



# “RESEARCH ON KEY ACHIEVEMENTS AND LEARNINGS FROM 4 EU MADAD-FUNDED PROJECTS”

**360**

للاستشارات  
CONSULTING

## PRESENTATION OF FINDINGS

Norwegian Refugee Council (NRC)

**NOVEMBER 30, 2022**

# Agenda

Background

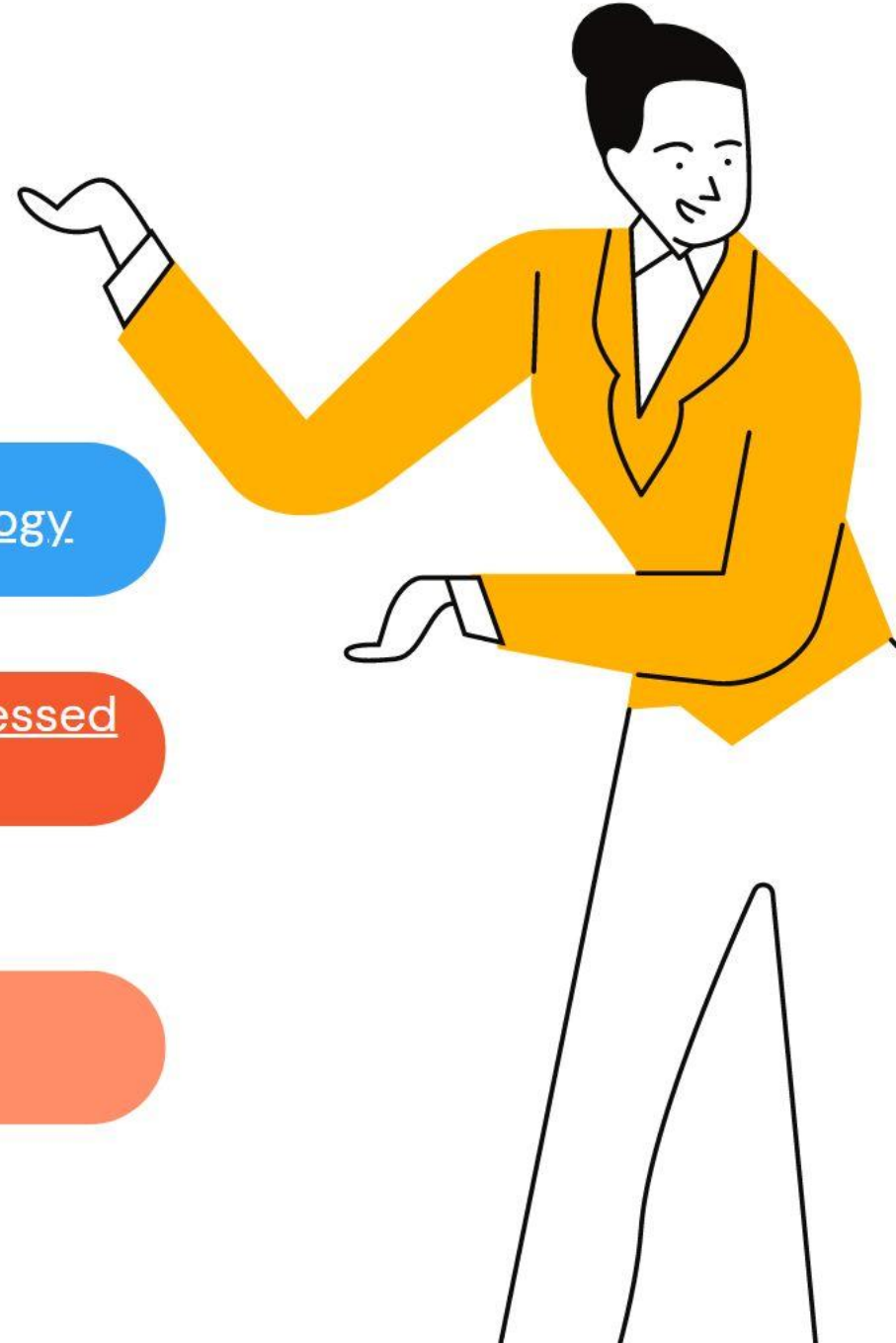
Framework & Methodology

Context

Achievements of the Assessed  
Interventions

Differentiating Aspects of the  
Assessed Interventions

Lessons Learned



# Background

The EU Regional Trust Fund in response to the Syrian crisis (EUTF referred to as MADAD fund) was developed to provide a coherent and reinforced aid response to the needs of:

- The Syrian refugees
- Host communities and their administrations



MiyahCon, H2ALL, SABII and HawkaMaa-EU Consortia received funding through the MADAD fund to implement WASH projects in Lebanon.

# Project Background

The four consortia of INGOs, funded under MADAD, over the last four years, subject of this assessment:



- WW-GVC, CISP, ACWUA
- Promote sustainable management of water services and resources in countries affected by the Syrian crisis.

- 13 million EUR
- 2016-2020
- Non-cost extensions till December 2021



- NRC, WWGVC, Oxfam, World Vision
- Promote sustainable water services and provide an enabling environment that improves the living conditions of vulnerable communities in the Bekaa.

- 7.8 million EUR
- 2018-2020
- Non-cost extensions till December 2021.



- CISP, ACF, CARE, ACTED
- Improve safe access to efficient and sustainable water supply through enhanced water management and environmental sanitation in Lebanon.

- 7.2 million Euro
- 2018-2020
- Non-cost extensions till September 2022.



- ACTED, WW-GVC, ACF, SI, LebRelief, LEWAP/PSEau
- Support water governance and public water and wastewater services in Lebanon for host and refugee communities.

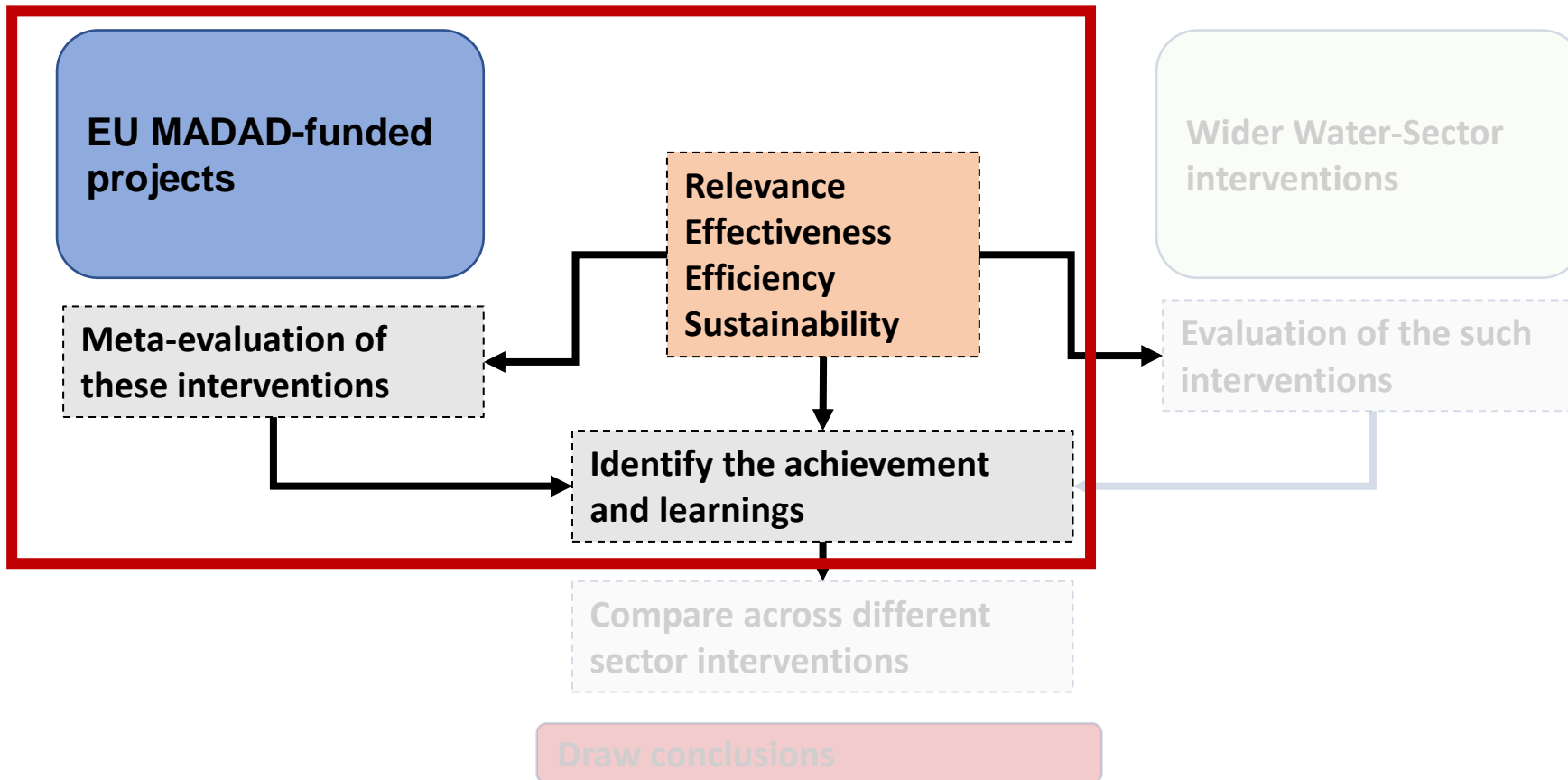
- 25 million Euro
- 2021-2024

# REVIEW FRAMEWORK & METHODOLOGY



# Evaluation Scope

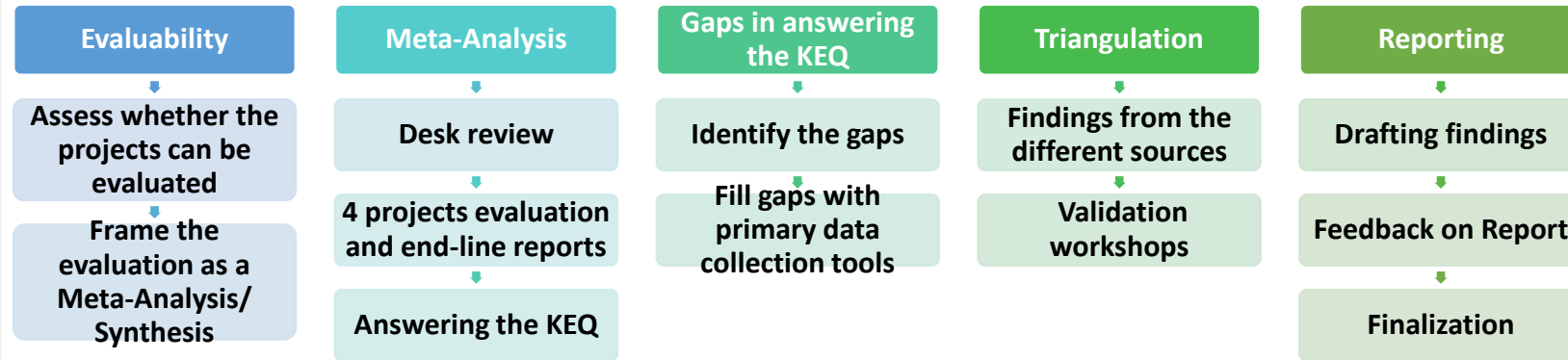
To evaluate and research key achievements and learnings from 4 EU MADAD-funded projects in Lebanon.



# METHODOLOGY

A mix of evaluation approaches:

1. Identify and map **evaluations/** assessments findings, conclusions, and recommendations.
2. Capture **internal and external enablers** that contribute or impede progress towards achieving the projects outcomes and outputs.
3. Asses the consortiums **delivery modality** in the sector, identifying their boundaries of effectiveness, efficiency and their added value.



– A series of 20 KIIs

- Consortia leaders and management, key partners and stakeholders.

– A half a day workshop with the Consortia Staff

- Consortia project managers, engineers and social coordinators.

# CONTEXT





# Context

Lebanon water sector has experienced different forms of reforms:



- Lebanon has still not been able to completely meet the priorities of either the water users or the managing authorities.
- RWEs remain challenged with limited capacity, resources and financial autonomy and accountability to manage water service provision and improve service levels.

# Context



The sector is further stressed by:

Influx of the Syrian refugees since 2012

Post 2019 protracted crises that have hit the country

- Economic crisis
- Structural lack of resources
- COVID 19 pandemic
- Beirut Port Blast
- Political deadlock

*“Lebanon’s critical water infrastructure is reaching a breaking point. Unless immediate action is taken, the public water supply networks will collapse and, directly or indirectly, eliminate access to safe water to more than four million people” concluded UNICEF Drying Up report (2021)”.*

# ACHIEVEMENTS OF THE ASSESSED INTERVENTIONS



# Achievements of the Assessed Interventions

Projects designed to ensure quality and safe access of water supply to refugees and host communities through an integrated intervention capable of:



- Improving the management of the assets
- Protection of water sources
- Controlling “water demand management” in the target areas

External evaluations confirmed that:



- Actions were relevant
- Fulfilled most of the identified infrastructure works, as well as the research and advocacy deliverables
- Contextual challenges hindered the programs

# Achievements of the Assessed Interventions

The four projects have proven to be needed and necessary and their outputs are observable and noted.

## Impact

Influenced by:

- The disruption of the work within the RWEs
- A steep trend of staff turn-over
- Interruption in electricity supply and unprecedented increases in the cost of diesel

## Sustainability

Impacted by the economic and political situation in Lebanon as projects aim to build the capacity of the RWEs to:

- Deliver safe water to the communities
- Perform the necessary technical operation and maintenance
- Reduce the losses in the system

# DIFFERENTIATING ASPECTS OF THE ASSESSED INTERVENTIONS

Mission-  
Driven

Social  
Engagement

Capacity  
Building

Adaptability  
and  
Learning

Efficiency



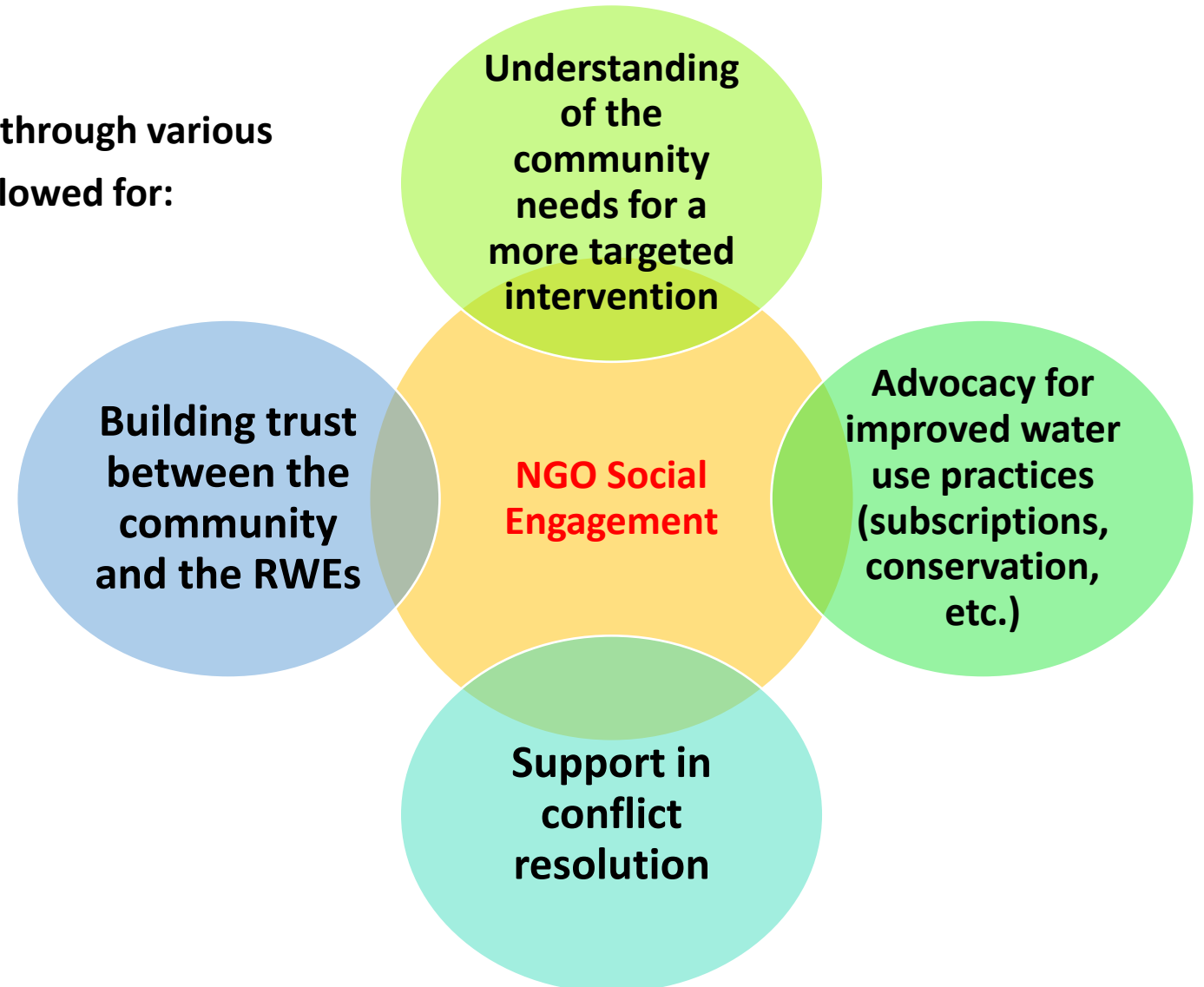
# Mission-Driven Approaches

Interventions managed by NGOs with clear humanitarian and civic missions represent a value-add in the water sector. NGOs, usually are:

- More **sensitive to the community needs** and socio-cultural values
- More **respecting and sympathetic** to the vulnerable communities' dynamics
- More **cautious not to cause additional harm** to the already devastated communities
- **Cognizant of the communities' different social and health needs**, not only their WASH necessities

# Social Engagement Approaches

Complemented the infrastructure projects through various activities at different project phases and allowed for:



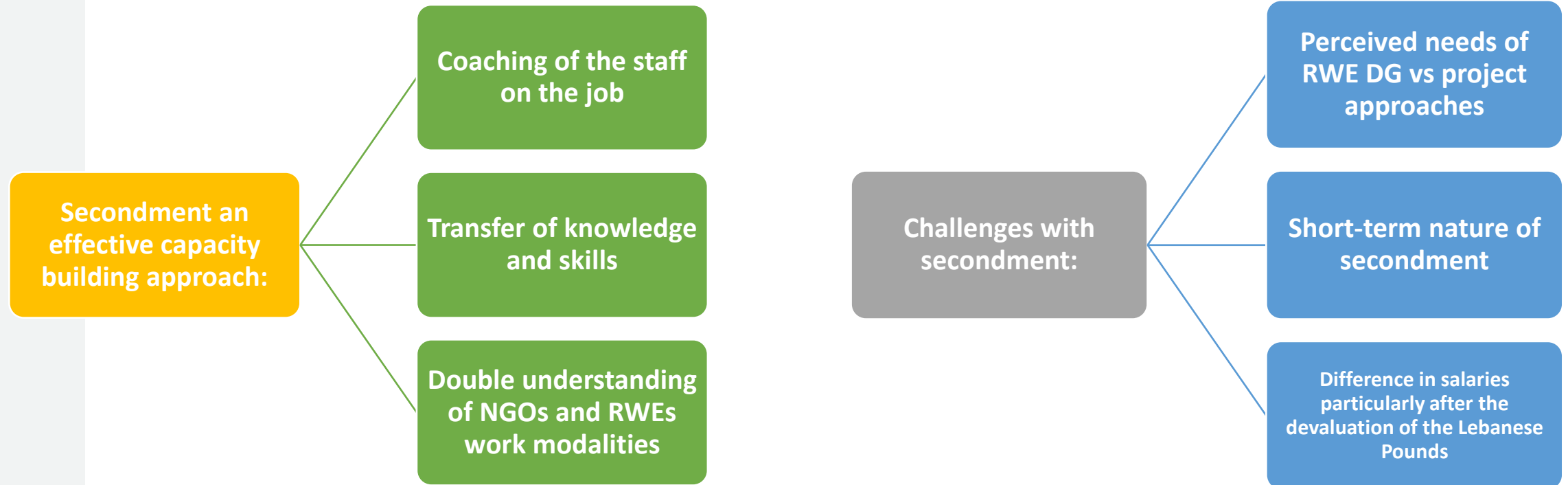


# Social Engagement Approaches

NGOs were identified as **facilitating dialogues** at the regional and local levels between the municipalities and the relatively newly established RWEs.

- **Subscription campaigns:** more than 1,000 new subscribers in Zabboud, Labwe, and Nabi Othman
- **Citizen Perception Surveys:** need for physical local offices
- **Building trust:** communities volunteering their lands for solar systems in the Bekaa.
- The **PACT** (Policy & Advocacy Coordination Table): “Social engagement milestones” document validated by the Water Sector’s “Stabilization Working Group”.

# Capacity Building Approaches



# Capacity Building Approaches

The various **trainings** at the RWE levels that were highly commended by RWE DGs

- Implementing Non-Revenue Water Management Processes, Tools, & Applications
- GIS and WaterCAD trainings

RWEs' management were committed and cooperative

Provision of tools and equipment needed along with training

# Adaptability and Learning

Value add of the NGOs:

- a) **capitalizing on the learnings** accrued from their interventions globally
- b) **piloting** locally some approaches and **replicating** innovative and workable ones in other regions
- c) **scaling up** workable approaches and adopting them in other consortia, and
- d) **convening different stakeholders** (private sector, academics, NGOs, public sector, among others) on new approaches and advocacy work.

*Piloted approaches*

- (a) *Oxfam solar water pumping technology*
- (b) *ACTED method to harvest the rain*
- (c) *WW-GVC ELSICR approach*
- (d) *WW-GVC subscription campaigns*

*ELSICR approach:*

*14,000 thousand Euros pilot turned recently into a 2 million Euros project (ELSICR under HawkaMaa-EU). It started with the local section requesting support for operation and maintenance and taking 18 months to receive support.*

# Adaptability and Learning

1. HawkaMaa-EU project has developed a **Research and Learning Plan** to ensure the learning aspect is captured and sustained beyond the Consortium and generate meaningful learning of the water sector
2. **Sharing learnings at the national level**
  - Forums** like the Lebanese Water Forum under H2ALL,
  - Studies and publications**, such as the “Introduction of Consumption-based water-wastewater tariffs in Lebanon - Strategy and Recommendation Report” under H2ALL
  - Manuals and guidance documents** such as the Social Communication Approach, the Customer Database Update Manual, the Citizen Perception Research Manual, etc. under MiyahCon,
  - The Policy & Advocacy Coordination Table (PACT)** which provided a platform where knowledge and lessons learned were shared and ideas were suggested to develop new strategies for NGOs working in the sector

# Efficiency

Driven by their not-for-profit missions the NGOs are:

- More interested and **committed to efficient implementation** that save cost and time as well as with minimal environment and social implications
- *though often it is out of their control due to the multiple players in the sector and the context that turned out to be not conducive*
- Establish solid consortia and implement **complex interventions** not limited to infrastructure
- Ability to **identify contextually relevant solutions** to challenges and capacity to renegotiate the scope of works and allocating savings to other project activities

# Efficiency

The consortia were challenged with:

**Intra-consortium management issues**

**Inter-partners matters attributed to the prevailing context and the nature of the interventions**

**External contextual factors outside of the control of the consortium**

# Efficiency

NGOs can focus on more integrated, harmonized and complementary services within consortia.

- (a) Within the same consortium, different NGOs are at **different level of competency** in delivering the components
- (b) Different NGOs implement in **different geographical areas**



*Implementation could benefit from more harmonization to exploit the potential for cross-fertilization in the field*

**Consortium Technical Leadership Strategy** developed under Hawkamaa-EU to enhance coordination and collaboration between the partners:

- Five technical task forces were established
- A TOR for each task force
- Regular meetings and activities



# LESSONS LEARNED



# Lessons Learned



Capitalize on the differentiating characteristics of the NGO modality



Leverage on intra-consortium common strategy



Optimize resource use within consortium



Optimize procurement process



Complementing the approach with O&M services



THANK YOU