



Evaluation of the Project “Food security for Syrian refugees in Lebanon” implemented by the Lebanese Red Cross with the support of the Belgian Red Cross

May 2016



OUTLINE

<i>I - Background</i>	3
<i>a. Introduction</i>	3
<i>b. Context</i>	3
<i>c. Objectives</i>	4
<i>II - Methodology</i>	5
<i>III - Facilitation & Limitation factors</i>	8
<i>IV - Findings</i>	8
<i>V - Conclusion & Evaluation</i>	21
<i>VI - Recommendations</i>	26
<i>VII - Annexes:</i>	28
<i>a. Methodology & Inception report: work plan and approach</i>	29
<i>b. Questionnaires:</i>	
<i>i. Beneficiaries</i>	37
<i>ii. LRC staff members</i>	39
<i>iii. Volunteers</i>	42
<i>iv. Local government / municipalities</i>	45
<i>c. Terms of references</i>	49

I - BACKGROUND

A. INTRODUCTION

After more than four years of hosting Syrian refugees, Lebanon is facing a critical economic and social crisis. As per the UNHCR (United Nations High Commissions for refugees) latest updates (31st of March 2016), it has temporarily suspended new registration as per Lebanese government's instructions. Accordingly, individuals awaiting to be registered are no longer included, which makes it hard to evaluate the number of total Syrian refugees on Lebanese territories, and relief provided cannot reach those unregistered. The estimated number of Syrian refugees declared by UNHCR is 2,750,481, and the number of households is 302,253 with a peak of incoming refugees during 2015. As the Syrian crisis continues, the mass influx of refugees continues, and the Lebanese national health, education and infrastructure services are insufficient.

The help on the ground remains unable to cater for the needs required, and daily life is increasingly dominated by extreme poverty reaching the Lebanese population who insist that their own needs be met as well.

B. CONTEXT

Under the cooperation agreement between the Lebanese Red Cross (LRC) and the Belgian Red Cross (BLC), which is a collaboration with respect to the implementation of the project named "Food Security for Syrian refugees in Lebanon", the BLC was to provide 4000 food parcels to Syrian refugees that are not receiving any support from other institutions.

The project period's coverage was from July until December 2015. The funding source is the Belgian government. The LRC, as Host National Society, implemented the project in accordance with the "Lebanese Red Cross Relief Activities Standard Operating Procedures" for planning, monitoring, evaluation, and reporting to ensure effectiveness and efficiency of the project implementation. The food parcels were to be purchased monthly with a tendering process, and food parcels would be marked with the LRC, BLC and Belgian Cooperation logo.

The locations identified with the highest needs were: Halba, Zahle, Hasbaya, Tyre, Tripoli, Baalbeck, Hermel, Rashaya, Saida, Kob Elias and Tebnine.

The overall goal of the project was to improve the living conditions of Syrian refugees in Lebanon and the specific objective was to improve the access of the targeted population to food.

In order to achieve this objective, two results have been defined as follows:

- The persons who are the most vulnerable and most in need of complementary food are identified.
- The beneficiaries' daily food ration varied according to necessary daily nutriment amounts and respect local customs.

Another identified factor that helped achieve the desired results and that enabled the success of the food parcels' distribution was some complementary actions provided by other donors. The support in terms of capacity building and technical support as well as other donations were a key success element and cost effectiveness factor as shown in the table below:

Type of support / Activity	Partner/Donor	Project Beginning	Project Ending
Food parcels	Belgium Red Cross	Jul/15	Dec/15
WASH	Danish Red Cross	Jun/15	Dec/15
Food parcels, hygiene kits, DM capacity building, technical support, winterization	German Red Cross	Jul/15	Dec/16
Food parcels, hygiene kits, Relief capacity building, winterization	Netherlands Red Cross	Jul/15	Dec/16
DRR	Qatar Red Crescent	Sep/15	Sep/16
Winterization; fuel vouchers	IFRC-Swedish	Oct/15	Mar/16
PSS	Danish Red Cross	Nov/15	Nov/16
Winterization; Fuel vouchers	Austrian Red Cross	Sep/15	May/16
Winterization; relief cash	British Red Cross	Dec/15	Apr/16
Winterization; Fuel vouchers, in-kind items	Swiss Red Cross	Nov/15	Mar/16
DRR	ICRC	Sep/15	Jul/16

Whereas the primary objective of the project was to distribute food parcels to the Syrian refugees, it appears that there was a major resultant in this program' implementation : It served as a pilot study for the LRC to find its strengths, weaknesses, and to adjust by building a fully dedicated relief unit . This consequence would only serve better the huge need of the Syrian refugees in Lebanon.

C . OBJECTIVES

Under the agreement set in between the project "Food security for Syrian refugees in Lebanon", under point 4.2.13, whereby the BRC will contract with an external evaluator to lead an external evaluation at the end of the project.

An evaluation committee including representatives from the Partners will be established to pilot the external evaluation (finalization of the TOR, selection of the consultant(s), review of the evaluation report. Interested PNSs involved in relief activities in Lebanon would be welcome, as well as representative(s) from beneficiaries.

The LRC will facilitate the access of the consultant(s) to the relevant stakeholders at HQ and in the fields as well as to all supporting documents of the Project.

OBJECTIVES OF THE EVALUATION

The purpose of the final evaluation is to promote institutional learning to improve the implementation of future relief actions and more specifically food distribution of the RC in Lebanon.

The outcomes of the evaluation will be particularly interesting for the Belgian RC and the Lebanese RC and will be shared with the other partners who support the Lebanon RC in its relief activities (German RC, Swiss RC, etc....) and with the Belgian government.

The project evaluation will answer the following questions as outlined in the Terms of Reference:

1. Did the project achieve what was originally expected: Did it achieve the specific objective indicators and outcomes as formulated in the initial proposal (logical framework); if so, to what degree? If it is ruled out, what are the reasons?
2. What are the main effects (positive or negative, intended or unintended, direct or indirect) induced by the project on the Syrian Refugees targeted and also on the local communities?
3. Could the same or better results have been achieved with the same or fewer inputs by doing things differently or with another implementation strategy (for instance through Cash Transfer Programs)?
4. Are we doing the right thing? Considering the wider operating environment, has the project accurately identified the most important causes of vulnerability? Are these causes appropriately addressed in our activities and program design? Does the program address the real needs of families and communities?
5. Based on the above questions, what are the success factors and lessons learned, and recommendations for improving the implementation of future relief actions?

In the definition of the methodological approach (cf.2.3) for the evaluation, the evaluator will ensure to cover and take into account the perceptions of the various stakeholders (beneficiaries, local authorities, other NGOs or UN agencies involved in relief operation in Lebanon, RC volunteers and project team, branches and headquarter of the Lebanese RC) for each question. The evaluator will set themselves the evaluation criteria in order to meet the objective of the evaluation. These criteria will be primarily qualitative and related to the objectives and results as defined in the initial project proposal submitted to the donor

Out of The box (OTB) was selected after the presentation of its proposal in April 2016.

Out of the box is a team of international experts with extensive experience in Business, Non-profit Organizations, Non-Governmental Organizations and in working with Communities and the Public Sector.

Its expertise include training, consultancy, assessments and supporting partnering to achieve sustainable change.

II - METHODOLOGY

WORK PLAN AND APPROACH

The evaluation was carried out in 5 phases: Inception, Desk Review, Stakeholder engagement, Data Analysis and Finalization. A copy of the agreed work plan can be found in the annex I:

Here follows are some highlights on the reasoning behind the methodology's option:

a. Who was involved?

Out of the Box conducted a one day interview in each of the following locations: the Head Quarters, Zahlé, Rachaya, Saida, Tripoli and Qobayat. The locations chosen were to cover the various regions within Lebanon, i.e South, North, Beirut, and the Beqaa which are quite representative of the Lebanese geographical splits. The scheduling was done in coordination with the LRC Head Quarters, and in the regions with the LRC team leaders and volunteers.

b. What methods were chosen and why?

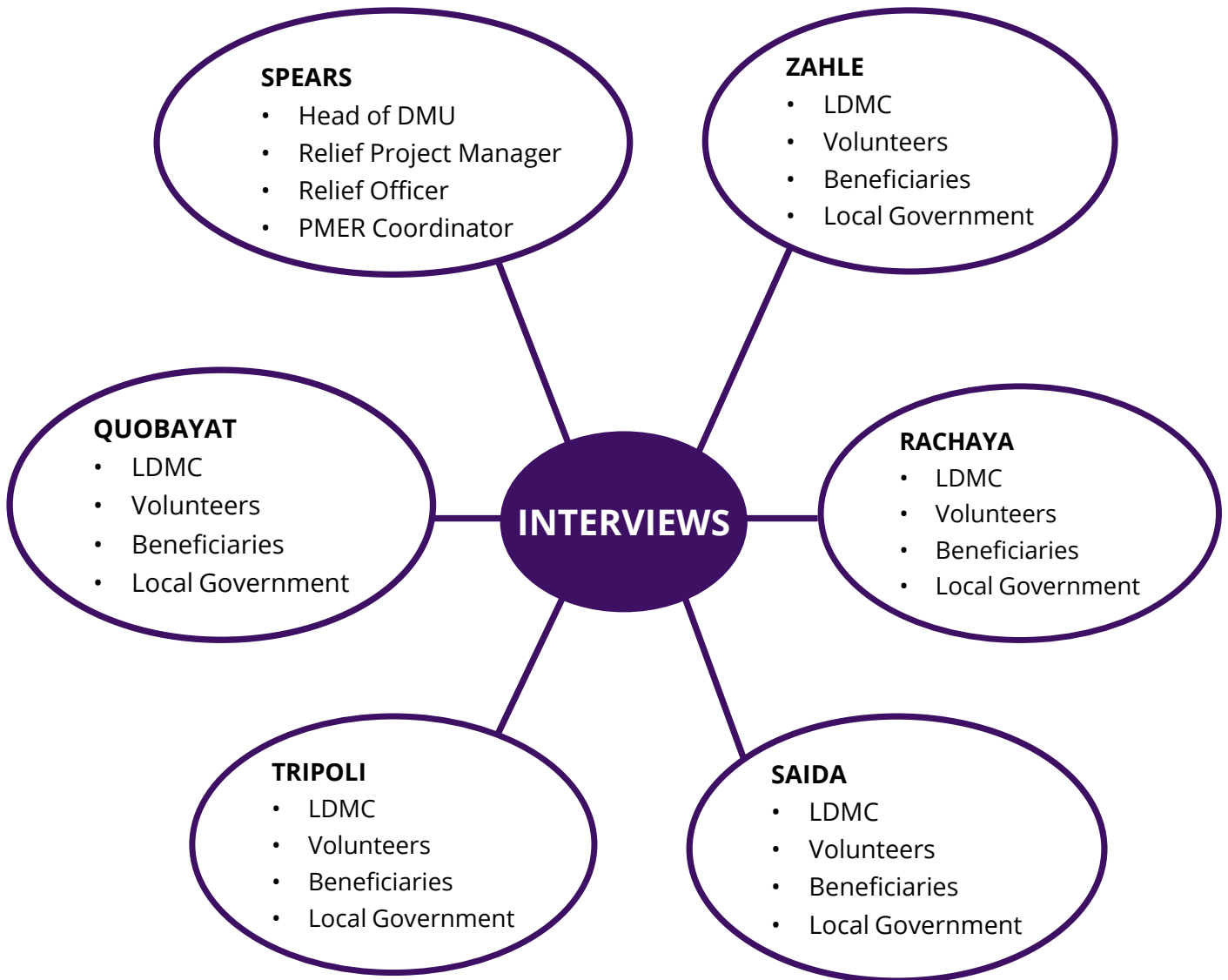
Face to face interviews within the natural habitat of the interviewees to respond to a questionnaire was chosen to make sure that questions were well understood, and because face to face are prone to interaction and give additional information to set questions that might not be collected by phone or through third parties.

Some of the interviews included many persons at the same time in the form of focus groups, but most were done on an individual basis. It was noted that when done in focus groups, the answers differed from one person to another. The focus groups included persons of same gender to avoid men dictating answers. One interview was conducted with a man and a woman at the same time, and the woman did not utter a word; she just nodded along to her husband's responses. She was discarded from the list of interviewees.

c. Which stakeholders were involved and why? The stakeholders interviewed were:

1. The beneficiaries as they are the direct target, and their perception is a key element to the assessment. The beneficiaries were chosen randomly upon arrival to the camps. Children were difficult to approach without adult supervision and were thus excluded from the list as they might have brought erroneous information.
2. Shawish: The shawishs who are the internal coordinators of camps appeared in many conversations with LRC members as a key component to the final procedures adopted in the distribution channel.
3. The LRC Head Quarters actors were also important; two of them worked on the project from the very beginning, and two others are relatively new; This also enabled a comparison between what is currently being done on the ground.
4. The Team leaders as they are the logistic planners on the ground and they represent the regions.
5. The Volunteers are the ones acting on the ground, and are in direct contact with the beneficiaries. They have also witnessed the evolution in the distribution channels, they were also the ones reporting back to the branches the results on the ground, and they were also in charge of the assessment and of the follow up with the comparison of listings with the UNHCR.
6. Local authorities and municipalities: it seemed important to at least have some feedback from the local authorities as they can give feedback on the refugees' level as well as the Lebanese perception of the projects conducted. Unfortunately, most of the municipalities were tangled up with the elections and were not available.

LIST OF INTERVIEWS CONDUCTED



d- List of interviews conducted

	BENEFICIARIES		VOLUNTEERS	TEAM LEADERS	SHAWISH	LOCAL AUTHORITIES	LRC STAFF	TOTAL
	M	F						
SPEARS HEAD QUARTERS							4	4
ZAHLE			5	1				6
EL TIN CAMP	1	6						7
KHALLOUF EL SALEH	3	1						4
TRIPOLI			4					4
MASHROU' JAARA	4	7						11
SAIDA			2	1				3
OUZAI	5	9			1			15
QOBAYAT			1			1		2
CAMP BEKENIT EL HOSN	4	0			1			5
RACHAYA				1				1
RACHAYA	1							1
DAHR EL AHMAR		3						3
								0
TOTAL	18	26	12	3	2	1	4	66

III - FACILITATION AND LIMITATION FACTORS

- LRC structure helped in organizing the interviews as the team leaders and the volunteers were appropriately briefed on the visit of the consultants, and interviews were conducted smoothly.
- Arriving to the camps in company of the LRC teams had a positive impact on the trust gained by the Out of the Box team which strengthened the interview process. The beneficiaries had a positive perception of the LRC teams.
- The unannounced visits of the Out of the Box team within the camps made it difficult to choose the beneficiaries as it was upon availability, but on the other hand gave the possibility to have straight forward unprepared answers which gave a reflection of reality on the ground.
- Interviewing children was difficult. Even when the Out of the Box team tried to talk to them informally, the adults would not leave them unattended. The informal interviews with children were therefore discarded as a source of information.
- During the month of May, the Lebanese municipalities' elections were taking place for the first time in years, and all local authority representatives were unavailable to meet as involvement was unprecedented except in Qobayat where the local authority was available.
- One of the major drawbacks that Out of the Box faced was the time span between the Belgian food distribution parcels' project implementation and the evaluation. In an emergency environment where people live day by day and where resources are scarce and any help is welcome, it is difficult to take the beneficiaries out of their current situation to discuss actions that took place 6 months ago. All interviewees recommended that spinach is not included in the food parcels going forward.

IV - FINDINGS

Here after the results obtained from the questionnaires addressed to the various stakeholders:

a - Results on beneficiaries questionnaires

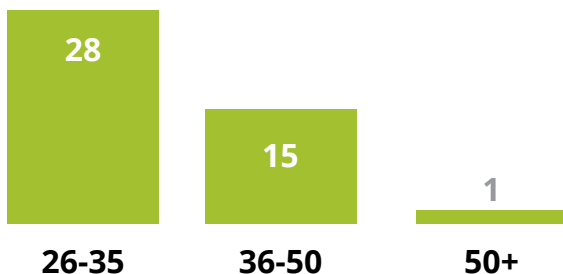
1 - Demographics

GENDER



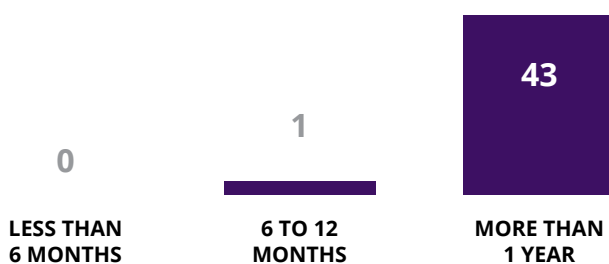
The choice of more females than males was intentional as they are usually running the household. It was important to have both views, and starting with men allowed to take into consideration cultural sensitivities, allowing men to leave women to speak freely

AGE BRACKET



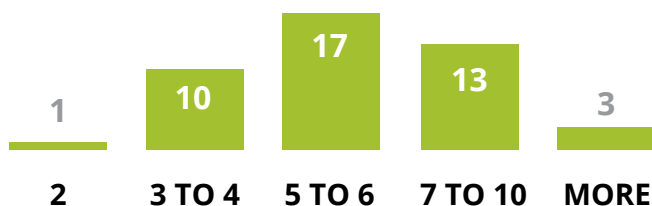
Most of the households are in the age bracket of 26 to 50 years old. Probably because those are the ones who could make the move on their own to leave Syria

DURATION OF STAY



Most of the beneficiaries that were interviewed have been in Lebanon for more than 3 years within the same location.

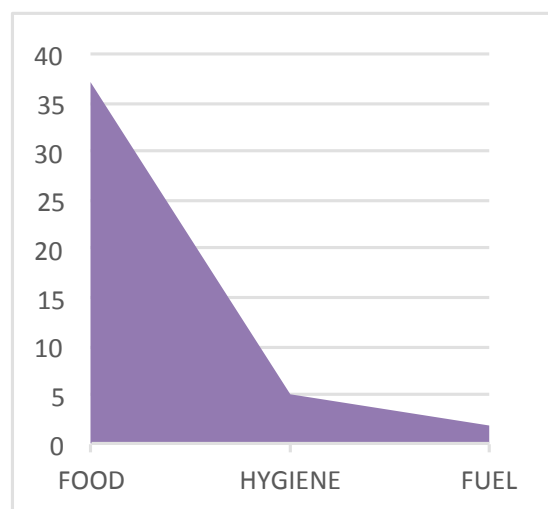
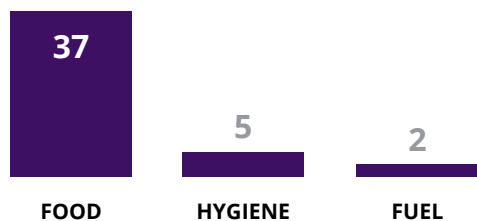
HOUSEHOLD NUMBER



The greatest category of people interviewed have a household with greater than 4 members which reflected in the answers on the quantities of food parcels not being sufficient as this criteria was not accounted for.

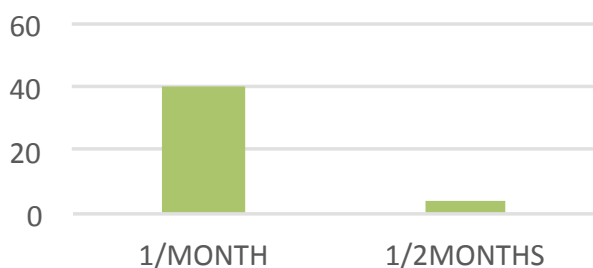
2 - Feedback on beneficiaries and shawish questionnaires

BENEFITS BY ORDER OF PRIORITY

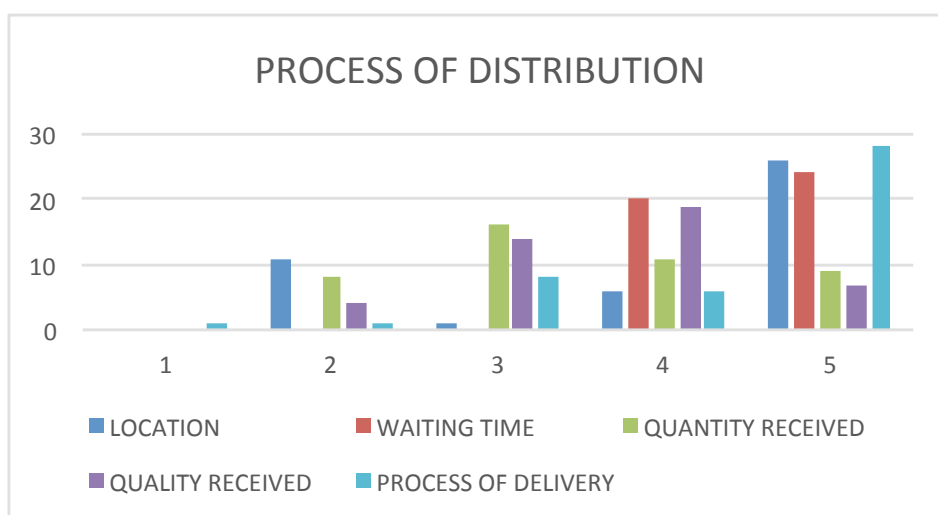


Even though other needs were stated as being vital during the interviews, Food remained as being the most important need to cover.

RATE OF DELIVERY



The majority i.e 90% of the beneficiaries were getting the food parcel once per month. Only 10% were getting every other month.



Most of the ratings on the process of delivery were positive. The beneficiaries showed satisfaction and rated more than average except for the quantity and the quality received which rated more on the low level. The locations rated differently from one place to another because it is an element that has changed over time on one hand, and not all locations are of easy access to beneficiaries. In Tripoli for example, being in a compound makes it more difficult to get the food parcels as the beneficiaries have to take a cab to reach the location. They co-cab and have to carry the parcels. The waiting time has decreased over time and shows satisfaction, and the new locations are less exposed to difficult weather conditions.



All beneficiaries showed unanimously a great tribute to the LRC attitude and demonstrated respect. They called them by their names, and trusted the teams fully.

They all expressed gratitude from their promptness.

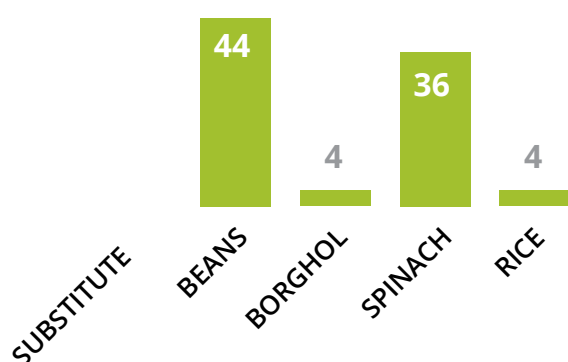
Only in Tripoli the volunteers might differ from month to month depending on their schedule's availability.

How beneficiaries dispose of the food parcels

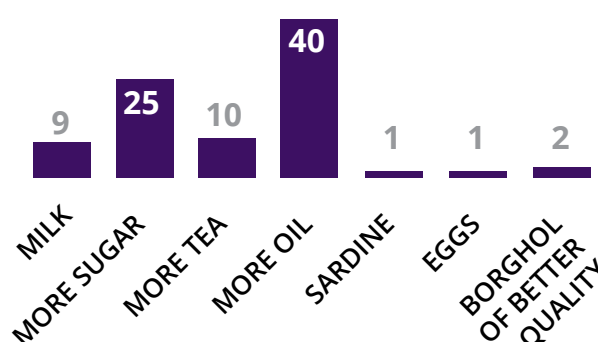


20% of the beneficiaries admitted selling items they don't need, and a larger number exchanged them. They also mentioned that when they sell them or exchange them, the grocery stores benefit by under evaluating their real worth. Nevertheless, more than 80% consume the goods received, but by order of priority leaving what they like least to the end. The items thrown away were mainly due to their deteriorating quality and not due to lack of need. Most of the families give items to other families that are not listed and who get less support. None of the families have the luxury of storing items until the next round, even if the fear of not getting anything the next month is overshadowing them.

2 ITEMS TO SUBSTITUTE

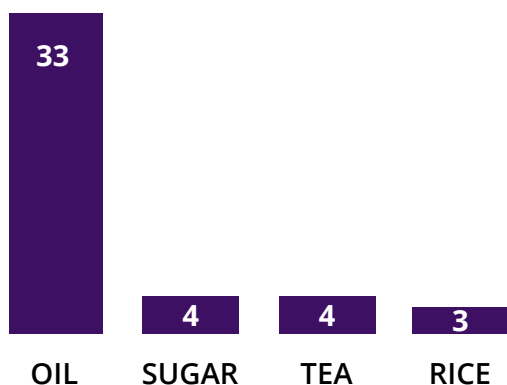


AGAINST WHICH ITEM



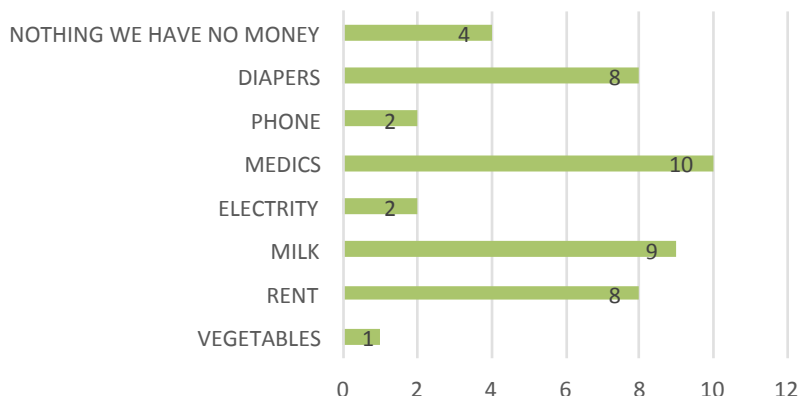
The beneficiaries do not take into consideration the balance of food needed, but rather their satiety level, and the taste they are used to. Beans and canned food were unanimously not preferred. Having rice and borghol in the food parcels was good; however the quality was not the best. They remain essential elements. Sugar, tea, and oil seem to be the preferred items, and the oil provided was never enough in terms of quantity.

PREFERRED ITEMS



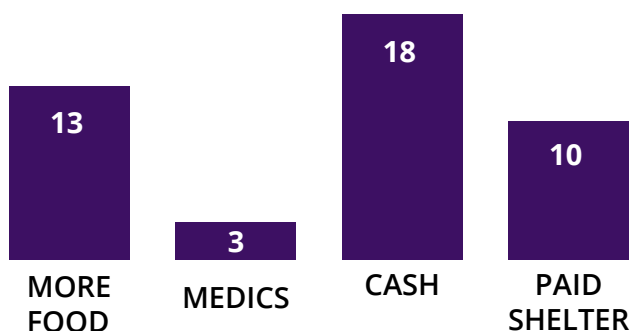
Although this graph shows that oil is the preferred item, tea remains as essential for the beneficiaries. Oil is indicated here because they do not get the needed quantity. Tea is for them the only way to socialize among each other as they meet over a cup of tea, and gives them the feeling that they are hospitable. Ever since the tea brand changed to their favorite “Al Hussan”, they all agree that they cannot do without it.

FOOD PARCELS HAVE ALLOWED TO SPEND ON



In Qobayat, the answer was that they have no money to spend on any other thing. The women’s answers included diapers, milk and vegetables, whereas men’s answers were directed towards rent, medicines and phone credit.

IF YOU COULD SUBSTITUTE FOOD PARCELS AGAINST



Even though food is a vital element, the concerns of the refugees revolved around shelter. The newly established scheme of having cash in some places has, according to the refugees, proven to be more dignified as it allowed them to feel more responsible for their fate and expenditures. The 18 responses of cash were all attributed to men. Females in Saida have shown some reticence about cash, as they are afraid their men might spend them on what they do not consider priority.

It is to be noted that the results of the interviews with the beneficiaries were not affected either by age range nor by duration of stay.

Gender however is an important factor for priority listing: men demonstrated shelter providing frustrations, Women showed concern about not getting milk and diapers for the children, and both genders required medics' support and find interest in the CTP.

The number of persons in the household was not taken into account when determining the number of parcels distributed to that household as the LRC was aiming to reach a maximum number of households.

b - Results on Head-Quarters' staff questionnaires

The following persons were interviewed within the Head-Quarters in Spears - Beirut:

1. Marwan Al Awar: Head of DMU
2. Achim Apweiler: Relief Project Manager
3. Layal Nemer: Relief Officer
4. Noor Khalil: PMER Coordinator

Their answers were compiled and are outlined according to the evaluation criteria as follows:

1 - Relevance

a- Do project objectives correspond with the refugees identified needs and priorities?

- Food is a priority, but now cash seems to be more important.
- The quantities of parcels distributed were not sufficient because of the high demand.
- The number of people in a household were not accounted for.

b - Was the project objectives complementary to other interventions with the refugees?

- We were helping the most vulnerable, and reaching those who were not reached by other NGOs.
- The funding of WFP was cut in half dropping from 27\$ to 13.5\$/month.
- It is not enough though. The needs are way above what is being provided.

c - Were the activities held consistent with the overall goal and the attainment of its objectives?

- Yes, but monitoring was still weak last year. The data collection, and cross checking were very hard to get in a timely manner, and we had to be very flexible.
- We do not partner with other entities, just coordinate with them for data sharing.

d - Were the community (especially women and girls), and other stakeholders satisfied by the parcels provided?

- Yes, but the quantities were not sufficient.
- Some items needed to be modified in terms of quality (tea, kind of rice..) which was done. We adapted content to match needs. It is more of a family parcel

e - To what extent does the project respond to gender-specific needs and priorities of men, women, boys and girls?

- It is a basic need. The parcel responds to a family need. It cannot cater for all the food needs

f - To what extent were the project interventions culturally appropriate and sensitive to the norms and values of the community?

- Basic needs that are acceptable by all. All local authorities consulted and parcels were adapted to refugees needs.
- Nutrition value does not always match cultural habits.
- The distribution to the Lebanese was to adapt also to community around the refugees, and to avoid sensitivities.

2 - Finding beneficiaries

a - Was the data collection methodology (in terms of data collection, sampling and data analysis) appropriate vis-à-vis the desired objectives?

- 80% were given to Syrian, and 20% to Lebanese based on comparison with UNHCR list. The Lebanese lists were done in coordination with churches, municipalities, mosques..
- We had the right way to do data collection, but we lacked tools on analysis. Now we are better organized. Things changed as we have now access to "RAIS" system that shows which NGO is helping how, where and whom.

b - What factors were crucial or represented constraints and barriers to find the right beneficiaries?

- UNHCR 's data was not centralized. We had to adjust the data continuously. Communication was not easy, and the need is huge.
- All branches were trained the same, but there was room for different interpretation of some information(criteria)
- Some areas were not easy to reach for security reasons, and data had to be collected by LRC as they were the only ones who could enter those zones.

3 - Efficiency

a - Was the project structure and staffing efficient? To what extent the definition of roles and the recruitment of personnel (Staff and volunteers) were clear and allowed for the efficient implementation of the project?

- The volunteer structure is strong, but the Head-Quarters had 2 staff members. Things have evolved since. We are much better structured, and relief became part of LRC strategy. The DMU has grown to become working as a functional unit. We grew very quickly, and only in January 2016 were we able to go through a constructive restructuring process which makes us much more efficient today.

b - Was a suitable monitoring system in place?

- Not enough in 2015. We did face to face focus groups, but we were not structured enough to compile data. We were supporting 5000 families, and the focus group were chosen randomly. We had two rounds of PDM, but we needed capacity building.

c - Was the distribution made based on an appropriate sequencing and timeline?

- There was a trend, but it was uneven. It was done nevertheless once per month. Whether through coupons or sms, we were reaching our goals

d - How did the RC team cooperate with the local community?

- The cooperation was good. LRC is welcome in the communities.

e - How was the project perceived by local communities and the beneficiaries throughout the implementation?

- The Lebanese were very sensitive about the help given to refugees, but the LRC were well perceived and credible. We distribute to the Lebanese in their homes to avoid any sensitivities. They were picked by rotation to serve as many as possible

4 - Impact

a - What impact did the RC presence have on the communities or the project partners?

- The reach that LRC has is where others cannot reach.
- LRC has high visibility and respect from the community which made the work easier.
- It is reassuring for the beneficiaries. They feel safe

b - What impact did the RC presence have on the direct beneficiaries?

- High impact as the project came along with the drop of the WFP contribution.
- Reporting was easy to be monitored.

5 - Lessons Learnt & Best Practices

a - What are the best practices and lessons to be learned from the implementation of the project?

- When we started, we learnt by trial and error. Systems help and lowers the tension. The more we coordinate with partners, the more effective we are.
- We need to train volunteers more.
- We had the maximum reach,
- We need to adapt parcels to context.

b - What should have been done differently? What could be improved for similar projects in similar fragile contexts?

- A better internal communication and with other partners is important.
- Tension between Lebanese and Syrians need to be handled carefully.
- Site locations chosen are different today. They take into consideration many factors that alleviate the wait, the weather conditions the transportations' issues and the distribution process.

c - How did the fragile context and local dynamics influence the implementation of the project? More support to Lebanon could make the dynamics more balanced.

- The LRC reach to the most fragile communities which made us more credible.
- We had to adapt continuously.
- We also had to adapt to the presence of the Shawich and try to reach the communities directly.

d - How sensitive and reactive was the implementation and the data collection and analysis to the conflict dynamics in the region?

- The LRC is well trusted, so it went smoothly. Working with the stakeholders was smooth. UNHCR taking people on and off their list made it complicated to coordinate.
- It was not easy to access information of arrivals of new refugees.

e - Are there any recommendations that can be identified for involvement in similar contexts in the future?

- No distribution should be made through the Shawish of the camps and reach should be made directly the beneficiaries.

- PDM should be done on regular basis.
- MOU should be shared with all staff in order to understand the scope of work.
- Cash and /or in kind distribution should be chosen according to locations.

6 - Effectiveness

a - What were the major factors influencing the achievement or non-achievement of the project's objectives?

- LRC can reach all areas with a flexible approach.
- LRC have a very good image and are credible.
- We learnt on the ground. We had the technical support of Netherlands. We focused on quantities, now we also focus on quality as well.
- We can monitor better today.
- We were under staffed, now we are much better organized.
- We have a very good number of dedicated volunteers.
- We had a very smooth contact with other NGOs
- Our PDM is improving, although we still need some training.

7 - Efficiency

a - Was the project / activities cost-efficient?

- It is cost effective as the outreach is there, and we work unlike others through a chain of volunteers and the regional branches are already structured.

8 - Reliability

a - If this piece project was replicated would you get the same or very similar results?

- The results would have been 80% the same, but the process could have been easier as we are better prepared.
- The selection criteria is now established better than before.
- The locations are more appropriate for distribution

9 - Validity

a - Does this project achieve what it was set to achieve?

- The numbers were reached correctly and the criteria of selection were respected

10 - Other Issues

a - Are there any other important considerations for the RC to take into account as far as this project is concerned?

- Focus on selection of beneficiaries through a set list of criteria
- Focus on choosing the right help 25% parcels (with the right ingredients) and 75% cash.
- Assessment and monitoring to be rightfully put in place

c - Results volunteers & team leaders questionnaires

12 volunteers and 3 team leaders were interviewed and their answers concerning the criteria put in the questionnaires were compiled and came as follows:

1 - Relevance:

- Food parcels respond to the needs but disproportionally to family size.
- The food parcels content were culturally appropriate but basic needs like milk for children were not met for hygiene reasons.
- Parcels were family oriented.
- Families lacked information about the duration of the project.
- We had to adjust the content of the food parcels mid-way to match the cultural habits of the

refugees (like the kind of rice, tea brand and red beans)

- 20% of Lebanese were covered by the distribution which made it easier for Lebanese to accept the donations to the Syrian refugees.
- Food and cash are always welcome as they are basic needs. But medication and shelter are growing needs currently.
- The food parcels do not cover more than 15 days.
- Quality and quality control were made on the food parcels
- In terms of culturally appropriate, adjustment with the idea of women and children doing most of the work for parcels' collection had to be made.
- Families with pregnant women, children and old people were taken into account as first priority of selection.
- LRC were the first ones to provide sealed boxes which created trust.

2 - Efficiency:

- LRC were learning on the ground. But everyone knew when they needed to interfere and what they had to do.
- LRC could have worked more efficiently, but not necessarily with different results.
- In case of two consecutive no show, families were replaced by others. Rarely we were parcels found undistributed.
- Trainings on SOP distribution, protection, rules & policies, safety were given to volunteers.
- Cross checking with UNHCR was inaccurate, LRC volunteers had to do the monitoring themselves.
- The systems in place preserved the beneficiaries rights without letting them feel they were begging.
- 20% of the Lebanese were benefiting from food parcels' distribution.
- The Lebanese are afraid that helping the Syrians will not facilitate their leave if peace is restored.
- The big number of LRC volunteers made the distributions smooth, and easy to schedule.
- Reports were done on regular basis
- Duration of the project was unknown to the volunteers and to the beneficiaries.
- Monitoring and PDM were done by head-quarters.
- The process of distribution takes approximately two hours at the utmost
- Avoid giving the coupons to the Shawish as it was hindering the process was part of the main learnings. Good relationship was maintained with the mashawish but the food parcels went directly to the beneficiaries.
- The distributions were done in a timely manner.
- The collaboration with all entities was difficult at first, but currently is being more efficient and more regular.

3 - Impact:

- LRC are well respected, especially because they are volunteers.
- LRC volunteers have maintained a good relationship with the Mashawish.
- LRC volunteers benefit from a well-established credibility, because they never promise what they cannot deliver. Transparency is in their favor. This has helped in maintaining order and discipline during distribution as beneficiaries learnt over time that they will be all served.
- LRC volunteers have strict guidelines for behavior and learn to contain any remark.
- The project supported the camps at a time where nobody was helping.
- The impact of the distribution was great because beneficiaries could not have survived without the food parcels.
- Procedures with other NGOs interventions on the ground whereas the LRC structure allows to go fast on decision making and implementation.

- The presence of LRC helped on a psychological level as we they are credible and dependable.

4 - Lessons learnt & Best practices:

- Gaps in getting information and coordination from and with UNHCR was hard at the beginning, and cross checking was laborious. It was done by trial & error
- The selection criteria were not elaborated properly. Assessment tools are better now. Cross checking was difficult but the process is smoothened now.
- The household number should be accounted for.
- The locations of distribution to be chosen in a more efficient manner to allow less transportation and less wait. The closer we are to the beneficiaries, the better it is.
- Canned food to be avoided.
- Coupons and sms function well, although Sms sometimes can be challenging as people change their numbers quite often.
- Food parcels are preventing theft incidents.
- We had to educate the Lebanese community that our help to the refugees is protecting them as well.
- We need to cater for the vulnerable Lebanese.
- CTP could be an alternative preserving dignity.
- When quantities cannot cover all the listed beneficiaries, to be able to rotate to cover more families.
- Building partnerships and relationship on the ground helps tremendously.
- The fact that the team is stable is a great asset.
- It was sensitive to announce to people why they were not chosen, but the team had reliable answers and set of criteria is clearer now.
- Monitoring for complaints on the location of distribution is important to implement.
- Trolleys should be made available for locations outside camps.
- Water distribution during the distribution should be made available.
- LRC has access to regions unreachable by other entities which allowed collaboration with other actors.
- Guidelines are clearer now on what to do with the parcels when there is no show
- Communication with the Head-Quarters is clearer, smoother and faster now.

5 - Effectiveness

- LRC keep its promises.
- LRC have a respectful relationship with everybody.
- Volunteers are more respected than paid people, it brings in more discipline.
- The Lebanese have developed negative feelings towards the refugees.
- LRC are already structured and present on the ground.
- LRC have a good relationship with the authorities and the local communities.
- Reputation of Red Cross makes the job easier

6 - Efficiency

- The project was implemented with maximum efficiency if compared to alternatives. There was a margin of 20% where LRC could have been better prepared which is the case now.
- It is cost efficient due to the volunteering and the facility of chain in command.
- Cash could be a better solution.
- We could have alternated families every other month to cater for a greater number of families

7 - Reliability

- If it were to be replicated, LRC would have obtained 90% of the same results, but with an

easier process (data, location, transportation).

- LRC should have known the duration of the project.
- LRC can chose Better quality of products from the beginning of implementation.

8 - Validity

- This project achieved what it was meant to achieve
- The objectives was little compared to the needs.
- It was also cost effective.

9 - Other issues

- LRC can deliver more and better given today the structure today.
- Criteria must take into account the regions and apply the same for the whole country.
- Include more vulnerable Lebanese in the distribution.
- Shift from parcels to cash. Cash or CTP might be more efficient to avoid selling products and preserve dignity.
- Follow the PDM put in place now
- Hygiene issues are becoming considerable.
- Shifts in beneficiaries should be explained better and having justification allows more credibility.

d - Results on local authorities' questionnaires

The only interview obtained from local authorities was from a member of the Akkar municipality whose views did not differ from the remaining stakeholders except his views on the Lebanese communities living in Akkar:

1 - Relevance:

- He stated that the food parcels responded to a very obvious need, but in view of the on growing number of refugees, it was insufficient. The project was in his opinion complementary to what was being done on the ground, and the families were satisfied. The food parcels were family oriented, but lacked baby food (Milk), and the cultural sensitivities within the distribution were well respected.

2 - Finding beneficiaries:

- The data collection in his opinion should have been reviewed every 6 months, especially that the Lebanese population is getting poorer and 70% of the 70 000 families living in Akkar are living below the threshold of poverty. He mentioned that selection is very difficult as whomever you chose, you end up by excluding a large number.

3 - Efficiency:

- He indicated that the distribution was done in a timely manner with an excellent coordination with the local authorities, and that the LRC teams are very well respected.

4 - Impact:

- According to him, the impact on the local community was very well perceived. The project was running smoothly, and the families would not have survived without the parcels.

5 - Lessons learnt & Best practices:

- According to him, when the food parcels numbers are limited, one should consider a rotation system. The local communities and the LRC should continue to work hand-in-hand.

- The criteria for choosing the beneficiaries should be clearer.
- The duration of the project should be stated to avoid frustration.

6 - Other statements:

- The objectives of the project were met. The implementation was valid and efficient. If it were to be replicated, similar results will be obtained.
- Cash contribution could be more efficient now and more appropriate.
- Food and health remain the main worry of the Syrian refugees.
- The fact that it was conducted by the LRC made it smooth, although Lebanese population in Akkar are in equal needs than the Syrian refugees.

V - CONCLUSION

What is important to highlight is that most of the information gathered from various parties interviewed concurred. Whether the beneficiaries, the volunteers, the Head Quarters, the Team leaders, the Shawish or the governmental authorities.

For all dysfunctions that were happening at the beginning of the project, the DMU adjusted with appropriate functioning modes, systems, rules and regulations.

Although most of the answers came as similar results would have been obtained if the project was implemented, still the process would have been much easier, more efficient if it were to be done today with the systems in place.

1. Relevance (With regards to the needs and priorities. Involvement of the local communities, does the project respond to gender and age needs, are the interventions culturally appropriate to the norms of the community)
 - a. Gender differences implicates a difference in needs or at least in perception of needs. Whereas women show needs to nurture and identify feeding the family as priority, the men are more worried about shelter provision.
 - b. Priorities are so many, but food and shelter remain the main ones
 - c. The quality and choice of the food needs to take more into account the community habits notwithstanding the food balance.
 - d. Whereas according to results, the children refugees were not accounted for in the choice of food parcels content, it did cover basic needs of all family ages.
 - e. Whereas the LRC team adjusted to the Cultural sensitivities, the Syrian refugees also adjusted to the LRC discipline. The refugees adjusted to the system and became more organized and efficient in terms of appearance to the distribution, waiting in line for their turn , as they were assured of getting what was promised

It is important at this stage to list the names of all entities currently helping, and their contribution to the Syrian refugees' community.

1. German Red Cross: Relief (In-Kind, CASH, Winterization), DM Capacity building, Disaster Risk Reduction, Strategy development, WASH.
2. Netherlands Red Cross: Relief (In-Kind, CASH, Winterization), Relief capacity building, WASH
3. Qatar Red Crescent: Disaster Risk Reduction
4. Danish Red Cross: PSP, Relief (Cash, Winterization), WASH
5. Austrian Red Cross: Relief – Winterization
6. British Red Cross: Relief (Cash), PMER, Strategy Development
7. Swiss Red Cross: Relief (in-Kind, Cash), contingency planning, logistics

8. ICRC : Relief- Cash, DRR, WASH
 9. Norwegian Red Cross: WASH, and WASH capacity building
 10. French Red Cross: WASH
 11. Efficiency & effectiveness: (barriers and constraints for achieving the project objectives, the staffing, monitoring system and cooperation with the local authorities and communities, Best practices and lessons learnt)
- It is essential to point out that the situation of the DMU in 2016 is not comparable to that of 2015. The BLC food parcels' project served as a successful pilot study and has contributed largely to capitalizing on lessons learnt to implement systems and structures in place. It has also contributed to the development of a full organization revolving around Disaster and Relief Management.

a - Selection criteria

Until December 2015 the criteria LRC used for selection of beneficiaries (refugees) for in-kind was that families had been assessed from the DMU (assessment took place in March 2015) and that they did not receive assistance from WFP. Due to the low support from WFP during the period from July to October 2105 a possible duplication with WFP was neglected. The increase of the WFP support in October was only shared on October 19, so in the middle of the October distribution (WFP started in October with \$ 13.50 and increased at the end of the month to \$ 21.60). From November onwards a possible duplication with WFP as a selection criteria was considered again. The selection of Lebanese beneficiaries has been done through the branches. The LRC teams collected lists of vulnerable people from churches and mosques and selected people without involvement of DMU HQ.

In October 2015, the LRC did a new round of assessments with the goal to apply the following selection criteria. Due to delays in the assessments and the fact that it took some time to apply the changes, the new selection criteria have only been applied in December 2015.

Here follows are the selection criteria applied currently: It is to be noted that the selection criteria and especially the scoring is kept vague to field teams to avoid any bias and subjectivity in the assessments.

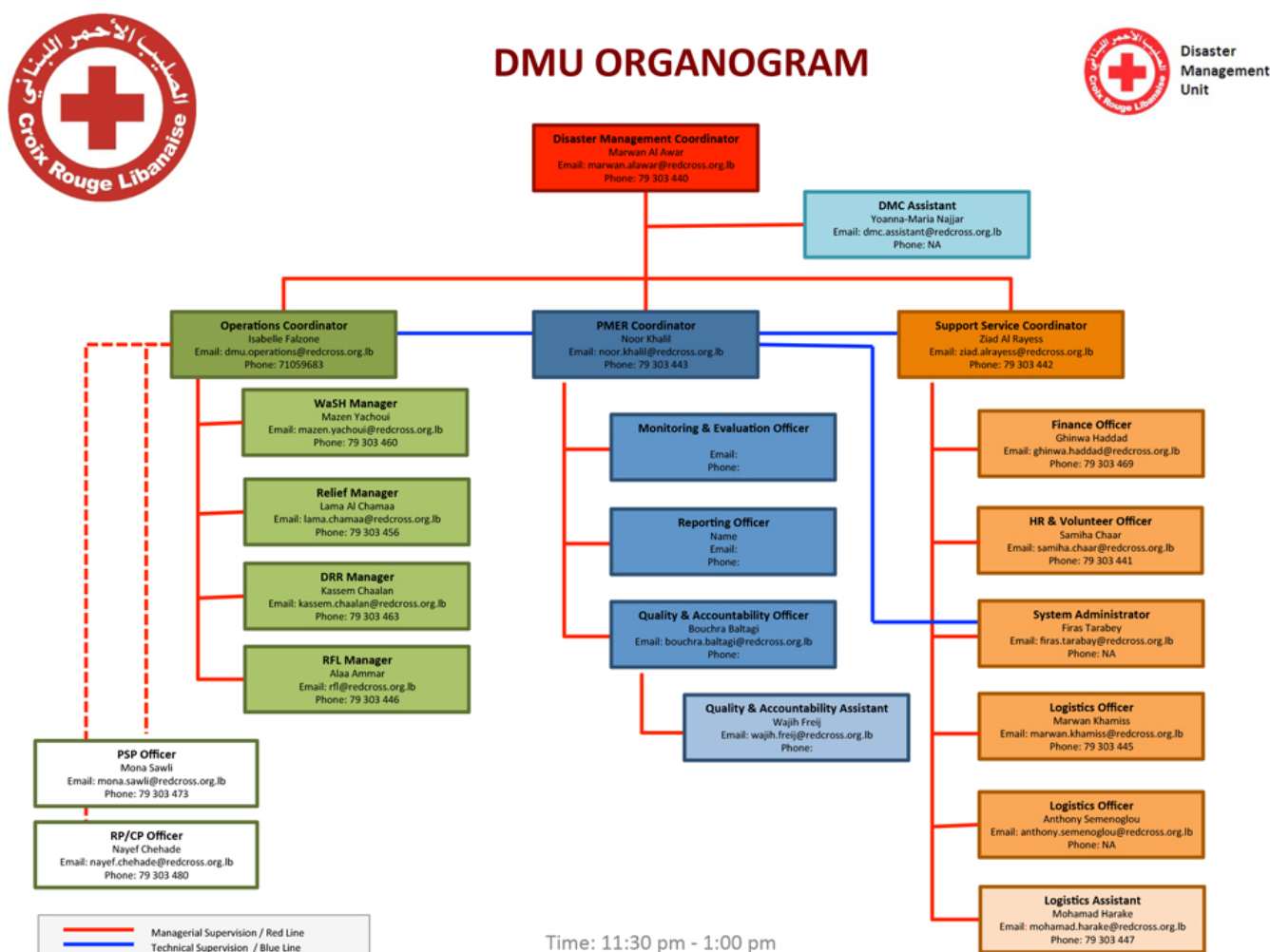
Selection criteria	Guidance	Comments
Large family (8 or more members)	If number of family members is 8 or higher, score 1	All assistance
Children under 14 years	If one or more family members is younger than 14 years, score 1	All assistance
Elderly over 60 years	If one or more family members is older than 60 years, score 1	All assistance
Orphans	If the head of the household is unaccompanied and separated and below 18 years of age, score 1	All assistance

Selection criteria	Guidance	Comments
Family members with chronic disease	<p>If one or more family members has a chronic diseases who is unable to support him/herself, score 1</p> <p>Chronic diseases are e.g.:</p> <ul style="list-style-type: none"> • Cancer • Leishmaniosis • Septicemia • Diabetes • Organ problems / failure • Epilepsy • Kidney disease • Asthma 	
Family members which are disabled / bedridden	If one or more family members have a disability or unable to leave the bed, score 1	All assistance
Pregnant or lactating family members	If one or more family members are pregnant or lactating, score 1	All assistance
Expenditure gap	<p>If income for the family is 0 or if family has 0 working days in the last month, score 1</p> <p>Low reliability to the answers on this questions has to be taken into account</p>	All assistance
Housing / shelter situation	If the family is living in an ITS, collective shelter center, tent, garage, shop, warehouse, unfinished shelter, is homeless, squatting or living in the location of another family, score 1	
Did you experience lack of food or money to buy food during the last 30 days?	If family or individual members were in the last month on at least one day not able to eat the usual amount of food because there was not enough food or money to buy it, score 1	Food only
Availability of supplies for cold weather conditions	<p>If family has not sufficient supplies to cover the following winter, score 1</p> <p>Supplies are limited to the following:</p> <ul style="list-style-type: none"> • Winter clothes • Stove (any kind) or other heating item • Blankets (1 for each member above 2 years) • Damages or non-sufficient coverage of shelter/housing 	<p>Winterization only</p> <p>Non-sufficient supplies needs to be documented by amount of supplies family has available.</p>

b - Structure

Whereas the LRC team dedicated to the implementation of the “Food Security for Syrian Refugees” project was composed of 2 persons in the Head-Quarters with their chain of volunteers across the regions covered in 2015, a complete new structure has been established since end of 2015 to include a full DMU (Disaster Management Unit) dedicated Unit. Following an internal retreat, the team aligned their scope of work, their organizational structure, their job descriptions and their processes to facilitate work and optimize efficiency and productivity. The DMU is today composed of more than 25 persons with a full management team, three main program units covering DRR (Disaster risk reduction), Relief, and Wash, and Gearing functions have been filled to cover: Administration, Training, PSS, IT, Finance and budgeting, logistics, and PMER.

You will find here below the new structure of the DMU as provided by the Lebanese Red Cross DMU Head-Quarters

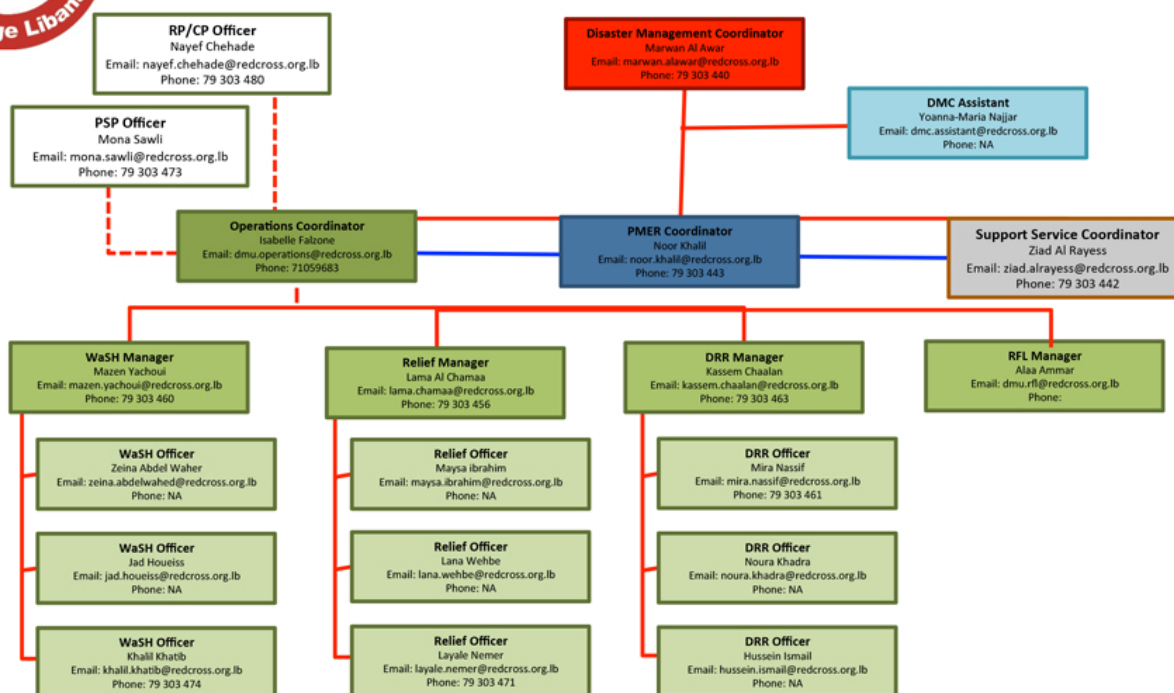




DMU ORGANOGRAM



Disaster
Management
Unit



Time: 11:30 pm - 1:00 pm

c - Monitoring & assessment methods and with other entities

The selection criteria took a long time to be implemented, and coordination with UNHCR and other entities was difficult and challenging.

Assessment has been done long time after implementation in a relief environment where life is dealt with on day by day basis.

During the implementation of the project, the assessments were difficult to be conducted as the UNHCR listing was inaccurate and modified regularly.

Today, with the new "RAIS" system put in place allows information sharing in real time, allowing the LRC to consult them in real time to know which NGO is working on which projects.

Regular meetings are also being held in between the different parties to facilitate coordination and avoid redundancy.

Monitoring however was done on regular basis, and upon unified criteria.

3 - Impact: (The LRC impact as an entity as opposed to other interventions within the communities and the beneficiaries)

The Syrian refugees have so many needs that they don't remember who is giving what, and the most important thing is what they get and who is in direct contact with them. No matter what one gives, it remains insufficient compared to the needs and the continuous influx of refugees. The Lebanese needs are growing proportionally to the influx of refugees, as overpopulation is directly affecting income, job availability, infrastructure, and market prices.

The BLC project served as a pilot. Each region depending on its structure were served differently, but ended up with the same result (Coupons, sms....)

The structure of the camp and the location of the distribution, (camp, compounds...) are directly affecting the refugees cost on picking up the parcels, as when they are lodged in houses separate from each other, they need to pay transportation.

LRC have concentrated on some camps trying to concentrate on less locations in order to avoid causing unfairness within the same community.

LRC are very well respected and have succeeded in maintaining order, respect, time management. The processes have been smoothened to become less lengthy, more regular, with less constraints in terms of choice and quality of location.

Unlike other actors on the ground, the LRC teams have access everywhere, and local authorities have faith in them which facilitates obtaining locations, entrance and access to sensitive areas for their humanitarian interventions.

The current structure allows multiple functions as they can handle several projects at the same time.

They have good relationship and coordination with other entities. They are looked as reliable efficient and impartial.

They have a good relationship with Lebanese underprivileged communities

Their intervention is cost effective thanks to the volunteers' network, and their antennas spread and outreach on the Lebanese territory.

Although some Methods may differ slightly from one region to another, the end result is the same.

The fact that they are volunteers makes them more credible.

4 - Validity & reliability: (Did the project deliver its main objective, if the project was replicated, would the results be the same or very similar?)

If the project was to be replicated, up to 80% of the results would be the same for the beneficiaries. The process however for the LRC would have been less strenuous.

In terms of quality, the food parcel is complementary and intends to cover 30% of the estimated daily energy, protein, fat and micronutrient requirements. This could have been ameliorated by substituting the undesired and culturally sensitive items by others with similar nutrients.

The project has served its objectives as the number of parcels were distributed to Syrian refugees according to the criteria set at the time where they were to be listed if not benefitting from UNHCR donors.

VI - RECOMMENDATIONS

Vulnerable communities in Lebanon (including persons displaced from Syria and vulnerable Lebanese) continue to face limited opportunities for livelihoods or regular sources of income in Lebanon. Vulnerable Lebanese are increasingly in need of food assistance, in order to cope with growing economic hardships.

Basic needs are still the same, but the number is growing, quantities are not sufficient especially that the influx of refugees is still growing, although not at the same pace.

1. The Lebanese Red Cross' DMU is the perfect partner for projects on the ground, as they are respected, reliable and prevent from negative reactions from the Lebanese communities as they help out Lebanese in other instances and other departments (rescue...). Their reputation is clean for both the Syrian refugees' and the Lebanese communities.
2. The Lebanese Red Cross can handle other missions as it their structure is cost effective. They need however support in terms of monitoring and assessments' and they need capacity building in analysis and evaluation of the monitoring and assessment.
3. A new procedure of systematic assessments needs to be put in place to monitor incoming refugees.
4. LRC to be provided with capacity building on analysis of monitoring and assessments.
5. Maintain the different processes to contact the refugees according to their region and camp structure as it serves the final objective.
6. Criteria of selection should include the number of persons per household.
7. If food parcels are to be redistributed, the content needs to be slightly modified according to what is being exchanged and sold (canned food, beans, spinach.....) to fit their cultural habits.
8. Introduction of CTP or any cash distribution could be considered as an option to replace food parcels. This would allow flexibility, diversification of food intake, and preserve dignity of the refugees. This would also help them set their own priorities depending on their cases. It would allow to cater for children's specific needs that are not accounted for in the food parcels. Also, it will help them spend within the community in which they live, allowing less friction, and better integration with the local community.
9. Maintaining a ratio of support to the Lebanese communities will permit less frictions. This would alleviate the discrimination felt by the Lebanese populations towards the Syrian refugees.

The Syrian crisis has reached an unfortunate stability, and even though help is being provided by the international communities, its coverage remains way below the basic needs.

Evaluation conducted by:

Nadine El Achy

VII - ANNEXES

- a. *Annex 1:* Methodology & Inception report: work plan and approach
- b. *Annex 2:* Questionnaires and data collection tools
 - i. Beneficiaries questionnaire
 - ii. Head quarter Staff questionnaires
 - iii. Volunteers questionnaires
 - iv. Local government authority /municipality questionnaire
- c. *Annex 3:* Terms of reference

Annex 1

Methodology & Inception report: work plan and approach



RC Inception Report May 2016



SECTION ONE - INTRODUCTION

INTRODUCTION

This inception report focuses on the specific requirements of the terms of reference and proposes the tasks and activities to be undertaken within the contract period. It contains the background and introduction to the assignment; the Approach, Work plan and the methodologies that will be used by Out of the Box to complete the assignment.

BACKGROUND

This evaluation is under point 4.2.13 of the signed collaboration agreement between the Belgium Red Cross and the Lebanese Red Cross.

External Evaluation

The BRC will contract an evaluator to lead an external evaluation at the end of the project. The evaluation team would be composed of at least one international evaluator and one Lebanese evaluator.

An evaluation committee including representatives from the Partners will be established to pilot the external evaluation (finalisation of the TOR, selection of the consultant(s), review of the evaluation report). Interested PNSs involved in relief activities in Lebanon would be welcome, as well as representative(s) from beneficiaries.

The LRC will facilitate the access of the consultant(s) to the relevant stakeholders at HQ and in the fields as well as to all supporting documents of the Project.

OBJECTIVES OF THE EVALUATION

The project evaluation will answer the following questions as outlined in the Terms of Reference:

1. Did the project achieve what was originally expected: Did it achieve the specific objective indicators and outcomes as formulated in the initial proposal (logical framework); if so, to what degree? If it is ruled out, what are the reasons?
2. What are the main effects (positive or negative, intended or unintended, direct or indirect) induced by the project on the Syrian Refugees targeted and also on the local communities?
3. Could the same or better results have been achieved with the same or fewer inputs by doing things differently or with another implementation strategy (for instance through Cash Transfer Programs)?
4. Are we doing the right thing? Considering the wider operating environment, has the project accurately identified the most important causes of vulnerability? Are these causes

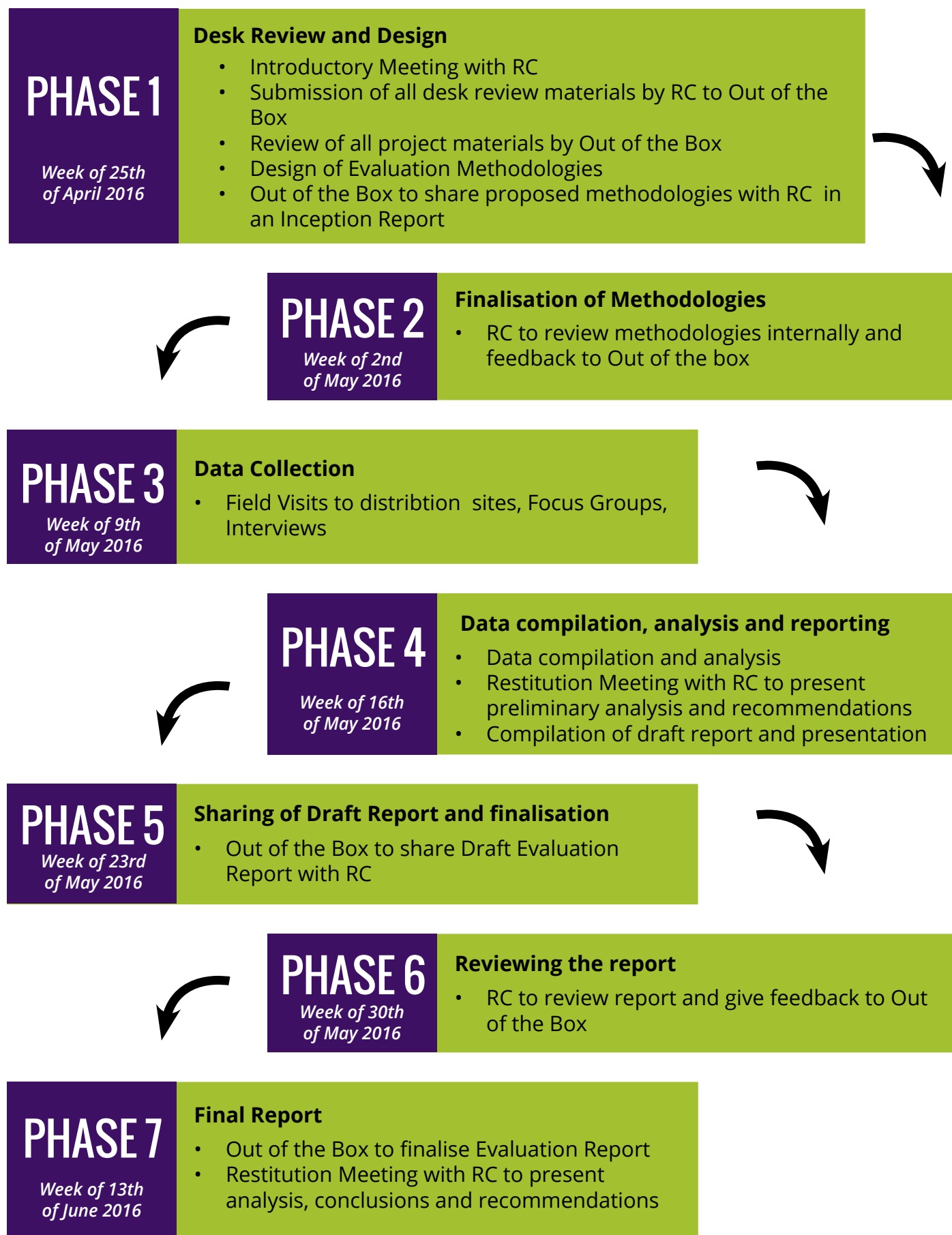
SECTION TWO - PROJECT EVALUATION

During the evaluation, Out of the Box will review, assess and evaluate the following 8 aspects of the project:

1. Review the relevance of the project with regard to the needs and priorities identified by in the region
 - The involvement of the community, local government and other stakeholders
 - Extent to which the project interventions respond to gender specific needs and
 - Extent to which the interventions are culturally appropriate and sensitive to the norms of the community
2. Assess the effectiveness of the project; the constraints and barriers
3. Assess the efficiency. The staffing, monitoring system and the cooperation with the community and local authorities.
4. Impact: The assessment of the impact will help LRC better understand what works within the local context and what positive or negative effects the research may have had.
5. Highlight the best practices and lessons learnt especially in implementation of future interventions.
6. Effectiveness - What were the major factors influencing the achievement or non-achievement of the Project objectives?
7. Assess the reliability of the project. If the project was replicated would it result in the same or very similar results?
8. Assess whether the project actually delivered what it set out to deliver – the project Validity.

WORK PLAN & APPROACH

The evaluation will be carried out in 5 phases: Inception, Desk Review, Stakeholder engagement, Data Analysis and Finalisation. A copy of the agreed work plan can be found below.



PHASE 1 - INCEPTION

- The contract start date was 29th of April 2016 and BRC provided Out of the Box with documents for the desk review.
- The inception report contains the background and introduction to the evaluation, the approach and work plan and a list of the deliverables expected.

PHASE 2 - DESK REVIEW

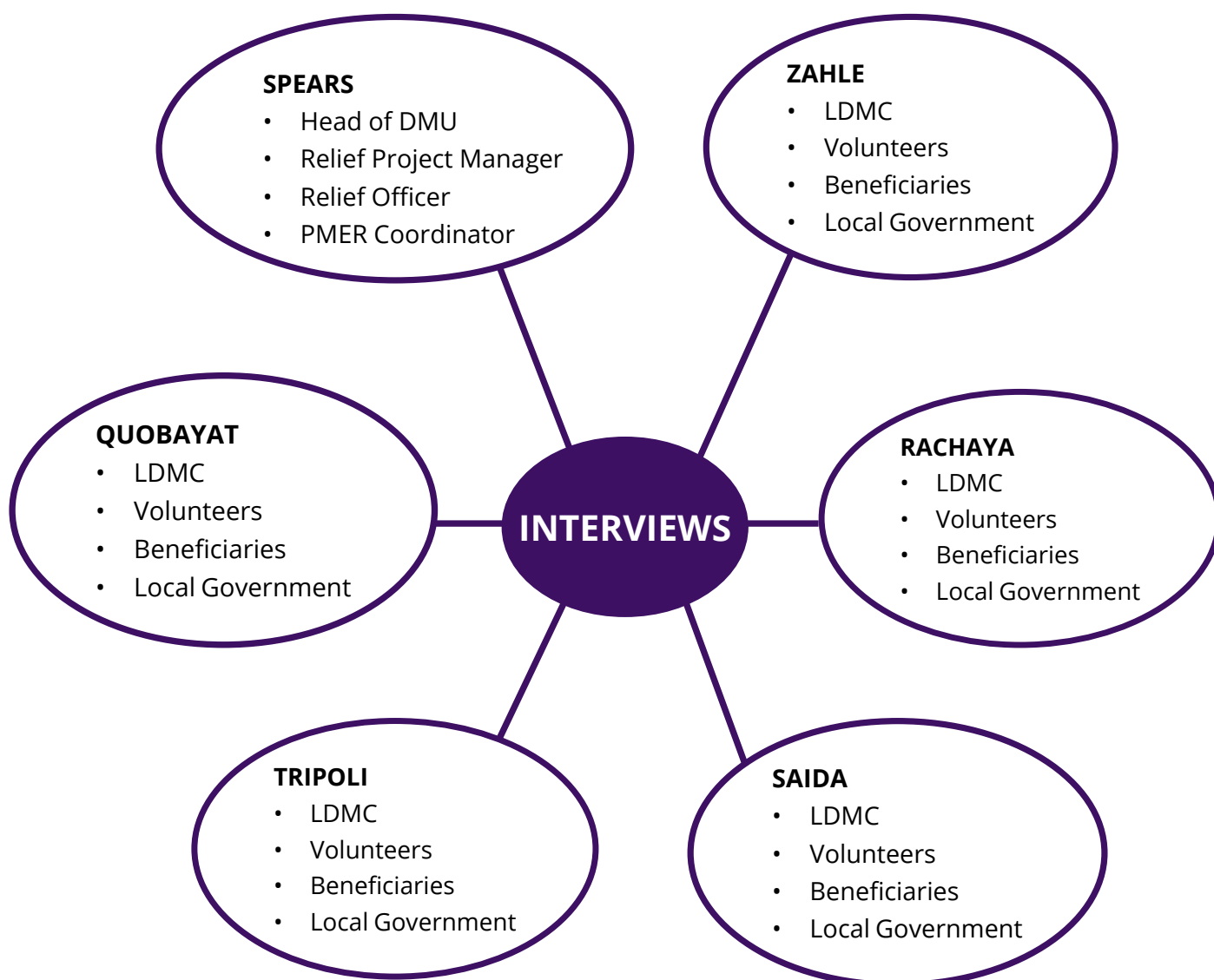
The following documents were received by Out of the Box for the Desk Review

1. Convention DGD
2. Accord et Déclaration de créance
3. Accord termes et conditions
4. Proposal formulaire unique CRB Liban PG
5. Budget Liban DGD 2015
6. August report
7. Call for proposal
8. Distribution plan August 2015
9. Distribution plan July 2015 V2
10. Distribution plan SEPTEMBER 2015
11. Final report - Belgian RC food report July -2015december 2015
12. July report
13. June report
14. MAY SR REPORT
15. MOU Lebanese RC Belgian RC Food signed 2x
16. PDM report food hygiene parcel March, April 2015

PHASE 3 - FIELD VISITS STAKEHOLDER ENGAGEMENT

- Out of the Box will visit the following areas - Zahle, Rachaya, Saida, Tripoli and Qobayat- and conduct interviews and focus groups with different stakeholder
- The stakeholder engagement will include interviews with key project stakeholders including:
 - LDMC
 - Volunteers
 - Beneficiaries
 - Local government (Municipalities)
- These interviews will be conducted by Out of the Box and include face-to-face, and telephone (if needed). A list of all those interviewed will be included in an Annex to the final report.

SCHEDULED INTERVIEWS IN LEBANON



PHASE 4 – DATA ANALYSIS

- Out of the Box will collate all feedback from the Desk Review and Stakeholder Engagement.
- Using an analysis framework based on the 8 aspects outlined, Out of the Box will draw conclusions from the data, and present the findings to LRC/BRC in the Project Evaluation Report.

Annex 2

Questionnaires and data collection tools

BENEFICIARIES QUESTIONNAIRE

1 - ☐ Female ☐ Male

2 - **Age bracket:**

☐ 15-20 ☐ 36-50

☐ 21-25 ☐ 50+

☐ 26-35

3 - **How long have you been in Lebanon**

a. Less than 6 months

b. Between 6 months and 1 year

c. More than one year

4 - **How many persons are you in the household**

a. 2

b. 2-4

c. 4-6

d. 7-10

e. More?

5 - **What benefits are you getting by order of priority**

a.

b.

c.

6 - **Do you know the name of the institution which is giving you the food parcels?**

.....

.....

7 - **How many parcels did you get until now?**

.....

.....

8 - **Is that enough**

☐ Yes ☐ No

9 - **How often do you get parcels**

a. Every week

b. Every two weeks

c. Every month

d. Other

10 - Rating from 1 to 5 (1 being the least and 5 being the most)

- a. Location for delivery
- b. Waiting time to get your parcel
- c. Quantity received
- d. Quality received
- e. The process used for the delivery

11 - Attitude of people delivering the parcels rate from 1 to 5, (1 being the least and 5 being the most)

- a. respectful
- b. In a hurry
- c. The same people
- d. On time

12 - Do you ever: yes or no

- ☐ Sell items that you don't need
- ☐ Exchange items that you don't need
- ☐ Store items in case you don't receive anymore
- ☐ Throw items you receive
- ☐ Give items received
- ☐ Consume items received

13 - If you had to substitute two items against two other ones, which would they be and against what?

.....

.....

14 - What is the item you wait for the most?

.....

.....

15 - These parcels have allowed you to spend money on which other priority?

.....

.....

16 - If you could substitute the food parcels with another kind of support what would it be?

.....

.....

RC STAFF QUESTIONNAIRE

Evaluation Area	Evaluation Questions	
Relevance	Do project objectives correspond with the refugees identified needs and priorities?	
	Was the project objectives complementary to other interventions with the refugees?	
	Were the activities held consistent with the overall goal and the attainment of its objectives?	
	Were the community (especially women and girls), and other stakeholders satisfied by the parcels provided?	
	To what extent does the project respond to gender-specific needs and priorities of men, women, boys and girls?	
	To what extent were the project interventions culturally appropriate and sensitive to the norms and values of the community?	
Finding beneficiaries	Was the data collection methodology (in terms of data collection, sampling and data analysis) appropriate vis-à-vis the desired objectives?	
	What factors were crucial or represented constraints and barriers to find the right beneficiaries?	

Evaluation Area	Evaluation Questions	
Efficiency	Was the project structure and staffing efficient? To what extent the definition of roles and the recruitment of personnel (Staff and volunteers) were clear and allowed for the efficient implementation of the project?	
	Was a suitable monitoring system in place?	
	Was the distribution made based on an appropriate sequencing and timeline?	
	How did the RC team cooperate with the local community?	
	How was the project perceived by local communities and the beneficiaries throughout the implementation?	
Impact	What impact did the RC presence have on the communities or the project partners?	
	What impact did the RC presence have on the direct beneficiaries?	
Lessons Learnt & Best Practices	What are the best practices and lessons to be learned from the implementation of the project?	
	What should have been done differently? What could be improved for similar projects in similar fragile contexts?	
	How did the fragile context and local dynamics influence the implementation of the project?	
	How sensitive and reactive was the implementation and the data collection and analysis to the conflict dynamics in the region?	
	Are there any recommendations that can be identified for involvement in similar contexts in the future?	

Evaluation Area	Evaluation Questions	
Effectiveness	What were the major factors influencing the achievement or non-achievement of the project objectives?	
Efficiency	Was the project / activities cost-efficient?	
Reliability	If this piece project was replicated would you get the same or very similar results?	
Validity	Does this project achieve what it set out to achieve?	
Other Issues	Are there any other important considerations for the RC to take into account as concerns this project?	

RC VOLUNTEER QUESTIONNAIRE

Evaluation Area	Evaluation Questions	
Relevance	Do project objectives correspond with the refugees identified needs and priorities? How did the beneficiaries react to the parcels?	
	Were the community (especially women and girls), and other stakeholders satisfied by the parcels provided?	
	To what extent does the project respond to gender-specific needs and priorities of men, women, boys and girls?	
	To what extent were the project interventions culturally appropriate and sensitive to the norms and values of the community?	
Efficiency	Was the project structure and staffing efficient? What would have helped to maximize your efficiency as volunteers?	
	Was a suitable monitoring system in place?	
	Was the distribution made based on an appropriate sequencing and timeline? Did you have all needed information?	
	How did the RC team cooperate with the local community?	
	How was the project perceived by local communities and the beneficiaries throughout the implementation?	

Evaluation Area	Evaluation Questions	
Impact	What impact did the RC presence have on the communities or the project partners?	
	What impact did the RC presence have on the direct beneficiaries?	
Lessons Learnt & Best Practices	What are the best practices and lessons to be learned from the implementation of the project?	
	What should have been done differently? What could be improved for similar projects in similar fragile contexts?	
	How did the fragile context and local dynamics influence the implementation of the project?	
	How sensitive and reactive was the implementation in the region?	
	Are there any recommendations that can be identified for involvement in similar contexts in the future?	
Effectiveness	What were the major factors influencing the achievement or non-achievement of the project objectives?	
Efficiency	Was the project implemented in the most efficient way compared to alternatives?	
Reliability	If this piece project was replicated would you get the same or very similar results?	

Evaluation Area	Evaluation Questions	
Validity	Does this project achieve what it set out to achieve?	
Other Issues	Are there any other important considerations for the RC to take into account as concerns this project?	

LOCAL GOVERNMENT / MUNICIPALITY QUESTIONNAIRE

Evaluation Area	Evaluation Questions	
Relevance	Do project objectives correspond with the refugees identified needs and priorities within your region?	
	Was the project objectives complementary to other interventions with the refugees within your region?	
	Were the community (especially women and girls), and other stakeholders satisfied by the parcels provided?	
	To what extent does the project respond to gender-specific needs and priorities of men, women, boys and girls?	
	To what extent were the project interventions culturally appropriate and sensitive to the norms and values of the community?	
Finding beneficiaries	Was the data collection methodology (in terms of data collection, sampling and data analysis) appropriate vis-à-vis the desired objectives?	
	What factors were crucial or represented constraints and barriers to find the right beneficiaries?	

Evaluation Area	Evaluation Questions	
Efficiency	Was the distribution made based on an appropriate sequencing and timeline?	
	How did the RC team cooperate with your municipality?	
	How was the project perceived by local communities and the beneficiaries throughout the implementation? Did you get any complaints?	
Impact	What impact did the RC presence have on the communities or the project partners?	
	What impact did the RC presence have on the direct beneficiaries?	
Lessons Learnt & Best Practices	What are the best practices and lessons to be learned from the implementation of the project?	
	What should have been done differently? What could be improved for similar projects in similar fragile contexts?	
	How did the fragile context and local dynamics influence the implementation of the project?	
	How sensitive and reactive was the implementation and the data collection and analysis to the conflict dynamics in the region?	
	Are there any recommendations that can be identified for involvement in similar contexts in the future?	

Evaluation Area	Evaluation Questions	
Effectiveness	What were the major factors influencing the achievement or non-achievement of the project objectives?	
Efficiency	Was the project implemented in the most efficient way compared to alternatives?	
Reliability	If this piece project was replicated would you get the same or very similar results?	
Validity	Does this project achieve what it set out to achieve?	
Other Issues	Are there any other important considerations for the RC to take into account as concerns this project?	

SECTION FOUR - DELIVERABLES

1. PROJECT EVALUATION REPORT

The evaluation report will report will summarize the relevance of the CCM findings, as well as the potential for implementation in future interventions. The report will contain the following sections:

- Executive summary
 - A summary of the most important parts of the report
 - Who was involved in the evaluation
 - The purpose and objectives of the evaluation
 - How the evaluation was carried out, where and when
 - Key findings
 - Key recommendations
- Introduction
- Description of evaluation methodology
 - What methods were chosen and why?
 - Which stakeholders were involved and why were they chosen?
 - How was the information collected and by whom, and which methods were used?
- Key findings, including lessons learnt
 - Key findings – With regard to the relevance, methodology and tools, efficiency, effectiveness, impact, reliability, validity, of the project
 - Potential use of findings
- Highlights gaps, challenges and opportunities for RC to consider in the future Projects
 - Lessons Learnt
- Highlights and clearly indicates lessons that RC could learn from the evaluation findings;
- Conclusions and recommendations for RC
 - Conclusions of Evaluation
 - Clearly indicates specific recommendations in all areas mentioned that RC should consider implementing future interventions.

Annex 3

Terms of reference



Independent Evaluation of the Project “Food security for Syrian refugees in Lebanon” implemented by the Lebanese Red Cross with the support of the Belgian Red Cross

TERMS OF REFERENCE



1) BACKGROUND AND CONTEXT

1.1 - Collaboration between Belgian RC and Lebanon RC

Belgian RC is present in Lebanon since the « July War » (conflict with Israel) in 2006. In response to that crisis, the Belgian RC strengthened the Lebanese RC EMS (vehicles, infrastructure). Since then, Belgian RC has also worked with the Lebanese RC on a project for the Dissemination of Humanitarian norms towards Lebanese youth, project financed by the “Service Consolidation de la Paix” (Belgian Ministry of Foreign Affairs) from 2009 until 2015.

Belgian RC also supported Palestine Red Crescent – Lebanon branch through Community Based Health projects (2009 to 2012) and Blood Transfusion projects (2008 to 2011) in the Palestinian refugee camps.

In the frame of the Syrian crisis, Belgian RC supported Lebanese RC with a 600,000.00 € subvention from DGD (Belgian Gvt) in 2012, and with a 45,000.00 € grant from funds raised from the Belgian population in 2014 for a relief and emergency health project.

In 2015, Belgian RC received another 850.000 € subvention from DGD in order to strengthened the food security of Syrian Refugees in Lebanon.

This specific project will be the purpose of the present evaluation.

1.2 - Project Presentation

The project targeted as direct beneficiaries 4000 households of Syrian Refugees settled in Lebanon. It has been implemented in various location spread over the entire territory of Lebanon. More specifically, the places identified with the highest needs were: Halba, Zahle, Hasbaya, Tyre, Tripoli, Baalbek, Hermel, Raschaya, Saïda, Kob Elias and Tebnin.

The overall goal of the project was to improve the living conditions of Syrian refugees in Lebanon and the specific objective was to improve the access of the targeted population to food. In order to achieve this objective, two results have been defined as follow:

- The persons who are the most vulnerable and most in need of complementary food are identified.
- The beneficiaries' daily food ration varied according to necessary daily nutriment amounts and respect local customs.

The project is part of the IFRC Emergency Appeal which planned to procure food parcels to Syrian refugees during the whole 2015 year on a monthly basis. The project supported that plan for 6 months, from July to December (depending on the greater operation and the evolution of the situation, the proposal might have covered few months before and/or after as well).

2) EVALUATION

2.1 - Purpose and scope

The project proposal foresees in its initial formulation that an external evaluation would be conducted at the end of the project. The purpose of the final evaluation is to promote institutional learning to improve the implementation of future «relief» actions and more specifically food distribution of the RC in Lebanon.

The outcomes of the evaluation (cf. 2.4) will be particularly interesting for the Belgian RC and the Lebanese RC and will be shared with the other partners who support the Lebanon RC in its

relief activities (German RC, Swiss RC, etc.) and with the Belgian government. The evaluation will assess the implementation of the project “Food security for Syrian refugees in Lebanon” from its beginning (1st of May 2015) until its end (30th of April 2016).

2.2 - Objective of the evaluation

The evaluation aims to describe the effectiveness and relevance of the project and make recommendations to improve future performance of other relief actions.

The evaluator will set himself the evaluation criteria in order to meet the objective of the evaluation. These criteria will be primarily qualitative and related to the objectives and results as defined in the initial project proposal submitted to the donor. They will ensure in particular to answer the following questions:

1. Did the project achieve what was originally expected: Did it achieve the specific objective indicators and outcomes as formulated in the initial proposal (logical framework); if so, to what degree? If it is ruled out, what are the reasons?
2. What are the main effects (positive or negative, intended or unintended, direct or indirect) induced by the project on the Syrian Refugees targeted and also on the local communities?
3. Could the same or better results have been achieved with the same or fewer inputs by doing things differently or with another implementation strategy (for instance through Cash Transfer Programs)?
4. Are we doing the right thing? Considering the wider operating environment, has the project accurately identified the most important causes of vulnerability? Are these causes appropriately addressed in our activities and program design? Does the program address the real needs of families and communities?
5. Based on the above questions, what are the success factors and lessons learned, and recommendations for improving the implementation of future relief actions?

In the definition of the methodological approach (cf. 2.3) for the evaluation, the evaluator will ensure to cover and take into account the perceptions of the various stakeholders (beneficiaries, local authorities, other NGOs or UN agencies involved in relief operation in Lebanon, RC volunteers and project team, branches and headquarter of the Lebanese RC) for each question. A particular attention will be paid in order to consult separately and take into account the specific perspectives of women and children. These separate consultation mechanisms will be described in the technical and financial bid.

A particular attention will be paid on certain groups of people: it will be required to consult separately women and children in order to take into account their specific perspectives. These separate consultation mechanisms will be described in the technical bid.

2.3 - Methodology of the evaluation

The evaluation methodology will be defined by the evaluator. However, here are some suggestions that could be part of the process:

- Reading and analysis of the documents listed in Section 4 (not exhaustive);
- Visits on distribution sites;
- Research and analysis of information through interviews and / or other participatory approaches (focus groups, etc.) to gathering information from:
 - RC Staff involved in the project at headquarters and branches level;
 - RC Volunteers involved in food distribution activities;
 - Local Authorities;
 - Representative of the hosted communities;
 - Direct beneficiaries (with a specific methodology for the participation of women and children);

- Other partners of the Lebanese RC supporting relief activities;
- NGOs and UN agencies involved in relief activities or more widely in the hosting of Syrian Refugees in Lebanon

2.4 - Outcomes

The outcomes expected for this evaluation are:

1. A presentation of the methodology that will be used (approach, criteria, tools) by the evaluator at the start of the evaluation;
2. Two restitution meetings during which the evaluator will report its analyzes, conclusions and recommendations: (i) first meeting: at the end of the evaluation activities on the field, before drafting a first draft report (in the presence of – at least – a representative of the LRC) and; (ii) second meeting: after submission of the approved final report (in the presence of the BRC and LRC);
3. The draft report for review and comment by the BRC and the LRC (within a period of 10 days after receipt of the interim report);
4. A final evaluation report after receiving any comments on the interim report (to be submitted no later than the 12th of June 2016).

The final report will be written in English in order to be directly shared with the Lebanese RC and the donor.

The content of the report should at least contain the following sections (not exhaustive):

1. An Executive summary
2. A description of the context
3. A description of the methodology, the means used and their limitations
4. The results for each of the criteria defined by the evaluator
5. The conclusions, lessons and recommendations (specific, feasible, and preferably listed in order of priority)

In annexes, the report will include: the Terms of reference, data collection tools (maintenance records, etc.), the sources of information used (primary and secondary).

2.5 - Time schedule and Budget

The evaluation should be hold on the field between the 1st and the 30th of April 2016. The final report should be transmitted no later than the 15th of June 2016.

The planning of the number of days needed to carry out the evaluation is left to the appreciation of the evaluator.

For information, the budget of the evaluation should not exceed: 10.000 Euro.

3) SELECTION PROCESS

The evaluation team will be selected on the basis of technical and financial offers to be submitted not later the 22.03.2016 on the following email address: lise.taviet@croix-rouge.be with mention "Evaluation of the project - Food security for Syrian refugees in Lebanon".

3.1 - Content of the technical and financial offers

Technical and financial offers should contain at least the following sections:

- Description of the methodological approach;
- Evaluation schedule (description of the work plan, the number of days required and deadlines);

- The CV of the evaluator (or of each member of the evaluation team if the evaluation is carried out by more than one person)
- The budget requested (with at least the following headings: fees, transportation, hotels);
- An example of an evaluation report already made by the evaluator.

The BRC reserves the right to launch a new selection procedure if the proposals received are not considered of sufficient quality.

3.2 - Evaluators Qualifications and Experience

As a minimum proposals should include one specialist in monitoring and evaluation with a postgraduate degree in social sciences or related discipline.

Additional requirements include:

- Regarding the specific intervention zones (security context), a preference will be given to people having the Lebanese nationality ;
- Availability to travel on the field;
- Several proven experience of successful project evaluations in the sector of relief or food security in emergency;
- A good knowledge of the Syrian refugees crisis especially in Lebanon ;
- Very good oral knowledge of French, English and Arab;
- Very good writing skills in English;
- Knowledge of the Lebanon Red Cross or/and the International Movement of Red Cross and Red Crescent is an asset.

4) SOURCES OF DATA AND INFORMATION

The Belgian RC will place one copy of the following documents at the disposal of the selected evaluation team:

- The call for humanitarian projects in the context of the crisis in Syria and affected neighboring countries;
- The proposal of the project and its budget;
- Convention with the Donor;
- Terms and conditions of the contract;
- Memory of Understanding between the BRC and the LRC;
- The narrative (and financial ?) reports of the project;
- Post-Distribution Monitoring Report.

5) QUALITY AND ETHICS STANDARDS:

Evaluators should take all reasonable measures to ensure that the evaluation is designed and conducted in ways that respect and preserve rights and well-being of individuals and communities to which they belong; it is technically accurate, reliable and legitimate; it is carried out in a transparent and impartial manner; and it helps to promote institutional learning and accountability. Therefore, the evaluation team should meet evaluation standards and applicable practices outlined in the Evaluation Framework for the International Federation attached to this specification.

The standards of the International Federation for evaluation are:

Utility Standard

Evaluations must be useful and used. Evaluations are useful if they are done at the right time, serving the specific information needs of intended users. A utilization-focus requires that the needs of stakeholders are identified during the planning stage and addressed throughout the

evaluation. It also requires that evaluations are conducted in a credible manner so that findings are accepted and can inform decision making and organizational learning. There should be clear indication of how the evaluation findings will be used, and follow up should be specific in the response and in the investment of time and resources.

Feasibility Standard

Evaluations must be realistic, diplomatic, and managed in a sensible, cost effective manner. The Secretariat commits to allocating adequate resources for evaluation, which should be managed cost-effectively to maximize the benefits while minimizing the use of scarce resources and unnecessary time demands on stakeholders. In the context of complex, resource-strained settings, evaluations need to be carefully selected, planned and conducted. Practical and appropriate methods and procedures should be used that minimize disruption to ongoing programming, as well as the socio- economic and political context.

Ethics & Legality Standard

Evaluations must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation. Evaluations should abide by professional ethics, standards and regulations to minimize risks, harms and burdens to evaluation participants – this includes careful consideration as to whether an evaluation or certain procedures should be foregone because of potential risks or harms. Evaluators should respect the customs, culture, and dignity of human subjects, (consistent with the fifth and tenth Principles of Conduct). This includes differences due to religion, gender, disability, age, sexual orientation and ethnicity. Particular attention should be given to address issues of discrimination and gender inequality, (in accordance with the United Nations Universal Declaration of Human Rights). IFRC endorses the principle of “do no harm.” Processes and protocols (below) should be clearly defined to inform evaluation participants, obtain the consent and ensure confidentiality of respondents, and handle illegal or harmful activity.

Transparency Standard

Evaluations should be conducted in an open and transparent manner, in accordance with the ninth Principle of Conduct. Specific procedures and protocol should be developed to ensure transparency in the evaluation design, data collection, the development and dissemination of evaluation products, and handling competing interests, differences of opinion, and disputes. Terms of Reference and evaluation products, including the report, should be made public. It is important to note that transparency may be compromised if it threatens the rights and security of individuals, or where sharing of information violates personal data or breaches confidentiality under freedom of information rules, (consistent with Standard 4.3 for ethics and legality).

Accuracy Standard

Evaluations should be technically accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined. Evaluators should possess the necessary education, expertise, and experience to conduct systematic assessments that uphold the highest methodological rigor, technical standards, professional integrity and best practices promulgated by professional evaluation associations and agencies.⁹ In the case of internal evaluations, participants should have adequate experience and expertise, which may necessitate capacity development as part of the evaluation process.

Participation Standard

Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate. Key stakeholder groups include the beneficiaries, programme staff,

donor/s, Movement partners, with bi-lateral organizations, and between international, national, and civic society organizations. Particular attention should be given to include any marginalized or vulnerable groups. Stakeholder participation in data collection, analysis, reporting, and utilization increases legitimacy and utility of evaluations, as well as overall cooperation, support, and ownership for the process. It also helps to ensure the evaluation adheres to any donor requirements, and, (in accordance with the fifth Principle of Conduct), local laws, regulations, and customs. Local involvement is also consistent with the sixth and seventh Principles of Conduct, to find ways to involve beneficiaries and build local capacities.

Collaboration Standard

Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation. IFRC interventions are often implemented through various partnerships within the Movement, with bi-lateral donors, and between international, national, and civic society organizations. Within the Movement, collaboration between actors upholds the Fundamental Principles of Unity and Universality. Pluralism that involves beneficiaries and other key stakeholders in the evaluation process ensures that all the legitimate points of view are expressed and considered in a balanced manner. It encourages transparent information sharing and organizational learning. In addition to pooling together and conserving resources, collaborative initiatives such as joint evaluations can reduce the duplication of services and procedures and the related burden on recipients, build consensus, credibility, and support, and provide insights and feedback that might not be possible through a stand-alone evaluation.

Evaluation externe projet « Food security for Syrian refugees in Lebanon » – Réponse de la Croix-Rouge de Belgique – 7 juillet 2016

Comme prévu dans la politique d'évaluation externe, un comité de pilotage a été constitué de plusieurs personnes ayant différentes fonctions au sein du siège de la CRB (cette évaluation étant commanditée par la CRB et non le partenaire – cfr politique d'évaluation externe). Ce comité de pilotage s'est réuni à plusieurs reprises pour les moments clés tels que la rédaction des termes de références, l'ouverture et la sélection des offres. Il s'est réuni une dernière fois pour discuter de la présente 'Management Response' et organiser la mise en œuvre des différentes recommandations.

En ce qui concerne la sélection de l'équipe de consultance, 11 propositions ont été réceptionnées à la date limite définie dans le dossier d'appel d'offre (31/03/2016). Parmi les 11 propositions reçues, 5 d'entre elles **ont été jugées complètes** et 7 ont été jugées inéligibles par rapport aux critères énoncés dans les Termes de Référence (absence d'offre financière, de méthodologie, etc.).

Les 5 offres jugées éligibles ont été évaluées par le comité de pilotage de l'évaluation le 8 avril 2016 et l'offre de la société « Out of the box », ayant obtenu le plus de points, a été retenue. L'évaluation a donc été menée pendant la période du 25 avril 2016 jusqu'au 17 juin 2016, date de la remise du rapport d'évaluation finale.

L'évaluation arrive après un an de mise en œuvre du projet de sécurité alimentaire en faveur des réfugiés syriens. Le rapport apporte un regard très intéressant sur le projet, a globalement bien cerné les enjeux et propose des pistes pertinentes pour un éventuel futur programme de même type au Liban, mais également dans d'autres pays. Les résultats de l'évaluation et les recommandations provisoires ont été présentés par l'évaluateur au siège de la CRL à Beyrouth ainsi qu'au siège de la CRB à Bruxelles. Le rapport d'évaluation est joint à cette lettre pour envoi à la DGD.

L'évaluation a été réalisée sur base des critères suivants : pertinence, efficience et efficacité, impact et répliquabilité. Les conclusions du rapport montrent que globalement le projet a répondu aux attentes. Il est important de préciser que la CRL est la mieux placée pour ce genre de projet tant celle-ci est mesurée d'atteindre d'une part les réfugiés syriens et, d'autre part, les personnes les plus vulnérables dans les communautés locales. Cet accès lui confère une légitimité importante des deux côtés et lui permet d'agir efficacement. Le projet a été une réelle opportunité pour la CR libanaise pour tirer des leçons et améliorer ses pratiques en matière de distribution. En effet, le service « Disaster Management » de la CR libanaise était très récent lors du démarrage du projet. Aussi, le projet soutenu ainsi que l'appui des autres partenaires du Mouvement (CR allemande, hollandaise, danoise, suisse, etc.) a permis à ce nouveau service de se développer tout en améliorant qualitativement ses pratiques.

L'évaluateur a formulé une série de recommandations à destination de la CRB et la CRL. A noter que certaines recommandations, telles que la qualité de la CRL en tant que partenaire ou la capacité de cette dernière à pouvoir mener d'autres actions, ont été considérées plus comme des constats pour lesquels aucun suivi spécifique n'est nécessaire plutôt que comme de réelles recommandations nécessitant des actions à mettre en œuvre.

Principales recommandation :

- **Renforcer les actions de monitoring et d'évaluation** de la CRL. Plusieurs points ont été relevés par l'évaluation externe à ce niveau. Tout d'abord, les informations transmises par le système des NU (PAM et HCR notamment) n'étaient pas régulières ni forcément à jour. Or le soutien du PAM et/ou du HCR était un critère d'exclusion pour la sélection des bénéficiaires et leur maintien dans les listes Croix-Rouge. Ainsi, malgré les efforts de la CRL pour croiser les données, le risque que certaines familles aient parfois reçu à la fois un

soutien du PAM et un soutien de la CR ne peut être tout à fait exclu. Un nouveau système de partage des données entre organisations (RAIS) a été mis en place vers la fin de la période de mise en œuvre du projet ce qui permet désormais à la CRL d'obtenir des données mises à jour en temps réel.

L'évaluation montre également que si la CRL n'a pas éprouvé de difficultés majeures quant à la récolte de données, elle s'est retrouvée face à un manque de capacités (compétences, outils, personnel disponibles...) pour effectuer une bonne analyse de ces données par la suite. Rappelons que le service en charge du projet au sein de la CRL venait d'être créé l'année précédant le début du projet. Les autres sociétés nationales partenaires (notamment les Croix-Rouge Allemande, Suisse et hollandaise) présentes sur place et actives dans le domaine du « Relief » ont particulièrement appuyé le Service DM de la CRL pour améliorer ce point. Ainsi, la CRL est désormais mieux armée pour effectuer l'analyse des données récoltées. Cependant, si dans l'avenir d'autres projets du même type venaient à être soutenu par la CRB au Liban ou dans un autre pays, nous nous **engageons à apporter une attention particulière aux capacités de monitoring et évaluation de la société nationale hôte** et, le cas échéant, à prévoir un appui particulier en la matière.

- Par contre, la recommandation portant sur la **mise en place de nouvelles procédures d'évaluation systématique des besoins afin de monitorer l'entrée des réfugiés** au Liban ne nous semble pas réaliste ni pertinente au regard du rôle de la CRL dans la crise des réfugiés au Liban. En effet, cette crise est coordonnée au niveau du gouvernement libanais par une cellule de crise interministérielle et, au niveau des acteurs non gouvernementaux, par le HCR. Aussi, nous pensons que la mise en place de nouvelles procédures de monitoring des arrivées des réfugiés au Liban devrait être discutée à ces niveaux.
- Un autre point soulevé par l'évaluation **concerne l'introduction de transfert monétaire au profit des bénéficiaires en lieu et place des distributions de colis alimentaires**. En effet, selon l'évaluation, cela permettrait une meilleure flexibilité, une meilleure diversification alimentaire et un meilleur respect de la dignité des réfugiés. En effet, les transferts monétaires permettraient d'aider les réfugiés à établir leurs propres priorités en fonction de leurs situations individuelles (présence d'enfants en bas-âge ou de femmes enceinte/allaitante, personnes âgées dans la composition des ménages). Cela permettrait de répondre aux besoins spécifiques des enfants qui ne sont pas pris en compte dans les colis alimentaires distribués par la Croix-Rouge (la composition des colis a été définie de manière standardisée pour chaque ménage soutenu, indépendamment du nombre et du type de personnes composant ces ménages). De plus, cela devrait également favoriser une meilleure intégration avec la communauté locale car les réfugiés pourraient participer à la vie économique/ commerciale des villages où ils sont installés.

Cette recommandation est totalement acceptée par le CRB. Certains membres du personnel de la CRB ont déjà suivi diverses formations sur le CTP (Cash Transfer Programming). En outre, au niveau de la CRL, d'autres partenaires du Mouvement appuient actuellement la société nationale dans la mise en place de ce type d'activité. Aussi, sous réserve d'acceptation de ce type d'activité par les bailleurs de fonds, la CRB et la CRL veilleront à inclure des activités de cash transfert dans leurs futurs programmes de distribution.

Concernant les autres recommandations, il s'agit de recommandations très pratiques pour la mise en œuvre du projet. Nous entérinons la quasi-totalité des recommandations et nous engageons à les mettre progressivement en œuvre, sous réserve d'indications contraires de la part des bailleurs de fonds (par exemple, la possibilité de mettre en place des activités de cash transfert n'est parfois pas toujours prévue par les bailleurs de fonds) et de cohérence avec la stratégie d'intervention de la CRL en matière de distribution alimentaire et/ou de cash.

Le détail de ces recommandations et de notre positionnement est repris dans le tableau ci-dessous. Les recommandations acceptées par la CRB seront mises en œuvre dans le cadre d'un éventuel futur projet similaire à celui évalué. Certaines d'entre elles seront aussi utiles pour des projets similaires dans d'autres pays.

Autres recommandations

Recommandation	Acceptation de la recommandation (est-ce que la recommandation est pertinente et acceptable?) Si oui, remplir aussi les autres colonnes. Si non, expliquer pourquoi.	Importance de la recommandation (Noter de 1 à 10 l'importance de la recommandation, c'est à dire les changements positifs que l'application de la recommandation apporterait à l'organisation ou aux bénéficiaires. 1 c'est peu important – 10 très important)	Faisabilité de la recommandation (Noter de 1 à 10 la facilité à mettre en œuvre la recommandation : demande-t-elle beaucoup de temps ? Ou d'argent ? Les compétences pour la mettre en œuvre existent-elles au sein de l'organisation ? 1 c'est peu faisable et 10 c'est très faisable)	Positionnement sur la recommandation (A la lumière de l'analyse faite dans les colonnes précédentes, décider si la recommandation sera ou pas mise en œuvre et son degré de priorité – faible, moyenne - élevée)
1) Maintain the different processes to contact the refugees according to their region and camp structure as it serves the final objective	Oui, nous acceptons la recommandation.	8	10	La CRB s'engage, pour un futur projet, à veiller au suivi de cette recommandation par la CRL. Si, d'ici là, des améliorations venaient à être apportées au processus par la CRL, la CRB évaluera le bienfondé de ces améliorations
2) Criteria of selection should include the number of persons per household	Oui, nous acceptons la recommandation.	9	7	Les critères de sélection des bénéficiaires ont d'ores et déjà été revus par la CRL dans les derniers mois de l'année 2015 et ils prennent désormais en compte la composition du ménage (nombre de personnes mais également des critères de vulnérabilité spécifiques comme l'âge des enfants, les personnes âgées etc.)
3) If parcels are to be redistributed, the content needs to be slightly modified according to what is being exchanged and sold (canned food, beans, spinach...) to fit their cultural habits	Oui, nous acceptons la recommandation.	9	6	Si dans le futur un nouveau projet de distribution alimentaire devait être à nouveau soutenu au Liban, la CRB et la CRL veilleront à ce que le contrat avec le fournisseur permette de telle substitution. A noter, dans le cadre du projet évalué, des modifications avaient déjà été apportées au contenu du colis suite aux feedback donné par les bénéficiaires lors de monitorings post distribution. La CRL a veillé à

					substituer les denrées les moins appréciées culturellement par d'autres ayant des propriétés nutritionnelles équivalentes
4) Maintaining a ratio of support to the Lebanese communities will permit less friction. This would alleviate the discrimination felt by the Lebanese populations towards the Syrian refugees.	Oui nous acceptons cette recommandation	10	10		Dans le cadre d'un éventuel nouveau projet, la CRB s'engage à ce qu'un support aux communautés libanaises soit maintenu.




 Sébastien Fosseur
 Directeur du Département International