess the relationship between your organisation and State authorities in the Action countries? How has this relationship affected the Action?

CiL has established strong working relationships and networks with the relevant national and local government actors in Lebanon.

2.4. Where applicable, describe your relationship with any other organisations involved in implementing the Action:

- Associate(s) (if any)

Close coordination among consortium partners is ongoing; meetings are held on a regular basis at field level to discuss and follow up the implementation of the activities, sharing the information regarding the beneficiaries and employers, and supporting each other to achieve the targets.

- Contractor(s) (if any)

CiL has contracted Visionaries, Management Mix, Al Majnouaa for the delivery of the BDS support.

- Final beneficiaries and target groups
- SMEs: 317 direct beneficiaries.
- Internships: 111 direct beneficiaries.
- CSP: 58 direct workers working for 496 days but the impact of the CSPs has reached around 433,847 direct and indirect beneficiaries.
- Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc.)

2.5. Where applicable, outline any links and synergies you have developed with other actions.

2.6. If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this Action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).

N/A

2.7. How do you evaluate cooperation with the services of the Contracting Authority?

3. Visibility

How is the visibility of the EU contribution being ensured in the Action?

The European Commission may wish to publicise the results of Actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.

CiL continued to work to include appropriate visibility on all project related communications and activities throughout the intervention period. Visibility materials for all CiL components contributed to raising awareness and advocacy on activities being implemented.

4. Location of records, accounting and supporting documents

Please indicate in a table the location of records, accounting and supporting documents for each Beneficiary and affiliated entity entitled to incur costs.

Name of the contact person for the Action:

Signature:Location:

Date report due:Date report sent: