

# FINAL PROJECT EVALUATION

JUNE 2020

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“Women Human Rights Defenders’ Holistic Approach to End Gender-Based Violence in a Challenging Context in Lebanon”

Beirut and Bekaa, Lebanon

March 2017 – February 2020



**KVINNA  
KVINNA**

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## ACKNOWLEDGEMENTS

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Finally, we hope that the findings, best practices, and recommendations included in this report will contribute to informing improved programme design for future similar initiatives.

Jay Feghali



## DISCLAIMER

Views expressed by the staff and community members are their own, and while included in this report, are not necessarily endorsed by the evaluation team. The overall contents, analysis, and recommendations available in this document are the sole responsibility of the evaluators, and unless indicated otherwise, can under no circumstances be regarded as reflecting the position of Kvinna Till Kvinna (KTK), KAFA – Enough Violence and Exploitation, NAJDEH Association, or the United Nations Trust Fund to End Violence against Women (UNTF).

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## ACRONYMS AND ABBREVIATIONS

CM	Case Management
COVID-19	2019 novel coronavirus disease
EVAW/G	Ending Violence against Women and Girls
GMS	Grant Management System
IP	Implementing Partner
KI(I)	Key Informant (Interview)
KTK	Kvinna Till Kvinna
LCC	NAJDEH's Listening and Counselling Centres
MEAL	Monitoring, Evaluation, Accountability, and Learning
MH	Mental Health
MH/PSS	Mental Health and Psychosocial Support
OECD-DAC	Organisation for Economic Cooperation and Development's Development Assistance Committee
PRN	NAJDEH Protection and Referral Networks
SC	KAFA's Support Centres
SDR	Secondary Data Review
(S)GBV	Sexual and Gender-Based Violence
ToC	Theory of Change
TORs	Terms of Reference
TOT	Training of Trainers
UNTF	United Nations Trust Fund to End Violence against Women
WWP	KAFA's Work with Perpetrators Project



# I. EXECUTIVE SUMMARY

## PROJECT OVERVIEW

In Lebanon, the legal framework in regard to women's rights coupled with local customs and traditions, as well as continued justification of patriarchal standards all play a role in perpetuating gender-based violence (GBV). Given the inadequate governmental response to violence against women (VAW), women's rights organisations (WRO) in Lebanon play an essential role in responding to the challenges Lebanon faces. This not only results in heavy workloads and significant pressure on WRO staff, but it also brings about the necessity of strengthening organisational effectiveness, including building staff capacities and skills. Taking the above into consideration, and noting that securing funding for local women's rights organisations has been a priority for Kvinna Till Kvinna, this project was launched in partnership with KAFA and NAJDEH, with the financial support of the United Nations Trust Fund for Ending Violence against Women.

Project Title	Women Human Rights Defenders' Holistic Approach to End Gender-Based Violence in a Challenging Context in Lebanon
Locations	Beirut and Bekaa, Lebanon (including in Palestinian Camps)
Duration	March 1, 2017 – February 29, 2020
Activities	Strengthening implementing partner organisational and service delivery capacities through training, staff care, stress management, resource development, working with final beneficiaries (women and men) and the creation of referral networks.
Total Budget	USD 500,000.00

## EVALUATION SCOPE

**Purpose:** Kvinna Till Kvinna hired an independent third-party consultant to undertake the final evaluation of the project "*Women Human Rights Defenders' Holistic Approach to End Gender-Based Violence in a Challenging Context in Lebanon*," looking at the full three-year implementation period of the project (March 2017 to February 2020). The evaluation exercise was intended to complement the project's existent internal monitoring, providing an external independent assessment of the project performance against the OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact, in addition to knowledge generation and gender-responsiveness, as an exercise of accountability towards the donor and the beneficiaries. Based on findings, lessons learned, best practices, and actionable recommendations were developed.

**Target Audience:** Findings inform the project's internal and external stakeholders, mainly Kvinna Till Kvinna, KAFA, and NAJDEH programme teams, as well as the project donor, the UN Trust Fund. Results and recommendations were formulated in a manner that allows the commissioning organisation to utilise them for future programme design and/or obtaining financial support.

**Methodology:** The methodology for this final evaluation combined secondary data review and primary data collection from relevant stakeholders and rights-holders – including a mixed method of collecting

and analysing both quantitative and qualitative types of information. The modality employed was post-test without comparison group.

**Data Sources and Analysis:** Secondary data sources mainly included project documentation and reports, as well as MEAL findings and evaluation results. Primary data was collected from KTK, KAFA, and NAJDEH programme staff through key informant interviews, while feedback and recommendations were collected from both IPs' women beneficiaries, and two KAFA WWP men beneficiaries.

Primary Data Sampling Overview	#	Data Collection Method
Key Informant Interviews (staff, partners)	15	Semi-structured mixed method questionnaire; VoIP
Key Informant Interviews (WWP men)	2	Semi-structured mixed method questionnaire; phone calls
Focus Group Discussions	-	Cancelled due to COVID-19 social distancing measures
Community Surveys	160	Structured quantitative surveys, with open qualitative questions to fill in information gaps through KoBo Toolbox; VoIP and phone calls

Collected data was analysed according to established benchmarks against set indicators, with stratification done according to OECD-DAC criteria. It is important to mention that there were no significant trends or findings identified based on age group or resident status (refugee or local population), so the evaluation did not focus on these axes.

## CHALLENGES AND LIMITATIONS

- i. **Local context and COVID-19 measures significantly affected methodology, data collection, and workflow:** Contextual challenges including restricted mobility and Ramadan made it necessary to cancel FGDs with beneficiaries and staff, and also delayed data collection exercises, as many beneficiaries were under lockdown with their families and could not easily participate in interviews.
- ii. **The necessity of relying on VoIP/phone-based interviews, which fully substituted face-to-face interviews.** While information sources yielded high quality data on which the overall evaluation was based, the evaluator acknowledges that F2F interviews with beneficiaries would have resulted in stronger rapport and even richer accounts, especially via group data collection activities
- iii. **Potential selection bias and inability to conduct random sampling against demographic benchmarks.** KAFA's internal privacy policies resulted in a lack of third-party involvement in randomised respondent selection. While NAJDEH shared anonymised lists, not all randomly selected beneficiaries were available, and NAJDEH staff directly selected other consenting individuals as a replacement. As such, the consultant cannot ascertain that the samples are free of selection bias.
- iv. **Lack of a fully representative beneficiary sample spanning the full project duration, affecting an adequate assessment of improvements in service provision.** There was insufficient respondent diversity in regard to the service receipt timeline, which affected the evaluation's ability to establish a frame of reference allowing for a full assessment of the level of improvement in service delivery attributed to the staff capacity building activities under the UNTF-supported project.

## KEY FINDINGS

### Relevance

To ensure maximal relevance on an organisational and community level, programme design was preceded by assessments which informed activity development.

Beneficiary targeting was relevant: especially among women, they had personally sought out the activities and requested the services they needed. Activities with men and boys were well-targeted and complemented with risk assessments.

The Theory of Change was that strengthened IP capacities and staff resilience would improve overall service delivery to beneficiaries; all staff members confirmed the importance of the capacity and team-building activities in achieving the ToC and better formulating service delivery to final beneficiaries.

On the organisational level, KAFA found the resources developed under this project to be an important factor in increasing the organisation's credibility in the trafficking field, as well as in enhancing and structuring CM and working with men activities. NAJDEH strategically improved on the finance and MEAL levels (planning and reporting), led important service mapping in partnership with PRN members, and built the latter's capacities. Interviewed staff were largely satisfied with the trainings conducted within the scope of this project.

Beneficiaries expressed strong levels of satisfaction with the services they had received; a minimal percentage of KAFA beneficiaries expressed average perceptions largely due to "*inadequate legal services*" or insufficient follow-up. Programme partners conducted regular evaluation activities with staff and beneficiaries to ensure consistent upkeep of relevance.

NAJDEH's Protection and Referral Networks were contextually catered and extremely relevant to the context of the Palestinian camps within which they were operating, providing referrals and other needed support, and building trust and credibility with women survivors and at-risk of GBV as well as with men who initially rejected the initiative.

KAFA's WWP project aimed to act as rehabilitation for men perpetrators, and was deemed a strong step towards improved behaviour and communication. A proportion of men found it helpful and relevant to their needs, but others dropped out because they had not understood the objectives ahead of joining.

### Effectiveness

Set objectives were largely achieved. Exceptions included NAJDEH's inability to complete the PRN elections, as well as some shortcomings in the working with men component, and KAFA's inability to conduct around half the sessions with men and boys. Reasons were mainly attributed to force majeure, as well as delays related to external consultants and partners.

Improved front-liner and organisational development and operation was confirmed by KIs from all three organisations, who also added that regular training evaluations, FGDs, and bi-yearly satisfaction surveys with staff and women evidenced such improvements.



Extremely positive beneficiary perceptions of the services they had received, including frequency and duration, safety and privacy, staff qualifications, and ownership and participation were recorded, with minor exceptions mainly concerning legal services, staff treatment, privacy, and planning ownership.

Men reported positive changes in their lives, including better relationships and communication. They were mostly satisfied with service quality, with one flagging that he would prefer it if KAFA “*did not always take the women’s side.*” Both wanted continued sessions and more frequent follow-up (interrupted due to COVID-19 suspension of activities).

KTK reported room for improvement to the project’s MEAL framework, advising more realistic and measurable indicators in future programming. However, KTK’s MEAL tools mainstreamed and applied by the IPs yielded notable improvements to organisational MEAL strategies and systems.

Main challenges faced were related to contextual issues (October Revolution, COVID-19, and Labour Rights protests), lack of safe sheltering availability, lack of donor flexibility, GMS and reporting challenges, logistics and consultant recruitment and coordination, timely launching and implementation of some activities, and staff and centre security.

## Efficiency

KTK believed that the project had identified credible partners with track records in their fields. Their efficiency had increased by the end of the project.

The allocated budget was generally sufficient, but based on KTK reports, there was underfunding on the administrative/staffing level (especially KTK staff time allocation to provision of technical support) and some funding mismanagement/repeated IP requests for reallocation. IPs believed transportation for beneficiaries should have been accounted for.

Procurement was mostly an efficient process, but there were some delays associated with external trainer recruitment for both IPs. NAJDEH also faced issues with venues and the necessity of obtaining three quotations.

Project management teams were sufficiently staffed. KTK noted the necessity of having a full core team in the Beirut office (namely a financial officer), while front-liners mentioned that their workloads were extremely heavy, and they could benefit from more social workers to disperse the cases.

Coordination and communication lines were clear to all involved staff, and KTK noted that joint coordination through meetings and over email were a best practice resulting in strong learning. Some mid-level team members emphasised the importance of more timely communication from their line managers, especially in cases of activities or reporting deadlines.

Protection and Referral Networks still required more development and strengthening when it came to training partners and ensuring more committed coordination. A stronger sense of unity needs to be fostered to eliminate the “excessive competitiveness” impacting work, and a higher budget to assist with further training as well as sustainability, especially during social distancing, would be useful.





## Impact

The project had strong impacts on organisational development, staff personal and professional capacity and skill building, service enhancement, and improved quality support to rights-holders.

The vast majority of women beneficiaries from both organisations reported improved physical and mental wellbeing, improved social relationships, decision-making and self-expression abilities, increased agency, and feelings of positivity and optimism. 100% of NAJDEH and 97% of KAFA beneficiaries confirmed that the assistance they had received also contributed to improving their life in comparison to before.

There was an insufficient number of men remaining in the WWP programme, and the interviewed sample cannot be considered representative. While no conclusive findings can be drawn, it would be ideal for both organisations to further develop the engaging men axes taking beneficiary feedback and needs into consideration) prior to launching a second pilot.

Several positive unintended effects were reported, including team-building and experience-sharing, establishing organisational credibility in wider circles, and women making acquaintances and launching self-led productive activities. The involvement of UNRWA in the PRN was considered a great success by NAJDEH.

NAJDEH beneficiaries did not generally report being exposed to security risks as a result of service-seeking, while 32% of KAFA beneficiaries had. Threats to safety included death threats, physical abuse, and emotional abuse (including child deprivation) mainly by the husband, and secondarily by male family members.

## Sustainability

The project structure and design provided excellent conditions for being sustainable, but actual sustainability depended on how each IP opted to capitalise on the outputs and outcomes.

The capacity building aspect was sustainable in and of itself because the acquired skills would stay with the staff. A TOT would have increased sustainability as internal participants would have been able to transmit the training to new staff.

Continued funding could ameliorate quality and increase opportunities (including training) for NAJDEH's PRNs, but they are sustainable regardless because they can operate on a voluntary basis and through the efforts of different organisations.

KAFA believed that particularly for the WWP, funding dedicated towards outreach and media campaigns could increase men's awareness about activities, increase their willingness to participate, and improve sustained work.

Both organisations reported that they have already begun seeking – and for some components even secured – funding to ensure project continuity and sustainability.

## Knowledge Generation

Both IPs had generated knowledge in the form of resources (manuals, guidelines, training documents, best practices and recommendations), however, they explained that – at least for the time being, if at



all – such materials were strictly internal and not to be shared with external stakeholders. In some cases, the material was not even available to certain staff members.

### Gender Equality and Human Rights

Both organisations ensured taken gender-sensitivity considerations and human rights-centred approaches in their interventions. This included respecting local customs and belief systems to avoid resistance, tailoring activities based on background, location, gender, and other specificities.

All staff reportedly signed and abided by internal codes of conduct that ensured high ethical standards when dealing with beneficiaries.

### Recommendations

RELEVANCE
R1 - IPs. Complement activities and increase engagement through advocacy, campaigning, and other available resources, including community members and beneficiaries. This would clarify the importance of the organisations' work, thus increasing perceptions of relevance and consequent engagement.
R2 - IPs. Ahead of recruiting participants, clearly explain purposes of activities to ensure relevance and beneficiary retention.
R3 - IPs. Identify all organisations running safe shelters and liaise with them to facilitate emergency referrals.
R4 - KTK. Request from IPs to i) collect representative baseline data directly from beneficiaries and ii) to conduct an organisational needs assessment or SWOT analysis prior to designing activities in order to identify service and capacity development opportunities.
EFFECTIVENESS
E1 - ALL. Set a contingency plan to ensure that activities are completed to the extent possible in light of contextual challenges.
E2 - KTK. Ensure that overall project MEAL frameworks and individual IP logframes are realistic and measurable.
E3 - IPs. Build upon MEAL findings to enhance services and related settings.
E4 - KAFA. Ensure that legal consultants and other staff working with beneficiaries communicate matters clearly, and promote agency and equality.
E5 - NAJDEH. Conduct further training for social workers on case management principles.
E6 - ALL. Mainstream staff-care activities, which is of particular importance for front-liners working with survivors and perpetrators.
EFFICIENCY
C1 - DONOR. Increase flexibility where deemed necessary and justifiable, especially in cases of adversity.
C2 - IPs. Improve communication flow - both internally among staff, and externally with beneficiaries.
C3 - IPs. Ensure that all consultants are contextually relevant, and that tasks required of them are clear contractual obligations.

C4 - ALL. Ensure highest level of accuracy through obtaining price ranges prior to setting budgets, allowing for a 10% margin of error (or percentage allowed by relevant donor).

C5 - KTK. Contract “full set” of needed staff to the Beirut office to ensure quicker response where technical support is needed (recommendation by KTK).

C6 - IPs. Increase number of social workers employed based on volume of caseloads.

C7 - IPs. Unify staff knowledge levels ahead of combining them in one training.

C8 - NAJDEH. Work towards increasing the sense of ownership of the different PRN organisations.

C9 - IPs. Establish a dedicated MEAL department and an officer having no case management or implementation roles with beneficiaries to consistently run monitoring and evaluation exercises and document learning and recommendations.

### IMPACT

I1 - IPs. Mainstream GBV awareness sessions for all beneficiaries, even those not seeking protection services.

I2 - IPs. Develop risk mitigation plans related to beneficiary and staff safety.

I3 - IPs. Further develop WWP axes in a manner that ensures a higher level of impact on men’s lives.

I4 - KAFA. Develop social worker skills to ensure they can respond to different GBV cases regardless of the perpetrator.

### SUSTAINABILITY

S1 - IPs. Integrate Trainings of Trainers into capacity building activities to ensure cost-effectiveness and sustainability.

S2 - KAFA. Increase media coverage and public campaigning to encourage perpetrators to accept and join WWP efforts (recommendation by KAFA).

### KNOWLEDGE GENERATION

K1 - ALL. Developed resources or revised shareable versions should be open-source and publicly available.

K2 - ALL. Publish best practices to assist other stakeholders working in the same sectors.

## II. SERVICE OVERVIEW AND METHODOLOGY

### 1. ABOUT THE SERVICE

#### 1.1. PROJECT CONTEXT

The Syrian conflict has generated a significant impact on Lebanon: an estimated 1.5 million Syrian nationals, of which one million are registered with UNHCR as refugees, have sought refuge in Lebanon<sup>1</sup>. This does not include the numbers of unregistered refugees- Syrian, Palestinian, Iraqi, among other.

Accommodating the needs of the Lebanese, Palestinian and the Syrian refugee population has placed a substantial burden on Lebanon's resources and infrastructure. According to the UNHCR, 71% of the Syrian refugees in Lebanon live below the poverty line and 52% in extreme poverty.<sup>2</sup> As economic conditions deteriorate, women are increasingly forced to find ways to contribute to their family's survival, often exposing them to exploitation, harassment and sexual violence. Palestinian and Syrian refugee girls are increasingly entering child marriages, especially in the Bekaa Valley and Akkar (north Lebanon). This is often arranged by families as a negative coping mechanism to protect their daughters from sexual abuse within camps, to provide them with security or out of poverty. Currently, 89% of Palestinian refugees from Syria and 65 % of Palestinian refugees from Lebanon are living under the poverty line<sup>3</sup>.

Palestinians in Lebanon are living with increasing uncertainty and lack of rights as citizens. Particularly, Palestinian women and girls face double discrimination, for their legal status as refugees and for their gender position as women. They are marginalised in the work force, in education and political representation as well as the private domestic sphere. These repressive conditions and patriarchal authority lead to violence and abuse. During the project period, the situation of Palestinian refugees in the region overall has worsened; a significant decline has been recorded in the level and quality of services provided by the United Nations Relief and Works Agency (UNRWA), due to the dramatic UNRWA funding decrease starting in 2018<sup>4</sup>.

In Lebanon, UNRWA has taken similar steps to reduce its education and health care services, which benefit about half a million refugees in the country. Due to the Syrian crisis, there is an increase in camp population and changes to camp dynamics as a result of Syrian Palestinians moving into Palestinian refugee camps.

Despite Lebanon having signed international agreements on gender equality, such as ratification of the CEDAW in 1996, the Lebanese government rejected articles related to its Personal Status Law. Instead, Lebanon still abides to Personal Status Laws that are administered by religious courts.

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<sup>1</sup> VasyR (2018) *Vulnerability assessment of Syrian refugees in Lebanon by UNHCR- UNICEF- WFP-Interagency coordination* (<https://data2.unhcr.org/en/documents/download/67380>)

<sup>2</sup> Interagency Information Management Unit at UN Refugee Agency (UNHCR). (2016). *Increasing Vulnerability Among Syrian Refugees. Lebanon.*

<sup>3</sup> UNHCR, UNICEF, WFP (2018), *Vulnerability Assessment of Syrian Refugees in Lebanon 2018.*

<sup>4</sup> The US has long been the largest individual donor to UNRWA, pledging about one third of the agency's annual budget, but in 2018, US the administration cut a scheduled UNRWA payment of \$130m to \$65m, saying the agency needed to make unspecified reforms.

Moreover, the Nationality Law in Lebanon deprives women of the right to pass their nationality to their children and spouse. Matters administered by the religious courts include marriage, divorce, inheritance and child custody and according to women's organisations in Lebanon, these reservations represent an obstacle towards advancement of women's rights. There is also a gender gap and discrimination in the Penal Code. For example, the penal code does not criminalise marital rape and exempt some rapists from penalty if they marry the victim. According to the latest Gender Gap index report (2018)<sup>5</sup>, Lebanon ranks 140 (out of 149) worldwide with a consistent decline trend in its global index rank since 2010.

In the above-described context, securing funding for local women's rights organisations (WROs) has been a priority for Kvinna Till Kvinna and partners KAFA and NAJDEH. Women's rights organisations in Lebanon play an essential role in responding to the challenges Lebanon faces. Thus, due to increased workload and pressure for staff, it is also of importance to strengthen WROs organisational effectiveness including capacities and skills and secure staff-care activities for sustainability.

## 1.2. EVALUATION CONTEXT

KTK commissioned this final evaluation in December 2019, with the intention of launching the inception phase by February, and completing the assignment by the end of April 2020. The inception phase adhered to the set workplan, as did the beginning of data collection. However, during the process, some obstacles arose, halting and significantly delaying data collection and, consequently, the submission of deliverables at agreed milestone dates (with regular situational updates to KTK and UNTF). Major issues faced were road closures as a result of anti-establishment protests and the gradually heightening economic collapse, coupled with COVID-19 preventive measures and social distancing, all of which limited ease of mobility and the ability to conduct the planned activities. This included the necessity of cancelling initially set Focus Group Discussions, which would require the presence of at least 9 individuals in a closed space. In response to this issue, the evaluator suggested integrating qualitative components into surveys that were previously envisioned to be largely quantitative.

While the evaluation involved a significant level of flexibility and resilience despite obstacles (including a heavier mobilisation of field resources and adaptation of tools and data sources), the overall disabling environment took its toll on the ability to reach all intended project beneficiaries, and did not allow undertaking any face-to-face interviews. Debriefing sessions with field researchers showed no demonstrable evidence of any potentially inaccurate information shared by staff and beneficiaries alike. However, the evaluator believes that direct interviews in private spaces at the IP premises may have increased rights-holder comfort and feelings of safety, and thus their willingness to share a higher level of detail. Similarly, FGDs usually encourage rights-holders to share more information, and build upon the experiences of others.

In terms of evaluation utility, the evaluator believes that the findings shed light on some gaps and informed the development of recommendations that can improve future similar initiatives, all of which are reasonably actionable. The only potential hindrance would be the current situation in Lebanon, where living conditions and livelihoods opportunities are at an all-time low; this may reduce the willingness of members of society to engage in activities that are perceived to be more "socially-

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<sup>5</sup> WEF (2018) *The global gender gap report 2018* [http://www3.weforum.org/docs/WEF\\_GGGR\\_2018.pdf](http://www3.weforum.org/docs/WEF_GGGR_2018.pdf)





geared,” at a time where securing even the basic necessities is a struggle. As such, it is imperative that initiatives regularly review and respond to the local context, with the aim of avoiding the – previously witnessed – discourse against WROs for being “unconcerned with the local reality.”

## 2. DESCRIPTION OF THE PROJECT

**Project title:** “Women Human Rights Defenders’ Holistic Approach to End Gender-Based Violence in a Challenging Context in Lebanon”

**Implementers:** The project was led by Kvinna Till Kvinna, directly contracted by the United Nations Trust Fund (UNTF). Kvinna Till Kvinna, with its head office in Stockholm, Sweden and a programme office in Beirut, has been responsible for all coordination and monitoring, reporting and ensuring donor compliance.

Field implementing partners of the project included NAJDEH and KAFA based in Beirut and Bekaa, Lebanon.

**Locations:** The project took place in the Bekaa and Beirut (including within Palestinian Refugee Camps), both of which are areas hosting a large number of both Syrian and Palestinian refugee women – as well as host community/Lebanese women – experiencing hardships related to GBV.

**Activities:** In order to reach its objectives, the project’s strategies and activities worked towards strengthening KAFA and NAJDEH’s organisational and service delivery capacities through training, staff care, stress management, and developing guidance documents/handbooks. Additionally, the IPs worked on establishing community-based referral systems in refugee camps, counselling for perpetrators of violence, and carrying out primary prevention activities with men and boys.

The focus areas of improvement in the two organisations’ capacities and skills were the provision of consistent quality in their support to GBV survivors, high-quality case management for GBV survivors, and GBV preventative activities for men and boys.

**Primary Beneficiaries** of the project were:

- Refugee, internally displaced, or asylum-seeking women.
- Women in Lebanon seeking out the support of the two organisations, and who do not fall under the aforementioned categories.
- Primary beneficiaries receiving NAJDEH’s and KAFA’s support are expected to both be aware of their rights and be able to define what they have been subjected to as crimes and violations against their integrity.
- Men perpetrators (with the aim of working towards EVAW).

**Forms of Violence Targeted by the Project:** family violence (IPV, physical, sexual, psychological, emotional, and economic violence), community violence (trafficking), and violence condoned at the state level (SGBV in refugee, IDP, and post-conflict settings).

**Project Duration:** The project began on March 1, 2017, and will be ending on February 29, 2020, spanning a total of 36 months.

**Project Budget:** The total project budget is 500,000 USD for the whole 3-year project period.

## 2.1. RESULTS CHAIN

<b>Project Goal</b>	By February 2020, targeted women survivors of GBV, both refugee women as well as women from the local populations, in Bekaa and Beirut, are able to access better quality case management and experience an increased agency and partner NGOs are able to provide better quality prevention activities on GBV
<b>Outcome 1</b>	Partners' organisational capacity in providing consistent quality in their support to survivors of GBV has improved by February 2020
Output 1.1	By December 2019, partner organisations have new skills and tools to improve organisational capacity and sustainability
Activity 1.1.1	Leadership trainings
Activity 1.1.2	Financial management trainings
Activity 1.1.3	MEAL and measuring impact trainings
Output 1:2	By December 2019, staff and activists in partner organisations have improved skills and tools for sustainable self-preservation
Activity 1.2.1	Staff care activities (group level) for KAFA, through debriefing sessions and team building sessions
Activity 1.2.2	Staff care activities (group level) for NAJDEH, through debriefing sessions, stress management and team building sessions
Activity 1.2.3	Staff care activities (individual level) for KAFA
<b>Outcome 2</b>	Partner organisations' capacity in providing high quality case management for survivors of GBV has improved by February 2020
Output 2:1	By December 2018, partner organisations have improved or new skills to respond to women and girl survivors of GBV
Activity 2.1.1	Training for key staff on psychosocial support to survivors of GBV (including psychologists and social workers)
Activity 2.1.2	Case Management guide production (KAFA)
Activity 2.1.3	Implementation of capacity building on case management
Activity 2.1.4	Provision of practical staff wellbeing and therapy tools (e.g. interactive theatre)
Output 2:2	Community referral system is in place in Palestinian refugee camps in Bekaa and Beirut by December 2019
Activity 2.2.1	Establishment of two community-based protection networks, working on GBV survivor referrals
<b>Outcome 3</b>	Partner organisations' skills in providing GBV preventive activities for men and boys have improved by February 2020
Output 3:1	By December 2019, partner organisations have new skills and tools for work with primary prevention for men and boys
Activity 3.1.1	Implementation of a training on primary prevention for NAJDEH staff
Activity 3.1.2	Primary prevention sessions with men and boys
Activity 3.1.3	Production of a handbook on how to best reach and raise awareness among sex buyers
Activity 3.1.4	Sessions targeting young men who could be potential sex-buyers (5 sessions for 15 young men) to implement the handbook content

Output 3:2	By February 2020, partner organisations have new skills and tools for work with perpetrators of GBV
Activity 3.2.1	Development of a Work with Perpetrators (WWP) programme: desk and feasibility studies, contextualise content, training KAFA staff and judges, finalising content
Activity 3.2.2	Pilot testing of the Intervention Program with 10 perpetrators
Activity 3.2.3	Implementation of a trainings on how to do counselling with perpetrators, according to the lessons learned from the intervention program
Activity 3.2.4	Counselling sessions with perpetrators
Activity 3.2.5	Establishing a rehabilitation centre for perpetrators

### 3. PURPOSE OF THE EVALUATION

The consultant was contracted in January 2020 by Kvinna Till Kvinna to undertake the final evaluation of the project “*Women Human Rights Defenders’ Holistic Approach to End Gender-Based Violence in a Challenging Context in Lebanon*,” looking at the full three-year period of project implementation (March 2017 to February 2020).

The inception stage of the evaluation spanned the month of February 2020, followed by logistical preparations and data collection during March and April 2020. Data cleaning, analysis, enumerator debriefing, and reporting took place during June 2020.

This evaluation exercise was intended to complement the project’s existent internal monitoring, providing an external independent assessment of the project performance against the OECD-DAC criteria as an exercise of accountability towards the donor and the beneficiaries at its final implementation stage.

Findings, which evaluated intended and unintended progress and results, should inform the project’s internal and external stakeholders, including Kvinna Till Kvinna, KAFA, and NAJDEH programme teams, as well as the project’s donor, the UN Trust Fund. Results were formulated in a manner that allows the commissioning organisation to utilise them for future programme design and/or obtaining financial support.

The evaluation covered the geographical locations included in the project, notably KAFA’s support centres in Beirut and the Bekaa, and NAJDEH’s two LCCs in Palestinian camps in Beirut (Borj Baranjeh and Shatila), and its LCC in the Bekaa. All key informant and beneficiary interviews took place over VoIP (Skype or WhatsApp, as preferred by the respondent), or phone calls.

### 4. EVALUATION OBJECTIVES AND SCOPE

The purpose of the evaluation was to assess the overall performance of the “*Women Human Rights Defenders’ Holistic Approach to End Gender-Based Violence in a Challenging Context in Lebanon*” project, with the aim of determining whether the Action reached its intended outputs and objectives against the *OECD-DAC evaluation criteria* of *relevance, effectiveness, efficiency, sustainability, and impact*.

It should scope out *knowledge generation and gender-responsiveness* and provide *lessons learnt, best practices, and actionable recommendations* for future similar initiatives.

The evaluation also measured:

**Theory of Change:** To what extent the project interventions (activities and outputs) have strengthened KAFA's and NAJDEH's organisational capacities and staff resilience.

**Theory of Change:** To what extent strengthened staff and/or organisational capacities (if any) have contributed to improvements within the outcome areas (i.e. improved case management, improved support to GBV survivors and improvements in GBV preventative work for men and boys).

**Lessons and Best Practices:** Key lessons and promising or emerging good practices in the field of ending violence against women and girls, for learning purposes.

## 5. EVALUATION TEAM AND WORKPLAN

### 5.1. CORE TEAM

**JAY FEGHALI, EVALUATION EXPERT AND LEAD** – On the operational level, Jay was responsible for sharing updates, communicating, and coordinating with Kvinna Till Kvinna, as well as managing the field work through training and daily coordination with the field focal point and researchers. Jay also handled methodology and tool development, data validation, cleaning, and fact checking, as well as analysis and drafting of the overall report.

With 15 years of experience in the humanitarian field, of which 6 have been in senior management positions, Jay has a mastery of programme design, management, implementation, and monitoring, and has worked with local, international, EU, and UN agencies in several MENA, Latin American, and European countries. He has over 5 years of experience in programme evaluations, third-party monitoring, research, assessments, and publication development. As a Lebanese national who has intensively worked in Lebanon and Syria, he also has in-depth knowledge of contextual specificities and different populations including Lebanese, Syrian, and Palestinian. He is an expert in protection, especially Gender-Based Violence and working with adolescent boys and men on masculinities and ending violence against women.

**Languages:** English, Arabic, Greek, and French.

**Country of Residence:** Greece and Lebanon

**ELISA CESTARI, EVALUATION EXPERT** – Elisa supported with methodology, analysis framework, and tool development during the inception phase, as well as with introductory reporting.

For the past 4 years, Elisa has been heavily involved in programme evaluations for agencies working in Lebanon, Syria, Libya, Jordan. She is an expert in the development and management of humanitarian operations, with over 7 years of experience leading the development of projects for INGOs, UN, and governmental agencies in several MENA countries including Lebanon. She was also involved in the coordination and management of a network of CSOs in Syria from 2014 to 2016, with a portfolio of projects including both humanitarian and post-conflict reconstruction initiatives.

**Languages:** English, Italian, Persian, and French.

**Country of Residence:** Italy

**RANA AARAJ, FIELD FOCAL POINT** – Rana was responsible for logistical support and carrying out primary data collection in the field.

Rana has 8 years of experience working in the humanitarian field. She was a founding member of “*Safer Interventions and Broader Acceptance*,” has managed numerous projects, and teaches classes on gender, sexuality, sexual health and harm reduction at universities such as AUB, USJ, and LAU, as well as at different schools such as Lycée Franco-Libanais Verdun. She has strong capacities in working with different community groups that require special considerations including youth, women survivors of GBV, people living with HIV, people who use drugs, and refugees, and has a strong field research data collection track record.

**Languages:** English, Arabic, and French.

**Country of Residence:** Lebanon

## OTHER MOBILISED EVALUATION TEAM MEMBERS

Upon launching the data collection phase, and in the interest of adhering to the initially set time-frame, other researchers from the evaluator’s local network in Lebanon were deployed to simultaneously collect quantitative and qualitative data. This included one male researcher to conduct interviews with male beneficiaries.

All researchers were vetted individuals with whom the evaluators had previously worked and they have all been trained on the ethics of working with beneficiaries, informed consent, respect and confidentiality, as well as a variety of PSEA, child protection and safeguarding, working with GBV survivors, and conflict resolution topics.

The evaluator ensured to avoid any potential conflict of interest by only assigning researchers who had no relationship or vested interest in the work of Kvinna Till Kvinna, NAJDEH, or KAFA.

## 5.2. WORKPLAN

The workplan below outlines the evaluation and monitoring activities and deliverables which the evaluation team conducted between February 2020 and June 2020. The assignment closure date was initially intended to be April 30, 2020. However, due to the COVID-19 pandemic and related restrictions, work was suspended for a period of time, resulting in a significant delay to the time-frame.

Task/Deliverable	Assignee	Days	W 1-2	W 3	W 4	W 5	W 6	W 7-8	W 9	W 10	W 11
Contract finalisation, sharing of documents	KVINNA	1									
Secondary data review of all project documentation and evaluation planning	EVALUATOR	3									
Development of inception report, including analysis framework	EVALUATOR	4									
Review of inception report and feedback	KVINNA	3									
Evaluation tools and methodology development and finalisation	EVALUATOR	3									
Review and feedback on the tools	KVINNA	3									
Finalisation of inception report and testing of tools	EVALUATOR	1									



Task/Deliverable	Assignee	Days	W 1-2	W 3	W 4	W 5	W 6	W 7-8	W 9	W 10	W 11
Logistics preparation, training of enumerators	EVALUATOR	2									
Data collection (surveys, KIs, FGDs)	EVALUATOR	7-10									
Data cleaning, verification, and validation	EVALUATOR	2									
Analysis, visualisation, write-up, and submission of report	EVALUATOR	10									
Review and feedback on draft report	KVINNA	5									
Finalisation, editing, and submission of evaluation report for final approval	EVALUATOR	2									
Clearance of final draft report	KVINNA	2									
Design and submission of final report	EVALUATOR	2									

## 6. EVALUATION QUESTIONS

The following axes, aligned with the OECD-DAC criteria as required by Kvinna Till Kvinna, informed the development of the structured (quantitative) and semi-structured (qualitative) data collection tools.

	Evaluation Criteria	Evaluation Questions
1	<b>Relevance</b> - <i>The extent to which the project is suited to the priorities and policies of the target group and the context.</i>	<p>To what extent do the achieved results (project goal, outcomes, and outputs) continue to be relevant to the needs of women and girls?</p> <ul style="list-style-type: none"> <li>To what extent have the community referral systems/protection networks established by NAJDEH been <b>relevant and effective</b> methods for referrals of GBV survivors?</li> <li>What capacity development support within GBV prevention of men and boys has been most relevant for the organisations' work and why?</li> </ul>
2	<b>Effectiveness</b> - <i>A measure of the extent to which a project attains its objectives / results (as set out in the project document and results framework) in accordance with the theory of change.</i>	<p>To what extent were the intended project goal, outcomes and outputs (project results) achieved and how?</p> <ul style="list-style-type: none"> <li>Overall, what type of staff training has been most <b>effective</b> and <b>relevant</b> to improve GBV service provision?</li> <li>To what extent has case management been improved? Has it been improved on an <i>organisational</i> level and how? (<b>effectiveness</b> and <b>sustainability</b>)</li> <li>What indications are there, if any, that primary project beneficiaries experience an improvement in GBV service provision as a result of the project?</li> <li>Has monitoring of implementation resulted in adaptive management to improve outcomes?</li> </ul>

3	<b>Efficiency</b> - Measures the outputs - qualitative and quantitative - in relation to the inputs. It is an economic term which refers to whether the project was delivered cost effectively.	<p><b>To what extent was the project efficiently and cost-effectively implemented?</b></p> <ul style="list-style-type: none"> <li>Do the outcomes of the project represent value for the input invested?</li> <li>What observations can be made about the project organisational set-up including staff resources in terms of efficiency?</li> </ul>
4	<b>Sustainability</b> – Measures whether the benefits of a are likely to continue after the project/funding ends.	<p><b>To what extent will the achieved results, especially any positive changes in the lives of women and girls (project goal level), be sustained after this project ends?</b></p> <ul style="list-style-type: none"> <li>To what extent do the community referral systems/protection networks established by NAJDEH have potential for continuity and/or scale-up?</li> <li>To what extent do staff and managers think that care activities on group and individual levels have improved staff's ability to cope with stress and workload in a long-term perspective?</li> <li>To what extent has training of staff been transferred to organisational/institutional strengthening? (e.g. documentation and use of methods and procedures, organisational impact in case of staff turnovers etc)</li> <li>To what extent have new skills and tools to work on GBV prevention among men and boys become systematic on an organisational level?</li> <li>What are the risks to sustainability?</li> </ul>
5	<b>Impact</b> - Assesses the changes that can be attributed to a particular project relating specifically to higher-level impact (both intended and unintended).	<p><b>To what extent has the project contributed to ending violence against women, gender equality and/or women's empowerment (both intended and unintended impact)?</b></p> <p><i>This question should aim to identify intended and unintended changes in situations for women and girls in relation to specific forms of violence.</i></p> <ul style="list-style-type: none"> <li>What indications are there, if any, that primary project beneficiaries experience an improvement in GBV service provision and experience increased agency as a result of the project?</li> <li>What indications are there, if any, that NGOs part of the GBV referral system in refugee camps are able to provide better quality prevention activities on GBV as a result of their participation?</li> </ul>
6	<b>Knowledge generation</b> – Existence of promising practices that can be shared with other practitioners.	<p><b>To what extent has the project generated knowledge, promising or emerging practices in the field of EAW/G that should be documented and shared with other practitioners?</b></p>

7	Gender equality and Human rights	<p>Cross-cutting criteria: the evaluation should consider the extent to which human rights based and gender responsive approaches have been incorporated through-out the project and to what extent?</p> <ul style="list-style-type: none"> <li>• To what extent has a gender and power-perspective been applied in counselling of men, boys, women, and girls?</li> <li>• How is conflict sensitivity understood and applied in the project?</li> </ul>
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## 7. EVALUATION METHODOLOGY

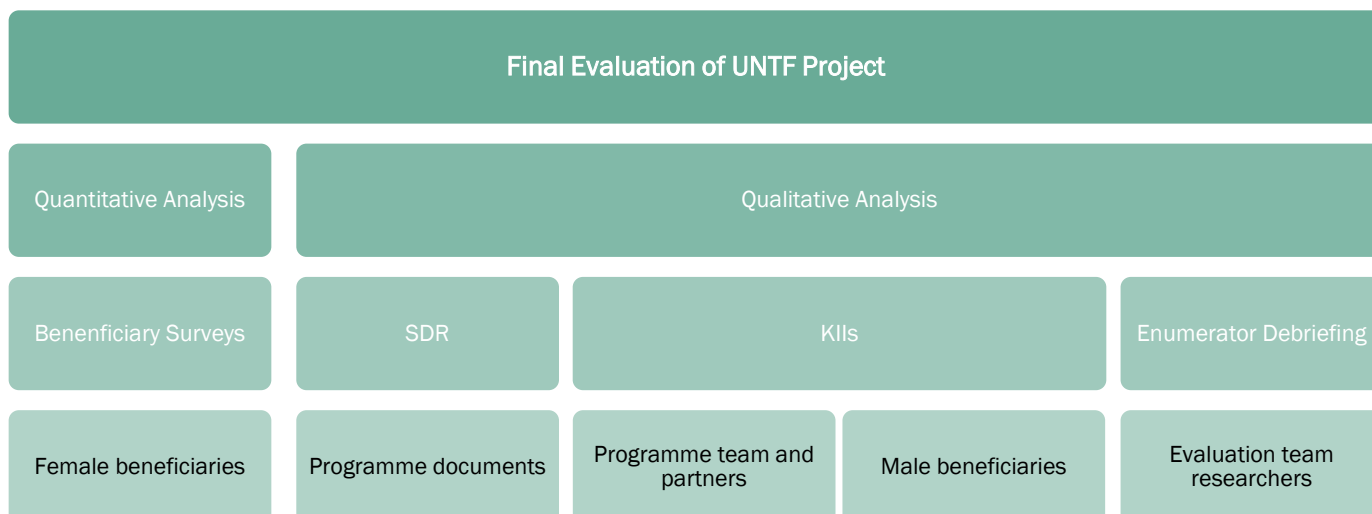
### 7.1. OVERALL DESIGN

The methodology for this final evaluation combined secondary data review and primary data collection – including a mixed method of collecting and analysing both quantitative and qualitative types of information. The modality employed was post-test without comparison group.

While the methodology and scope development was heavily based on the Terms of Reference supplied to the evaluation team, it is important to mention that the information sources, utilised tools, modality of interviews, and other related details were set with the engagement of key project stakeholders from KTK, NAJDEH, and KAFA. During the inception phase, an inception phone call was held between the evaluators and representatives from each of the three organisations to agree on steps forward. Developed tools were shared with the three organisations, and all realistic feedback was taken into consideration. Regular coordination through email or phone/WhatsApp communication took place with KTK and KAFA/NAJDEH project managers and coordinators. Beneficiary selection was also completed with the engagement of the two implementing partners, to ensure the utmost comfort and privacy of the targeted beneficiaries. Management responses from the different organisations were also incorporated into the final report, and flagged as such.

Primary data aggregated information from KIIs and beneficiary interviews as main sources. Findings from the different information sources were coded and processed, employing both qualitative and quantitative techniques, according to a combined analytical approach. The *Evaluation Matrix (Annex II)* outlined the structure of the analysis disaggregated across the different evaluation axes and the related sources of information.

The graph below summarises the structure of this evaluation, including the primary and secondary data collection and analysis steps.



The scope of the evaluation entailed:

- Reviewing relevant documents (SDR – qualitative analysis)
- Interviewing key positions (qualitative analysis) at Kvinna Till Kvinna’s Beirut and Sweden offices, KAFA staff, and NAJDEH staff and *Bekaa Protection and Referral Network* partner organisation representatives
  - senior and mid-level management positions
  - staff responsible for overall programme monitoring and reporting
  - operational staff directly supporting women primary beneficiaries and male perpetrators
- Surveying women beneficiaries from NAJDEH and KAFA centres (quantitative analysis)
- Interviewing men WWP beneficiaries from KAFA for a case study (qualitative analysis)
- Debriefing field researchers to obtain additional details or fill in any information gaps (complementary component to qualitative analysis)

## 7.2. SECONDARY DATA REVIEW

**Secondary Data Review:** comprised project documentation such as the project proposal, available baseline and regular surveys conducted with women beneficiaries, progress reports, MEAL logframe and activity plan, existing MEAL data (e.g. post-activity monitoring, training evaluations, staff web-based surveys, etc.), as well as policy and guideline documents made available by NAJDEH and KAFA. The evaluation team also looked at the UNEG Ethical Guidelines for Evaluation, and UNTF Final External Evaluation Guidance documents and annexes. This information contributed to the evaluators’ understanding of the context and project background, and was used to triangulate information collected from the primary sources.

## 7.3. PRIMARY DATA COLLECTION AND SAMPLING

The evaluation reviewed the performance of the project, relying on qualitative and quantitative information shared by the project team, direct beneficiaries, and other relevant actors who had been directly involved or affected during the lifecycle of the project.

The analysis of the project performance focused on sector-specific as well as generic performance indicators, chiefly based on the OECD-DAC criteria of relevance, effectiveness, efficiency, impact, sustainability. It also included specific aspects defined by the TORs: knowledge generation, gender equality and human rights.

In addition to and based on the above, the consultants developed an *Analysis Framework* containing a set of indicators specifically designed to inform the development of the tools for the primary data collection, and to be operationalised into consistent questions for key informant interviews, beneficiary surveys, and focus group discussions. The *Analysis Framework* also defined the approach to the analysis of the relevance, effectiveness, efficiency, impact, sustainability performed by the project across its whole lifespan.

Primary Data Sampling Overview	Planned	Achieved
Key Informant Interviews (staff and partners)	14	15
Key Informant Interviews (WWP men)	2	2
Focus Group Discussions	13	-
Community Surveys	172	160

**Key Informant Interviews (17):** KIs represented the main source of primary information. The tools mobilised entailed a mixed methodology including both qualitative and quantitative components, and focused on collecting feedback of stakeholders at the institutional and field levels. The evaluation team interviewed the following staff members for key informant interviews, along with two male beneficiaries, from which findings were used to inform a case study.

KIs	Role	Unit	Total
Kvinna Till Kvinna	Programme Coordinator	1	2
	Grants Manager	1	
KAFA	Project Manager	1	7
	Support Centre Coordinators	2	
	Centre for Men Coordinator	1	
	Sex Buyers Manual Coordinator	1	
	Men WWP Participants <sup>6</sup>	2	
NAJDEH	Deputy Director	1	8
	Project Manager	1	

<sup>6</sup> Only two men were reported to still be receiving one-on-one follow up from KAFA out of the initial sample. As such, the evaluator, in agreement with KtK, suggested to conduct KIs with these two men. This was meant to be a separate component from the FGDs that would have been conducted with men who attended a series of 7 awareness sessions. The latter was cancelled due to COVID-19 lockdown and social distancing measures.



	Reporting Officer	1	
	LCC Coordinators	3	
	Local Network Referrals SH	2	
TOTAL			17

The interviews were designed as semi-structured tools to collect relevant information from the point of view of key informants in their own words and through their perceived ratings (using a Likert scale for men beneficiary interviews) about the overall project performance and impact, taking into consideration OECD-DAC criteria and the overall evaluation objectives. Interviews were conducted over VoIP or phone calls.

**Focus Group Discussions (0):** this component of primary data collection aimed to collect direct beneficiary feedback through systematic discussions with groups of interest. However, in order to safeguard beneficiaries, staff, and researchers from COVID-19, the evaluation team, in agreement with KTK, came to the decision that this component would be eliminated to avoid grouping large numbers of people in closed spaces. In order to offset against insufficient qualitative information, the evaluation team included qualitative components within the beneficiary interviews.

**Beneficiary surveys (160):** This axis of data collection employed a mixed methodology of quantitative and qualitative survey questions. In NAJDEH's case, beneficiaries were mainly selected by the evaluation team through random sampling from anonymised lists shared by the IP – where selected random beneficiaries were unreachable, NAJDEH selected available and consenting replacements. Interviews were conducted by researchers through VoIP from their own locations. KAFA beneficiaries were selected by KAFA, contacted on the spot at KAFA's premises in Beirut and the Bekaa by the relevant social worker to obtain consent, and once granted, a researcher administered the interview through the phone.

These surveys aimed to capture a comparative analysis of changes in the situation of prior to and after the intervention, changes in modality of service provision before and after staff capacity building, satisfaction level of beneficiaries and major changes affecting their needs, and direct beneficiary feedback and suggestions for future programming. The original suggested sample of 172 women was calculated on the basis of a 95% confidence level across the 5 service centres (2 KAFA and 3 NAJDEH), based on the last Y3 reported beneficiary numbers per IP.

Beneficiary Surveys	Target Women Beneficiaries	Target	Achieved	Total Achieved
KAFA	Support Centre – Beirut	66	66	113
	Support Centre – Bekaa	66	47	
NAJDEH	LCC – Borj Barajneh	15	17	47
	LCC – Shatila	15	15	
	LCC – Bekaa	10	15	
Total		172	160	

Following discussions with the implementing partners, the evaluators were informed that the IPs were only able to provide contacts of beneficiaries who had continued receiving services during Y3, as they were no longer in contact with those who had stopped seeking support. However, they clarified that some of the Y3 beneficiaries were a mixed group of individuals who had joined the project at different periods throughout the entire project lifecycle (Y1, Y2, and Y3). Accordingly, the evaluators aimed, to the extent possible, to stratify random sampling based on year of joining the project, as well as different demographic benchmarks.

## 7.4. ANALYSIS AND REPORTING

The analysis of the aforementioned primary data was conducted according to an analysis framework plan agreed-upon between Kvinna Till Kvinna and the evaluation team.

Primary data was collected through KoBo Toolbox, and then processed, cleaned and validated through Excel. Data analysis was exercised according to established benchmarks against the set indicators. Stratification of the data analysis was done largely according to OECD-DAC criterion, partner, and phase of programme delivery where possible.

It is important to mention that there were no significant trends or findings identified based on age group or resident status (refugee or local population), so the evaluation did not focus on these axes.

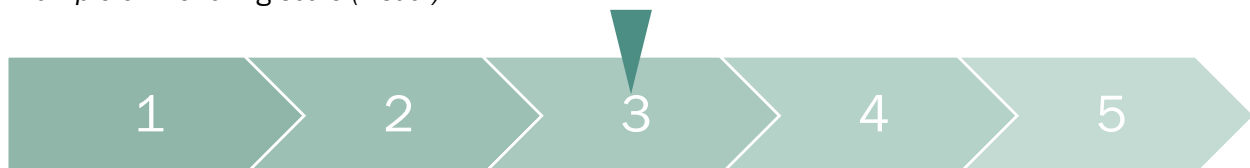
Where needed, analysed data was presented with the use of data visualisation software.

The evaluation team's proposed rating applied to the main evaluation criteria as per the TOR, using a visual scale, depicted below. All final reporting and graphic visualisations were undertaken in accordance with the structures required by the UNTF Reporting Guidelines.

The rating scale used was a 5-point Likert scale where, depending on the criterion/question:

1. completely dissatisfied or completely disagree
2. dissatisfied or disagree
3. neutral or somewhat
4. satisfied or agree
5. completely satisfied or completely agree

*Example of the rating scale (visual):*



## 7.5. EVALUATION ETHICS

Data was collected through web-based forms, aggregated into databases, cleaned, validated, and analysed. The evaluator communicated with its field teams on a daily basis when they had field activities, and on a weekly basis even if they had not been deployed to the field.

### *Informed Consent, Preservation of Rights, Privacy, and Confidentiality*

At the start of each interview, the researcher:

- Explained who they were (independent, external third party with no connection to the IPs), the purpose of the interviews, and what the data will be used for
- Guaranteed confidentiality to beneficiaries by confirming that their names in association with their answers will not be shared with any third party
- Requested frank and honest answers, clarifying that their opinions will serve to improve services, and will never affect their receipt of services or support in the present or future
- Explained to the respondents that they have the option to refuse participation, to decline responding to questions with which they are not comfortable, and to end the interview at any given point without providing a reason
- Clarified that participation was optional and voluntary, and did not provide any benefits or incentives
- Obtained verbal consent of voluntary participation<sup>7</sup>

### *Beneficiary Safeguarding*

- Researchers who conducted the interviews at KAFA's premises ensured to conduct the interviews in a private, dedicated room in which no KAFA staff were present at any point during the course of an interview.
- The evaluation team only deploy female researchers to conduct interviews with women survivors to ensure comfort and out of respect of cultural norms. A male interviewer spoke to the men.

## 7.6. CHALLENGES AND LIMITATIONS

i. **Local context and COVID-19 measures significantly affected methodology, data collection, and workflow:** The initial methodology aimed to include 13 Focus Group Discussions with direct beneficiaries (women and men) and staff members who participated in project activities in order to collect qualitative information. However, following the classification of COVID-19 a global pandemic and the lockdown/social distancing measures and restricted mobility implemented in Lebanon, the FGDs were suspended (in agreement with KTK, the IPs, and UNTF) in the interest of safeguarding beneficiaries and researchers alike. Since this issue arose during the inception phase, the evaluation team, in coordination with KTK, took steps to mitigate a potential lack of qualitative information – mainly integrating 2 semi-structured KIs with men WWP beneficiaries, and reformulating the quantitative beneficiary interviews to include qualitative open-ended questions.

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<sup>7</sup> Initially, consent was planned to be obtained through electronic signatures ahead of initiating each interview. However, as there was no possibility to conduct face-to-face interviews with any stakeholders, the researchers resorted to obtaining verbal consent.

When it came to data collection, the evaluation team deployed numerous researchers simultaneously in an attempt to adhere to the workplan. However, at the time of data collection, beneficiaries were generally under lockdown at home with their families and were not always available to speak (in addition to the fact that Ramadan also affected response rates). This resulted not only in delays to completing data collection, but also in inability to reach the full target sample of respondents set for KAFA's SC Bekaa. These delays, coupled with contextual challenges, significantly hindered the evaluation workflow and final report submission.

**ii. The necessity of relying on VoIP/phone-based interviews, which fully substituted face-to-face interviews.** Also due to COVID-19 social distancing measures, the evaluation team was unable to conduct any face-to-face interviews. This is generally not an issue when it comes to interviewing staff members, and overall, the researchers were able to collect sufficient, quality data to inform the extraction of findings and perceptions of staff and community rights-holders. However, it needs to be acknowledged that directly interviewing beneficiaries would have played a stronger role in building rapport and extracting more detailed information, especially via group data collection activities.

**iii. Potential selection bias, and inability to conduct random sampling against demographic benchmarks.** The external evaluator requested from both KAFA and NAJDEH to provide anonymised beneficiary lists (including basic demographic information such as household type and age group) in order to randomly select a representative sample that takes into consideration the different target groups, and communicate the beneficiary codes for KAFA and NAJDEH to obtain consent. NAJDEH shared anonymised lists separated by year of implementation from which the consultants selected random samples attempting to target the different nationality and age groups. However, not all women were available, with NAJDEH citing (valid) reasons such as resettlement, death, and loss of contact. As such, the consultant agreed with NAJDEH in coordination with KTK that the IP would share the contacts of the first beneficiaries who consented to the interview (affecting demographics and randomisation). This was a somewhat lengthy process for reasons aforementioned in (i), but the target sample was achieved. On the other hand, KAFA explained that they will not be sharing any anonymised beneficiary lists due to internal policies, adding that the women had not been informed that they would have to speak to third parties, which may pose an issue. Following discussions with KAFA, it was agreed that researchers would visit their offices in Beirut and Bekaa, where a social worker would select and call women from their lists, obtain consent, and forward the call “on-the-spot” to the researcher who was seated in a private room at the KAFA premises. Neither the evaluation team nor the researchers played a role in the selection, so there was no “control” over demographics apart from have made targeting recommendations.

**iv. Lack of a fully representative beneficiary sample spanning the full project duration, affecting an adequate assessment of improvements in service provision.** This axis is either related to challenge (ii), or to the lack of availability of beneficiaries who had received services prior to and/or throughout the full duration of project implementation. However, as a result of the lack of sufficient diversity in respondents, the evaluation was unable to fully assess the level of improvement in service delivery resulting from staff capacity building activities under the UNTF-supported project.

## 7.7. SAMPLING OVERVIEW AND DEMOGRAPHICS

The evaluation conducted 160 community surveys with project beneficiaries over the course of 11 days, in April and May 2020. Surveyed beneficiaries from NAJDEH were service recipients at the Listening and Counselling Centres (LCCs) in Bekaa, Borj Barajneh, and Shatila, while those from KAFA were beneficiaries of the Support Centres (SCs) in Beirut, and Bekaa.

**Displacement status:** Overall, the sample of NAJDEH beneficiaries was composed of 19% local community members and 81% of refugee population (mainly Palestinian). Conversely, the KAFA sample included 83% host and 17% refugee community members.

### About NAJDEH Beneficiary Sample

- **LCC Bekaa:** The sample included 15 women (all adults over 25 years, except for one adolescent), who were receiving the services between February 2015 and January 2020. On average, most beneficiaries began receiving services in 2017. While 12 were still receiving services, those who are not stopped in 2019.
- **LCC Borj Barajneh:** The sample included 17 women (all adults over 25 years, except for two young adults between 20-24 years), receiving the services between June 1995 and October 2019. On average, most began receiving services in 2018, and they were all current beneficiaries.
- **LCC Shatila:** The sample included 15 women (all adults over 25 years, except for two elderly over 60 years), receiving the services between 1990 and February 2019. On average, most began receiving services in 2016, and they were all current beneficiaries.

### About KAFA Beneficiary Sample

- **SC Beirut:** The sample included 66 women (all adults over 25 years, except for 7 young adults between 20 – 24 years, and 2 adolescents between 10 – 19 years), receiving services between March 2010 and January 2020.<sup>8</sup> On average, most began receiving services in 2018. 57 were still receiving services. 9 had stopped in 2019, and one in February 2020.
- **SC Bekaa:** The sample included 47 women (all adults over 25 years, except for 4 young adults between 20 – 24 years, and two elderly over 60 years), receiving the services between March 2015 and March 2020. On average, most began receiving services in 2019. While 35 were still receiving services, 12 had stopped (mostly in 2019 and some in 2020).

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<sup>8</sup> KAFA flagged that at both Support Centres, some of the older beneficiaries had begun receiving services at earlier dates, and after a hiatus got back into contact with their organisation during the project implementation period.



## Najdeh | Overall

19%
 81%

### LCC Shatila

#### Age groups

13  
 2

#### Type of HH

2  
 13

### LCC Borj Barajne

#### Age groups

2  
 15

#### Type of HH

1  
 16

### LCC Bekaa

#### Age groups

1  
 14

#### Type of HH

6  
 9

## Kafa | Overall

83%
 17%

### Support Centre Beirut

#### Age groups

4  
 60  
 2

#### Type of HH

58  
 8

### Support Centre Bekaa

#### Age groups

2  
 7  
 38

#### Type of HH

36  
 11

Beirut  
 Badaro  
 Borj Barajne  
 Bekaa

## Legend



Host  
Community



Refugee



Adolescents  
(10-19 years)



Adults  
(25-59 years)



Young people  
(20-24 years)



Elderly  
(60+ years)

### III. EVALUATION FINDINGS AND ANALYSIS

#### RELEVANCE

*This axis aimed to assess the extent to which the project is suited to the priorities and policies of the target group and the context. All in all, based on data collected from the different sources of information, the project can be considered largely relevant to the Lebanese context in which the two WROs operate, especially in that it was based on needs assessments and baseline data, and took staff and beneficiary needs into consideration. Satisfaction levels were high, with emphasis on the importance of the different axes of the project. Reported issues affecting relevance were related to the absence of some minor protection-related considerations (such as more funding to support beneficiary transportation, legal service issues – absent at NAJDEH and perceived as inadequate by some KAFA beneficiaries, and the difficulty in locating safe sheltering for women), as well as the lack of integration of an axis providing a more rounded response aiming to address root causes of violence in Lebanese society on the whole. When it came to working with men, a contributor to increasing relevance would have been integrating campaigning and social media outreach to raise men's awareness on the importance of such work and increase their willingness to engage.*



“This impressive project was unique in addressing the capacities of the service providers themselves. It is rare to come across programmes designed to take the wellbeing and staff care of front-liners into consideration, even though they are the ones who face the most pressure and burnout, which in turn impacts their provision of services. It is not important for the survivor to just receive a service, but rather to get the service correctly. This project addressed that gap.”

- KTK KI

#### OVERALL PROJECT RELEVANCE

Senior project staff members from all three organisations, Kvinna Till Kvinna (KTK), and its two implementing partners KAFA – Enough Violence and Exploitation (KAFA), and NAJDEH Association, explained that while the project activities targeted both staff and women and men community members, the Theory of Change was that building the capacities of both organisations' staff members on the technical, organisational, and personal wellbeing levels would improve service provision for the

final beneficiaries, violence against women and girl (VAWG) survivors. Additionally, both organisations, but KAFA in particular, worked on engaging men<sup>9</sup> through the Work with Perpetrators (WWP) project.

In order to tailor programme activities and services, **KTK** held a workshop with the IPs where baseline data was collected, thus ensuring maximal relevance on organisational levels and to beneficiaries at large. The strategy of this particular project aligned with the organisations' work: according to KTK staff, the capacity building axes largely aimed to strengthen IP staff skills on both the operational and the service provision level.



*“The project enabled KAFA and NAJDEH to improve their procedures and take on new operational tasks. For example, for both organisations, staff care had been a conversation for many years, and its effects on improving the wellbeing of service providers played a strong role in enhancing their service provision modalities. The UNTF project created strong synergies between the two IPs and other organisations, as well as across different projects – as this particular initiative would not have been possible without complementary funding from other donors as well.”*

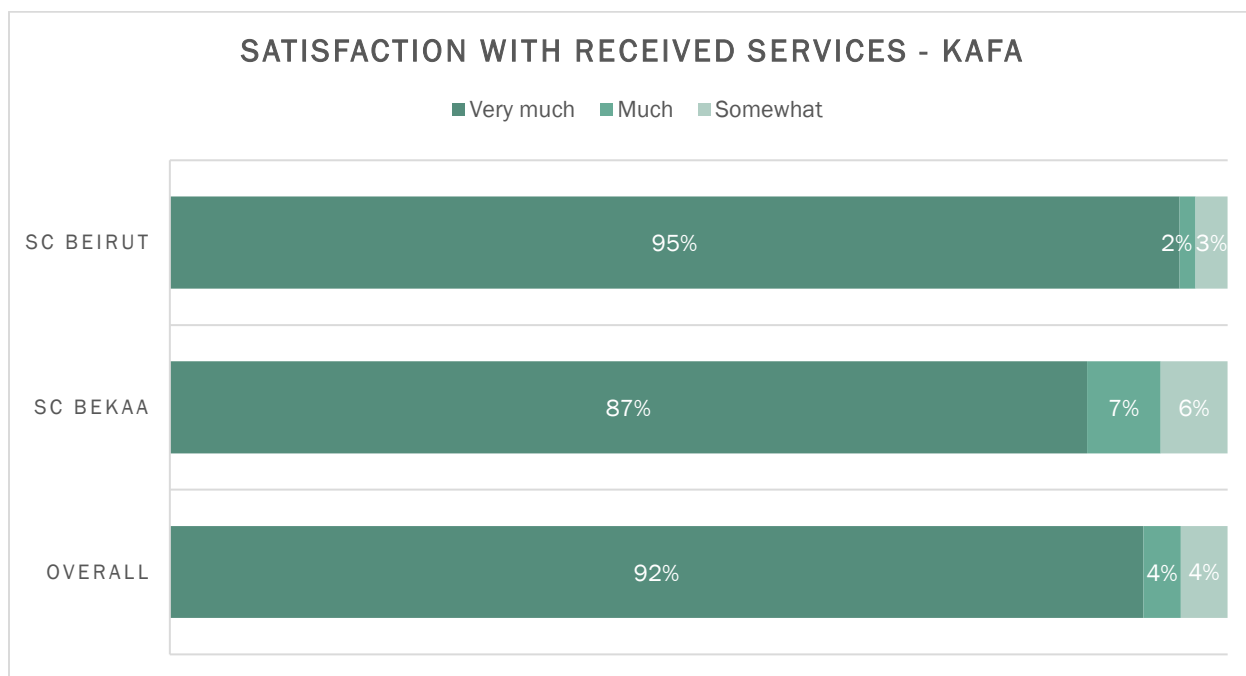
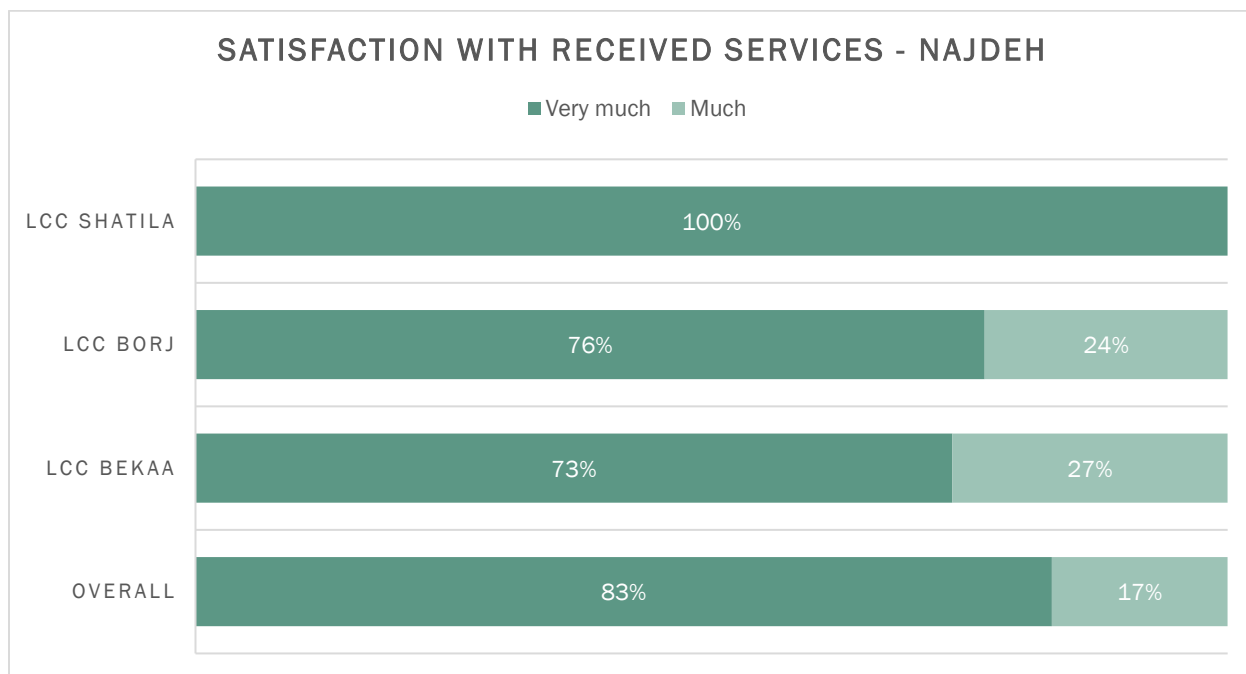
- KTK KI

According to **NAJDEH**, bolstering and improving quality response to violence is crucial, especially when it comes to the camp settings in which the organisation works: *“As a camp, we have some contextual specificities and we may have more pressure and face more violence than other communities. So this was definitely a necessary project, especially in the current context where violence is increasing everywhere.”* In addition to strengthening the organisation on an administrative level (improved Finance Department operations through better reporting tools, and a new and effective MEAL strategy), capacity building for staff members was a crucial component. This is because it not only assisted them on the personal and career development levels, but also allowed them to improve their networking, which fed into their work with community members. A staff member reported that their support entails providing needed information to beneficiaries, and it is up to the latter to apply them in their daily lives, especially when it comes to issues about which they had misconceptions as a result of social and religious constructs. She elaborated that *“the true challenge is when it comes to transformation in their daily lives, because violence remains an issue that they cannot easily surpass.”* Apart from that, the project was *“on point for beneficiaries, because it took their needs into consideration, noting that the staff are from and of the community.”*

The mentioned improvements were also positively reflected in beneficiary responses, where the full sample of interviewed women voiced that they were very satisfied (83%) or satisfied (17%) with the services that they had received at NAJDEH during the project life cycle.

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<sup>9</sup> Based on project documentation, both organisations, KAFA and NAJDEH, were initially meant to work with males based on the principle that engaging men and boys in work on masculinities is a crucial step towards EAW. While NAJDEH trained its staff on working with men, UNTF monitoring recommended that the IP postpone related activities pending additional capacity building. As such, KAFA piloted WWP activities, while NAJDEH restricted its scope to awareness sessions with men in camps.



Similarly, **KAFA** staff members felt that the project was aligned with the local context and the needs of the staff and the women beneficiaries, who were ultimately the final beneficiaries they aimed to serve. According to a senior staff member, “*the programme was created to enhance the protection of women, and in order to protect them, we need to work with their partners as well.*” The project axes included developing internal manuals on case management and working with sex buyers and applying related training or awareness sessions, training staff and team-building, providing support to women at the SC structures, and Working with Perpetrators (WWP) to tackle violence against women. Most of this

project's activities *"were being done by KAFA for the first time,"* and they proved relevant to the needs of staff and beneficiaries alike, according to *"the strong feedback"* KAFA had collected from both.

Data collected from KAFA's women beneficiaries corroborated the high satisfaction levels reported by staff, where over 95% were very satisfied or satisfied. A total of 5 respondents (2 from SC Beirut and 3 from SC Bekaa) said that they were somewhat satisfied. All 5 had received legal services (and 4 MH support), and the issues they reported were related primarily to the lawyer's *"inadequate performance,"* and secondarily to insufficient follow-up.

Both implementing partners reported conducting FGDs and regular periodic surveys with beneficiaries to assess their satisfaction and understand how services can address their concerns and be better catered to their needs<sup>10</sup>.



**PROTECTION AND REFERRAL NETWORKS (PRN)** The Referral and Protection Networks aimed to support and empower women, whether survivors or at-risk of GBV, through working with them to protect them from potential dangers they may face in their communities.

In addition to awareness-raising, PRN members assessed cases, conducted field visits, made referrals to other organisations that could provide specific protection services, and met with the women's husbands and children. The latter was part of targeting and engaging men *"to make them feel more secure about the activities and not stand in the way of their wives participating."* Additionally, during the COVID-19 social distancing measures, the network partners were communicating with women survivors to assist them remotely through the issues they were facing during the lockdown. All in all, KIs from PRN member organisations and NAJDEH reported that the activities of the PRN were extremely successful, noting that they were a contextually catered (and thus extremely relevant) protection initiative in the camps.



**WORK WITH PERPETRATORS (WWP) PROJECT** The project aimed to act as a *"rehabilitation for perpetrators having patriarchal concepts, with an ultimate goal of protecting women."*

KAFA believed that in order to reach this goal, it was crucial to engage perpetrators in efforts towards EAW, and they had taken a strong first step to do so. The men with whom the project was piloted were divided in opinion regarding its relevance when it came to their own expectations and needs. For example, some believed that their participation would *"reunite them with their wives,"* and they dropped out of the programme when they realised that this was not the purpose. Others felt that they had reaped benefit from the sessions, which gave them anger management and communication skills that they were able to apply in their daily lives.

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<sup>10</sup> A KAFA staff member reported that in conducting assessments with beneficiaries, they noticed significant discrepancies in the level of GBV conceptual awareness among them. Some women had innately patriarchal ideologies without understanding how *"violent"* the concepts were, noting that these women often practice the same types of GBV against their own daughters. KAFA addressed these issues through awareness-raising in group sessions, which was especially useful because it allowed the women to get together and exchange ideas in a more efficient manner. This also played a role in improving one-on-one counselling.



## STAFF CAPACITY BUILDING

Interviewed staff members from both KAFA and NAJDEH confirmed the usefulness and relevance of the full range of capacity building activities that took place under this project, which were a key component. However, of particular importance were the staff care and team building activities.

Staff care was reported to have created a safe space for the front-line professionals where they not only could “vent,” but also learn different techniques for balancing emotions, managing stress, and developing coping skills. The psychotherapist at KAFA was reported to have shared different methods of improving service provision to beneficiaries, while at NAJDEH, the psychotherapist supervisor was reported to have trained the staff and continued *“following up with all staff members working directly with beneficiaries and tracking their evolution.”* Staff members at both organisations had requested that staff care activities be mainstreamed and conducted regularly, as they had served a very important purpose.

Team-building activities were also successful. KAFA and NAJDEH staff members mentioned that it was *“very rare for all staff members to meet with one another<sup>11</sup>,”* and these trainings brought them all together and allowed them to bond, network, and discuss the different projects on which they were working. Front-line staff also shared experiences, best practices, and discussed cases to seek each other’s support and recommendations.

Participants were selected based on relevance on the training topic, while the topics were also extracted based on staff skill assessments and identification of gaps and areas of improvement.

**KAFA** social workers and psychotherapists participated in WWP trainings for the first time, and based on its success, other staffers requested that the training be carried out again for them to be able to attend. The Case Management (CM) guide and the Sex Buyers manual trainings were also strong achievements under the project. The CM consultant prepared a guide with documentation related to applying case management when working with survivors. A CM onboarding pack<sup>12</sup> was developed and it was a great added value for the organisation.

At **NAJDEH**, both administrative and front-line staff had received training, and the organisation attempted to target the largest number of employees possible (including coordinators, childcare attendants, project managers, LCC coordinators, as well as GBV and PSS staff).



*“Following these trainings, I have changed a lot on the professional level. I now have a new and much more qualified perspective on GBV survivors and managing their cases. While I feel confident that I can work on any case right now, I do need more information regarding other organisations, their available services, as well as legal advice. One gap that I feel still needs addressing is strengthening my skills as a case worker; I tend to get very affected by some cases, and I worry that it sometimes shows.”*

- NAJDEH KI

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<sup>11</sup> At KAFA, staff from different departments – GBV survivor support, trafficking, CP, hotline operators (support line) and the finance department, and at NAJDEH, staff members from different centres/locations.

<sup>12</sup> The Onboarding Pack contained international standards and procedures, as well as an overview of KAFA’s work, which a KI reported was extremely important and contributed to more efficiently inducting new staff members.

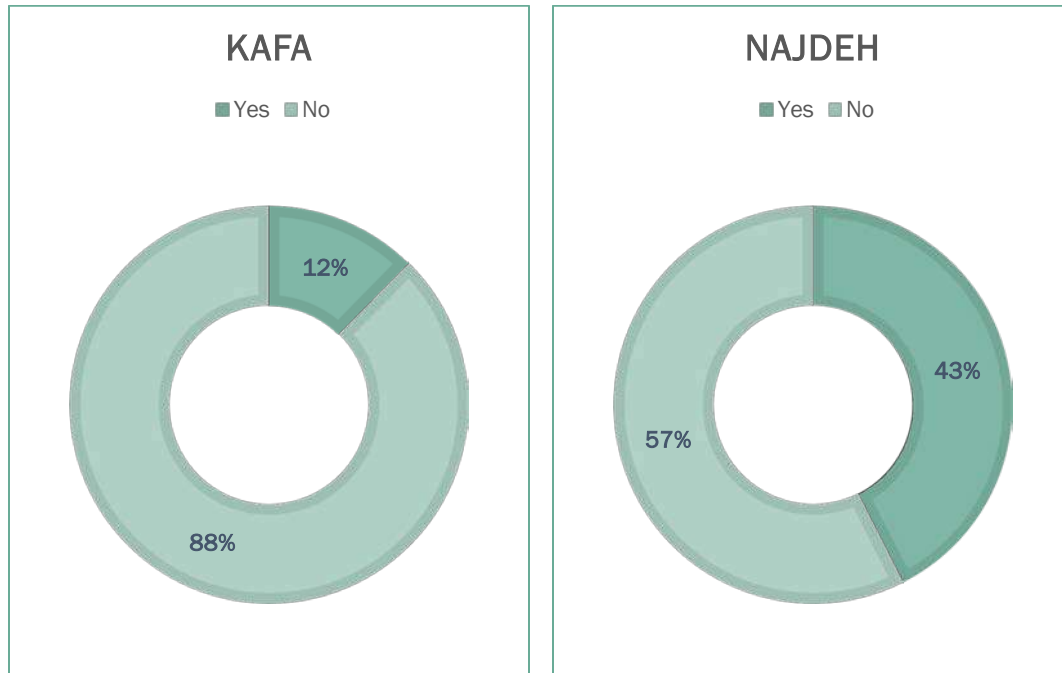


Figure 1 Perceptions of changes in service providers' support over time (source: women beneficiary interviews)

In general, most KAFA beneficiaries felt that the service providers had provided services in a stable manner with no noticeable changes. The 12% reporting changes (12 from Bekaa and 2 from Beirut) had positive feedback, saying that the staff had better qualifications, or made them feel safer or more comfortable. Only one beneficiary from Bekaa who had begun receiving services in 2019 said that the staff “*did not follow up properly with her,*” and one from Beirut who started services in 2018 said that the staff was “*slower and sometimes less responsive.*” To note is that a Support Centre key informant had flagged that with the onset of the COVID-19 pandemic, the staff had been overloaded and was having to prioritise cases, which did not always leave space for sufficient follow-up. Senior management further added that the October 2019 uprising and the subsequent road closures also resulted in “*minimal dereliction in follow-up.*”

On the other hand, almost half of NAJDEH’s beneficiaries (43%)<sup>13</sup> reported positive changes in the way their case managers were assisting them<sup>14</sup>, largely citing that they had better qualifications, or that they made them feel safer or more comfortable. One refugee adult from Bekaa said that “*trust had grown between her and her case manager, and that they had gotten closer.*”

## BENEFICIARY TARGETING

KTK and both implementing partners affirmed that beneficiaries targeted each of the organisations and sought out services based on need.

<sup>13</sup> 10 from Bekaa LCC, 8 from Burj Barajneh LCC, and 2 from Shatila LCC.

<sup>14</sup> Only one beneficiary, a refugee adult from Burj Barajneh, complained that NAJDEH had “stopped providing her with financial assistance and she was unemployed.” However, this cannot be considered a finding against staff, and is likely feedback on another, unrelated project.

NAJDEH reported that there was a large influx of individuals seeking their services, and “needs were high.” The Protection and Referral Networks that they had established under this project contributed to this increase in rights-holders. They also noted that they approached different populations at schools, youth clubs, and other areas in the camps/community. Some women who were attending sessions invited their husbands to attend the men’s sessions, and the latter in turn recommended the activities to their friends and colleagues. One KI noted that *“beneficiary targeting was random, and women sought out the services they needed themselves. This brought together a variety of communities and individuals from different backgrounds, which resulted in the project’s activities being highly inclusive.”* She added that *“not all beneficiaries were survivors or perpetrators; some were just active members of the community and could transmit their newly gained knowledge to others in their vicinity. Many people had never heard about gender-based violence as a concept, but in their daily lives, they were experiencing or practicing it unknowingly.”*



#### PROTECTION AND REFERRAL NETWORKS

Network staff members stated that they were extremely active in the camps, and that they “knew everyone there.” Since the communities were small, it was easy for them to target women who needed protection or other types of support relevant to the mandate of the network. They emphasised that they avoided restricting their target populations to survivors only. Instead, they attempted to work with women from different backgrounds to raise their awareness about their rights and to empower them.

Similarly, KAFA also mentioned that they conducted indirect outreach to women through advertising their services on social media and through media appearances, and women reached out to the Support Centres, talked about their needs, and were guided accordingly.

The Sex Buyers Manual pilot training targeted a group of male scouts, which KAFA identified and coordinated with.



#### WORK WITH PERPETRATORS (WWP) PROJECT

In order to pilot the project, KAFA chose to target taxi drivers with whom they worked under the WWP group sessions. The rationale behind their selection was that the programme was going to be tested for the first time, and since the drivers were in direct contact with both women beneficiaries and KAFA staff when transporting them, *“it was a good idea to start with them.”* A KI clarified that *“while the drivers had no history of abuse or perpetration of violence, they had patriarchal ideologies and deeply rooted concepts of masculinities, and the programme intended to bring them on the same level of knowledge when it came to masculinities and GBV, and assist them in reflecting on themselves.”* KAFA also flagged that men with abusive behaviour who were engaged in individual sessions had not agreed to join the group sessions that were launched under this project.

Other activities, including awareness-raising, individual, and group sessions, aimed to enhance awareness on “patriarchal masculinities” and to rehabilitate men’s aggressive behaviours through different direct interventions, including but not restricted to psychotherapy). These activities reached men through referrals from their partners who already received services at KAFA’s centres.

## PROTECTION NEEDS AND GAPS

When it came to an overview of protection needs and considerations in implementation, KTK believed that both IPs were experts in their fields, and had strong track records working in the field, employing a holistic approach. As such, there were no significant protection gaps.

NAJDEH staff members flagged the following gaps:

- **Legal services and lawyers:** The vast majority of interviewed staff members noted that legal assistance was a crucial service and a gap in their current services which required immediate integration.
- **Capacity building:** Several mentioned that more capacity building for staff members – especially but not limited to on referral systems, roles, and responsibilities – was needed, especially in light of how useful and successful the trainings under the UNTF project had been.
- **Addressing root causes of violence:** One LCC staff member felt that while the services provided life-saving support to survivors and dealt with perpetrators of violence, the overall impact remains at a low threshold, since it does not provide an actual solution to violence in the local context.

Additionally, both NAJDEH and KAFA staff noted these two issues:

- **Transportation support for beneficiaries:** Staff members from both organisations noted that in any GBV programme, it was important to have emergency transport funds for survivors. NAJDEH covers these costs when necessary, but said it would have been helpful to have had them included in the budget. KAFA reported that the lack of allocation of funding to cover beneficiary transportation resulted in some participants dropping out of the programmes/activities.
- **Safe sheltering for women:** The NAJDEH KI who noted this issue was “*aware that this was a far-reaching recommendation,*” both in terms of resources and because “*it would not be accepted by the community and would be very difficult for the women.*” However, she believed that it was a gap which would yield benefit if covered. KAFA staff said that while the services they provide are holistic, they had been facing significant issues with referrals to shelters, and this problem had been exacerbated by the COVID-19 pandemic. Senior management explained that this issue obliged KAFA to open an emergency shelter “*where women could stay for the required period of confinement, following being tested for COVID-19.*” At this shelter, due to the limited space, KAFA had to prioritise admitting beneficiaries who were at the highest risk.

## ADDRESSING THEORY OF CHANGE

### THEORY OF CHANGE

- i) Project interventions have strengthened KAFA’s and NAJDEH’s organisational capacities and staff resilience.
- ii) Strengthened staff and/or organisational capacities have contributed to improvements within the outcome areas.

According to **KTK** staff, the project's activities and outputs aimed to improve both organisations' capacities and staff resilience. A strong point of the interventions was that fairly concrete steps were taken (particularly when it came to developing guides and improving case management, among others), and they had produced clear effects that were not only measurable in the long term, but also in the immediate term.

In general, key informants highlighted staff care activities as a key achievement of the project and a major driver in the social workers' and case managers' improved wellbeing, and consequently their service delivery modality. It also improved the dynamics of the SC and LCC teams, fostering harmony and professional exchanges through the time spent together, the outings, and the *"bonding experiences."* Several elaborated that *"even in the cases of seasoned social workers, staff care and the platform for cathartic expression is extremely important. Day in and day out, we deal with some extremely difficult and harsh cases, and bottom line, we are all human, and it is impossible for this line of work not to take its toll on the [service provider]."* One mentioned that some survivors' stories may remind them of incidents they had gone through themselves, and this may result in transference or projecting own emotions, thus impacting impartiality and professionalism.

The added values of staff care activities listed were numerous, and most prominently included increased ability to manage burnout, deal with stress, control own emotional involvement in survivors' cases, apply good time management practices, *"better separate the personal from the professional spheres,"* and *"cathartically release negative energy."*

The full sample of interviewed respondents emphasised that staff and self-care should be an integral part of working with beneficiaries, and they all expressed their desire to see it systematically incorporated into organisational strategies.

On an organisational level, while the project had generated strong advancements for both organisations, NAJDEH appeared to have reaped more benefit – based on their own and on KTK's observations – on the administrative, financial, MEAL, and staff capacity.



*"While both organisations have clearly benefited from staff and organisational capacity building activities, this was especially visible in NAJDEH's case. Since they generally focus more on their services rather than their own internal development, this project yielded noticeable improvements on the MEAL level, where they developed a plan and began using tools and reporting on indicators. Over the past three years, their organisational capacities have **really** changed to the better."*

- KTK KI

This was corroborated by **NAJDEH** senior staff, who mentioned that they *"had been trying to piece together a MEAL strategy since 2015, and were only able to finalise it as a result of the UNTF-supported project."* Numerous NAJDEH staff members had received MEAL trainings, and the trainer assisted them in integrating related axes into their strategic plan, which effected wide-scale organisational changes and improvements. The organisation was also able to develop its reporting techniques, both narrative and financial.

Similarly, trainings on case management, engaging men and boys in work on masculinities and EVAW<sup>15</sup>, staff care, and the supervision provided by the psychotherapist also allowed the participating staff to improve their skills on a number of levels, but especially their service delivery techniques and the way they worked with beneficiaries. In complementarity to the capacity building, the opportunity to meet other team members and exchange experiences was a strong added value, as “*real case studies were occurring and everyone was being assisted by their colleagues.*”



*“The monitoring and evaluation of cases showed that there has been an enhancement in case management over the course of this project. Every training we attended was an added value, and it for sure enlightened us, improved our knowledge, and allowed us to change our behaviour accordingly. Staff care was especially important, as it focused on the staff themselves. These changes were the basis of this project. However, I would like to be honest – the credit is not limited to this project, our staff has participated in many projects and trainings, and each of these trainings has had its own benefits.”*

- NAJDEH KI



**PROTECTION AND REFERRAL NETWORKS (PRN)** In both locations, Bekaa and Borj Barajneh, NAJDEH was able to successfully recruit several organisations to become active partners of the PRN, and representatives from all organisations had been trained<sup>16</sup>. Roles and responsibilities were divided and dispersed across the different organisations

for reasons of ownership and sustainability, and to ensure “*that none of the members feel that the network is NAJDEH’s.*” NAJDEH had led the organisations on beginning a mapping of different organisations providing services to be used as the PRN’s referral pathway, but the exercise had not been completed. To note is that in both cases, NAJDEH did not feel that the work they had done was “*as significant as they would have liked it to be,*” whereby implementation was affected as result of the Palestinian labour rights protests, the October revolution, and COVID-19.

While Borj Barajneh PRN members were meeting and some referrals had already taken place within the camp, there had been some issues with appointing a Network focal point, which delayed its official launching. The process was interrupted due to the aforementioned force majeure challenges.

On the other hand, the Bekaa PRN had been successfully activated, and work had begun, where beneficiaries had obtained PSS and referrals services through the network. Elections to appoint all roles and completion of the mapping were still pending.

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<sup>15</sup> Based on SDR including a recommendations document following a UNTF field visit, as well as KtK KI reports, it was noted that despite training on working with men, NAJDEH was not assessed to be fully ready to launch a working with perpetrators project. As such, the organisation preliminarily accepted not to work with men. However, NAJDEH staff reported that they had benefited to a large extent from the trainings, and they began implementing activities on the ground with men during the third year. KtK staff said that they had been able to catch up well.

<sup>16</sup> One NAJDEH KI reported that while trainings had occurred, more capacity building was required for all participating organisations.



### Protection and Referral Networks Recommendations to improve operations and relevance included:

- Connecting with networks and other NGOs operating outside the Palestinian camps.
- Expanding the scope of work to engage youth alongside women and men.
- Maximising the potential of the networks through providing women with more awareness sessions to empower them, educate them about their rights, and foster their productivity and financial independence.
- Identifying a way to follow up on the needs of the network partners and plan accordingly to support them and track their development over time.
- Increasing coordination and meetings in order to assess previous work and progress, as well as to set a roadmap for the future (past project closure).



*“The staff acquired a new, different point of view – they started seeing issues from men’s perspective, not only women, which is a helpful skill when it comes to managing survivor and perpetrator cases. Through this project, KAFA staff now have new tools and techniques at their disposal to assist them in achieving the required objective of ending GBV.”*

- KAFA KI

The most prominent achievements of the project as reported by **KAFA** in terms of organisational development and strengthening were the Case Management manual (including internal guidelines, documentation, and onboarding pack) the Sex Buyers Manual and training, and the WWP guide and initiative.

When it came to capacity building<sup>17</sup>, LCC staff and social workers had significantly benefited from the new standardised documents to use when dealing with cases, and they learned new techniques to engage both women and men. One KI noted that KAFA’s case management goal was “*not only to limit violence or break the cycle of GBV, but also to encourage the women survivors to become women’s rights activists and advocates against GBV.*” She added that “*it was very important that the women not only receive services, but actively join the fight against GBV – and we gained new tools to motivate the women to join campaigning activities that KAFA was leading.*”

Initiatives such as the Sex Buyers Manual and working with men aimed to effect changes in personal behaviours and mentalities, which – on the long-term – will impact the family as a first stage, followed by the society on the larger behavioural transformation scale. In some cases, the target audience may not have actively been seeking sexual services, but applying early prevention to pave the way for reducing demand in the future was key.



*“Many women, but especially female refugees, are in harsh environments which often expose them to sexual abuse and prostitution. To decrease this risk on the long-term, increasing the awareness of sex buyers will play a role in preventing sex trafficking and exploitation. In this manual, we are addressing the root cause of the problem, and we will for sure achieve the objective of changing the mentalities and perceptions of the targeted population: the sex buyers.”*

- KAFA KI

<sup>17</sup> There were numerous references to the importance of staff care activities, as mentioned in the related section above. The staff also emphasised the increased resilience as a result, and the fact that the meetings improved inter-departmental coordination, which was extremely useful to deal with the “heavy cases” that required multi-disciplinary approaches.

A senior staff member expressed that “while the objective was not fully reached and not all activities were completed, a strong step was made towards transformation.” However, the KI also mentioned that “in order to be able to adequately evaluate changes in behaviour, further and more extensive work should first be done with the community members.”



**WORK WITH PERPETRATORS (WWP) PROJECT** The project activities aimed to address the root cause of the GBV problem through extending the scope of work to target not only women, but also men perpetrators of violence. The main objective of the WWP project was to work with men to encourage better behaviour: less violence, healthier communication, and better relationships with spouses, children, and the family.

When it came to the WWP project’s achievement of the ToC, staff members had some differing perceptions. On one hand, one staff member reported that several men had noticeably changed their behaviours, and the project was fully successful. On the other, a senior staff member felt that they had “not been successful in accomplishing the full number of individual sessions set forth within project due to contextual challenges, which prevented the accomplishment of the full project objectives and realising the major changes that the project aimed to reach.” In spite of these obstacles, improvements were noticed by both, the men themselves, and their partners. These improvements were corroborated by the interviewed men. On the group level, the KI noted that all sessions had been completed, and the men who decided to remain part of the programme “felt that they were in a safe zone where they could express their thoughts and feelings, and where they could revert to their childhood to assess their relationship with their parents.”

## EFFECTIVENESS

*This axis attempted to measure the extent to which the project attained its objectives and results as set out in the project document and results framework in accordance with the theory of change. Project effectiveness was very good. Most outcomes and objectives were achieved, including improved organisational and front-liner capacities and consequent enhanced service delivery for women, men, and youth. However, the completion of some activities (specifically KAFA’s WWP and Sex Buyer sessions components, and NAJDEH’s full launching of the PRNs and related activities) was hindered by issues mainly external to KAFA and NAJDEH’s control. Beneficiaries were mostly satisfied with staff qualifications and service quality, but there were a few cases who felt they had not been sufficiently assisted. While MEAL exercises were deemed excellent by the relevant staff, the MEAL framework for future similar projects can be improved.*



## ACHIEVEMENT OF SET OBJECTIVES

By and large, key informants from KAFA and NAJDEH reported achievement of set objectives throughout the life cycle of the project, with some exceptions, listed below.

**NAJDEH** project staff explained that *“the project goal is NAJDEH’s overall goal: women’s safety and rights are what we are working towards, and our NGO is built on these foundations.”*

In general, all objectives had been achieved – for example, the leadership, interactive theatre, and drama therapy trainings were extremely well-received and staff asked for more cycles of such trainings. That said, a senior staff member believed there was some room for improvement when it came to the Protection and Referral Networks’ launching (contextually-effected delays and inability to officially complete key position elections) and the working with men trainings (while some staff members felt that the training had been extremely beneficial, others who had previously attended similar trainings needed more advanced content).

**KAFA** had managed to develop several manuals and deliver related trainings to its staff, however, they noted that there had been an underachievement in the number of sessions for men, largely as a result of contextual challenges. As such, *“approximately 50% of the individual sessions planned to be executed with men under WWP were not completed, as was the case with the Sex Buyers Manual sessions.”* A social worker dealing with men reported that most perpetrators’ cases had not been closed, with some still ongoing. She stressed that pre and post assessments would be important to evaluate whether the objectives of the sessions had been reached.

On the other hand, staff working at Support Centres *“always achieved, or rather overachieved, their targets.”* Additionally, following the onset of COVID-19 pandemic and related lockdowns, as well as the economic situation in the country, violence has been significantly exacerbated, and more women were reaching out to seek support.

## EVIDENCE OF IMPROVED PERFORMANCE

Both organisations were in consensus that project outcomes included significant improvements to staff performance. The staff had been very receptive to trainings, and they gained the skills to deal with more difficult and heavier cases. All organisations confirmed that surveys conducted by KTK every 6 months with women and staff showed increasingly high levels of satisfaction as a function of heightened staff skills and knowledge. KAFA added that WWP evaluations had also shown increased satisfaction among men.<sup>18</sup>

At **NAJDEH**, trainings that had targeted larger numbers of staff – including bringing those working in different geographical locations across Lebanon into the same room – allowed the different service providers to *“meet one another and become closer<sup>19</sup>,”* and they began reverting to one another to discuss cases, whereas it was previously limited to targeting questions to their supervisors. *“Immediate impacts on staff”* were observed, as they *“became less stressed and more open to others,*

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<sup>18</sup> To note is that a small number of interviewed KAFA staff members reported that they had not received any training under this project.

<sup>19</sup> This was of particular importance, as reported by NAJDEH, when it came to older and newer staff members.

*enhanced planning and coordination of their activities, better treated and followed up on their cases, and applied MEAL tools.”*



*“I used to face significant difficulty communicating with cases and was not very flexible. Thanks to the trainings, I now know what types of questions I should ask and which ones I should avoid because they do not concern me or because they may be triggering to the survivor beyond my capacity as a case worker. I have also learned how to set professional boundaries between myself and the beneficiary during sessions.”*

- NAJDEH KI



*When I first started the job, I had no idea how to implement all the theories I had studied at university, but the trainings in which I participated made that happen. Every time any of us attends training we learn something new, and that keeps us refreshed and evolving.*

- NAJDEH KI

Particularly noteworthy was an internal success story with one of NAJDEH's male employees. The KI reported that at first, he was strongly opposed to the concept of gender equality for religious reasons. However, after attending the different trainings, he not only saw the damage that came with such ideologies, but he also became extremely active in putting together awareness-raising meetings for abusive men in the community. His wife also began coming to NAJDEH's centre as an “active advocate for the cause.”



*Prior to the implementation of this project, the work that we were doing at the Support Centres was unstructured and ad hoc. There was no guiding document or specific plan to apply. If new staff members came, the coordinators had to heavily train them on dealing with people, the system applied at the centre, procedures, and other relevant induction – this was very time consuming and ineffective. Through a joint effort by the consultant and the staff during the training, we were able to create an onboarding guide for all new staff. Following training on the CM consultant's deliverables, we are now setting actions plans and more adequately documenting case management details.*

- KAFA KI

The KAFA KI also elaborated that the consultant had interviewed all the direct service provision units working with women, victims of trafficking, and children, and unified all Case Management work through a guide and templates. The onboarding pack “was an important referential document which facilitated work to a large extent, and was something that could be built upon in future projects, especially those that would allow us to go into the details of social counselling.”

The Sex Buyers manual consultant had trained 4 KAFA social workers on its content, and she noted that “based on her observations, the trained staff is fully capable of delivering the content in an effective manner.”



### WORK WITH PERPETRATORS (WWP) PROJECT

Within the WWP component, KAFA had conducted some evaluations with the men and boys who had participated in the relevant activities. FGDs had yielded positive feedback, and perpetrators reported that they had gained skills that they could use in their households to improve their domestic relationships. Similarly, pre/post-tests with young men and boys (scouts, high school, and university students) who participated in sex buyers' awareness sessions also demonstrated positive results and the effectiveness of the sessions.

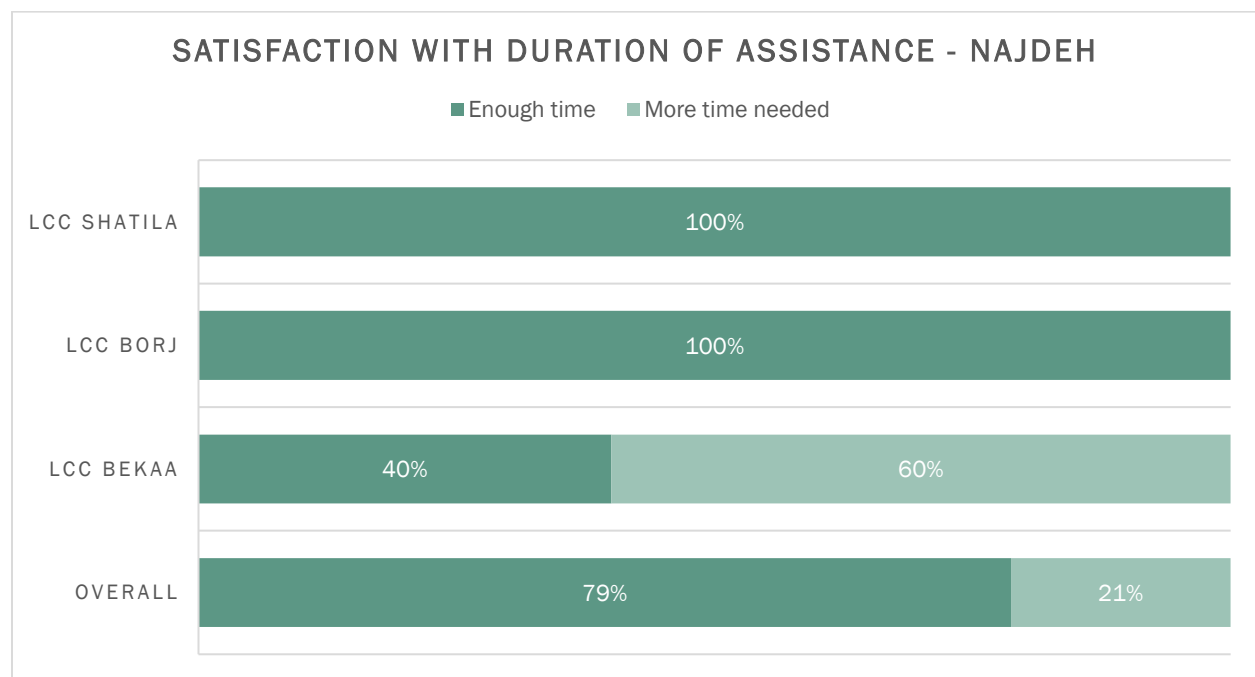
## BENEFICIARY PERCEPTIONS OF RECEIVED SERVICES

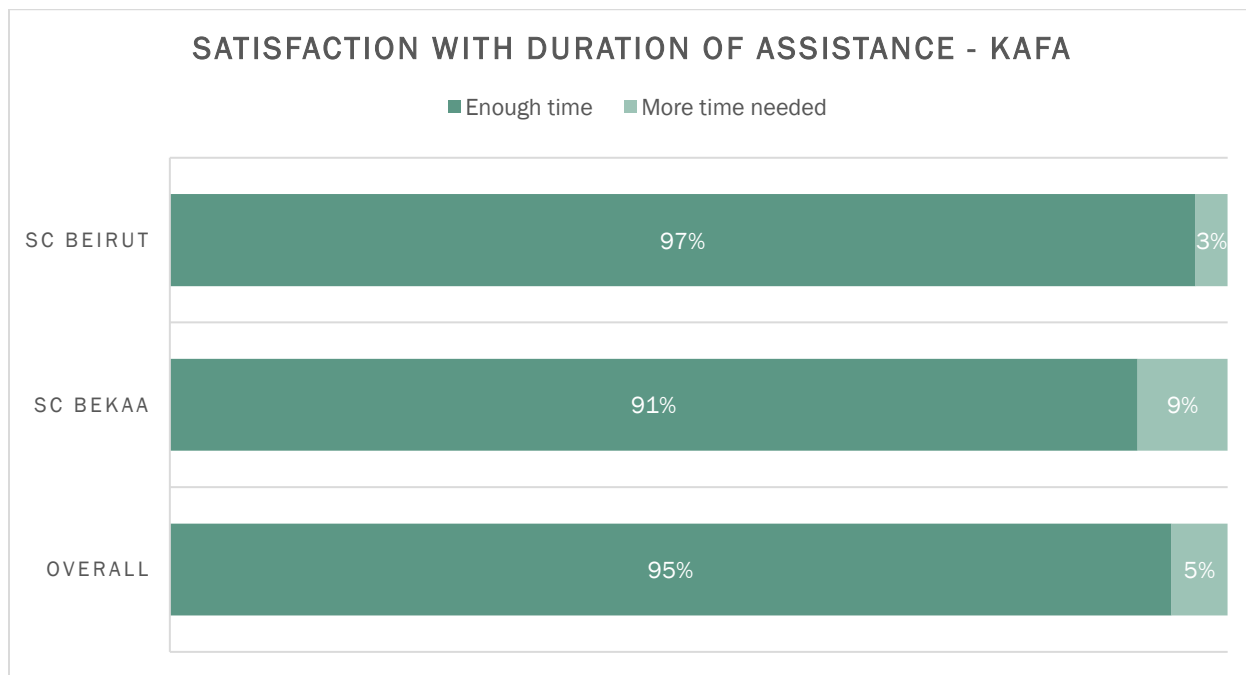
### *Satisfaction with Assistance Duration and Timeliness*

The majority of interviewed women rights-holders had been satisfied with the duration of assistance they had received, considering that enough time was allocated for the different types of services.

Some exceptions were recorded at NAJDEH's LCC in Bekaa, where 60%, all receiving individual psychotherapy, felt more time was needed.

A minor number of KAFA beneficiaries (3% in Beirut and 9% in Bekaa) were also dissatisfied with the amount of time that had been dedicated. Services they had received were mainly legal and mental health-related.





As for the timeliness of services, the vast majority of beneficiaries – 96% from NAJDEH and 94% from KAFA – provided extremely positive feedback.

43% from NAJDEH and 83% from KAFA said support was faster than expected, and 53% from NAJDEH and 11% from KAFA confirmed that everything had flowed smoothly.

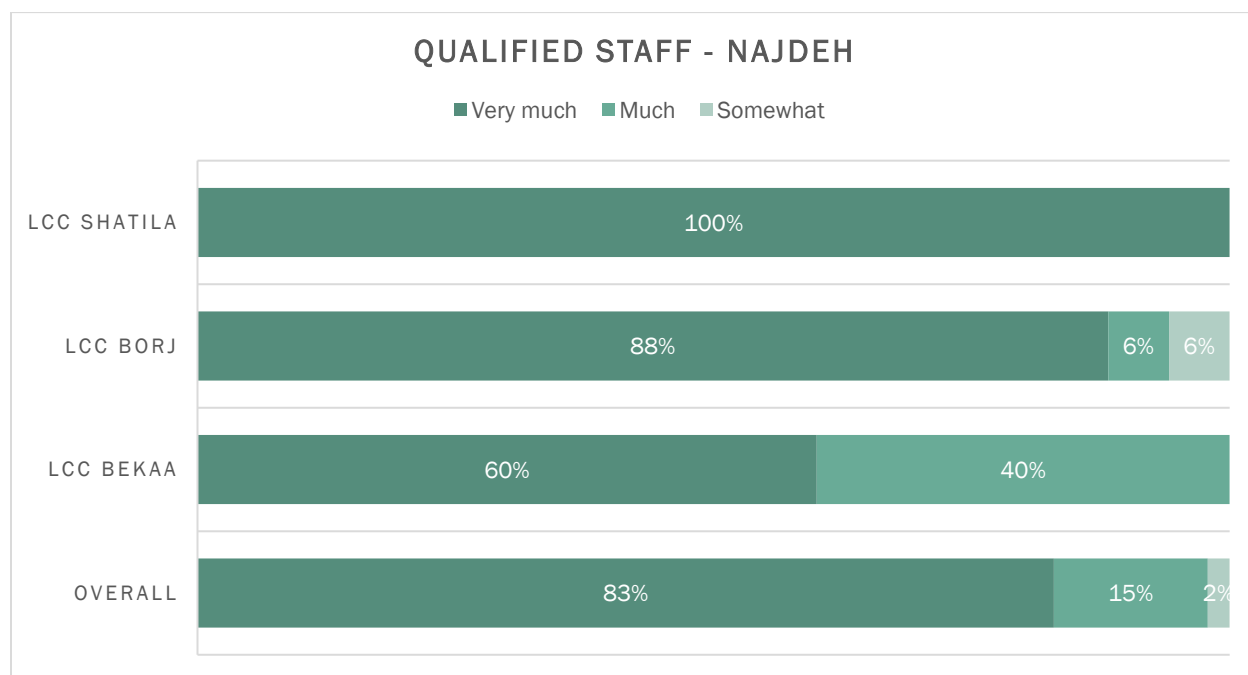
Only 4% (from LCC Bekaa and LCC Borj Barajneh) and 3% (from SC Bekaa) were of the opinion that services had taken somewhat longer than expected. Additionally, 2 women from KAFA's SC Bekaa felt that follow-up had been insufficient, while 1 declined to respond.

### *Perceptions of Safety and Privacy at the Centres*

All interviewed beneficiaries felt safe at KAFA and NAJDEH's centres, and all but one were fully confident that the staff respected their privacy and secrets. The exception was a host community adult female from KAFA's SC Bekaa whose issue was with the consultation room itself, rather than with the staff members. She explained that *"the room in which consultations take place does not inspire a sense of privacy, and I always feel like passersby might hear me, so I do not feel fully comfortable speaking freely."*



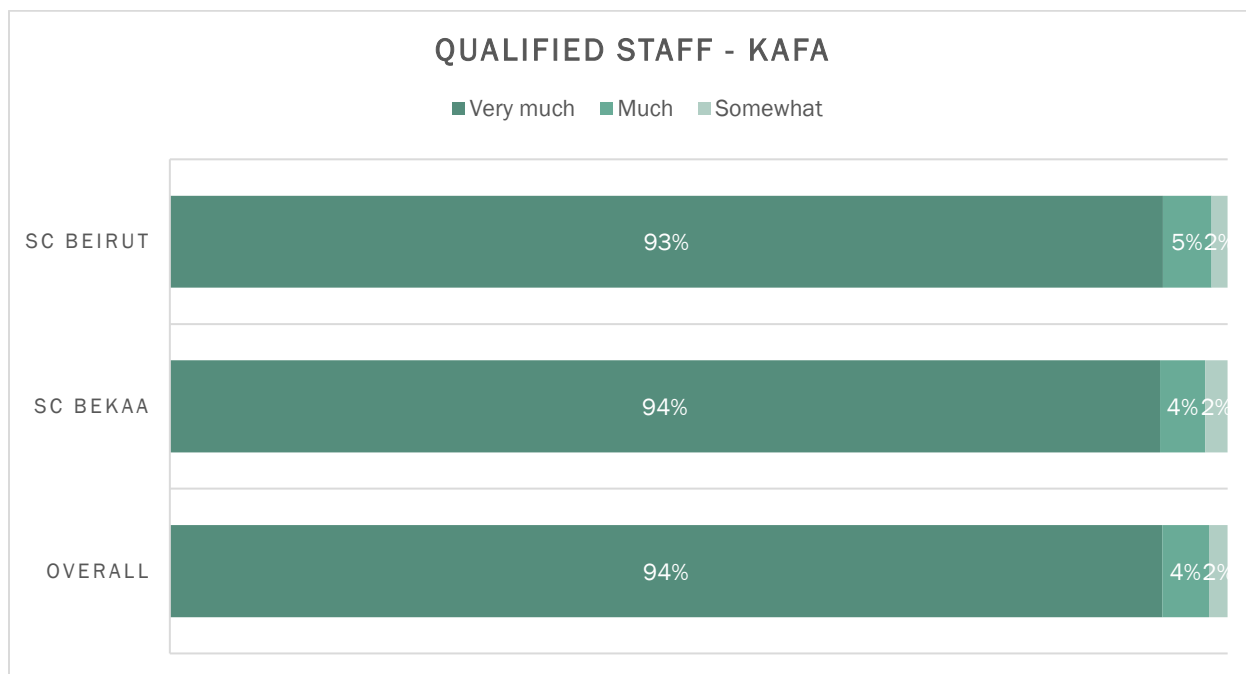
## Perceptions of Staff Qualifications and Treatment



All in all, beneficiaries from NAJDEH and KAFA felt that staff had the necessary qualifications to provide them with the needed assistance, and had the capacity to make them feel comfortable and treat them well.

A few minor exceptions were noted by 6% of LCC Borj Barajneh respondents, as well as 2% from each of SC Beirut and SC Bekaa, who said that this was “somewhat” the case. Issues of concern from both organisations were mostly related to needing more information and guidance and not acquiring it. At KAFA, they were mainly related to the lawyer being “unfriendly,” “unhelpful,” and “not always present at the court or at the centre.”

One SC Bekaa beneficiary said that she had once not been able to make her appointment at the centre, and she *“felt that they took it personally and stopped following up with her correctly.”* It is important to flag that this beneficiary began receiving services in October 2019, which coincided with the disruptions of normal operation by the October 17 Revolution and COVID-19. As such, while this cannot necessarily be flagged as a finding, it is still recommended that staff communicate any issues or changes with beneficiaries to minimise misunderstandings, and as an exercise towards improved accountability. To this issue, KAFA responded that due to COVID-19, the case management services had been shifted to remote/phone follow-up, and that all beneficiaries had been contacted to inform them about the shift in services and their new appointments.



#### Action Plan Ownership and Participation

Out of the 21 beneficiaries (all of whom were from KAFA) who had reported receiving case management services, only 1 local population adult from SC Bekaa said that she had only somewhat participated in setting her action plan, *“because she needed more guidance.”* The remainder had all actively participated with the case worked in setting an action plan that met their needs.

The remainder of the sample generally played an active role in deciding how they wanted to proceed. Exceptions citing lower levels of engagement were as follows:

Two KAFA beneficiaries, 1 from SC Beirut and 1 from SC Bekaa, had faced difficulties in communicating and dealing with the lawyer. One elaborated that the *“lawyer had told her to put her husband in jail, but it was a wrong decision from the lawyer and she did not want to do it.”* Another adult from SC Beirut reported that *“the staff were judgmental and not very helpful, especially when she decided that she did not want to go through with divorce.”* A KAFA management KI noted that generally, *“the lawyers propose suggestions to the women, but KAFA empowers the women to decide their own courses of action, through providing them with the needed information that would help them analyse the benefits versus costs of their ultimate decisions.”*

Among NAJDEH beneficiaries, a small group reported that they had participated in deciding their action plan either to a low extent (6%) or not at all (2%). To note is that the women explained that their case managers were *“giving them advice like a doctor gives medicine,”* and they were more than happy to abide by this advice. One said that she would give her opinion, but if her case manager *“thinks she is wrong, she discusses her opinion with her.”*

While the exceptions represented a minimal percentage of the interviewed samples from both organisations, some of the statements they had made need to be flagged as items to be corrected by both organisations.

From KAFA's side, based on repeated comments made by the same minimal number of beneficiaries to the enumerators, it became apparent that according to some women, the lawyer's method of dealing with the women may not always be optimal, as they felt he did not listen to their wishes, did not communicate well with them, and did not provide them with sufficient time. KAFA staff had mentioned that having a male lawyer was an added value because it played a role in showing survivors that not all men *"are bad or perpetrators."* In response to the beneficiary statements, KAFA elaborated that *"meetings between victims and lawyers never take place without the presence of the social worker following up on the concerned case, adopting a holistic approach to case management and allowing further explanation to the beneficiary by their social worker. In explaining legal options, beneficiaries are informed of what to expect in relation to each of the choices they are offered."* They also flagged that *"the victim is provided with all needed information and empowered to select her own course of action."* While the response shows an ideal approach to legal consultations and representation, given the beneficiaries' reports, it is recommended that KAFA discuss the aforementioned issues with the lawyer to identify the best way forward that will ensure that all beneficiaries feel a sense of agency and empowerment with no exceptions. This is especially important when they are making life-altering decisions such as seeking legal support to deal with violence in their lives.

Additionally, as mentioned, one beneficiary had branded the SC staff *"judgmental."* This was also noted by one male WWP beneficiary who said that staff tended to *"always take the woman's side and be more judgmental with men."* While this cannot be considered a generalised finding, especially in light of the largely positive feedback, it is recommended that staff exercise caution when communicating with beneficiaries, ascertaining that the latter do not misunderstand their intentions or misconstrue messages aimed at assisting the service seeker, regardless of gender.

As for NAJDEH, while the beneficiaries who had self-reportedly not been engaged at all in setting their plans meant the statement as a positive point aiming to demonstrate their case manager's supportiveness and sound advice, it is crucial to pinpoint the fact that case management is rooted in empowering beneficiaries to build their own agency and retake control of their lives following being subjected to violence. As such, it is recommended that a refresher on case management principles be provided to social workers, emphasising the importance of providing guidance through presenting potential options and available solutions, ascertaining that the survivor exclusively makes her own decision.

## EFFECTIVENESS OF MEAL SYSTEMS

On the whole, **KTK** staff members believed that the monitoring plan needed to have been better developed, taking into consideration more realistic indicators. One challenge with logical frameworks is often related to setting useful and measurable indicators, and this was no exception. However, they did note that MEAL exercises were regularly conducted throughout the course of the project – for example staff web-based surveys, rights-holders satisfaction surveys, regular monitoring visits to the IPs' service delivery sites and headquarters, and joint evaluation and learning meetings.

The IPs integrated some of KTK's tools within their own programming<sup>20</sup> – for example, the beneficiary satisfaction survey was organisationally mainstreamed for all projects, not just the one supported by

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<sup>20</sup> This was a point emphasised by NAJDEH during the inception call and consequent coordination calls that took place within the scope of this evaluation – the monitoring tools that were provided by KtK had strongly benefited the organisation and

UNTF. Important learning was reaped from the surveys, which resulted in consequent tweaks to the service delivery modality. For example, as reported by KTK, *“at some point we saw that there had been a notable percentage of rights-holders who were ‘afraid that their secrets would not be respected.’ We held a meeting with the partners to discuss the issue, and worked on changing the approach to eliminate this feeling of lack of privacy and to foster trust.”* Joint meetings also created a platform for the two organisations to share experiences and come up with creative ideas to address issues they were facing.

## MAIN CHALLENGES FACED

Issues emphasised as challenges to project implementation by both organisations included the following:

- **COVID-19:** To support social distancing requirements, many activities had to be postponed or conducted via electronic methods, which posed unprecedented challenges and increased pressure on the front-liners. KAFA said they had been able to adapt workflows to respond to current needs, and they were also coordinating with the ISF to be able to handle cases of violence. In NAJDEH’s case, the organisation found that attempts to shift their operations to an online modality – both beneficiary support and workshops – was somewhat challenging. Issues were mainly attributed to costly, yet poor internet connectivity. Given that most community members have limited mobile phone data, they are unlikely to use their available bandwidth on a workshop. Reports also indicated that NAJDEH faced a case of COVID-19. As a result, the organisation suspended field activities, but continued providing support to the affected individual, including making food deliveries, to help keep him isolated and prevent the spread of the virus throughout the camp.
- **The October 17 Revolution (2019)** impacted all three organisations. NAJDEH resorted to telephone communications with key staff and consultants who were unable to enter the camp due to mobility issues during the period of heavy protests and roadblocks, and both organisations had to identify alternative methods (mainly through WhatsApp or the phone) to continue assistance to beneficiaries and women at risk of violence.
- **Lack of safe sheltering availability:** In general, both organisations mentioned that they had faced difficulty identifying safe sheltering for women whose lives were at risk. This limitation was further exacerbated by the COVID-19 outbreak, where shelters stopped receiving women as a safety precaution. KAFA’s mitigation method was to place women in foyers until they were able to locate shelters with availability to take them in.

The main challenges according to KTK were:

**KTK GBV Services Best Practice Manual:** While initially set as a project activity, developing a best practices manual was not relevant to the scope of KTK’s role as this is the IPs’ area of expertise. The activity was cancelled, and its funds were reallocated to the organisations for internal capacity building

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*strengthened its efforts towards improvement. They were using them with all beneficiaries to whom they were providing services.*



activities. The timeline was impacted, but these activities were considered complementary to KTK's trainings and not deemed a significant issue.

**Lack of donor flexibility:** Donor reporting, approvals, and reallocation policies impacted project activities. For instance, activities took longer to complete because a certain number of staff had to be allocated per training session with no donor flexibility (for example, if an activity is set for 10 staff over 20 sessions, it takes time to obtain approval to modify into 10 sessions for 20 staff members, despite there being no effect on budgeting). Additionally, all modified activities needed to be approved before they could be conducted, which exacerbated implementation delays. Finally, the segregation of beneficiary categories (such as age groups segregation) applied within the reporting system required the organisations to fill in information in a manner that is different than that which they have in place, and it was not viable or feasible for them to change their institutionalised monitoring system for a three-year project.

**Turnover:** Minor changes were made to KAFA's focal point, but the project manager which was finally selected quickly accustomed to changes and performed well.

**General delays:** Obtaining approvals from the UNTF proved to be challenging and caused some delays. In comparison to other donors, UNTF required prior approval of activity changes submitted in writing. The delays mostly came from the Work with Perpetrators (WWP) component. Despite these issues, no major delays were reported.

**Grants Management System (GMS) and Reporting Challenges:** When it came to managing project reporting, while UNTF staff had been extremely helpful, technical issues associated with the GMS resulting in delays to reporting. Additionally, the GMS's lack of flexibility made the reporting process difficult; it was hard to reflect agreed-upon changes – both to project activities and to budget alike. For example, the cancellation of the Gender Based Violence (GBV) Handbook that was meant to be led by KTK and its replacement trainings could not be changed, and budget per outcome was not accurate because the system did not accept the approved reallocations.

Main challenges according to **NAJDEH** were:

**Further contextual issues affecting implementation:** Following the Minister of Labour's decision to ban foreigners (including Palestinians) from working, many strikes were held at the camp. The strikes led to some delays in NAJDEH's work. In spite of this, through continued efforts and a pressured timeline, the trainings were conducted without negative impact on the quality of the work.

When it came to community acceptance, NAJDEH faced resistance when dealing with certain individuals and groups who had firm belief systems rooted in traditional gender roles and who used religion as a pretext to justify violence and abuse. It was reported that *"some husbands assumed their wives were participating in the activities as a method of planning for a revolution against them."* To combat these difficulties and identify areas for improvement, held a series of awareness sessions on the risks and consequences of violence, and gave participants the space to discuss and debate. They coordinated with other NGOs to create programmes for boys and men to further educate them about the impacts of violence on their communities.

**Recruitment of training consultants:** For some training topics, NAJDEH faced difficulties in recruiting qualified trainers within the established timeline. For example, they sought to recruit an Arabic-speaking consultant familiar with the local context in lieu of a foreign specialist for these particular

trainings. They selected a Lebanese NGO with expertise on working with men, however due to the mixed levels of knowledge of the participants<sup>21</sup>, the training was not deemed “as effective as necessary” by one staff member. Conversely, another key informant reported that the training on working with perpetrators “provided new and important skills for many staff members,” adding that it “also provided them with complementary techniques to mainstream the newly acquired knowledge in their work in the field.”

**Logistical challenges:** Having become familiar with certain hotels and the services they provided, NAJDEH expressed some frustration with the requirement of having to obtain three quotations and work with new hotels that they did not know. There was a shift in prices, and the lack of a “solid relationship” resulted in the hotels sometimes making unwanted modifications such as moving the training to a smaller room than agreed-upon. However, NAJDEH explained that not only was this resolved following a discussion with KTK and UNTF (allowing the IP to work with the hotels they deemed fit), but they also created ties with new hotels.

Another logistical challenge mentioned by middle-management and field staff was the short notice to administer questionnaires to beneficiaries or to complete narrative/progress reporting. They were always able to fulfil the requests, but this pressured staff and affected their service provision during the relevant periods.

Additionally, there were circumstances where NAJDEH required additional funding to support more service-seekers, and either used internal resources or referred them to other organisations in the PRN with the availability to meet their needs.

**Outreach to youth:** The ability to recruit and maintain the presence of young people in the youth workshops proved to be somewhat challenging, and was considered an important axis to capitalise upon. One staff member stated that she attempted to address this through an individual initiative, one that involved discussing the project with random people – including while “walking down the street” – and inviting them to attend the workshops if they expressed interest.

**Protection and Referral Network-related challenges:** At the Borj Barajneh Protection and Referral Network, KIs reported that this network was unable to properly launch and initiate referrals (apart from those done in an ad-hoc manner). Despite holding several meetings, a quorum could not be met to elect the focal point. The Network members were not found to be regularly available to attend follow up meetings and trainings. In an attempt to address these issues, NAJDEH worked with the partner to create a PRN-specific Code of Conduct. They also increased follow ups and extended repeated invitations and reminders to the partners.

Main challenges according to KAFA were:

**Further contextual issues affecting implementation:** The banking crisis following the October Revolution affected KAFA’s ability to pay consultants in cash<sup>22</sup>, which brought about the time-

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<sup>21</sup> Some of the NAJDEH staff had already participated in similar trainings conducted by the recruited NGO, so the content was more of a refresher exercise instead of new information. On the other hand, newer staff members or those who had not received such a training found it extremely useful and beneficial to build their skills when it came to working with adolescent boys and men.

<sup>22</sup> When asked about making cash payments, the KI elaborated that this was done in cases of consultants with no bank accounts, who would be otherwise unable to cash cheques due to the capital controls and related changes in the local banking system.



consuming need to coordinate weekly with the banks to figure out ways to be able to make payments as necessary. Context-imposed delays in project implementation and launching the individual sessions resulted in being unable to complete the planned cycles.

KAFA also faced issues stemming from patriarchal ideology. They reported *“an inability to reach many perpetrators,”* especially given their application of a *“new way and approach to deal with men.”* Male beneficiaries were discontinuing participation in the project because they were *“not initially made aware of the objectives”* (as reported by a beneficiary – noting that KAFA stated that beneficiaries had been briefed and those who expressed willingness were engaged), and they were disinterested in the topics and contents when they found out the focus. Possible mitigation suggested by a senior staff member was to emphasise outreach work during future group sessions, and to launch a media campaign.

**Coordination with consultants:** External consultants were not always available or reachable and could sometimes not be contacted more than once per week. KAFA sometimes needed them to provide technical assistance and they had to wait for the experts to become available, and in other cases they needed them to attend meetings, and they were not available. One other issue related to international consultants developing the manuals was the insufficiency or lack of socio-demographic data and relevant information (for example related to trafficking and sex buying) within the Lebanese context. However, this was not a significant issue, because they were able to rely on international publications and data and adapt content to the local environment.

**Staff and centre security:** SC teams reported receiving threatening phone calls from men or parents of women (especially but not limited to those with tribal backgrounds). According to staff, *“in one situation, individuals located the home address of KAFA’s director and threatened her and her family.”* On another occasion, *“a Syrian woman left her abusive husband and sought SC services. Her entire family came from Syria to attempt to bring her back to her husband, and her refusal resulted in her tribe making threats to her life. She was relocated to a shelter, and we had to meet with the men to explain the role of the organisation, as well as to clarify that the work being done is to educate the men and support the women with however manner they wish to move forward, not to promote divorce.”*

## WORKING WITH PERPETRATORS – CASE STUDY



As part of the monitoring activities, the evaluation team interviewed two men who had participated in KAFA’s WWP programme. Both were Lebanese, one 34 and one 36 years of age. They had begun receiving services 9 months prior to the date of interview, and they had come to learn about the activities through a female member of their household who was receiving services at KAFA. The communication approach applied by KAFA was deemed positive and adequate by both men.

Both male beneficiaries emphasised the importance of the sessions on anger management and improved communication, particularly to solve issues with their spouses. One said that he was now *“more caring and able to take care of his wife, especially since he understands her feelings more,”* adding that he was also *“more caring with his children.”* However, he felt that *“around 60%”* of his

needs were addressed, and he was looking forward to continued sessions, which had been interrupted as a result of COVID-19. The other stated that he could better deal with stress and anger in his daily life through *“taking a step back, calming down, thinking about the issue, and communicating in a calm and healthy manner to solve the problem at hand.”*

The two men spoke highly of the WWP services they had received, citing high levels of satisfaction with quality, time allocation per session, and staff behaviour, treatment, and professionalism. While one was happy with the privacy and confidentiality, the other felt that it was insufficient, because he *“had to wait for meetings in the reception area on a small sofa facing the wall, with numerous people passing around.”*

Additionally, both men trusted the qualifications of the staff members dealing with them, but one of them felt that it was important for their psychotherapist to be more easily accessible in case of emergency – he recounted a story where he and his wife faced an unprecedented issue with violence and adultery that they could not handle on their own, and when they called the hotline, they were referred to the police, whom they did not want to involve.

In both cases, their wives were also participating in activities at KAFA. The reported that they had experienced significant changes in their daily lives as individuals and couples: improved anger management personally and in the professional sphere, in addition to better sexual and emotional relationships with their spouses, and better connection with their children.

Neither of the men had faced any risks or adverse effects as a result of participating in the WWP activities. One felt that the activities were sustainable in the sense that he is *“still working on himself even without the follow-up of his psychotherapist.”* However, both noted that the programme strategy would be enhanced with a continuity of activities and a higher level of follow-up.

It is noteworthy to mention that one of the men flagged two issues:

- i) In order to more adequately assist a couple who will often have differing points of view, he suggested that there be a specialist who can listen to both cases and create linkages, following which they would work with the couple simultaneously to solve issues.<sup>23</sup>
- ii) *“It is well known that KAFA always stands with women against men even if the women are wrong. My wife once called to drop out of an appointment and went out to meet her lover, and they did not tell her anything. If I had done that, they would have certainly ‘penalised’ me.”* In light of such a statement, the evaluation team recommends that KAFA staff dealing with men or couples ensure to correct such misconceptions, emphasising their impartiality and their ultimate goal of ending violence both on the domestic and societal levels.

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<sup>23</sup> To the male beneficiary's suggestion, KAFA responded that it is a delicate matter to work with both partners, and that they decide how to work with each couple on a case-by-case basis further to technical supervision conducted with both parties. They added that the ultimate goal of WWP activities is working with men to bring him to a place where he can effectively put a stop to his violent behaviour in his marital home and in society. They noted that in light of this information, they would work on modifying their intervention in a way that would decrease men's prejudgement regarding KAFA's impartiality.

## EFFICIENCY

*This axis measured the outputs (qualitative and quantitative) in relation to the inputs. It is an economic term which refers to whether the project was delivered cost effectively. Partner organisations, project management teams, and coordination and communication lines were assessed as efficient by KTK, KAFA, and NAJDEH. Front-line staff would have needed more timely notification of activity and reporting deadlines to avoid pressuring them and affecting their workloads. The budget was mostly sufficient, with some minor gaps related to KTK staff time, PRN sustainability and further training, beneficiary transportation. Reallocation was repetitively requested by IPs, which signifies that while the overall grant amount was not lacking, budget lines had not been realistically/carefully set. Procurement process were acceptable, but also had some minor challenges.*



## SELECTION OF MOST EFFICIENT PARTNERS

For this project, **KTK** aimed to choose two organisations, one working largely with local populations, and another more heavily focusing on refugee groups, to ensure access to diverse groups, thus supporting more women on the whole.

Taking the above into consideration, the rationale was to target partners with solid organisational capacities, credibility, and wide reach. KAFA was identified as a strong local partner with a countrywide reach targeting mainly Lebanese and secondarily refugee women, and NAJDEH the leading one in working primarily with Palestinians and Palestinian Refugees from Syria, and secondarily with Syrian and Lebanese.

As the project progressed, and with the advancement of staff and organisational capacity building, both organisations became increasingly efficient partners.

## ALLOCATED BUDGET AND CONSTRAINTS

While the budget was not fully sufficient for KTK and KAFA, it was relatively adequate for NAJDEH, with a few minor gaps.

**KTK** reported that the project had not reached full expenditure of available funding, but there was insufficient funding allocated for coverage of the positions required to manage the project.<sup>24</sup> This was namely due to the fact that more time was ultimately required for management than initially foreseen, especially “to tap into new donor regulations, and to support and train partner organisations on

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<sup>24</sup> Noting that KtK already knew the UNTF's funding conditions regarding core burn versus activities, and it was not always possible to reallocate.



*learning to fill in donor reporting templates.”* However, the project was able to continue successfully given that KTK had co-financing which allowed them to cover the staff positions.

In relation to the partner organisations budgets, KTK flagged *“some mismanagement of funding because reallocation happened in several cases, especially from KAFA’s side. They constantly asked for reallocations, as well as additional funding, but this was not possible under UNTF.”*

NAJDEH felt that their budget had been sufficient, and corresponded well to implementation. KIs were unaware whether an assessment had been conducted prior to its being set, but it was sufficient to cover the different needs, including – in some cases – the numerous training materials requested by trainers. A KI flagged that there was a handbook which was meant to be carried out by KTK but it was cancelled, and its budget line was reallocated to the IPs; NAJDEH used this money for staff training. The budget was applied based on the UN’s regulations and was sufficient. Additional money was reallocated for trainings during the course of the project.

Some staff members flagged the importance of having a budget for transportation in all protection projects, and another mentioned that it is important to have a budget for outdoor activities/outings for beneficiaries, as this helps their mental wellbeing.

KAFA reported that they were operating based on the budget that they had, and there was some reallocation of funds based on necessity and approvals. The budget overlooked including transportation for beneficiaries, and it also *“would have been ideal”* if it had included a component for media campaigns.

One of the major budget constraints reported by KAFA SC staff was *“the limited training budget.”* They noted that when it came to setting activities for the women beneficiaries, *“it was important to know the details about the different activities that would be implemented, in order to promote them to the women and explain the importance and objectives to them,”* as well as to assess whether the activity would be beneficial. The optimal scenario would have been to contract the trainers for one additional day to implement the training with the social workers ahead of conducting it with the women, but this had not been possible *“because the consultants were expensive and we did not have the budget to do that.”*

## PROCUREMENT AND LOGISTICS

NAJDEH faced no issues with smaller-scale procurements of material, and also felt that trainer recruitment was an efficient process which successfully brought in the needed experts. The psychologist supervisor played a role in consultant recruitment, ensuring that they possessed the necessary expertise and qualifications needed for NAJDEH’s work and context. The only related issue was related to the engaging men training consultant – where NAJDEH delayed recruiting an expert until KAFA found one (with the idea of resorting to the same trainer). However, when KAFA recruited foreign experts who did not speak Arabic, NAJDEH had to go through their own process.

However, they had faced some difficulties when it came to obtaining three quotations from different hotels before selecting a training venue. NAJDEH believed that the hotels that they dealt with *“were providing them with the best prices, so having to contact others – who were sometimes slower to respond – was not a very efficient process.”* Additionally, in dealing with hotels they did not already



know, they faced some logistical issues, such as being moved to a smaller room the next day, which affected the training dynamics.

In **KAFA's** case, relevant KIs reported that their procurement process was efficient, where they collected three offers from different providers and worked to select consultants who could provide the same services with a lower price, taking into consideration quality against cost. The Finance Department was reportedly very meticulous about the process. KAFA faced some difficulties identifying qualified consultants, and expended significant efforts to locate the “*right person.*” This was due to the “*scarcity of local experts in the field.*”

## HUMAN RESOURCES

**KTK** staffing was sufficient, to run the project, with the exception of the allocated staff time (as mentioned in the section above on budgeting). Some pressure was faced during reporting periods, but otherwise, there were no issues and management flowed smoothly.

In terms of IP staff, KTK observed that staffing quantity appeared sufficient, qualifications were good, and they “*never felt that there was a shortage of staff in relation to project performance.*” Additionally, the organisations knew what trainings they needed and asked for them, particularly NAJDEH, “*who were forthcoming about any gaps and needs, and asked for support to improve.*”

**NAJDEH** had sufficient staffing<sup>25</sup>, and had not recruited any new employees specifically for this project – rather, they had relied on building the capacities of existing staff members. They also capitalised on the different departments they had – for example, involving the media unit in components related to communication (social media posts, public announcements, etc.). There was no significant turnover, only one case in Bekaa: the LCC coordinator resigned (with a proper handover process), and it took some time to identify a new, adequate replacement. The new staff member was not accepted very easily by the PRN partners, so NAJDEH “*did not allow her to begin campaigning directly. However, she was a good listener, and had the skills to create bonds with the different members, which allowed the relaunch of activities.*”

One KI, who was a relatively new staff member, expressed that she “*feels a difference in the level of experience and skills between staff,*” but she can see that “*both senior and peer staff showed readiness to assist one another to ensure fostering skills and achieving the best results.*”

Finally, NAJDEH staff mentioned one issue related to volunteer positions: “*We had a volunteer who was excellent and was really helping with heavy loads of work. However, he needed a salaried position, and we were not able to give him one, so he left. A new volunteer came, and it is very time-consuming for us to teach him the basics.*” While this did not affect project implementation, it is noteworthy to flag this concern for NAJDEH to address it. A potential suggestion would either be to budget for such a position, or to identify a Volunteer Coordinator who can take charge of training new volunteers in a manner that would not burden the staff members who already have heavy workloads.

**KAFA** senior staff reported no turnover and sufficient staffing on the programme level, despite initially facing an issue in identifying the most capable existing KAFA employee to run the project – and this took some reshuffling until the correct candidate was found.

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<sup>25</sup> NAJDEH said that while they could not be considered understaffed, “*it would be useful to have more resources.*”

On the service delivery level, a social worker dealing with men said that caseloads were good and they were never overloaded. On the other hand, SC staff working with women felt differently: *“The numbers of beneficiaries seeking our services are large<sup>26</sup>. We try to set follow-up appointments with the women as much as possible, but in many cases, if the woman does not actually get in contact or respond, we are sometimes not allocating resources to continue the attempts<sup>27</sup>. As such, in order to improve the case management process, it is extremely important to allocate more staff to be able to do proper follow-ups and close cases.”*

One KI reported that KAFA initially had a policy which did not allow staffers working with women to also work with men, but this created an issue because all existing employees had worked with women. The organisation altered the policy and allowed staff members to work with both genders, which they found to be a good practice because it introduced significant added value to service delivery quality.

On an external level, KAFA reported that the consultants they hired for the trainings had vast experience, and were *“the best and most relevant in their fields,”* even though one KI later flagged that they were *“not sure about the external consultant’s expertise in working with perpetrators.”* The KI clarified that in order to maximise relevance, the foreign consultants visited Lebanon to conduct an assessment, and used the findings to cater the content of the manual and trainings to the local context.<sup>28</sup>

## COORDINATION AND COMMUNICATION

Senior staff members from KAFA and NAJDEH were very positive about the clarity of communication lines with KTK, and considered the latter *“extremely cooperative, supportive, and always ready to provide any needed guidance and assistance.”*

Internally, senior **NAJDEH** staff found communication to be efficient, but mentioned that *“more communication and coordination between management is always a plus.”* On the other hand, other staff members felt that there was a need for a higher level of internal communication – for example, they would have preferred to be notified about reporting deadlines, upcoming activities, or modifications to project activities and scope ahead of time.

Regarding the Protection and Referral Networks, while there were not challenges in coordination, NAJDEH believed it important to give the partners more trainings on communication<sup>29</sup>, especially taking into consideration how helpful the KTK workshops on that topic had been.

**KAFA** was fully satisfied with internal communication and reported no issues.

**KTK** highlighted a strong point throughout the course of the project, which they considered a best practice:

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<sup>26</sup> One SC coordinator explained that each social worker was having to deal with around 250 cases per year, which affected the ability to adequately follow up at times.

<sup>27</sup> Important note: the KI said that this was only in cases where there is no life-threatening risk to the woman.

<sup>28</sup> Other issues faced with consultants are detailed in the section dealing with challenges.

<sup>29</sup> NAJDEH believed that such capacity building would also improve the referral system.





*“Throughout the project, we arranged for exchange visits between both organisations to share experiences. However, we noticed that the inclusion of all three organisations in emails kept a regular communication flow and created something of remote ‘joint meetings’ which resulted in strong learning on matters that the two organisations did not even realise were information gaps/needs.”*

- KTK KI

A couple of minor coordination matters occurred, but they had not posed significant challenges to implementation. One issue reported by a KI was related to effects on efficiency resulting from the hierarchical management style at KAFA during the implementation of this project – for example, setting a meeting with the project manager required obtaining approval from their management, which at times caused delays. The other involved financial reporting and supporting documents. At first, the process was long-winded, with the IP requesting clarification from the Beirut office, which in turn reverted to the office in Sweden, which then replied to the Beirut office, and finally, the response was communicated back to the IP. Realising the complexity and inefficiency of this process, KTK solved the issue by putting the IPs directly in contact with the Grants Manager in Sweden for any financial management matters. On that note, the KTK KIs recommended that *“it would be better to have ‘the full set’ of needed staff in the Beirut office to ensure smooth communication.”*



#### PROTECTION AND REFERRAL NETWORKS (PRN)

**Funding:** Funding was appropriate to activate the networks for the limited period of project operation, but it was not enough to ensure sustainability. Additionally, noting the increase in violence resulting from COVID-19 quarantine, the PRN KIs felt that *“the budget was not sufficient to assist them with the many new cases that needed the PRN’s protection and intervention.”*

**Staffing:** Most members of the partner organisations had sufficient qualifications, and they were all professionals who had mostly received capacity building. However, some staff did require more training and better qualifications, especially those who had joined after the project launching phase (during which the trainings had been conducted).

**Communication Lines:** PRN KIs were satisfied with the communication and coordination with NAJDEH. On an operational level, one of the KIs reported setting face-to-face meetings with different groups in the camps to coordinate and ensure efficiency of the Network’s operations. Each organisation in the network had its own focal point who was responsible for case referrals and who they would coordinate with. In general, coordination and communication lines were clear.

**Challenges:** According to PRN KIs, there were no significant difficulties. One KI mentioned that some organisations faced heavy workloads and their staff members were assigned onto several projects, so they were not always available to attend the network meetings. NAJDEH KIs said that they often used a WhatsApp group to follow up with the Network partners, held meetings every 2 – 3 months<sup>30</sup>, and in more pressing or urgent cases, they communicated through phone calls. However, echoing the PRN KIs’ statement, they noted that the network would be more effective if all members were committed to attending meetings, which they sometimes skipped due to other engagements, which posed some challenges.

<sup>30</sup> Zoom was mentioned as a potential alternative to continue activities during the COVID-19 social distancing measures.

Additionally, another challenge mentioned by NAJDEH was that “every NGO considers themselves to be pioneers in the field, and the competitiveness was ‘putting spokes in the wheels’ and negatively impacting working in unity towards the same objective: fighting against gender-based violence.”

## IMPACT

*Assesses the changes that can be attributed to a particular project relating specifically to higher-level impact (both intended and unintended). IPs observed notable impacts on both the organisational and staff levels. The enhanced skills of staff members who had attended the project’s trainings went a long way in improving overall service delivery to beneficiaries, who generally reported positive life-changing impacts (both during internal evaluations, and this external evaluation). Positive unintended effects were identified among staff and beneficiaries alike. Negative unintended effects included threats to KAFA staff and beneficiary safety, as well as some resistance from women when WWP was launched. As for working with men, the different activities at both organisations were not as impactful as they should have been, and were only “first steps” to build upon in future initiatives.*



## ORGANISATIONAL IMPACTS

The main impacts, as reported by each organisation’s staff, were as follows:

### NAJDEH

- **Organisational development:** finalising the MEAL strategy, integrating it into the Strategic Plan, acquiring and mainstreaming new MEAL tools, improved financial reporting, leading the Protection and Referral Networks
- **Staff personal and professional capacity development:** learning new skills to apply with beneficiaries (including on CM and working with men), leadership, obtaining new methods of self-care, stress management, and time management, among others
- **Team building:** introducing team members to one another, fostering harmony and exchanges of experience and learning
- **Service development:** improved rapport with women beneficiaries, creating a safe space for women to be referred and seek support, self-care resulted in overall improved service delivery for beneficiaries
- **Establishment of PRN and building capacities of other organisations:** building credibility in communities of work (both NAJDEH and all partner organisations), improving partnership and unity among different organisations, training PRN partners ahead of launching the network resulting in improved capacities across the different organisations, creating a (currently incomplete) referral pathway with up-to-date information about different service providers

- **Improved quality support to rights-holders:** women obtained a safe platform for self-expression, and became more knowledgeable and empowered, follow-ups and services improved



*“The impact on beneficiaries was clear, as NAJDEH constantly received excellent feedback. The women became more active and were able to raise their voices to reclaim their rights. We could clearly see them becoming more powerful and courageous. Further impacts may appear with time, through regular follow up and application of learning, monitoring, practice, and support. Of notable importance, were the PSS activities and the support provided to women that allowed them to surpass their problems. Additionally, we noticed that when women benefited from the services/knowledge/protection, children profited as well.”*

- NAJDEH KI

Interviewed beneficiaries who reported having heard about the Referral and Protection Networks all had positive feedback about the PRN's ability to respond to community needs.

## KAFA

- **Organisational development:** introduction of new resources that strengthen the organisation's work and mandate, and give KAFA more credibility on the topic of trafficking and sex work, mainstreaming CM onboarding tool that improved staff induction process and reduced workload off supervisors,
- **Staff personal and professional capacity development:** staff gained new knowledge, approaches, and skills on working with perpetrators/men, learned how to effectively deliver the contents of newly available tools and resources, self-care and stress management techniques
- **Team building:** staff began meeting, creating linkages, and bilaterally discussing cases to solve issues
- **Service development:** improved case management approaches, monitoring, and documentation, facilitators working in communities gained new resources, training material, and methods to efficiently deliver content
- **Improved quality support and empowerment for rights-holders:**
  - Correcting misconceptions related to violence and GBV
  - Changing ideologies that many beneficiaries (especially women) were unaware were patriarchal
  - Helping women break the circle of violence
  - Assisting women in facing their perpetrators (not always divorce, but communication, decision-making, and establishing themselves)
  - Empowerment in the sense of assisting them to be able to take the initiative to have their own agency (for example finding employment) especially when they initially thought that they could not survive without their husband – or that their life was over without their kids or perpetrator
  - Fostering feelings of security in a space where safety was enhanced
  - Working with men who started feeling that they are “heard” and have expressed their will to change their behaviour

- Improved communication among both women and men beneficiaries, men in specific have also gained non-violent disciplining skills to apply with their children (thus contributing towards reducing domestic violence)

## IMPACTS ON BENEFICIARIES

### *Capacity of Assistance to Increase Awareness and Reduce Violence in Beneficiary Lives*

Women beneficiaries were asked to what extent they believed that the assistance provided at the KAFA's SCs and NAJDEH's LCCs could help a survivor reduce the incidence of violence in her life. 98% of women receiving services at both organisations strongly believed that the support could assist survivors in putting an end to violence. Those who said that the services could assist to some extent were recipients of legal services at KAFA, MH support at KAFA and NAJDEH, and socio-economic empowerment at NAJDEH.

When it came to increased awareness about GBV concepts, prevention, and coping mechanisms, most respondents from both organisations confirmed having acquired significant related information and tools. 4 women from KAFA and 1 from NAJDEH said that this was somewhat the case, while another 4 from NAJDEH said they had not participated in services related to GBV, so this was irrelevant to them.

### *Impacts of Services on Women Beneficiaries*

In general, NAJDEH and KAFA beneficiaries reported very high levels of positive feedback in regard to the impacts of the services on their lives. Accordingly, the chart below only details the input of beneficiaries who had not benefited to a significant extent coupled with the services they had received, with the aim of providing some insight into potential causes of dissatisfaction.

#### BREAKDOWN OF SERVICES RECEIVED BY BENEFICIARIES REPORTING AVERAGE TO LOW PERCEPTIONS

1. Improved physical and mental wellbeing	KAFA	NAJDEH
Somewhat	<b>11%</b> All but one were recipients of MH services. Average duration of service receipt 15.5 months.	<b>9%</b> All but one were recipients of MH services. Average duration of service receipt 31 months.
2. Improved relationships with social circles/community	KAFA	NAJDEH
Somewhat	<b>7%</b> Received all types of services except group psychotherapy.	<b>7%</b> Received services varied, no psychiatry or CM.
Little	<b>3%</b> As above, none had received group psychotherapy.	-

3. Improved decision-making and self-expression abilities	KAFA	NAJDEH
Somewhat	<b>4%</b> Related services (individual psychotherapy, CM, legal) received for an average of 7 months.	<b>11%</b> Various services. Average service receipt duration 28.4 months.
Not at All	<b>1%</b> Beneficiary had received MHPSS, socio-economic and awareness sessions for 10 months. Her issue was an abusive mother and KAFA <i>“could not help because it was not a male perpetrator.”</i> <sup>31</sup>	-
4. Increased agency	KAFA	NAJDEH
Somewhat	<b>7%</b> Most had received MH and legal services. Average duration 18.5 months.	<b>6%</b> Various services. Average duration 40 months.
Not at All	<b>1%</b> The same beneficiary from (3).	<b>2%</b> Beneficiary received individual psychotherapy and awareness sessions for 24 months.
5. Increased feelings of positivity and optimism	KAFA	NAJDEH
Somewhat	<b>9%</b> MH and legal services. Average duration 20 months.	<b>15%</b> All but one individual psychotherapy. Average service duration 29 months.
Little	<b>4%</b> MH and legal, average duration 12 months.	<b>1%</b> MH, 23 months.
Not at All	<b>1%</b> The same beneficiary from (3).	-

<sup>31</sup> To this comment, KAFA senior management responded that “KAFA never distinguishes between perpetrators on the basis of gender.”

Finally, 100% of NAJDEH and 97% of KAFA interviewed beneficiaries confirmed that the assistance they had received in the facility had positively contributed to their lives at the time of the interview in comparison to before seeking out services.

Of the three exceptions, 2 women were still facing issues with their husbands (both legal services, one MH services, and one case management), with one elaborating that her husband had taken her children and was still threatening her, and the other noting that the case was still open.

### *Impacts of Services on Men Beneficiaries*

While the men participating in KAFA WWP activities reported that the project had largely responded to their needs and improved certain relationship and behavioural aspects in their daily lives, it is noteworthy to mention that out of the initial sample of men selected for the pilot, only two had not dropped out and continued seeking services. Additionally, while NAJDEH did begin working with men during Y3 of the project, according to UNTF recommendations, the organisation was not assessed to be ready to begin such work. Taking the above into consideration, it is recommended that both organisations work on further developing their engaging men axes to ensure that they respond to target groups prior to launching second pilot phases.

## UNINTENDED EFFECTS

Unintended effects listed by staff members from both implementing organisations were similar and generally positive:

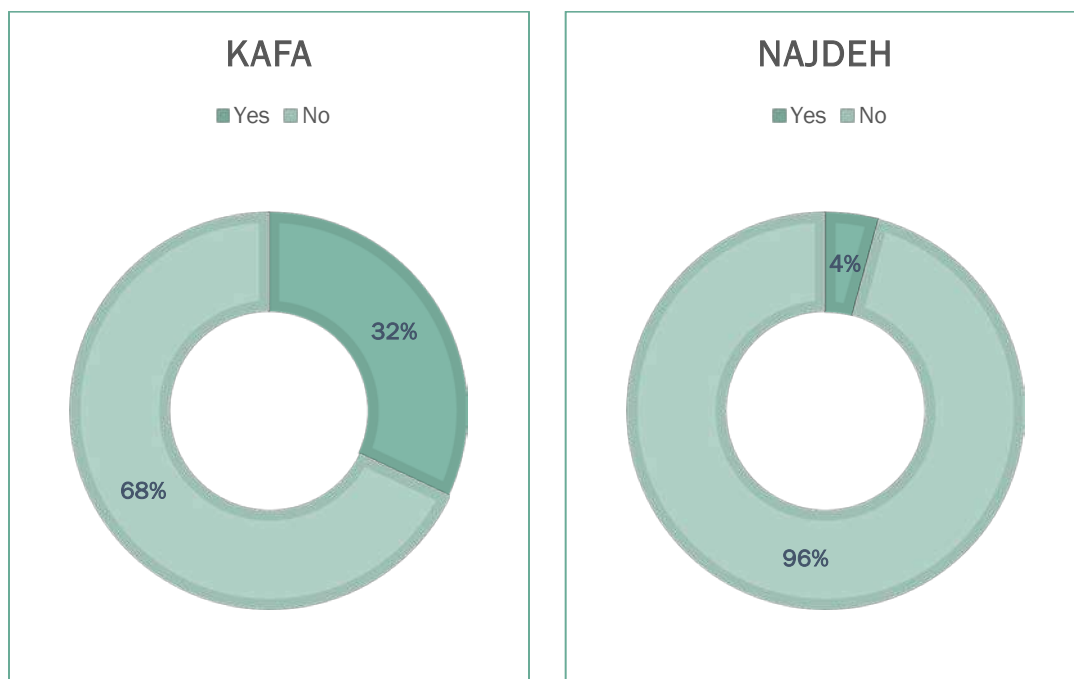
- While not an intended outcome of the project, as mentioned in previous sections, staff members were given the opportunity to meet and engage with one another, which enriched their professional capacities and experience
- Working with different partners and establishing new linkages on an organisational level with PRN partners, and exchanging experience with KTK and KAFA (NAJDEH)
- Women's recurring participation in sessions resulted in them meeting other people who have experienced similar issues. They felt less alone and more comfortable, which led to their opening up and sharing their own personal experiences. Hearing others speak broke barriers and encouraged more women to raise their voices, which was something of a catharsis for them.
- Working on ensuring that the women feel safe and supported at the centres had several positive unintended outcomes. At KAFA, the women bonded with one another leading to improved psychosocial wellbeing. They also sought out their social workers and asked to be involved in any activities that KAFA was running (such as crafts, crocheting, self-defence, protests, and campaigns). At NAJDEH, the women had gotten closer to each other, and from that, a strong initiative was born: in the interest of being proactive and productive, the women formed different self-funded groups (catering, crafts, gypsum art), paid for the materials, and divided the profit.
- One point of pride expressed by NAJDEH was that when they established the PRN, "*the last thing they were expecting was for UNRWA to engaged with and join the network,*" and their participation was a huge added value, and all the partners benefited from their support.



Only two negative exceptions were mentioned by **KAFA** as follows:

- i) As a result of working with women, spouses or other male family members would sometimes target KAFA with threats or lawsuits to attempt to get the survivor released back into their custody. However, KAFA was well-equipped to deal with such risks, and there was no resulting danger.
- ii) When the WWP project began, KAFA noticed that women started having some trust issues due to the fact that men were also coming to the centre (albeit after operation hours, and thus with no risk of meeting women beneficiaries). This challenge was mitigated through explaining the purpose of the project in detail to the women, and the issue was overcome.

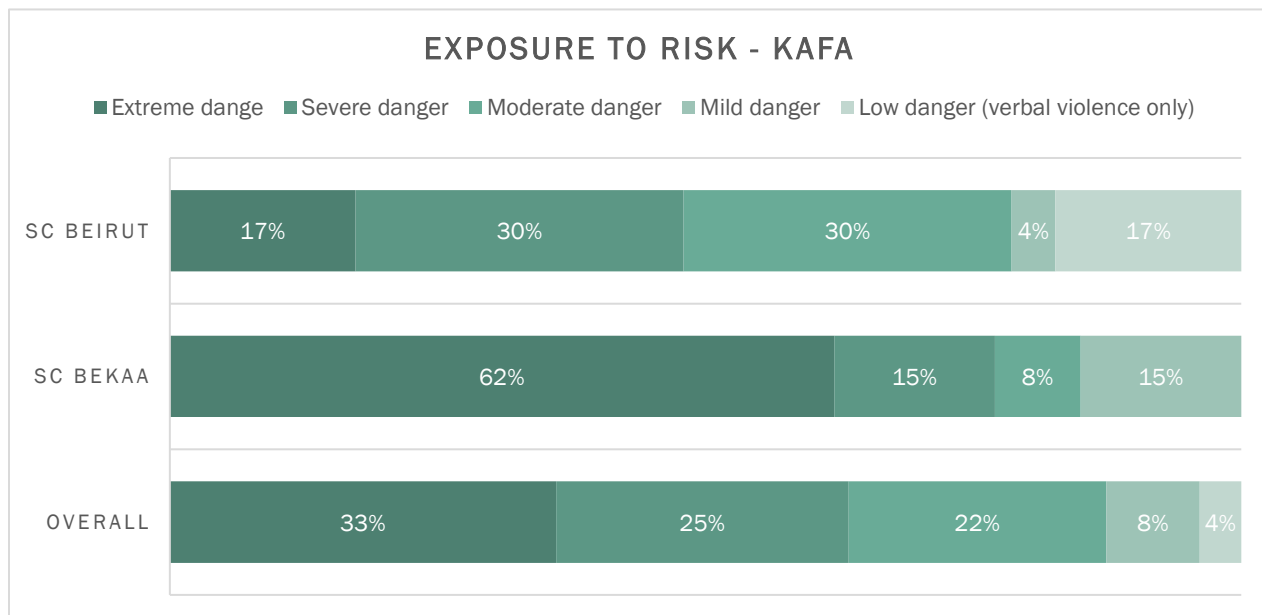
### *Beneficiary Exposure to Security Risks*



*Figure 2 Reported exposure to risk as a result of receiving services at KAFA/NAJDEH*

Only two NAJDEH beneficiaries reported having been exposed to security risks as a result of seeking services from the organisation. One reported that she faced a low level of danger – namely verbal violence from her mother in law – despite the fact that the only activities in which she was participating were MHPSS and socio-economic in nature; she had not sought legal or case management support. The other beneficiary said she had been exposed to a “moderate danger of harm,” but she did not want to elaborate further.

A larger number of KAFA beneficiaries, 32%, had faced danger related to service-seeking.



Of those who had reported facing danger, 33% classified it as extreme and life-threatening. Most of them had faced violent physical abuse and death threats chiefly at the hands of their spouses, and to a lower extent their own parents, in-laws, or a brother. One mentioned that her husband had already tried to kill her three times, and another reported “kidnapping by her husband” but did not give any further details.

25% faced severe danger, and 22% moderate danger: in almost all cases, the violence and threats were perpetrated by the husband, with a couple mentioning that the husband’s family was also party to the abuse. Others were being threatened by their father and uncle or parents, “who were against [their receiving services from KAFA].”

The remaining 12% who had faced mild (8%) or low/verbal (4%) danger said that there were verbal threats against them from their parents or husband (who in one case was threatening to deprive her of her children if she continued going to KAFA). One woman more stoically stated, “*My husband was already threatening me before I started coming to KAFA either way.*”

## SUSTAINABILITY

*This axis aimed to scope out whether the benefits of the project were likely to continue following project closure and end of funding. The project axes were a fertile ground for sustainability, to which the main challenges were limited to IP management willingness to capitalise on outcomes/outputs, funding, and external factors that may impact operations. Capacity building and the PRNs were sustainable in and of themselves, while KAFA's WWP would require funding and increased community awareness to ensure continuity. Both organisations reported they would be capitalising on this project's result and had already begun seeking funding to do so.*



KTK strongly believed that the project definitely had good conditions for being sustainable, but it ultimately depended on how each organisation's management opted to capitalise on the project's outcomes and outputs. For example, this could include mainstreaming staff care, building on developed guides and manuals, and obtaining new funding to continue related work.

Building staff capacities was – in and of itself – a fully sustainable practice, “because the organisations are investing in their staff who acquire and apply new skills, and this knowledge stays with them. Even if they seek employment elsewhere, they will still have the skills and qualifications to assist rights-holders.”

KTK mentioned that KAFA's awareness sessions with men were not just one-off sessions. Instead, they were continuous cycles aiming to transform perceptions and behaviours, and were accompanied with systematic follow-up.

They also added that NAJDEH PRNs were definitely sustainable because they operated on a voluntary basis, and could continue regardless of funding. NAJDEH and the PRN KIs had reported similar resolve in their interviews, where they said that additional funding would be ideal to continue capacity building and ameliorate quality, but it was not necessary for operation<sup>32</sup>. They were certain that the networks would become an important and continued part of the communities they serve, as the initiative had been accepted by the residents; beneficiaries were actively seeking PRN support, and other organisations had begun referring women to the network partners as well.

From their side, KAFA, NAJDEH, and the Protection and Referral Network KIs believed that the main challenges to this project's overall sustainability were funding availability and external risks that the organisations were unable to control. Apart from that, both organisations had plans to ensure the continuity of activities.

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<sup>32</sup> A PRN KI said that the networks will be sustained because they are “a very important initiative - even if we do not have enough funds, we will continue with all our resources because people need us and we should serve them.” NAJDEH “hoped that funding would continue, but even if it did not, they were going to attempt to acquire funding from new projects. This was because despite the fact that they could be self-sufficient, that would mean less resources and thus decreased effectiveness.”

Staff from both organisations felt that the trainings had improved their capacity to take care of themselves and their wellbeing – they were taught to think positively, properly manage time, and care for themselves, which improved their ability to handle different cases and be able to better work with and help others.



*As a result of the staff care activities, employees feel that the NGO employing them cares about their wellbeing, which goes a long way to improve results. The activities and the “venting” that occurred through them helped us to endure the hard reality of our jobs.*

- NAJDEH KI

The types and themes of the capacity building exercises varied. Similarly, reported sustainability when it came to these trainings differed. According to a senior management KI, NAJDEH psychologists might be able to transmit the staff care trainings, as they had attended several and had also applied different self-care trainings with the women beneficiaries. Older staff members with more experience could transmit the leadership training to new employees. However, despite the fact that most team members were already mainstreaming the skills and techniques they had gained in trainings, in most cases, it is important to conduct a TOT for staff where they would first apply the sessions in front of an experienced trainer for feedback before providing full trainings to others.



*As a staff member who participated in trainings, I cannot guarantee that I would be able to transmit all of my knowledge to other staff members – maybe a part, but for sure not the full scope. As such, I believe it is important to have a Training of Trainers, to be provided separately from other trainings.*

- NAJDEH KI

**KAFA** staff expressed a similar idea: the trainings had been highly effective in that they fostered teamwork and team spirit, and availed service providers with the skills and tools needed to balance work and personal life, give importance to self-care and integrate it into their life, and have the “emotional balance to cope with stress.” This contributed to improving their services, which was reflected on the beneficiaries.

Similarly to NAJDEH, a KAFA senior staff member did not feel that it was possible for the staff to transmit the capacity building that they had received in an adequate manner, and further added that all staff members needed to be directly by an expert, not beginners. She noted that these activities will be sustainable because they had already secured the funding required for their continuity.

KAFA also reported that they would be interweaving the WWP and Sex Buyers Manual components into future programming, to be used “*at every future opportunity to work with men.*” They also aimed to create further related tools based on identified needs. The KI who was responsible for the development of the manual said that the staff working in the Anti-Trafficking Unit received a pilot TOT and were well-trained on the manual and its contents, and she is certain of their capacity to be able to transmit the training to other staff members.

The major challenge to the WWP’s success and sustainability foreseen by KAFA is “*the fact that it is difficult for perpetrators to willingly join such a project, especially since such activities aiming towards*

*rehabilitation are not enforced by law.” In light of this, KAFA emphasised the importance of working on outreach and awareness through the media.<sup>33</sup>*

## KNOWLEDGE GENERATION

*This axis aimed to assess whether there were any promising practices or knowledge that could be shared with other practitioners. It was clear that throughout the course of the project, significant knowledge was produced in the form of manuals and guides (mainly by KAFA), a service providers mapping (by NAJDEH in partnership with the Protection and Referral Networks, albeit incomplete at the time of data collection), and best practices, which were reportedly documented and archived at both organisations. However, this information was reported to be exclusive to the organisations, with no near-future intention to share with other, external practitioners.*



When it came to discussing knowledge generation, while both organisations mentioned a few axes of documented knowledge, it was all exclusively internal to the organisation and some staff members (as deemed relevant per component). Even the manuals and guides developed by KAFA were “*not meant for external circulation<sup>34</sup>*,” noting that **KTK** staff emphasised that these manuals “*had generated important knowledge and should be open source, to allow other organisations working in the field to benefit from them and their application.*”

**NAJDEH** senior staff explained that throughout the course of implementation, they were regularly documenting information and lessons learned in progress, mid-year, and annual reports, as well as notes to HR, all of which were archived and shared with key staff members<sup>35</sup>. Some trainings (for example the interactive theatre training) had been documented as guidelines that were distributed to the trainees. MEAL tools and collected data were also shared with programme teams and LCC staff, accompanied with any changes and recommendations that were extracted from findings.

Another item was the PRN referral pathway and mapping, as well as the Code of Conduct, which was accessible to all existing and potential partner organisations.

<sup>33</sup> COVID-19 interruptions to work hindered KAFA’s delivery of awareness campaigns related to these two axes of working with men. They affirmed that they would be leading such campaigns at a future stage.

<sup>34</sup> One KI said that the Sex Buyers Manual was only used with 4 social workers at KAFA as a pilot stage, but that gradually, use of the manual would be expanded to target other KAFA social workers, and at a later stage, potentially front-liners at other NGOs working on GBV and prevention of sexual exploitation.

<sup>35</sup> The KI stressed that documentation was shared with core staff, but that it always took into consideration anonymisation and respect of beneficiary privacy and confidentiality.

It is important to mention that while some senior staff members referred to “*documented, archived information that can be shared with the relevant actors and stakeholders*,” mid-level interviewed staff members’ responses were more geared to referencing oral transmission of information. As such, it is either recommended to inform mid-level staff about documented best practices and knowledge, or to ensure that , ensuring they are accessible to all staff members requiring references.



*“A good documentation practice is beneficiary life stories. For example, a woman had a really difficult case, but she persevered and changed her life step by step. Hers is a success story that is truly inspirational to others, and documenting (while protecting her identity, of course) and sharing it helped many women.”*

- NAJDEH KI

KAFA staff responses varied; some immediately spoke about the developed manuals as generated knowledge, while others mentioned that at the time of interview, there had been no knowledge generation<sup>36</sup>. Quoting a senior staff member, “*Knowledge generation is not really palpable yet, and best practices cannot be extracted as the project cannot yet be considered mature since we did not really implement it fully. We need more experts and time to generate knowledge.*”

At the time of data collection, a couple of KIs reported that the Sex Buyer Manual was only available internally to staff working with male sex buyers. They did not believe the manual should be shared externally because “*the topics with which the manual deals are very specialised, and staff should be experts working in the relevant sectors in order to be able to use it. It is important that end users are trained on the manual, rather than only read through it on their own, which would ensure correct application.*” Additionally, “*the manual was not applied more than two times, which is insufficient to extract significant best practices related to implementation. However, what we did see is that the linkages that were done between the chapters were beneficial, and it was a good method of preparing/writing a manual, as it allowed the reader to form links between the different concepts addressed within the different chapters.*”

KIs did mention that there were best practices extracted throughout the life cycle of the project, especially, for example, in the case of shifting individual psychotherapy sessions to a remote modality as a result of COVID-19. “*Best practices are for sure documented, but they are not published or released to the public – they are private to KAFA.*”

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<sup>36</sup> It is worth mentioning that the same KIs had spoken at length about the developed manuals in previous components of the interview.



## GENDER EQUALITY AND HUMAN RIGHTS

*This component considered the extent to which human rights-based and gender responsive approaches were incorporated throughout the project. Both IPs tailored their activities based on beneficiary background, gender, and other specificities, ensuring to respect local customs and belief systems to avoid resistance or provocation. Such considerations were also important when scheduling staff activities. Staff reportedly abided by internal Codes of Conduct dictating high ethical standards when dealing with beneficiaries.*



From a holistic perspective, according to **KTK** staff, both organisations took gender sensitivity into consideration through respecting social norms, with the intention of inspiring acceptance and avoiding causing harm. Even in working with men, the two IPs were careful about not making them feel that the women were reporting about them.

At **NAJDEH**, gender sensitivity considerations were taken into account not only in dealing with beneficiaries, but also in training staff members – depending on the thematic at hand.

During staff-care meetings, since social workers were women and they were working with women from the community, in order to ensure utmost comfort and freedom of expression, male staff members were not included – this was also in line with NAJDEH’s general practices of never discussing cases that mentioned beneficiary names (even among social workers)<sup>37</sup>, and not discussing sensitive issues in front of male staff. On the other hand, male staff did participate in other trainings which dealt with topics such as leadership or community activities that were applicable to both genders.

On the community level, awareness sessions or group activities were either female only, male only, or mixed. KIs explained that they tried to involve both genders in activities in order to build a common understanding and common goal of EVAW, “ensuring to target language and approach based on beneficiary gender, backgrounds, and other specificities – this ascertains that group planning and activity delivery are carried out in an optimum manner.”<sup>38</sup>

When it came to service provision for GBV survivors, NAJDEH only hired female staff members to deal with women. Support groups were a safe space for women only. If participants were abusing authority or unequal power dynamics for bullying (for example, a mother and daughter, siblings, a mother-in-law and daughter-in-law...), NAJDEH met with them outside the sessions to make them aware of their behaviour and work with them on changing it.

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<sup>37</sup> A few staff members alluded to the Code of Conduct, which included numerous rules and regulation related to respect of privacy, and which all NAJDEH staff signed upon recruitment. One added that the organisation always abided by UN and human-rights based principles.

<sup>38</sup> This was also the case as noted by PRN KIs.



*“While I cannot speak for the whole organisation, at [the LCC where I work], I know many staff members who very swiftly and clearly intervene to stop gender-based bullying and violence, and who are quick to respond in situations of conflict (for example, during a clash between two beneficiaries, or working with a perpetrator separately to improve his behaviour and communication skills).”*

- NAJDEH KI

Privacy and safety are also taken into consideration when scheduling case management or individual MH appointments – to a point that if there were beneficiaries who were related, the appointments are set on separate days to avoid the risk of meeting. Finally, some KIs reported that there were cases of conflicts between couples, with which they dealt through *“taking an equal distance from both parties, and supporting both to come to a resolution.”*

KAFA staff reported that all contracted staff sign and apply the organisation’s Code of Conduct and Code of Ethics. One KI explained that while KAFA only hires female social workers to work with women survivors, they did occasionally hire men:



*“At some point, we had a male psychotherapist. Some of our lawyers are men, but beneficiaries seeking legal support are always accompanied by a female social worker. We believe that it is important for women to come and see the ‘image of a male’ at the centre. This plays a role in showing men in a positive light, where women will come to understand that while they may have been hurt by a man, not all men are violent or harmful.”*

- KAFA KI

KIs reiterated that KAFA’s main objective is supporting women survivors, and working with men *“to rehabilitate them and change their mentality – which works towards tackling aggressive behaviour and reducing conflict in the community.”* Since KAFA’s Support Centres targeted women during the organisation’s working hours, it was decided that the WWP project should take place after the end of the workday. Prior to launching WWP, in order to ensure that the SC would be safe for both, women and men, KAFA took some precautions such as installing cameras and hiring a guard<sup>39</sup>. A senior staff member added that another precaution included conducting risk assessments before selecting beneficiaries.

When it came to staff-related considerations, one KI suggested that it was important to be cautious about facilitator selection in relation to target beneficiaries (especially in case of Sex Buyer sessions with young men and boys), elaborating that *“With youth, if the facilitators are older than the participants, they may give an image of power and be taken more seriously. With men, if the facilitator is a female, the participants might be more aggressive with her.”*

During staff capacity building activities, some conflicts and tensions had generated among the team. In spite of that, *“having a range of differing points of view”* was considered *“healthy,”* especially since KAFA was able to *“manage these frictions and solve related issues.”*

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<sup>39</sup> The guard was contracted for the first phase of project implementation. Once it became clear that there was no risk posed as a result of receiving men at the SC, the guard’s services were no longer needed.

## IV. CONCLUSIONS

Evaluation Criteria	Conclusions
Overall	<p>The overall project performance was very good. It was largely relevant to the local context, and sought to develop the capacities of two WROs working to secure women's human rights, and respond to GBV through holistic service delivery, engaging both women and men in EVAWG. An improvement to the project's overall relevance as well as its larger-scale ability to address structural causes of violence, discrimination, and other power relations, would be to accompany future similar initiatives with public campaigns seeking to raise awareness, outreach, and engage a larger number of male perpetrators on working towards ending gender-based violence and inequity in Lebanese society.</p> <p>When it came to internal capacity building activities, staff members from all three organisations reported strong, satisfactory results, particularly highlighting the importance of self-care interventions, and emphasising the necessity of sustaining their continuity. Trainings and resources on working with male perpetrators (WWP) were considered important, especially since the approach is not very commonplace in Lebanon – thus KAFA's having to resort to international consultants, while NAJDEH sought the support of another local organisation specialising in masculinities and engaging men in EVAW. While the training was deemed important for entry-to-mid-level NAJDEH staff, future trainings needed to focus on more complex and advanced methods. It is noteworthy to mention that during their midterm visit, UNTF recommended that NAJDEH undertake further training prior to launching a full-fledged WWP project. KAFA's development of different manuals was also a strong achievement: the case management manual and onboarding kit enhanced the quality of work through creating a more solid organisational CM infrastructure, improving documentation and archiving, and providing the Support Centre coordinators with a document that would reduce the level of effort spent on training newcomers. The Sex Buyers Manual, aiming to address sex trafficking at its roots, was an important initiative, but the organisation was unable to fully unfold the set activities due to contextual challenges. Regardless, staff reported that it was an important first step which garnered high levels of interest among young men. NAJDEH's Protection and Referral Networks were well-received within their communities of operation, and also yielded high levels of interest from community members and other CSOs/NGOs alike – UNRWA included, an achievement in itself. The PRNs require further development with a focus on sustainability, which, according to NAJDEH, is an intended objective.</p> <p>Best practices were reportedly documented throughout the course of the project, and archived for internal organisational use. While based on provided information, the project clearly generated important knowledge, both organisations preferred not to share the resources externally, which affects scoring related to this axis.</p> <p>Interviewed beneficiaries, both women and men, were mostly satisfied with the services they had received, with only low reported levels of dissatisfaction. Based on responses from the related organisations, it can be assumed that the reported issues can be easily mitigated through improved communication aiming to limit misinformation or prejudgements/bias.</p> <p>On the whole, both organisations demonstrated a certain level of resilience to contextual challenges, and while delays to certain activities were faced, both were able to mobilise resources and problem-solving skills rather quickly to respond to service delivery gaps effected by force majeure.</p>
Effectiveness	<p>Project effectiveness was very good. Most outcomes and objectives were achieved, including improved organisational and front-liner capacities and consequent enhanced service delivery for women, men, and youth. However, the completion of some activities (specifically some KAFA WWP and Sex Buyer sessions components, and NAJDEH's full launching of the PRNs and related activities) was mainly hindered by contextual issues external to KAFA and NAJDEH's control, such</p>

	<p>as the October uprising and related road closures, the Labour Rights protests which hindered work in Palestinian camps, and COVID-19 and related lockdowns.</p> <p>Beneficiaries were mostly satisfied with staff qualifications and service quality, but there were a few cases who felt they had not been sufficiently assisted. While MEAL exercises were deemed excellent by the relevant staff, the MEAL framework for future similar projects can be improved, especially through setting more realistic and measurable indicators.</p>
Relevance	<p>All in all, based on data collected from the different sources of information, the project can be considered largely relevant to the Lebanese context in which the two WROs operate, especially in that it was based on needs assessments and baseline data, and took staff and beneficiary needs into consideration. Satisfaction levels were high, with emphasis on the importance of the different axes of the project. Reported issues affecting relevance were related to the absence of some minor protection-related considerations (such as more funding to support beneficiary transportation, legal service issues – absent at NAJDEH and perceived as inadequate by some KAFA beneficiaries, and the difficulty in locating safe sheltering for women), as well as the lack of integration of an axis providing a more rounded response aiming to address root causes of violence in Lebanese society on the whole. When it came to working with men, a contributor to increasing relevance would have been integrating campaigning and social media outreach to raise men’s awareness on the importance of such work and increase their willingness to engage.</p>
Efficiency	<p>Partner organisations, project management teams, and coordination and communication lines were assessed as efficient by KTK, KAFA, and NAJDEH. Front-liner staff would have needed more timely notification of activity and reporting deadlines to avoid pressuring them and affecting their workloads. The budget was mostly sufficient, with some minor gaps related to KTK staff time, PRN sustainability and further training, beneficiary transportation. Reallocation was repetitively requested by IPs, which signifies that while the overall grant amount was not lacking, budget lines had not been realistically/carefully set. Procurement process were acceptable, but also had some minor challenges.</p>
Sustainability	<p>The project axes were a fertile ground for sustainability, to which the main challenges were limited to IP management willingness to capitalise on outcomes/outputs, funding, and external factors that may impact operations. Capacity building and the PRNs were sustainable in and of themselves, while KAFA’s WWP would require funding and increased community awareness to ensure continuity. Both organisations reported they would be capitalising on this project’s result and had already begun seeking funding to do so.</p>
Impact	<p>IPs observed notable impacts on both the organisational and staff levels. The enhanced skills of staff members who had attended the project’s trainings went a long way in improving overall service delivery to beneficiaries, who generally reported positive life-changing impacts (both during internal evaluations, and this external evaluation). Positive unintended effects were identified among staff and beneficiaries alike. Negative unintended effects included threats to KAFA staff and beneficiary safety, as well as some resistance from women when WWP was launched. As for working with men, the different activities at both organisations were not as impactful as they should have been, and were only “first steps” to build upon in future initiatives.</p>
Knowledge Generation	<p>It was clear that throughout the course of the project, significant knowledge was produced in the form of manuals and guides (mainly by KAFA), a service providers mapping (by NAJDEH in partnership with the Protection and Referral Networks), and best practices, reportedly documented and archived at both organisations. However, this information was reported to be internal and exclusive to the organisations, with no near-future intention to share with other, external practitioners.</p>
Gender Equality and Human Rights	<p>Both IPs tailored their activities based on beneficiary background, gender, and other specificities, ensuring to respect local customs and belief systems to avoid resistance or provocation. Such considerations were also important when scheduling staff activities. Staff reportedly abided by internal Codes of Conduct dictating high ethical standards when dealing with beneficiaries.</p>

## V. RECOMMENDATIONS

RELEVANCE	
STAKEHOLDER	RECOMMENDATIONS
IPs	<b>R1. Complement activities and increase engagement through advocacy, campaigning, and available resources.</b> Capitalise on social media, mainstream media, camp networks/satellite, and community leaders/change-makers/activists to promote relevant awareness, messaging, ownership, and engagement within Lebanese society in general, and the communities of work in specific. This will serve to assist in forming perceptions of activity relevance, outreaching, and promoting acceptance of work on ERAW and masculinities.
IPs	<b>R2. Ahead of recruiting participants, clearly explain purposes of activities.</b> Especially in the case of working with men (since women were reported to specifically seek out the services they needed), define the axes and objectives of the activities to be conducted ahead of inviting them to sessions. During opening sessions, ask beneficiaries about their expectations, and explain how the sessions will or will not meet them. If certain needs are feasible for the IP to integrate, it is recommended to do so. This will not only improve relevance, effectiveness, and impact, but will also increase beneficiary retention.
IPs	<b>R3. Identify all organisations running safe shelters and liaise with them to facilitate emergency referrals.</b> Findings from a 2019 UNFPA Mapping Exercise of GBV Services in Lebanon ( <i>unpublished</i> ) showed that there are currently 10 safe shelters catering to different groups of women based on their own set criteria. It is recommended to coordinate with them as extensively as possible to facilitate referrals in life-threatening emergency situations.
KTK	<b>R4. Request from IPs to i) collect representative baseline data directly from beneficiaries, and ii) to conduct organisational needs assessment/SWOT analysis prior to designing activities.</b> KTK had collected baseline data from IPs, which is a good practice. However, it is recommended to emphasise the importance of collecting feedback from beneficiaries, especially where gaps are present, in order to maximise relevance of services and activities. Carrying out a SWOT analysis or organisational needs assessment would also serve to identify capacity, resource, service, and staff development opportunities.
EFFECTIVENESS	
STAKEHOLDER	RECOMMENDATIONS
IPs, KTK	<b>E1. Set a contingency plan to ensure that activities are completed to the extent possible in light of contextual challenges.</b> The situation in Lebanon is rapidly degenerating, and with the increase in poverty, uncertainty, and unemployment, reports of GBV, DV, and IPV have also risen. Services provided by WROs are more crucial now than ever, where further violence is expected. As such, it is necessary for the two IPs to set contingency plans that allow them to continue carrying out their work in the face of economic collapse and further COVID-19 imposed lockdowns. As possible and relevant, KTK is recommended to provide its grantees with technical support to develop solid plans (either directly or through a crisis management consultant).



KTK	<b>E2. Ensure that overall project MEAL frameworks and individual IP logframes are realistic and measurable.</b> Certain immeasurable outcome indicators had been built into the logical framework of the project, which posed some difficulties. It is recommended that indicators are set in a manner that aims to measure more relevant immediate changes that can be assessed during the lifecycle of the project.
IPs	<b>E3. Build upon MEAL findings to enhance services and related settings.</b> Findings from primary data collected showed perceptions of issues such as insufficient time allocation, lack of privacy afforded by consultation rooms, or inadequate communication. When identified, it is recommended for IPs to address such issues in programming to the extent possible. Further probing with beneficiaries is possible, assuring them that their receipt of services will not be affected, and they will be protected from any retaliation if they make complaints.
KAFA	<b>E4. Ensure that legal consultants and other staff working with beneficiaries communicate matters clearly, and promote agency and equality.</b> In light of comments made by few survivors, it is recommended that KAFA either provide training to staff and legal consultants the importance of communicating with women survivors in a way that ensures they all feel that they are in control and have agency over decisions and steps forward. While KAFA clarified that lawyers make recommendations and advise against certain steps, but no steps are taken without the survivor's request and consent, it is important that all women feel that the ultimate decision is strictly to be made by them. Additionally, based on the reference of one female and one male beneficiary to staff as judgmental or biased shows the importance of providing social workers/psychotherapists with tips on positive communication and impartiality.
NAJDEH	<b>E5. Conduct further training for social workers on case management principles.</b> An important objective of case management is to empower women and guide them to make their own decisions. As such, it is recommended that NAJDEH provide refreshers to case managers, highlighting that CMs should never 'give advice like a doctor gives medicine,' but rather provide beneficiaries with information and potential options before them, ensuring that they realise that they are making their own decisions as an exercise towards increased empowerment.
IPs, KTK	<b>E6. Mainstream staff-care activities, which is of particular importance for front-liners working with survivors and perpetrators.</b> Staff-care was not only perceived positively, but highly welcomed by staff members, elaborating that it gave them strength to continue their work, and provided them with important work/personal life balances and stress management techniques which countered burnout and kept them motivated. As such, staff-care activities should be integrated into all service delivery projects (KTK) and be organisationally mainstreamed (IPs). The frequency with which such activities occur should be voted upon by the staff themselves.
<b>EFFICIENCY</b>	
<b>STAKEHOLDER</b>	<b>RECOMMENDATIONS</b>
DONOR	<b>C1. Increase flexibility where deemed necessary and justifiable, especially in cases of adversity.</b> Less flexible policies made certain aspects of the project more time-consuming and less efficient, especially when it came to managing the GMS. Additionally, the necessity to obtain approvals prior to any activity or change sometimes added to the contextually-imposed delays. Where possible and justifiable, especially in settings rife with instability, it is recommended that the donor apply less strict policies.



IPs	<b>C2. Improve communication flow - both internally among staff, and externally with beneficiaries.</b> Better internal communication and communication is recommended, especially in case of line managers communicating upcoming activities, or modifications to project activities and scope ahead of time to ensure more efficient staff response. On the external level, in order to maximise accountability towards beneficiaries, it is recommended to be clear when communicating any issues or changes, especially when there are potential issues or delays on the legal or operational levels. This will reduce misunderstandings as well as possibly inaccurate negative perceptions the beneficiaries may form.
IPs	<b>C3. Ensure that all consultants are contextually relevant, and that tasks required of them are clear contractual obligations.</b> Both IPs faced some issues with consultants – whether lack of availability/responsiveness for technical support (KAFA) or lack of full clarity regarding training topics (NAJDEH). To avoid such issues, it is strongly recommended to detail all deliverables and types of support and ensure contractual commitment. In case of training consultants, needs should be clearly discussed, and the training agenda should be approved by the IP ahead of training implementation.
IPs, KTK	<b>C4. Ensure highest level of accuracy through obtaining price ranges prior to setting budgets, allowing for a 10% margin of error (or percentage allowed by relevant donor).</b> To avoid underperforming or having insufficient resources (human or logistical), it would be ideal to conduct rapid informal ‘market assessments’ ahead of setting budgets. Where possible, especially in protection programming where emergencies may arise, it is a good practice to set a contingency budget to assist survivors in emergencies or where transportation is needed.
KTK	<b>C5. Contract “full set” of needed staff to the Beirut office to ensure quicker response where technical support is needed (recommendation by KTK).</b> Some challenges related to reporting and compliance were faced by IPs, which resulted in some inefficient communication. However, this was solved through coordinating directly with the Grants Manager in Sweden for financial management matters. On that note, KTK recommended that “it would be better to have ‘the full set’ of needed staff in the Beirut office to ensure smooth communication.”
IPs	<b>C6. Increase number of social workers employed based on volume of caseloads.</b> Given the large volume of individuals presenting with issues requiring case management, it is necessary to expand the service delivery team to prevent burnout and to ensure adequate follow up.
IPs	<b>C7. Unify staff knowledge levels ahead of combining them in one training.</b> KI feedback demonstrated that in some cases, training contents were important for some entry-level staff, but too basic for others. In order increase time-efficiency, it is recommended that pre-tests be conducted for intended participants, following which a one-day induction training is conducted ahead of the full training, thus ensuring participants are at the same level.
NAJDEH	<b>C8. Work towards increasing the sense of ownership of the different PRN organisations.</b> At the first stage, it is preferable that NAJDEH retain the lead position for a specified and announced duration during which partner capacities are built. Afterwards, elections can take place. Another option is to elect all roles, while NAJDEH retains an advisory position. However, it is important that the organisation ensure that all partners feel an equal ownership, to contribute to the PRN’s overall success, and to reduce the reported competitiveness.
IPs	<b>C9. Establish a dedicated MEAL department and officer to consistently run monitoring and evaluation exercises and document learning and recommendations.</b> Employ or appoint a

	specialised MEAL officer who does not work with beneficiaries, and whose sole duties are to regularly conduct satisfaction surveys, FGDs, and other MEAL exercises, such as collecting beneficiary expectations from sessions. Findings and insights can be used to enhance activity relevance and tailoring to beneficiary needs.
IMPACT	
STAKEHOLDER	RECOMMENDATIONS
IPs	<b>11. Mainstream awareness sessions for all beneficiaries.</b> Since both organisations work towards EVAW and behavioural transformation, even for beneficiaries seeking services or activities unrelated to GBV, it is recommended that they participate in at least one session on gender, sex, and GBV core concepts, as well as on available services to whom they can refer others in need.
IPs	<b>12. Develop risk mitigation plans related to beneficiary and staff safety.</b> To the extent possible, it would be ideal to develop an internal risk mitigation plan on which all staff members are trained. The plan would entail how to correctly respond to potential threats or risks to the safety of KAFA/NAJDEH premises, staff, and beneficiaries.
IPs	<b>13. Further develop WWP axes in a manner that ensures a higher level of impact on men's lives.</b> Based on primary data findings as well as UNTF observations, it is recommended that both organisations further develop their engaging men axes in a manner that ensures it responds to target group needs and expectations prior to launching a second pilot phase.
KAFA	<b>14. Develop social worker skills to ensure they can respond to different GBV cases regardless of the perpetrator.</b> A beneficiary facing issues with an abusive mother voiced some dissatisfaction due to the fact that KAFA “could not help because the perpetrator was not a male.” In light of such a statement, it is recommended that KAFA ensure that case managers are able to address or refer such cases. In case this report was inaccurate or a misunderstanding (which, according to KAFA's response, is an incorrect report since they respond to all cases of GBV perpetrated by a range of individuals including mothers and sisters), see <b>C2</b> .
SUSTAINABILITY	
STAKEHOLDER	RECOMMENDATIONS
IPs	<b>S1. Integrate Trainings of Trainers into capacity building activities to ensure cost-effectiveness and sustainability.</b> Senior staff showing exceptional skills during trainings can be recruited to participate in TOTs led by the expert (especially but not limited to staff-care). Such a step can ensure the continued sustainability of such activities, where staff care can be institutionalised, and continue occurring regularly as long as the TOT participants have salaried positions at the organisation.
KAFA	<b>S2. Increase media coverage and public campaigning to encourage perpetrators to accept and join WWP efforts (recommendation by KAFA).</b> Noting that it was difficult for men to engage in EVAW projects – especially since rehabilitation is not court-mandated – KAFA emphasised the importance of working on outreach and awareness through the media to increase men's acceptance.

KNOWLEDGE GENERATION	
STAKEHOLDER	RECOMMENDATIONS
IPs, KTK	<b>K1. Developed resources or revised shareable versions should be open-source and publicly available.</b> The resources developed under this project were reported to be strong documents that could assist stakeholders working in related fields. As such, it is recommended that the manuals be made public rather than remain internal. In the event that the manual contains axes that may potentially result in harm if practiced by non-specialised individuals, a revised public version can be made available, or a prologue with a detailed background and explanation about who the manual is intended for can be added. Ahead of developing manuals, it is recommended that consultants undertake an extensive desk review of local available resource in order to avoid duplication of efforts.
IPs, KTK	<b>K2 Publish best practices to assist other stakeholders working in the same sectors.</b> In the interest of knowledge generation, and especially since IPs reported that they documented and archived best practices, both can review and ensure that their Best Practice documents are more generic and do not contain any confidential information, and publish them. This will not only assist other stakeholders working on similar initiatives, but will also publicly highlight organisational strengths.

## VI. LIST OF ANNEXES

- Annex I            Evaluation Terms of Reference
- Annex II          Evaluation Matrix
- Annex III        List of Key Informants
- Annex IV        List of Secondary Data Reviewed
- Annex V        Beneficiary Data Sheet
- Annex VI        Evaluation Tools

## Annex I - Evaluation Terms of Reference

Terms of Reference for a summative evaluation of a project supporting Women Human Rights Defender's work against GBV in Lebanon

Full project title:	Women human rights defender's holistic approach to end gender-based violence in a challenging context in Lebanon
Project start & end dates:	1 <sup>st</sup> of March 2017 - 29 <sup>th</sup> of February 2020 (3 years)
Total project budget:	500 000 USD for the 3-year period
Evaluation purpose:	To assess project results, both intended and unintended. The evaluation will be used by the grantees (KAFA, Najdeh and Kvinna till Kvinna) for lessons learned. The results may also be used by the implementing partners KAFA and Najdeh to formulate needs for support from other donors. Another purpose of the evaluation is communication on results to UNTF as the financial donor.
Primary methodology:	A blend of desk studies, interviews, quantitative and qualitative data etc. Will be defined by the evaluator(s)
Commissioning organisations:	Kvinna till Kvinna, Head Office in Stockholm, Sweden and Program office in Beirut, Lebanon Najdeh in Beirut, Lebanon KAFA in Beirut, Lebanon
Key dates:	Expected start of assignment: In January 2020 Final Inception report: 15 February Final evaluation report: 30 April
Recipient of final report:	Kvinna till Kvinna, Najdeh, KAFA and their donor The UN Trust Fund to End Violence against Women

## BACKGROUND AND CONTEXT

The project was developed in a context with increasing pressure on women's rights organisations in Lebanon to respond to the needs of Lebanese, Palestinian, Syrian- and migrate women; caused by the impact of the Syrian crisis.

The Syrian conflict has a significant impact on Lebanon; an estimated 1.5 million Syrian nationals, of which one million are registered with UNHCR as refugees, have sought refuge in Lebanon<sup>40</sup>. This does not include the numbers of unregistered refugees- Syrian, Palestinian, Iraqi, among other. Accommodating the needs of the Lebanese, Palestinian and the Syrian refugee population has placed a substantial burden on Lebanon's resources and infrastructure. According to the UNHCR, 71% of the Syrian refugees in Lebanon live below the poverty line and 52% in extreme poverty.<sup>41</sup> As economic conditions deteriorate, women are increasingly forced to find ways to contribute to their family's survival, often exposing them to exploitation, harassment and sexual violence. Palestinian and Syrian refugee girls are increasingly entering child marriages, especially in Bekaa Valley, Akkar (north Lebanon). This is often arranged by families as a negative coping mechanism to protect their daughters from sexual abuse within camps, to provide them with security or out of poverty. A study from 2017 found that many Syrian families recognise the harm of child marriage but have few alternative options in refugee camps<sup>42</sup>. Currently, 89 % of Palestinian refugees from Syria and 65 % of Palestinian refugees from Lebanon are living under the poverty line<sup>43</sup>.

Palestinians in Lebanon are living with increasing uncertainty and lack rights as citizens. Particularly, Palestinian women and girls face double discrimination; for their legal status as refugees and for their gender position as women. They are marginalized in the work force, in education and political representation as well as the private domestic sphere. These repressive conditions and patriarchal authority lead to violence and abuse. During the project period, the situation of Palestinian refugees in the region overall has worsened; a significant decline has been recorded in the level and quality of services provided by the United Nations Relief and Works Agency (UNRWA), due to the dramatic UNRWA funding decrease starting in 2018<sup>44</sup>. In Lebanon, UNRWA has taken similar steps to reduce its education and health care services, which benefit about half a million refugees in the country.

And due to the Syrian crisis, there is an increase in camp population and changes to camp dynamics as a result of Syrian Palestinians moving into Palestinian refugee camps.

Despite that Lebanon has signed international agreements on gender equality, such as ratification of the CEDAW in 1996, the Lebanese government rejected articles related to its Personal Status Law. Instead, Lebanon still abides to Personal Status Laws that are administered by religious courts. Moreover, the Nationality Law in Lebanon deprives women of the right to pass their nationality to their children and spouse. Matters administered by the religious courts include marriage, divorce, inheritance and child custody and according to women's organisations in Lebanon, these reservations represent an obstacle towards advancement of women's rights. There is also a gender gap and discrimination in the Penal Code. For example, the penal code does not criminalise marital rape and exempt some rapists from penalty if they marry the victim. According to the latest Gender Gap index report (2018)<sup>45</sup>, Lebanon ranks 140 (out of 149) worldwide with a consistent decline trend in its global index rank since 2010.

In this context, securing funding for local women's rights organisations (WROs) has been a priority for Kvinna till Kvinna, KAFA and Najdeh. Women's rights organisations in Lebanon play an essential role in responding to the challenges Lebanon faces. Thus, due to increased workload and pressure for staff, it is also of importance to strengthen WROs organisational effectiveness including capacities and skills.

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<sup>40</sup> VasyR (2018) *Vulnerability assessment of Syrian refugees in Lebanon by UNHCR- UNICEF- WFP-Interagency coordination* (<https://data2.unhcr.org/en/documents/download/67380>)

<sup>41</sup> Interagency Information Management Unit at UN Refugee Agency (UNHCR). (2016). *Increasing Vulnerability Among Syrian Refugees. Lebanon.*

<sup>42</sup> <https://www.girlsnotbrides.org/child-marriage/lebanon/>

<sup>43</sup> UNHCR, UNICEF, WFP (2018), *Vulnerability Assessment of Syrian Refugees in Lebanon 2018.*

<sup>44</sup> *The US has long been the largest individual donor to UNRWA, pledging about one third of the agency's annual budget, but in 2018, US the administration cut a scheduled UNRWA payment of \$130m to \$65m, saying the agency needed to make unspecified reforms.*

<sup>45</sup> WEF (2018) *The global gender gap report 2018* [http://www3.weforum.org/docs/WEF\\_GGGR\\_2018.pdf](http://www3.weforum.org/docs/WEF_GGGR_2018.pdf)

## DESCRIPTION OF THE PROJECT THAT IS BEING EVALUATED

The project has been carried out by Najdeh and KAFA based in Beirut, Lebanon. Kvinna till Kvinna, which is the third organisation that is part of the project has been responsible for coordinating monitoring, reporting and ensuring donor compliance.

The project objective is to increase the possibility for women and girls survivors of GBV, in targeted communities in Lebanon, to live free from violence and have increased agency, directing their own lives. The project aims to reach this objective by strengthening the organisational and technical capacities of women's rights organisations (WROs) KAFA and Najdeh.

A results framework was developed at the project start and the overall project goal formulated as; *"By February 2020, targeted women survivor of GBV, both refugee women as well as women from the local populations, in Bekaa and Beirut, are able to access better quality case management and experience an increased agency and partner NGOs are able to provide better quality prevention activities on GBV"*. Primary beneficiaries, receiving Najdeh's and KAFA's support, are expected to be aware of their rights and able to define what they have been subjected to as crimes and violations against their integrity.

To reach the project goal, there are three interlinked <sup>46</sup>outcome areas focusing on improvements in KAFAs and Najdeh's organisational capacity and skills in

- i) providing consistent quality in their support to GBV survivors
- ii) providing high quality case management for GBV survivors and
- iii) providing GBV preventative activities for men and boys.

The strategies and activities carried out to strengthen KAFAs and Najdeh's organisational capacities include trainings, activities for staff stress management and staff care, guidance documents/handbooks, establishment of community-based referral systems in refugee camps, counselling with perpetrators and primary prevention activities with men and boys.

The primary beneficiaries are divided into two overall groups;

- i) Female refugees/internally displaced/asylum seekers and
- ii) Women in Lebanon that seek support from KAFA and Najdeh and who are not categorised as refugees/IDPs/asylum seekers.

The forms of violence that the project aim to address include violence in the family (intimate partner violence, physical and sexual violence, psychological and emotional violence, economic violence); Violence in the community (trafficking of women and girls) and violence perpetrated/condoned at the State level (sexual and GBV in refugee/internally displaced persons (IDPs) camps and post conflict situations).

The project takes place in Bekaa, Beirut and Palestinian refugee camps in these areas, since there is a big influx of both Syrian and Palestinian refugees experiencing hardship and the need to counter GBV in these locations, as well as a Lebanese host community of women in need of support. More specifically, as part of this project, KAFA has one support center in Beirut and one in Bekaa. For this project, staff from the different units participated in the activities including individual and group level staff care

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<sup>46</sup> Please view project results chain in Section II



activities, working with perpetrators and case management trainings. For Najdeh, the project has focused on two Listening and Counselling Centres (LCCs) in Beirut that are located in two separate Palestinian refugee camps as well as a Listening and Counselling Centre in Bekaa.

The total project budget is for 500 000 USD for the whole 3-year project period. The largest part of the budget is managed by KAFA and Najdeh as implementors. Each partner organisation dedicates program and finance staff for planning, monitoring and reporting.

The project is current in its final (third) year and support from the UNTF will come to an end in February 2020.

## KEY PARTNERS INVOLVED IN THE PROJECT

The project has been carried out by Najdeh and KAFA based in Beirut, Lebanon.

Kvinna till Kvinna, with its head office in Stockholm, Sweden and a program office in Beirut, has been responsible for coordinating monitoring, reporting and ensuring donor compliance.

The **Kvinna till Kvinna Foundation** is a women's rights organisation that works together with local women's rights organisations (WROs) in conflict affected areas to achieve sustainable peace and human security for all, which includes the right to live a life free from gender-based violence (GBV). Kvinna till Kvinna supports approximately 110 WROs to promote women's rights and peace in five regions affected by conflict: Central and Western Africa, the Middle East and Northern Africa, the South Caucasus and the Western Balkans. Kvinna till Kvinna's vision is a world with sustainable peace based on democracy and gender equality, in which conflicts are managed through non-military means. It envisions a world where human rights for women, men, girls and boys are respected, and all people can feel safe and secure. Kvinna till Kvinna is not affiliated with any political party or religious movement. Kvinna till Kvinna has supported several partner organisations in Lebanon since 2005.

### Implementing partners:

Association **Najdeh** was founded in 1976 by a group of independent Lebanese women to secure job placement for Palestinian refugee women who were displaced from Tel-al-Zaatar camp and became the main breadwinners of their families. Association Najdeh's aim is to empower Palestinian refugee women in Lebanon through equipping them with the necessary means and instruments to reach social, educational, political and economic equality and through enabling them to assume key roles in achieving sustainable development and transitional justice for the Palestinian community in Lebanon. Association Najdeh strives for a Palestinian society enjoying national and human rights, social justice and full equality between women and men.

**KAFA** (enough) Violence & Exploitation, established in 2005, is a feminist, secular, Lebanese, non-profit, non-governmental CSO seeking to create a society that is free of social, economic and legal patriarchal structures that discriminate against women. KAFA seeks to realise substantive gender equality through the adoption of a combination of different approaches; such as advocacy for law reform and introduction of new laws and policies; influencing public opinion; conducting research and training; empowering women and children victims of violence, and providing them with social, legal and psychological support. KAFA's guiding principles are those of the universality of human rights and the participation and inclusion of marginalized people in all its endeavours. KAFA has four main units: family violence; child protection; exploitation and trafficking in women; support centres in Beirut and Bekaa.

## PURPOSE OF THE EVALUATION

As part of the project finalisation, the purpose of conducting the evaluation is to assess project progress and results, both intended and unintended. The evaluation results will be used by the commissioning organisations (KAFA, Najdeh and Kvinna till Kvinna) for lessons learned and as input to future financial support by Kvinna till Kvinna to KAFA and Najdeh. The results may also be used by KAFA and Najdeh to formulate needs for support from other donors.

Another purpose of the evaluation is communication on results to UNTF as the financial donor. The timing of the deadline for the final evaluation report is according to UNTF requirements and the evaluation findings/results may also be used by the UNTF.

## EVALUATION OBJECTIVES AND SCOPE

The overall objective is to evaluate the project against the effectiveness, relevance, efficiency, sustainability and impact criteria, as well as the cross-cutting gender equality and human rights criteria (defined below). More specifically, the objective is to evaluate:

**1a.** To what extent the project interventions (activities and outputs) have strengthened KAFA's and Najdeh's *organisational* capacities and staff resilience.

**1b.** To what extent strengthened staff and/or organisational capacities (if any) has contributed to improvements within the outcome areas i.e. improved case management, improved support to GBV survivors and improvements in GBV preventative work for men and boys.

**2.** To identify key lessons and promising or emerging good practices in the field of ending violence against women and girls, for learning purposes.

While the first evaluation objective (1.a & 1.b) is to assess the project's theory of change, i.e. whether a link/contribution can be established between attempts to strengthen staff- and organisational capacities and the project outcomes, the second objective is to assess what lessons learned and good practices that can be further built on within KAFA's and Najdeh's work against GBV.

The evaluation scope includes the entire project period and geographic locations in Lebanon included in the project (Beirut and Bekaa).

## EVALUATION QUESTIONS

Evaluator(s) need to be aware of that the evaluation criteria below are mandatory by the UN Trust Fund. Evaluation questions can however be added and/or refined by the evaluator(s) if approved by the commissioning organisations.

A more elaborated list of evaluation questions is expected as part of the inception report with adjustments made for different target groups.

*As in the examples below, some questions may refer to more than one evaluation criteria.*

Mandatory Evaluation Criteria	Evaluation Questions
<p><b>Effectiveness</b>  <i>A measure of the extent to which a project attains its objectives / results (as set out in the project document and results framework) in accordance with the theory of change.</i></p>	<p>1. To what extent were the intended project goal, outcomes and outputs (project results) achieved and how?  Specifically:  -Overall, what type of staff training has been most <b>effective</b> and <b>relevant</b> to improve GBV service provision?  -To what extent has case management been improved? Has it been improved on an <i>organisational</i> level and how? (<b>effectiveness &amp; sustainability</b>)  -What indications are there, if any, that primary project beneficiaries experience an improvement in GBV service provision as a result of the project?  -Has monitoring of implementation resulted in adaptive management to improve outcomes?</p>
<p><b>Relevance</b>  <i>The extent to which the project is suited to the priorities and policies of the target group and the context.</i></p>	<p>2. To what extent do the achieved results (project goal, outcomes, and outputs) continue to be relevant to the needs of women and girls?  -To what extent have the community referral systems/protection networks established by Najdeh been <b>relevant</b> and <b>effective</b> methods for referrals of GBV survivors?  -What capacity development support within GBV prevention of men and boys has been most relevant for the organisations work and why?</p>
<p><b>Efficiency</b>  <i>Measures the outputs - qualitative and quantitative - in relation to the inputs. It is an economic term which refers to whether the project was delivered cost effectively.</i></p>	<p>3. To what extent was the project efficiently and cost-effectively implemented?  - Do the outcomes of the project represent value for the input invested?  -What observations can be made about the project organizational set-up including staff resources in terms of efficiency?</p>
<p><b>Sustainability</b>  <i>Sustainability is concerned with measuring whether the benefits of a project are likely to continue after the project/funding ends.</i></p>	<p>4. To what extent will the achieved results, especially any positive changes in the lives of women and girls (project goal level), be sustained after this project ends?  - To what extent do the community referral systems/protection networks established by Najdeh have potential for continuity and/or scale-up?  -To what extent do staff and managers think that care activities on group and individual levels have improved staff's ability to cope with stress and work-load in a long-term perspective?  -To what extent has training of staff been transferred to organizational/institutional strengthening? (e.g. <i>documentation &amp; use of methods and procedures, organisational impact in case of staff turnovers etc</i>)  -To what extent have new skills and tools to work on GBV prevention among men and boys become systematic on an organizational level?  -What are the risks to sustainability?</p>
<p><b>Impact</b>  <i>Assesses the changes that can be attributed to a particular project relating specifically to higher-level</i></p>	<p>5. To what extent has the project contributed to ending violence against women, gender equality and/or women's empowerment (both intended and unintended impact)<sup>47</sup>?</p>

<sup>47</sup> In addressing this question, you may have to repeat some evidence and analysis from question one on effectiveness, however this question should specifically identify any changes in the situation for women and girls in relation to specific forms of violence and look at both intended and unintended change for both women and girls targeted by the project and those not (if feasible).

impact (both intended and unintended).	-What indications are there, if any, that primary project beneficiaries experience an improvement in GBV service provision and experience increased agency as a result of the project? - What indications are there, if any, that NGOs part of the GBV referral system in refugee camps are able to provide better quality prevention activities on GBV as a result of their participation?
Knowledge generation <i>Assesses whether there are any promising practices that can be shared with other practitioners.</i>	6. To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners?
Gender Equality and Human Rights	Cross-cutting criteria: the evaluation should consider the extent to which human rights based and gender responsive approaches have been incorporated through-out the project and to what extent? -To what extent has a gender and power-perspective been applied in counselling of men, boys, women and girls? -How is conflict sensitivity understood and applied in the project?

## EVALUATION METHODOLOGY

The evaluation focus should lie on:

- Assessment of progress towards results
- Monitoring of implementation and adaptive management to improve outcomes
- Early identification of risks to sustainability
- Emphasis on supportive recommendations

The evaluation should be based on a combination of qualitative and quantitative methods.

The scope of work includes reviewing relevant documents and interviewing key positions at Kvinna till Kvinna's Beirut office, KAFA and Najdeh key staff; including i) operational staff directly counselling and supporting women primary beneficiaries and male perpetrators and ii) staff responsible for overall program monitoring and reporting. Operational staff at KAFA and Najdeh are especially key in learning how the project has affected their way of working, to what extent it has improved procedure and what can be improved.

From the primary women beneficiaries, there is anonymised quantitative survey data available on their experience of the services. The selection was randomised among beneficiaries who had attended several sessions with a therapist/case worker. The baseline was conducted with newly admitted women and the selection was randomised. It may be a possibility to interview a selection of primary beneficiaries and/or through participation in a focus group discussion. This would be based on that women volunteer to participate and that the focus is on the quality of the services (evaluation objectives).

External stakeholders include NGOs part of the GBV referral system at refugee camps.

The evaluator(s) shall develop and propose a methodology for the evaluation, which should include both a desk review of relevant documentation, as well as distance and on-site visits and interviews.

The methodology should reflect stakeholder engagement and take a gender-response approach.

Any limitations of the stakeholders defined as relevant by the evaluator(s) shall be made explicit and their consequences shall be discussed with the commissioning organisations (Kvinna till Kvinna, Najdeh and KAFA) as soon as possible including any ethics considerations that these are based on.

In the proposal, the evaluator(s) are free to make suggestions on the methodologies for data collection and analysis.

## DOCUMENTS FOR DESK REVIEW

Examples of key documents to review (a final list to be decided during the inception phase):

- Project Application
- Baseline report/data
- Project Annual & Progress reports
- Reporting on results framework and indicators (part of annual reports)
- Supporting documents from Najdeh and KAFA (e.g. training evaluation reports, staff web-based surveys)
- Any relevant organisational strategy documents from Najdeh and KAFA
- Survey data of women primary beneficiaries
- UNEG Ethical Guidelines for Evaluation, March 2008
- Annexes, UNTF Final External Evaluation Guidance September 2018
  - Structure for the inception report (see Annex C in the UNTF guidelines)
  - Required structure before the final report (see Annex E in the UNTF guidelines)

## EVALUATION ETHICS

The ethical guidelines<sup>48</sup> developed by the United Nations Evaluation Group (UNEG) will be applied in this evaluation. The ethical guidelines are based on commonly held and internationally recognized professional ideals and will be shared with the evaluator(s) that must apply them during the assignment.

The evaluator(s) shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality. Evaluators must ensure that sensitive information cannot be traced to its source so that the relevant individuals are protected from reprisals<sup>49</sup>. The evaluator(s) must put in place specific safeguards and protocols to protect the safety (both physical and psychological) of respondents and those collecting the data as well as to prevent harm. This must ensure the rights of the individual are protected and participation in the evaluation does not result in further violation of their rights. **The evaluator/s must have a plan in place to:**

- ☐ Protect the rights of respondents, including privacy and confidentiality
- ☐ Elaborate on how informed consent will be obtained and to ensure that the names of individuals consulted during data collection will not be made public
- ☐ If interviewing primary beneficiaries, the evaluator/s must be trained in collecting sensitive information and specifically data relating to violence against women and select any members of the evaluation team on these issues
- ☐ Data collection tools must be designed in a way that is culturally appropriate and does not create distress for respondents
- ☐ Data collection visits should be organized at the appropriate time and place to minimize risk to respondents

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<sup>48</sup> UNEG Ethical Guidelines for Evaluation, March 2008

<sup>49</sup> Ibid.

- If the project involves children (under 18 years old) the evaluator/s must consider additional risks and need for parental consent
- The evaluator/s should be trained in collecting sensitive information and specifically data relating to violence against women and select any members of the evaluation team on these issues

## MANAGEMENT ARRANGEMENT OF THE EVALUATION

The evaluator(s) are responsible for booking appointments for interviews and to conduct all logistic arrangements for the assignment including for meetings in Lebanon. Contact details and organisational documents for review will be provided by the commissioning organisations Kvinna till Kvinna, Najdeh and KAFA.

The Evaluation Management Team includes Kvinna till Kvinna's Head of Office and Program Office in Beirut, Lebanon as well as a Grants Manager in Stockholm, Sweden. The Evaluation Management Team members based in Beirut are responsible for the overall coordination of the evaluation assignment in collaboration with implementation partners Najdeh and KAFA. The Grants Manager is responsible for quality assurance of the evaluation reports. As the Evaluation Management Team (Kvinna till Kvinna) has not been part of the project implementation, they will assess proposals and select the evaluator(s) for the assignment. The Evaluation Management Team will have the final say on evaluation questions should there be different views among the grantees/commissioning organisations. It will also have the final word on approval of all reports.

The implementing partners Najdeh and KAFA are responsible for collaborating and coordinating with the evaluator(s) during the assignment, attend meetings, make available documentation, assist with information for planning of staff interviews etc. The implementing partners give feedback to the draft reports together with the Kvinna till Kvinna Evaluation Management Team.

The UN Trust Fund evaluation focal point reviews evaluation deliverables. This includes confirming that all reports meet the requirements and structure specified by the UN Trust Fund to End Violence against Women.

## TIMELINE AND KEY DELIVERABLES

The overall expected timeline is included below. It is up to the evaluator(s) to propose a work-and time plan including suggested number of work-days for the different evaluation stages as well as for the total assignment.

The deadline for the Final Report is non-negotiable due to back-donor requirements. Apart from the deadline for the Final report, the evaluator(s) are free to suggest other reporting deadlines in their proposal, if the minimum days required by the UN Trust Fund to provide quality assurance of the inception, draft and final reports are met. Reports must be written in English.

Stage of Evaluation	Key Task	Responsible	Timeframe
Inception stage	Start-up meeting and briefing of the evaluator(s)	Evaluation Task Management team in Beirut in collaboration with	First week of assignment



		implementing partners	
	- Desk review of key documents -Finalising the evaluation design and methods -Submit draft inception report	Evaluator(s)	To be suggested by the evaluator(s) time- and work plan as part of the proposal.  <b>Draft Inception report by 31 Jan 2020</b>
	Review Inception Report and provide feedback	Evaluation Task Management team, implementing partners, UN Trust Fund	<i>Dates to be decided</i> <i>Minimum 5 workdays needed.</i>
	Revise and submit final version of Inception report	Evaluator(s)	<i>Dates to be decided</i>
	Review and approve final Inception report	Evaluation Task Management team, implementing partners, UN Trust Fund	<b>Final Inception report by 15 Feb 2020</b>
Data collection and analysis stage	-Desk research and data collection incl. interviews -Analysis and interpretation of findings	Evaluator(s)	To be suggested by the evaluator(s) time- and work plan as part of the proposal.
Synthesis and reporting stage	-Submit draft evaluation report	Evaluator(s)	By 5 April 2020
	Review & provide feedback of the draft report with key stakeholders for quality assurance	Evaluation Task Management team, implementing partners, UN Trust Fund	<i>Dates to be decided</i> <i>Minimum 10 work-days needed.</i>
	Incorporating comments and preparing second draft evaluation report	Evaluator(s)	<i>Dates to be decided</i>
	Final review	Evaluation Task Management team, implementing partners, UN Trust Fund	<i>Dates to be decided</i> <i>Minimum 5 work-days needed.</i>
	Final edits and submission of the final report for approval	Evaluator(s)	<b>Final report by 30 April 2020</b>

## EVALUATOR(S) REQUIRED QUALIFICATIONS

It is up to the evaluator(s) to propose a suitable evaluation team and/or submit a proposal as a single evaluator.

If a team is presented, the roles and responsibilities of each team member must be described in the proposal. Please note that *combined* language proficiency in Arabic (spoken) and English (spoken and written) is mandatory.

The following criteria will be applied in the selection of the evaluator(s):

Overall qualifications:

- Language proficiency: **Arabic** (spoken) and **English** is mandatory.
- Solid evaluation experience, at least 5 years in conducting external evaluations, with mixed-methods evaluation skills. Preferably with proven knowledge of the MENA region and context in Lebanon.
- Evaluation experience in the context of support to civil society organisations.
- Expertise in gender and human-rights-based approaches to evaluation and issues of violence against women and girls.
- Experience from civil society; in particular women's movements
- Experience with program design and theory of change, participatory approaches and stakeholder engagement
- Experiences of evaluating support to organisational capacity development
- A strong commitment to delivering timely and high-quality results, i.e. credible evaluation and a report that can be used
- Good communication skills and ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts

Merits:

- In-depth knowledge of the context in Lebanon. Due to this, evaluator(s) with a background from and/or residing in Lebanon are preferred.

## REQUIRED INFORMATION FOR THE PROPOSAL

Proposals must include:

- Brief methodology for the implementation of the evaluation (approximately 5-6 pages)
- Time & work plan incl. any comments on the timeframe in accordance with the points specified in this ToR.
- Assignment budget with fees incl. VAT with all expenses in accordance with notes under ToR 9.2 Evaluation budget
- CV(s) and descriptions of the evaluator(s) involved in the assignment
- Information on evaluator(s) language skills & country of residence
- References to previous evaluation assignments
- Example report in English of previous evaluation conducted by the evaluator(s)

## EVALUATION BUDGET

The maximum available budget for the evaluation assignment **including all costs and required taxes** is 20 000 USD. Evaluator(s) fees shall be reflected in the fees per workday including taxes, social security contributions and VAT and number of workdays for the assignment divided per evaluator. In cases where the proposal includes a team of evaluators, their division of work shall be presented. If travelling to Lebanon from abroad, the proposal needs to state the number of workdays that the evaluator(s) intend to spend in Lebanon for data collection and analysis. The evaluator(s) shall state the total budget, including expenses such as travel and communication costs.

## OTHER CONDITIONS AND REQUIREMENTS

Contracted evaluator(s) cannot further subcontract the assignment. Evaluators must be independent from any organisations that have been involved in designing, executing, managing or advising any aspect of the project that is the subject of the evaluation.

## ASSESSMENT OF PROPOSALS

- A methodological approach that demonstrate an understanding of the assignment and context including suggested demarcations.
- Evaluator(s) experience in relation to the required qualifications.
- A feasible work plan based on the scope and time frame. The consultant can suggest alternative deadlines in line with the suggested approach. The deadline for the final report must be kept due to back-donor requirements.
- That the budget for maximum 20 000 USD corresponds with the selected approach and work plan.
- In terms of cost-effectiveness, it is an advantage if the evaluator(s) and or part of the evaluation team is already based in Lebanon as this would facilitate data collection and allow for more workdays versus travel costs.

## PROPOSAL SUBMISSION

The proposal must be sent to Kvinna till Kvinna no later than Sunday the 17<sup>th</sup> of November to the following e-mail address: [REDACTED]

The proposal should preferably be sent as a single pdf file and file(s) must be clearly named with sender and content. The only formats allowed are either pdf or docx (Microsoft Word) files.

Any questions and requests for clarifications, need to be sent by the 3<sup>rd</sup> of November to the following e-mail address: [REDACTED]

Those that wish to submit a proposal and take part of all requests for clarifications & responses regardless of having sent a request for clarification, please inform Kvinna till Kvinna on your intention to submit a proposal on the e-mail address above. For the sake of transparency, all questions and responses will be shared after the deadline on the 30<sup>th</sup> of October.

## SECTION II: PROJECT RESULTS CHAIN

<b>Project Goal:</b>	By February 2020, targeted women survivor of GBV, both refugee women as well as women from the local populations, in Bekaa and Beirut, are able to access better quality case management and experience an increased agency and partner NGOs are able to provide better quality prevention activities on GBV
<b>Outcome 1:</b>	Partners organisations organisational capacity in providing consistent quality in their support to survivors of GBV has improved by February 2020
Output 1:1	By December 2019, partner organisations have new skills and tools to improve the organisational capacity and sustainability
Output 1:2	By December 2019, staff and activists in partner organisations have improved skills and tools for sustainable self-preservation
<b>Outcome 2:</b>	Partner organisations capacity in providing high quality of the case management, for survivors of GBV, has improved by February 2020
Output 2:1	By December 2018, partner organisations have improved or new skills to respond to women and girl survivors of GBV
Output 2:2	Community referral system is in place in Palestinian refugee camps in Bekaa and Beirut, by December 2019
<b>Outcome 3:</b>	Partner-organisations' skills in providing GBV preventive activities for men and boys have improved by February 2020
Output 3:1	By December 2019, partner organisations have new skills and tools for work with primary prevention for men and boys
Output 3:2	By February 2020, partner organisations have new skills and tools for work with perpetrators of GBV



## Annex II – Evaluation Matrix

General Question	Suggested Indicator / topic for question	BNF survey	Klls KTK	Klls KAFA	Klls Najdeh	FGD
<b>A. Relevance</b>	<b>Combined rating of the relevance of UNTF project</b>	<i>This section explains in which of the developed tools each of the mentioned axes will be included</i>				
To what extent do the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?	<i>Extent to which the programme was aligned to the situation of the ground</i>					
	Efforts in place to maintain up-to-date knowledge of community needs	X	✓	X	X	X
	NAJDEH Referral systems and protection networks responded to the needs of survivors/victims	✓	X	X	✓	X
	NAJDEH Referral systems and protection networks include up-to-date and appropriate network professionals and institutions	X	X	X	✓	X
	Evidence of success cases of people assisted via NAJDEH Referral systems and protection networks	X	X	X	X	✓
	Room for improvement of NAJDEH referral systems and protection networks	X	✓	X	✓	✓
	Rating of the appropriateness of staff capacity building activities on GBV prevention for men and boys	X	X	✓	X	X
	Explanation of the rating of appropriateness of capacity building, focusing on gaps and strengths	X	X	✓	✓	X
	Protection needs of the population which were overlooked by the project services	X	✓	X	X	✓
<b>B. Effectiveness</b>	<b>Combined rating of the Effectiveness of UNTF project</b>					
To what extent were the intended project goal, outcomes and outputs (project results) achieved and how?	<i>Overall extent to which the programme component met its stated project objectives</i>					
	Effectiveness and relevance of staff trainings to improve GBV service provision	X	X	✓	✓	X
	Evidence of improvements in the case management, at organisational level	X	X	✓	✓	X
	Quality of case management services: BNF satisfaction, timeliness, perceived staff behaviour, accountability to BNF, sense of privacy and safety	✓	X	X	X	X

	Rating of improvement of SGBV service provision, compared to 1 year ago	✓	X	X	X	X
	Qualitative description of the improvement of SGBV service provision	X	X	X	X	✓
	Evidence of monitoring activities leading to project review, adaptation, learning	X	✓	X	X	X
	Achievement of project outcome and objectives	X	✓	X	X	X
	Achievement of activities and outputs	X	X	✓	✓	X
<b>C. Efficiency</b>	<b>Combined rating of the Efficiency of UNTF project</b>					
To what extent was the project efficiently and cost-effectively implemented?	<i>Overall efficiency of the project</i>					
	Value for money, focusing on the outcomes of the project and the value for the input	X	✓	✓	✓	X
	Efficiency of HR chart: amount and skills of staff were sufficient	X	✓	✓	✓	X
	Managing and communication lines clear and efficient between the different human resources and organisations	X	✓	✓	✓	X
	Evidence of managerial challenges: turnover, GMS difficulties, delays, lack of coordination, low responsiveness from offices/field/donor	X	✓	X	X	X
	Rating of the efficiency of the provided services	X	X	X	X	✓
<b>D. Sustainability</b>	<b>Combined rating of the Sustainability of the UNTF project</b>					
To what extent will the achieved results, especially any positive changes in the lives of women and girls (project goal level), be sustained after this project ends?	<i>Extent to which the outputs ensure sustainability of the impact on BNF lives</i>					
	Potential for continuity and/or scale-up of referral systems/protection networks established by Najdeh	X	✓	X	✓	X
	Improvement of staff's ability to cope with stress and workload in a long-term perspective, led by care activities on group and individual levels	X	X	✓	✓	X
	Know-how transfer from trained staff to organisational/institutional levels	X	X	✓	✓	X
	Systemisation (within the organisation) of new skills and tools to work on GBV prevention among men and boys	X	X	✓	X	X
	Challenges to sustainability of project activities	X	X	✓	✓	X
	Available or potential solutions to continue assistance upon project conclusion	X	✓	✓	✓	X
<b>E. Impact</b>	<b>Combined rating of the IMPACT of the UNTF project</b>					
To what extent has the project contributed to ending violence	Observation of improvement in the family life (relationships with spouse, children, parents)	✓	X	X	X	X



against women, gender equality and/or women's empowerment (both intended and unintended impact)?	Observation of improvement in personal agency and independence or self-sufficiency	✓	X	X	X	X
	Observation of improvement in positivity and increased hopefulness	✓	X	X	X	X
	Observation of improvement in personal relationships and communication	✓	X	X	X	X
	Observation of improved self-confidence and self-esteem	✓	X	X	X	X
	In case of worsening or no improvements in the above, explanations	✓	X	X	X	X
	Explanation of psycho-social and personal improvements derived as a result of the project	X	X	X	X	✓
	Rating of the quality of prevention activities on GBV, delivered by NGOs as part of the GBV referral system in refugee camps (Najdeh) or at the support/LC centres (Najdeh/Kafa)	X	X	X	X	✓
	Explanation of the quality increase, either if derived from the project, or from external factors	X	X	X	X	✓
	Intended and unintended effects of the project	X	✓	✓	✓	✓
<b>F. Knowledge Generation</b>	<b>Combined rating of the Knowledge Generation axis of the UNTF project</b>					
To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners?	Knowledge matured in the field of EVAW/G that should be documented and shared with other practitioners	X	✓	✓	✓	X
	Promising or emerging practices matured in the field of EVAW/G that should be documented and shared with other practitioners	X	✓	✓	✓	X
<b>G. Gender Equality and Human Rights</b>	<b>Combined rating of the Gender Equality and Human Rights axis of the UNTF project</b>					
Extent to which human rights based and gender responsive approaches have been incorporated through-out the project	Human rights considerations streamlined across the project	X	✓	X	X	X
	Application of gender and power-perspective considerations while working with men, boys, women and girls	X	X	✓	✓	X
	Application of conflict-sensitivity considerations across the project	X	X	✓	✓	X



## Annex III – List of Key Informants

Ahead of initiating key informant interviews during the introduction and informed consent, respondents were guaranteed confidentiality, and therefore this section cannot directly list respondent names.

KIs	Role	Unit	Total
KtK	Grants Manager	1	2
	Project Coordinator	1	
KAFA	Project Manager	1	7
	Support Centre Coordinators	2	
	Centre for Men Coordinator	1	
	Sex Buyers Manual Coordinator	1	
	Men WWP Participants <sup>50</sup>	2	
NAJDEH	Deputy Director	1	8
	Project Manager	1	
	Reporting Officer	1	
	LCC Coordinators	3	
	Local Network Referrals SHs	2	
TOTAL			17

## Annex IV – List of Secondary Data Reviewed

- Project documents (proposals, logframe, results chain)
- Progress and Annual Reports for Years 1 – 3
- Detailed information provided during the inception phase from all three organisations
- Survivor questionnaires
- UNTF recommendations report
- UNEG Ethical Guidelines for Evaluation, March 2008
- Annexes, UNTF Final External Evaluation Guidance September 2018
  - Structure for the inception report (see Annex C in the UNTF guidelines)
  - Required structure before the final report (see Annex E in the UNTF guidelines)

<sup>50</sup> Only two men were reported to still be receiving one-on-one follow up from KAFA out of the initial sample. As such, the evaluator, in agreement with KtK, suggested to conduct KIIs with these two men.



## Annex V – Beneficiary Data Sheet

This section contains data as directly reported by the implementing partner organisations, with no third-party oversight or involvement. To note is that the sheet covers the implementation years of 2018 and 2019, and excludes 2017.

TOTAL BENEFICIARIES REACHED BY THE PROJECT		
Type of Primary Beneficiary	Number	Notes
Female domestic workers		
Female migrant workers		
Female political activists/ human rights defenders		
Female sex workers		
Female refugees/ internally displaced asylum seekers	4,336	
Indigenous women/ from ethnic groups		
Lesbian, bisexual, transgender		
Women/ girls with disabilities		
Women/ girls living with HIV/AIDS		
Women/ girls survivors of violence	1,231	
Women prisoners		
Women and girls in general	1,753	
Other (Specify here:)		
<b>TOTAL PRIMARY BENEFICIARIES REACHED</b>	<b>7,320</b>	
Type of Secondary Beneficiary	Number	Notes
Members of Civil Society Organizations	33	
Members of Community Based Organizations	32	
Members of Faith Based Organizations		
Education Professionals (i.e. teachers, educators)		
Government Officials (i.e. decision makers, policy implementers)		
Health Professionals (doctors, nurses, medical practitioners)	13	
Journalists / Media		
Legal Officers (i.e. Lawyers, prosecutors, judges)		
Men and/ or boys	1,746	
Parliamentarians		
Private sector employers		
Social/ welfare workers	64	Social workers/psychologists (direct contact with rights holders)
Uniformed personnel (i.e. Police, military, peace keeping)		
Other (Specify here:)	49	Coordinators, admin staff and others (not in direct contact with rights holders)
<b>TOTAL SECONDARY BENEFICIARIES</b>	<b>1,937</b>	
Indirect beneficiaries reached	Number	Notes
<b>Other (total only)</b>	<b>2,116</b>	
<b>GRAND TOTAL</b>	<b>11,373</b>	

## Annex VI – Evaluation Tools

The evaluation tools utilised within the framework of this evaluation included:

- Planning Note and Modifications to Scope as a result of COVID-19 preventive measures
- Researchers' Overview and Guidance Note
- Key Informant Interview Tool: KTK staff (*qualitative*)
- Key Informant Interview Tool: KAFA staff (*qualitative*)
- Key Informant Interview Tool: KAFA WWP Project Men Participants (*qualitative*)
- Key Informant Interview Tool: NAJDEH staff (*qualitative*)
- Key Informant Interview Tool: NAJDEH Protection and Referral Network stakeholders (*qualitative*)
- Women Community Interview Tool for KAFA and NAJDEH beneficiaries (*quantitative and qualitative*)
- Focus Group Discussion Tool (developed but not used as a result of inability to congregate consequent to COVID-19 social distancing measures)

Each tool consisted of questions inspired by the TOR and the Evaluation Matrix, with additional probing questions to inform data needs and enhance the analytical quality of responses provided by each relevant stakeholder.

Ahead of each interview, researchers stated the purpose of the interview, emphasised their in-existent relationship to either of the implementing partners, and explained informed consent. Given that all interviews took place over the phone or VoIP, no physical signatures were obtained to signify consent, only verbal approval allowing the interview to proceed. In the event of any beneficiary not granting consent due to their location (during lockdown periods) or unwillingness to participate for any reason, they were thanked, and the interview did not take place.

### INTRODUCTORY TEXT FOR COMMUNITY SURVEYS

Hello, I am \_\_\_\_\_, an independent evaluator with no relationship to KAFA/Najdeh, contracted to find out how the project they have been implementing over the past 3 years has performed. More specifically, I would like to get your opinion on how useful the support has been to you, if you felt comfortable, and any recommendations you might have to improve future services. This interview will be completely anonymous and cannot be traced back to you personally – I will neither ask for your name nor write it down – and I will not be sharing your individual responses with the organisation. While I will take down notes while we are speaking, this interview will not be recorded.

As this information will be used to improve services, I would appreciate your frank and honest responses.

If there is any question you do not wish to answer, please feel free to say so, keeping in mind that none of your answers will affect the services you are receiving or will receive with [KAFA/Najdeh] or any other organisations in any way.

This interview will take around 10-15 minutes. Your participation is completely voluntary, and we do not provide any incentives. Please be aware that you can choose to end the interview at any point with no consequences whatsoever. Before we start, do you have any questions?

Do you confirm that you voluntarily participate?



## INTRODUCTORY TEXT FOR STAFF KEY INFORMANT INTERVIEWS

Hello, I am \_\_\_\_\_, an independent evaluator with no relationship to KAFA/Nadjeh, contracted to collect data for the final evaluation of the “*Women Human Rights Defenders’ Holistic Approach to End Gender-Based Violence in a Challenging Context in Lebanon*” project supported by UNTF and implemented by Kvinna Till Kvinna, KAFA, and Najdeh in 2017 - 2020.

More specifically, I would like to get your opinion on how relevant, effective, efficient, impactful, and sustainable the project has been, in addition to its added values and any recommendations you might have to improve future programme design. This interview will be completely anonymous and no individual responses will be shared with any of the implementing partners. We will only be using it in an aggregated format in the final report.

I would appreciate your honest and frank responses in order to feed into the development of recommendations, lessons learnt, and best practices. If there is any question that you do not wish to answer or that you feel is irrelevant to your position, please feel free to say so.

This interview will take around 45 minutes. *[Note to researcher: if you wish to record the interview, ask for permission, otherwise mention that you will be taking notes during the interview for later reference, and clarify that you will not be recording.]*

Before we start, do you have any questions? Do you confirm that you voluntarily participate?