

Bel Salameh

Final Evaluation

ACKNOWLEDGEMENTS

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MECS gratitude and sincere wishes also go to all the mental health practitioners and psychosocial support experts met and interviewed during the exercise, in the hope that their skills, resources, motivation and resilience will contribute to alleviate the sufferings and respond to the needs of the Syrian affected population.

DISCLAIMER

This Evaluation Report is compiled for ABAAD by Middle East Consulting Solutions, independent monitoring, evaluation and research consultancy. The information and views set out in this report are those of the authors and of those who have contributed to it, and do not necessarily reflect the official opinion of the European Union .

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1 - BACKGROUND AND INTRODUCTION

Organisational and Project Background

ABAAD, founded in June 2011, is a non-profit, non-politically affiliated, non-religious civil association that aims to promote sustainable social and economic development in the MENA region through equality, protection, direct service provision, and empowerment of refugee and host community groups who may be vulnerable, especially women.

In April 2015, ABAAD, with the support of the European Union, launched a project for Syria entitled “Bel Salameh,” (Syrian dialect, term used either to wish someone a safe return or to get well soon), which addresses the multiple psychological dimensions of the crisis and enables individuals and communities to improve their capacity to transform their negative experiences. The strength and resilience-centred approach used within this project will support the capacities of affected communities inside Syria to cope with immediate needs emanating from the crisis, recover from its impacts, and sustain this recovery over the long-term.

Evaluation Overview and Objectives

Following two years of implementing its European Union-funded “Bel Salameh” project in Syria, ABAAD commissioned Middle East Consulting Solutions (MECS) to conduct a final external evaluation covering the full project implementation period spanning from April 1, 2015, until March 31, 2017.

MECS mobilized two lead evaluators, and two support evaluators to conduct the evaluation. The core evaluation activities were led by Ms. Elisa Cestari, the Program Development Manager at MECS, and the technical backstopping was provided by Mr. Mohammed Shikh Aiyob, the Director of MECS.

This final evaluation of “Bel Salameh” focused on understanding the following axes:

- The strategic achievements and the gaps of the “Bel Salameh” project;
- The operational management of project activities, and the levels of achievements and gaps in the management of operations;
- The coordination mechanisms mobilized under this project;
- The visibility of project activities;
- Satisfaction levels of beneficiaries;
- Ownership transfer and sustainability possibilities;
- Performance achievements and gaps of ABAAD partners inside Syria.

Evaluation Methodology

To conduct this evaluation, MECS applied the OECD/DAC criteria for international development evaluations. This methodology looks at the evaluation of the relevance, effectiveness, efficiency, impact, and sustainability. These evaluation elements were taken into consideration against the following levels of program implementation:

- Strategy
- Operations
- Coordination
- Visibility

For each of these levels, a set of indicators were developed by MECS and discussed with ABAAD. These indicators were then utilized to create open-ended evaluation questions.

In addition to the OECD/DAC criteria mobilized, MECS developed another layer of evaluation which looks to verify the services provided by ABAAD and to assess the satisfaction levels of beneficiaries. In general, the evaluation methodology is considered as a mixed methodology that tackles the evaluation of the program on both the ABAAD and the project beneficiary levels.

The different types of tools mobilized included:

- In-depth interviews with ABAAD management and “Bel Salameh” program teams: these interviews were highly driven by the OECD/DAC criteria for evaluation. The interviews focused on collecting feedback from different members of the ABAAD team on the “Bel Salameh” project, and assessed their performance gaps and achievements against the project plans. In total, 6 persons from ABAAD were interviewed using this tool, and the interviews involved the Project Manager, MHPSS Technical Advisor, MEAL Officer, Media Officer, Project Officer and the Director of ABAAD.
- In-depth interviews with randomly selected beneficiaries: these interviews focused on gathering detailed feedback from a group of beneficiaries randomly selected out of a list of all participants who had attended at least two trainings under “Bel Salameh”. The feedback was used to cross-check findings and facts reported by ABAAD, and to complement the analysis of the evaluation, using the beneficiaries’ perceptions as guidance. In total, MECS conducted 7 interviews using this tool; on average, each interview took around 90 minutes.

- Opinion poll exercise: due to the large number of “Bel Salameh” beneficiaries, which therefore makes it difficult to individually interview a sufficiently representative sample, MECS developed a simple opinion poll, which was shared via e-mail with the program beneficiaries. The beneficiaries were requested to answer the closed-ended questions, and report directly to MECS. This component of data collection had significant value in providing a representative picture of the program importance, beneficiaries’ satisfaction, performance of trainers, and the performance of ABAAD’s local implementing partners in Syria. Overall, 108 beneficiaries filled the questionnaire, which is considered as a highly representative sample.

The findings of the different interviews were coded and processed according to a mixed analysis plan, both qualitative and quantitative. MECS designed the reporting process of the evaluation to have the feedback of both ABAAD and the beneficiaries integrated into the different sections, without separation, with the exception of the beneficiaries’ satisfaction findings collected through the opinion poll.

2 - ABOUT “BEL SALAMEH” PROJECT

“Bel Salameh,” ABAAD’s European Union-funded project inside Syria, aimed to utilise the resilience-based approach to support Syrian men and women in war-torn Syria to actively engage and contribute as citizens in rebuilding peace and resilience at the individual and social levels.

As the Syrian crisis continues unabated, with it continue numerous devastating consequences on two levels; the social fabric of Syrian society at large, and the mental health and psychosocial wellbeing of the people.

A. IMPACT OF THE CRISIS ON THE SOCIAL FABRIC

- Displacement, forced migration, and difficulties coping with and integrating into new host communities
- Syrian women, men, and youth experiencing or witnessing extreme forms of violence
- Numerous forms of losses (including human, material, ideological, cultural, identity, and other types) and inability to carry out mourning rituals, both in Syria and in surrounding countries, on the individual, family, and community levels
- Interrupted education cycles, leading, in some cases, to child military recruitment, trafficking, and early marriage
- Limited capacity for service provision, especially in the mental health sector;

medication is scarcely available and extremely expensive.

B. IMPACT OF THE CRISIS ON MENTAL HEALTH AND PSYCHOSOCIAL WELL-BEING

- Human suffering, helplessness, and distress - normal reactions resulting from abnormal situations (exposure to insecurity, adverse events, and extreme violence)
- Difficulty to reach the acceptance stage of grief, resulting in being trapped in the stages of denial, depression, and/or anger
- Inability of individuals and families to transform and find meaning in traumatic events due to lack of available MHPSS can result in the increase and prevalence of mental disorders and trans-generational mental health risks on the long-term
- Resilience and positive development that are also present on individual, familial, and community levels, in spite of the severity and lengthiness of the crisis – responses to adversity that need to be supported and strengthened

Thus, in order to respond to the aforementioned problematics, the project aimed to address the multiple psychological dimensions of the crisis and to enable individuals and communities to improve their capacity to find meaning in their suffering and to transform their negative experiences.

The strength and resilience-centred approach utilised by ABAAD within the “Bel Salameh” project attempted to support the capacities of affected communities inside Syria to cope with immediate needs emanating from the crisis, recover from its impacts, and sustain this recovery over the long-term, through the following:

- Strengthening capacity of MH and PSS practitioners working inside Syria.
- Enhancing coping strategies of affected population.
- Bridging the gap in resources and skills related to GBV case management.
- Enhancing the technical response mechanism in dealing with GBV trauma.
- Strengthening social cohesion and resilience of Syrian people, particularly youth.

3 – EXECUTIVE SUMMARY

The evaluation focused on assessing findings at the strategic, operational, coordination and communication, and visibility levels through five main axes: relevance, effectiveness, efficiency, impact, and sustainability.

On the **strategic level**, the eight elements on which the evaluation was based were the relevance and reflection of field needs, the strategy's effectiveness and adaptability, the promotion of synergies and networking, the gaps addressed and the duplications avoided, strategic resource allocation, wide-range influence, challenges and drawbacks, and sustainability considerations.

"Bel Salameh" was designed to address the needs of the project's target beneficiaries and to reflect these into its activities, in addition to ensuring a significant degree of responsive flexibility (through regular monitoring and collection of beneficiary/stakeholder feedback and accordingly updating the work-plan) throughout the course of implementation of the project to ensure catering to the identified needs, hence ensuring a good degree of **relevance**. The project design proved to be **effective** to tackle the critical situation on multiple levels, as "Bel Salameh" was capable of witnessing and measuring an increase in the knowledge of all of its beneficiaries, with the reach and the total number of beneficiaries proving higher than initially expected, and selection always applying a strict humanitarian, apolitical approach, and participants selected as long as they fit eligibility criteria. The Action leveraged several **synergies** to scale up its effectiveness, both internally to strategically interlink activities towards set objectives, and externally to avoid duplicating actions conducted by other actors in the field. The strategy of "Bel Salameh" mainstreamed considerations to prioritize sustainability of the action, focusing on two levels: technical resources (production of material that can be used past the duration of the project by project beneficiaries and likewise other actors in the field) and human resources (building capacities, empowerment of beneficiaries, provision of skills to transfer knowledge and transfer of ownership). Minor findings related to the sustainability of two resources produced, the online GBV and MH Helpdesks, and the GBV CMiE Online Course, which required continued funding of experts operating them, were addressed by ABAAD mentioning that there will be regular fundraising to sustain them.

On the **operational level**, the eight elements assessed were Human resources organization, relevance to the outputs, effectiveness in implementation and satisfaction levels (M&E records, tools, trainings, and social cohesion activities),

operational constraints, delays and efficiency, major impacts, organizational learning and knowledge management, and activity continuation.










The project assigned 10 full and part-time roles to the project, and was generally satisfactory, except in support (field and office tasks-based) roles during the second year of implementation. All activities, which raised very high levels of satisfaction across beneficiaries, proved relevant to project outputs, and achieved all set indicators, often exceeding them. There were few operational constraints when it came to the remote management of activities managed by the implementing partners inside Syria, but ABAAD generally intervened where possible, and a few site visits were conducted by the Bel Salameh team. This also resulted in organizational learning for ABAAD related to remote management and preparedness. While the project's activities generally took place within work-plan timelines, some delays took place due to field-related and logistical constraints, resulting in one set of activities planned to occur following a training of trainers not occurring; however, this did not affect achievement of the indicator. The project provided beneficiaries with resources, tools, training, and supervision opportunities that were previously not available. The developed tools and enhanced skills are foreseen to continue benefitting Syria and the region. The only risk towards the achievement would be strong emigration rates of trained individuals; at the time of this evaluation, the majority is still in Syria, and the KIs have expressed their unanimous will to continue living and working in Syria.

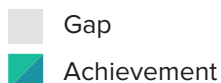
On the **coordination and communication level**, the seven elements assessed were remotely-managed implementing partners, partnership contributions, the multi-level coordination mechanism, internal versus field communication, coordination with the Contracting Agency, efficiency and delays, and joint ventures.

ABAAD sought out implementing partners in Syria who had large, relevant networks, and who would be able to easily acquire permissions to implement activities. While the identified implementing partners presented a number of positive additions (such as growing the project network and outreach), some issues were faced when it came to remote management, and some beneficiaries considered their working ethics biased. Additionally, the inability of ABAAD's team to regularly be present at the field level limited their ability to develop a mutually beneficial and longstanding partnership with the IPs. ABAAD retained good internal and external levels of communication with team members, beneficiaries, stakeholders, and the Donor

Agency. There was one minor delay in the submission of the interim report. ABAAD's focus on beneficiary empowerment and ownership also resulted in the grassroots creation of new initiatives such as MHPSS centers and clinics by beneficiaries who networked at the trainings, as well as autonomous working groups among project beneficiaries on Facebook and WhatsApp. At the time of this evaluation, the latter are still very active, with minimal intervention from the ABAAD project manager to provide information or support with networking or share resources as needed. And finally, on the **visibility level**, the six elements assessed were outreach and approaches towards beneficiaries, visibility achievements, efficiency considerations, mentions and references to the project, exposure of the Donor Agency and beneficiary perceptions, and Ex-post, sustainable perceptions about the project. The KIs who were interviewed and the beneficiaries who responded to the opinion poll all reported that they particularly appreciated the attitude and communication manner of ABAAD, and the project gained a strong level of promotion by beneficiaries and stakeholders through word of mouth, which was displayed in the rising level of training applications, its gradual coverage of 11 out of 14 governorates, and frequent contacts over Facebook and email requesting to be a part of Bel Salameh's work (joining activities, asking for resources, or volunteering with the project). While ABAAD promoted Bel Salameh activities on social media (successful digital media platform, with a strong number of visitors), they regularly took security considerations and protection of beneficiaries into consideration. Project branding and donor visibility guidelines were always adhered to, with the EU logo regularly present at all training venues and activity sites and on all developed resources. General perceptions of the project and its activities are still spreading at the local level, and at the time of this evaluation, ABAAD reported still receiving contacts with a variety of requests and references.

Performance Evaluation Matrix

	Relevance	Effectiveness	Efficiency	Impact	Sustainability	Sum Value
Strategic	<ul style="list-style-type: none"> - Reflection and adaptation to the field needs through a solid exchange of information with the beneficiaries and through the initial baseline assessments; (4/5) 	<ul style="list-style-type: none"> - Provision of solutions to gaps in sectorial resources tailored to the Syrian context in Arabic, and capacity development initiatives in identified fields - Focus on learning and empowerment of beneficiaries, with tailored measurement tools to monitor their progress; (5/5) 	<ul style="list-style-type: none"> - Efficient distribution and planning of running costs, activity-related costs and management costs; (4/5) 	<ul style="list-style-type: none"> - Large, unexpected reach to beneficiaries, though mainly restricted to regime-held areas. High numbers of applications received with regular increase; - Supporting the implementation of regional mechanisms responding to the crisis; (5/5) 	<ul style="list-style-type: none"> - Sustainability considerations were taken into account during the design of the project, by having materials that can be available for beneficiaries in the future without the need of technical support from ABAAD. (4/5) 	
Operational	<ul style="list-style-type: none"> - The organizational chart was short on project officer support during the second year, which required a high simultaneous load of work on field and office tasks. - All activities were relevant to the intended outputs. (3.5/5) 	<ul style="list-style-type: none"> - The project raised very high records of satisfaction among the beneficiaries - All activities were achieved, with indicators often scoring percentages much higher than planned. - Few operational constraints related to field insecurity and remote-based partnerships (4/5) 	<ul style="list-style-type: none"> - Certain activities faced some delays, often due to field-related limitations and logistical constraints. As a consequence, a set of trainings for front-liners in Syria was not implemented; still, this did not affect the achievement of the set indicator. (4.5/5) 	<ul style="list-style-type: none"> - Resources and training opportunities – previously inaccessible to the beneficiaries – provided them with useful tools/skills/ networks to utilize during their work. - The organization also enhanced its own knowledge: thematic on MH field particularly in Syria, and operational knowledge on remote-managed initiatives in response to the Syria crisis. (5/5) 	<ul style="list-style-type: none"> - Extra resources were collected to ensure the sustainability of the help desk and GBV online course among others; - Developed resources and enhanced skills are likely to continue benefitting Syria, unless strong turnover rates occur. (5/5) 	
Coordination and communication	<ul style="list-style-type: none"> - Few issues raised in the identification and remote management of the implementing partners in Syria; - In some cases, implementing partners were considered biased by the beneficiaries (2.5/5) 	<ul style="list-style-type: none"> - Good levels of internal communication and coordination at ABAAD level; - Remote management and inability to work on-site limited the ability of developing a mutually beneficial and longstanding partnership - Many efforts were put to maintain continuous, open contact with beneficiaries. However, this reduced time and resources pledged to internal communication; (3/5) 	<ul style="list-style-type: none"> - Minor delays affected only the submission of the interim report package, which was done past the three-month mark. (4/5) 	<ul style="list-style-type: none"> - Coordination with local implementing organizations contributed to grow project network and outreach; - Joint coordination efforts occurred with several EU grantee organizations and regional platforms and working groups; - Good degree of communication with the donor agency facilitated an overall fluid workflow and the networking with further agencies; (5/5) 	<ul style="list-style-type: none"> - Coordination efforts among beneficiaries resulted in the creation of autonomous working groups, still active on social media and WhatsApp, as well as the creation of new initiatives and MHPSS service provision centers receiving technical support from ABAAD; - Recommendation and referral systems managed to provide the beneficiaries with new work opportunities; (5/5) 	
Visibility	<ul style="list-style-type: none"> - The attitude and communication of ABAAD was particularly appreciated by the beneficiaries; - “Bel Salameh” was promoted through channels known and frequented by the beneficiaries (ie. Facebook, Daleel Madani, WhatsApp) - Security considerations were accounted to protect beneficiaries’ profiles (5/5) 	<ul style="list-style-type: none"> - Running of a successful digital media platform, with strong number of visitors and updates about the implemented activities; - Information was heavily spread across networks of stakeholders and via local word of mouth (5/5) 	<ul style="list-style-type: none"> - Promotional activities and visibility materials were implemented through both paid and free channels, respecting the resources available in the budget (4/5) 	<ul style="list-style-type: none"> - The project outreach extended from 7 to 11 governorates in Syria; - Project resources and updates were posted across different platforms, and were utilized and mentioned by multiple regional stakeholders; - The role of the EU was promoted and its perception increased across the beneficiaries (5/5) 	<ul style="list-style-type: none"> - General perceptions of the project are still spreading at the local level, and ABAAD is still receiving contacts with a variety of requests and references (4/5) 	
Tot.						



4 - PERFORMANCE EVALUATION

This chapter outlines the performance assessment of the “Bel Salameh” project, drawing evidence from desk research, 6 interviews with ABAAD staff, and 7 with beneficiaries. The analysis evaluated the initiative by focusing on four different levels – strategic, operational, coordination, visibility - deemed relevant to provide a comprehensive representation of the project performance in its wholeness.

The backbone of the performance evaluation heavily depended on mobilizing OECD/DAC methodology, where ABAAD management was requested to answer the different evaluation questions, and based on these answers, the evaluators created a semi-structured questionnaire to interview 7 randomly selected beneficiaries who provided feedback to complement and cross-check the findings drawn from the interviews with ABAAD team.

A. Strategic Level

	Relevance	Effectiveness	Efficiency	Impact	Sustainability
Strategic	<ul style="list-style-type: none"> - Reflection and adaptation to the field needs through a solid exchange of information with the beneficiaries and findings from baseline assessments 	<ul style="list-style-type: none"> - Addressing gaps in sectorial resources tailored to the Syrian context in Arabic, and capacity development initiatives in neglected field - Focus on learning and empowerment of beneficiaries, with tailored measurement tools to monitor their progress and provide support as needed 	<ul style="list-style-type: none"> - Efficient distribution and planning of running costs, activity-related costs and management costs 	<ul style="list-style-type: none"> - Large, unexpected outreach to beneficiaries, though mainly restricted to regime-held areas. High numbers of applications received - Supporting the implementation of regional mechanisms responding to the crisis 	<ul style="list-style-type: none"> - Strategic review of the GBV online course turned out prioritizing its effectiveness while affecting sustainability aspects - A number of organizations reached out to ABAAD to establish partnerships and cooperation, as a result of Bel Salameh project.

Relevance and reflection of the field needs

From a strategic understanding, “Bel Salameh” was designed to address the needs of the project’s target beneficiaries and to reflect these into its activities, in addition to ensuring a significant degree of responsive flexibility to cater to the needs identified throughout the course of the implementation of the project, hence ensuring a good degree

of **relevance**.

Since the early stages of the project design, in order to structure a consistent initiative tailored to the real situation on the ground, ABAAD consulted a number of experts, and collected diverse information from its existing network of MHPSS workers and practitioners in Lebanon and Syria. In addition, the project interventions and approaches specifically relied on information provided by the two baseline rapid needs assessments implemented at the beginning of the project, and continued regularly focusing on collecting feedback from the field – especially from beneficiaries and other actors – throughout the whole initiative. Due to the volatile and complex situation evolving in Syria, ABAAD actually pledged plenty of efforts to maintain such strong degrees of connection with the ground, and to adapt the “Bel Salameh” work-plan, activities, and consultants accordingly.

As mentioned above, “Bel Salameh” was based on the analysis and consultation of different available resources. Much of the project strategy – and implementation – was rooted in two rapid needs assessments that “Bel Salameh” implemented during its first phase: related to the self-care needs of MHPSS workers and practitioners (A.1.3), and about the capacity building and resource needs of MH practitioners (A.1.4). Such assessments were intended as an initial baseline and were taken into account across the duration of the action, without an official second round of assessments of the same kind¹. Meanwhile, other core resources included stakeholders meetings, coordination with INGOs and regular follow ups to acquire feedback from the field. Technically – upon suggestion from the European Union - the project undertook an in-depth review of an already existing MHPSS Handbook developed for Iraqi refugees in Syria, developed during 2007-2010. Although ABAAD initially thought about updating this document to the actual Syrian needs, after the involvement of multiple peer

¹ABAAD has informally conducted assessments on regular basis, based mainly on collecting feedback from beneficiaries, without a systematic approach.

reviewers (including a number of the Handbook's original peer reviewers) as well as a Symposium held in Beirut, ABAAD had to discard this option because the resource was deemed unsuitable for the scope and the audience of "Bel Salameh". In spite of that, the reviews – and the discussions - around this previous curriculum provided many inputs and suggestion to better tailor a new and relevant MHPSS Curriculum, as well as the methodology and strategy of the project.

The strategy of the project also maintained its relevance by ensuring the constant collection of beneficiary feedback, and updating the work-plan as necessary. Main means of communication between beneficiaries/field and the project happened through multiple channels, and very often saw the proactive initiative of the beneficiaries getting in touch with the team. One-one-one calls, WhatsApp conversations, and face-to-face meetings during trainings were the most resorted-to channels. The "Bel Salameh" Program Manager, MHPSS Advisor, and Project Officer were constantly approached by beneficiaries seeking support and sharing suggestions. In addition, "Bel Salameh" managed to be informed about beneficiary needs and satisfaction also through spot checks and the mid-term evaluation exercise.

Strategy effectiveness and adaptability

The project design proved to be **effective** to tackle the critical situation on multiple levels, as "Bel Salameh" was capable of witnessing and measuring an increase in the knowledge of all of its beneficiaries, with the total number of beneficiaries reached proving higher than initially expected.

By and large, the objectives of the action mainly referred to the capacity and knowledge gain of individuals active in the MHPSS, GBV CM, and medical fields in Syria, while the empowerment and transfer of ownership to these professionals were also accounted for. The project could measure the increase in beneficiaries' knowledge through the implementation of pre-post tests, trainers' follow-ups after concluding the trainings and/or observations made during training exercises, and final training evaluations. In addition to that, the project resorted to alternative measurement tools to verify the learning of the beneficiaries, such as the 'points based system' utilized by trainers to assess performance during TOTs. The project team and the MEAL department of ABAAD also conducted individual phone calls with beneficiaries to verify their perceptions and satisfaction with the training received, as well as the participants' own self-assessments. The monitoring and measurement of knowledge gain also informed the choice of the trainers for further activities. For instance, "Bel Salameh" trained 12 psychotherapists on GBV CMiE, through a ToT in Beirut. Out of these trainees, the project selected the 4 most successful – determined by their increase in knowledge and continued involvement in the GBV field assessed by the trainer during the training, following the training during case study sessions in Beirut and over Skype/WhatsApp follow-ups – and contracted them to conduct the GBV CMiE trainings for case managers

inside Syria. The project also resorted to technical monitoring support, and feedback from this service was overall positive. ABAAD also considered the motivation and initiative-taking of the beneficiaries as a positive indicator contributing to the success of the implemented activities. For example, technical discussions often occurred between the trainees and their trainers, after the courses, where they were discussing case studies, challenges of application, and different theoretical points of view. These discussions practically turned out in further capacity building opportunities, displaying genuine willingness and motivation of the participants.

Promotion of synergies and networking

Overall, all the activities implemented by "Bel Salameh" – either trainings, resources developed, or events - were strategically interlinked; they shared approaches and resources, and cooperated to achieve the same goal.

Still from a strategic perspective, "Bel Salameh" leveraged several **synergies** that were explored within the project self, and with external factors as well. Throughout the implementation, several activities were intertwined for the sake of further up-scaling the effectiveness of the action, particularly to overcome field-related constraints and ensure the sustainability of the activities. For instance, the mhGAP and PFA training was conducted five times in 4 different governorates in Syria, and it was supposed to be followed by an on-the-job coaching phase. However, due to the presence of participants from numerous different governorates including Qamishli, it was difficult for the trainer to conduct the on-the-job coaching. In order to bridge this gap, the project referred the participants to the helpdesk run by "Bel Salameh" instead. By doing so, the participants could have easier access to the helpdesk, which is an online resource, and can be self-paced over the user's needs - and opportunities to seek technical support for their profession. More than this, "Bel Salameh" tried to widely promote professional networking among its beneficiaries, namely among themselves but also with other organizations working in the domain in Syria, and several cases of beneficiaries found professional and job opportunities through this process. In three cases of project beneficiaries having to leave Syria for personal reasons and coming to Lebanon, the project team tried to provide them with networking and resource support as needed.

Occasionally, some beneficiaries attending a certain training were also recommended to attend further activities implemented by the project, in cases where this was considered relevant and useful to his/her professional needs.

Addressed gaps and avoided duplications

The project tackled a number of potential duplications, which were avoided thanks to a fruitful coordination mechanism among ABAAD and other stakeholders in the region (including between ABAAD and other grantee organizations supported by the

European Union). For example, during the first phases of the project, ABAAD reduced the number of trainings on mhGAP and PFA trainings from 8 to 5, after being informed that trainings on the same thematics were already being conducted by the WHO. Also, “Bel Salameh” initially expected to adapt the mhGAP and PFA manuals to the Syrian context. However, upon being informed that the WHO was already undertaking this work, in order to avoid duplications, ABAAD instead opted to include summarized contents of the two manuals and included them in the MHPSS Curriculum. In general, the project succeeded in avoiding overlapping with other actions also by constantly collecting direct, specific information on beneficiaries’ needs, hence tailoring all its trainings accordingly.

Strategically, the project wanted to address several gaps, mainly including skills development, lack of access to resources (in Arabic especially) and high turnover of MHPSS professionals, social workers, and GBV case managers. For example, the GBV online course was designed to fill the gap in GBV CMiE skills in Syria, a field which is quite overlooked, with a lack of specialized professionals and local organizations often assigning generic profiles with GBV CMiE responsibilities. Actually, the GBV online course received 145 requests of enrollment during its very first month of low-key announcement – a number higher than expected. It also developed another instance of synergy; in fact, UNHCR in Syria was implementing a training on CMR, and they asked their participants to complete the “Bel Salameh” GBV online course theoretical components as prerequisite introductory training phase. The GBV online training addressed the skills gap also by ensuring wide, safe reach to beneficiaries inside Syria, through providing a free-of-charge online service. Potentially, even though this course was specifically tailored to the Syrian context, it can also be used for any other country in an emergency context, since the backbone of GBV CM would be valid and applicable in the majority of these contexts. “Bel Salameh” produced a number of innovative resources, many of which were credited by international institutions for their contribution. The UNHCR, the University of Konstanz, and vivo international actually unofficially endorsed the value of the MHPSS standardized curriculum, as one of the most relevant and useful resources in Arabic available at the moment. As a general pattern, the capacity building efforts of “Bel Salameh” focused on the concept of brief psychotherapy interventions, mainly because many beneficiaries in Syria might not be able to engage in long term therapy due to displacement or restrictions on mobility, and because of the shortage in MH practitioners whose capacities are already significantly overstretched.

Strategic resource allocation

By and large, the allocation of resources across budget lines/sectors promoted an efficient implementation of the activities across the project. However, few minor modifications occurred, adhering to the European Union regulations. Also, concerning

the implementation of the activities for the youth change-makers (A.5.1) ABAAD believed it would be helpful to increase the number of trainings, hence resulting in further charges over the budget line specifically related to the youth trainings (but still within the overall capacity building budget). The distribution of running costs, activity-related costs and management costs also turned out to be properly designed since the beginning and no major reviews were needed during implementation phase.

Wide-range influence

As previously mentioned, the project was involved in a coordination process, where evidences, results, and recommendations were shared among the participants, hence contributing to their respective programs. The main entities with whom “Bel Salameh” was in contact were the UNICEF Regional Office/Protection Working Group, the Whole of Syria coordination group, the MHPSS Taskforce and the GBV Working Group in Lebanon, and multiple INGOs and agencies working in Lebanon, Turkey (Gaziantep), Jordan and Greece. Resources, publications, and tools undertaken by “Bel Salameh” were shared and potentially had an impact over the initiatives of these coordinated agencies, particularly around the GBV CMiE and MHPSS in Arabic.

One of the core regional contributions of the project happened through the creation of the “Syrian Wellbeing Collective”, a UNICEF/LAPIS-led project on PSS involving 18 CBOs in Southern Syria. UNICEF resorted to a number of resources implemented by the “Bel Salameh”, and also requested to integrate the project helpdesk within its platform as a widget.

Besides the official, intended contributions, the project also technically supported the creation of further grass-roots initiatives, which are still difficult to measure and evaluate for the time being. Still, part of these can be seen from the informal working groups generated by the project participants. Several participants in fact had the chance to meet during the trainings, and afterwards maintained good level of connection by resorting to dedicated group chats, Facebook groups, and mailing lists being used for referrals, discussions, and peer support. Also, after the training, many participants stated their willingness to start establishing their own facilities inside Syria to practice the skills learnt/ameliorated through “Bel Salameh”.

Challenges and drawbacks

When it came to selecting participants, the project applied a strict humanitarian, apolitical approach, launching an open call for applications and welcoming diverse participants, regardless of backgrounds or years of experience (as long as they reportedly fit the eligibility criteria). When interviewed by this evaluation, beneficiaries stated that this approach triggered both positive and negative impacts. It was positive for attempting to benefit the largest number of people interested in this field, while it had some negative impact because by including some non-specialists working in the

field, or individuals with a significant difference in years of experience, it created an information gap between the trainees.

While ABAAD received applications from people located in opposition-held areas, the logistics for their attendance of trainings in Beirut proved difficult, and finally no participants from opposition-held areas managed to attend the Beirut or Syria trainings in person. During the implementation phase, ABAAD noticed growing number of needs in areas out of their reach. In addition, a small numbers of beneficiaries already reported having fled the country, hence reducing their ability to provide direct assistance to people in need inside Syria. By and large, the whole geographic reach could have been better tackled, exploring alternative training methods besides the on-site version (both ToT and training), and ensuring more equal access to opportunities for the local population. Overall, the project managed to reach 11 governorates in Syria. During the course of the Action, ABAAD made some attempts to shift part of the trainings online, but this turned out not feasible due to the sensitive structure of the course, requiring the physical presence of an expert to guide and eventually relief the feelings of the participants.

As mentioned already, the project managed to reach a number of beneficiaries that was larger than envisioned. While this reach was broad and not restricted to only a few areas, it did happen in an unexpected, unstructured way. ABAAD's initial network inside Syria, announcements, and word of mouth were the major driving factors of this outreach, but much could have been done to make this process more structured and less driven by chance, to explore new networking channels inside the country and to expand the overview of the local stakeholders from a Syrian, internal perspective.

Data protection and online security of beneficiaries were always taken into serious consideration. This was especially the case while developing the GBV online course and the help-desk, the project applied highly encrypted systems, where only one super administrator can access information provided by the user. Practically, the course requested the name of the users only in order to issue the certificate upon completion of the course. In addition, the GBV online course was not structured with multiple choice examinations, as ABAAD was informed of existing fraudulent “businesses” where people would take the course, record the correct answers, and begin selling certificates for money. To this extent, instead of making the course fully automated, it featured interactive learning methods that require a moderator. This resulted in an unforeseen resource requirement which had not been taken into consideration. While ABAAD engaged three of its senior case managers to run the first cycle of the course, it is important to ensure the sustainability of the moderator's role. Also to avoid fraud, all issued training certificates will be automatically issued with a serial code, which will allow third parties who may be hiring the individual to cross check the certificate's validity through the number and the last name of the participant.

Sustainability considerations

The strategy of “Bel Salameh” mainstreamed considerations to prioritize sustainability of the action, focusing on two levels: technical resources and human resources.

Concerning technical resources, the MHPSS curriculum, the two rapid needs assessments, community leaflets, documentary, (intended as resources available both in hard and soft copies), as well as the online course and the two helpdesks, are context-specific resources that can continue to be shared and utilized in the future. The curriculum was designed in a very detailed, step-by-step way which can be used for self-consultation even by people who are not necessarily trainers.

In terms of human resources, the focus of the project over building beneficiaries' capacities (theoretical and practical) and their empowerment, was designed so as to guarantee an operational skilled force active in the fields of MHPSS, GBV CMiE, self-care, and clinical management of rape to assist the local population over the years to come. The participants initiated working/referral groups on new media channels (WhatsApp groups, closed Facebook group) – led, moderated, and operated autonomously by the beneficiaries, with continuous but purposely minimal engagement from the program manager. A number of specialists who met at the workshops also went on to establish centers aiming to provide specialized MHPSS services (for example, a center for individuals with disability as a result of war), and with future plans to provide capacity and skill building for MH specialists, with the technical support of ABAAD having been requested). These grassroots initiatives are a tangible instance of the sustainability of the capacity building and empowerment process. In spite of this, such achievements could be jeopardized in the event of excessive emigration of the beneficiaries due to lack of livelihoods, security or further constraints related to the ongoing dynamics of the Syrian context.

It is essential to mention that the GBV course and helpdesk were not meant to be transferred, due to their deep technical nature, which requires constant monitoring by ABAAD. The helpdesk is operated by Syrian experts, in order to be contextually valid. The sustainability here will require financial support to assure the continuation and improvement of the helpdesk service to go beyond the current extension period of 1 year.

Looking ahead, ABAAD has expressed its intention to capitalize on the tools and resources developed under “Bel Salameh”. Also, it is considering to upscale its geographic reach, by possibly directly establishing its own premises in Syria and Gaziantep, or else resorting to a local, entrusted Syrian organization already active in the sector to set up joint, solid work in the upcoming future. ABAAD would also like to explore and provide a response to further MH sectors that are still lacking professional resources and technical skills.

Looking at a field perspective, when interviewed, the beneficiaries stated they would need the project to continue its activities. Specifically in order to capitalize on the

outputs already implemented by “Bel Salameh”, they suggested that an eventual second phase should be focusing on the provision of more trainings, small grants, on-the-job coaching, and mentorship services.

B. Operational Level

	Relevance	Effectiveness	Efficiency	Impact	Sustainability
Operational	<ul style="list-style-type: none"> - During the second year, the organizational chart was short in support roles, to simultaneously deal with field (particularly inside Syria) and office-based tasks. - All activities were relevant to the intended outputs. 	<ul style="list-style-type: none"> - The project raised very high records of satisfaction across the beneficiaries - All activities were achieved, with indicators often scoring percentages much higher than planned. - Few operational constraints related to field insecurity and remote-based partnerships. 	<ul style="list-style-type: none"> - Certain activities faced some delays, often due to field-related limitations and logistical constraints. As a consequence, one set of trainings intended for front-liners in Syria could not take place; however, this did not affect the achievement of the indicator. 	<ul style="list-style-type: none"> - Resources, training, and supervision opportunities – previously inaccessible to the beneficiaries – provided them with useful tools/skills to implement during their work. - The organization also enhanced its knowledge: thematic on MH field and operational on remote-managed initiatives in response to the Syria crisis. 	<ul style="list-style-type: none"> - Voluntary efforts and extra resources were collected to allow the continuation of the helpdesks and GBV online course; - Developed resources and enhanced skills are likely to continue benefitting the region, unless strong emigration rates occur and affect the beneficiaries' receipt of specialized support.

HR organization

The project assigned 2 full-time management roles: the project manager and the project officer; 4 full-time service staff: media officer, project accountant, 2 helpdesk moderators and 1 driver. The other members of the team part of “Bel Salameh” were allocated by percentages: ABAAD director, project technical supervisor, MHPSS advisor, finance manager.

Overall, the different members of the team and the consultants were relevant in their roles and expertise; they contributed with relevant skills to the project implementation. However, while the number of technical profiles was deemed adequate, that of key staff dealing with the micro-management and logistical tasks was not fully sufficient to deal with the actual workload.

Initially, the project assigned the (field) officer and the media officer to support the project manager with logistics and media activities respectively. During the course of the action though, as soon as the training activities and the work in Syria started, the project developed growing needs for support both in the field and the office. This was jeopardized by the presence of one project officer only, roving between field activities sites (eventually in Syria as well in four occasions) and ABAAD office in Beirut. For example, the project officer was not always able to attend trainings in Syria – which would have been highly recommended – since his assistance in data entry was required at the ABAAD headquarters, supporting the project management unit.

Relevance to the outputs

By and large, all the project activities were relevant to the intended outputs of “Bel Salameh”, namely:

- 1) Creation of a pool of 40 MHPSS practitioners using the Strengths and Resilience based approach to operate inside Syria;
- 2) Creation of a pool of 460 social workers and care providers that will provide PSS, case management support, and other relevant services within Syria;

- 3) Creation of an accredited online course on GBV case management, recognized by prestigious American and European higher education institutions with a sustainable online tutoring system;
- 4) Specialized training for medical experts and case managers on GBV in emergencies and post-emergency;
- 5) Contributing to development and social cohesion at the community level;

However, some challenges did arise in relation to the implementing partners did not fully adhere to the initial operational plan: events and media coverage steps could not take place as expected due to challenges related to security, acquiring permissions, a storm, and bombings. Also, the freedom of expression of certain youth participants was somewhat censored by certain external stakeholders present at local levels, with claims of being politicized – although the trainers contracted by ABAAD made efforts to stop the censorship. In spite of this, beneficiaries reported very high satisfaction levels with the implemented activities and the project having achieved the indicators related to this section.

Effectiveness in the implementation and satisfaction levels

The project constantly measured beneficiaries' satisfaction, through spot checks and post-activity evaluations, directly-communicated feedback, phone calls, email, beneficiaries' follow-up reports, and the mid-term evaluation. Besides this effective monitoring process, a feedback mechanism was also in place for both rejected and accepted applicants willing to participate to a training. Technically, ABAAD would circulate a call for participation which included details about the training as well as participant eligibility criteria. Afterwards, they would send out an acceptance email mentioning how many people applied, and the reasons why the selected applicants were accepted, as well as an apology email to all those not accepted, also mentioning the eligibility criteria regulating the selection process. At times, certain applicants communicated their disagreement, which ABAAD responded to with further explanation, or they advocated for their relevance, and they sent "appeal" emails to ABAAD. In a couple of cases, ABAAD actually ended up accepting some applicants based on their "appeal" email.

By and large, satisfaction levels reported by beneficiaries were quite high, with very few exceptions. Basically, all activities were successfully implemented and achieved the intended outcome. In general, in terms of satisfaction, beneficiaries were happy with all the trainings received. Only the ToT on self-care triggered few effectiveness considerations, mainly from ABAAD's side. In fact, with self-care being a relatively new field of intervention, during the implementation of this activity the team realized that instead of providing a ToT, it would have been better to deliver a technical and practical training on self-care instead. This lesson learnt notwithstanding, the participants to

this ToT reported it to be very successful. One of the participants even hired another participant to give a self-care training to staff at her own organization in Syria. To sum up, perceptions of the ToT were positive and participants were able to benefit from it, although ABAAD reports that a regular training would likely have been even more effective.

M&E records of the project reported the following achievements:

- (A.1.1) Participants to the training on MHPSS curriculum: the average approval ratings of the trainings are as follows: 82% believe the trainings were able to reach their objectives (rated either excellent or very high), and 89% were satisfied with the overall trainings.
- (A.2.3/2.4) Participants to ToT on working with youth: their personal rating of their increase in skills and ability to transfer the training were 4.8 and 4.7 (out of a maximum of 5 points) respectively, and trainer ratings were also mostly positive.
- (A.4.1) Medical staff attending ToT on Clinical Management of Rape: 87% believed that the workshop did enhance their skills, and 13% said it somewhat enhanced their skills.
- (A.4.2) Case managers participating in the GBV CMiE training: according to the participants, the training was useful (100% agreed), they left able to transfer the gained skills (100% agreed), the methodology utilized was rated excellent (50%) or very good (50%), and the objectives were reached (80% yes, 20% somewhat).

In addition, findings from the Midterm Evaluation demonstrated that participants found the overall Action highly satisfactory, effective for Syria (88% very high, 6% high, 6% moderate), effective for them on a personal level (94% very high, 6% high) effective, and valid, relevant to Syria (88% very high, 6% high, 6% moderate), relevant to them personally (82% very high, 18% high), and valid to both Syria and them (76% very high, 24% high).

In general, the strong surge in the number of training application during the second year of implementation is also to be considered a good indicator of the success, credibility, and relevance of the project in the eyes of the beneficiaries.

Concerning the delivered outputs, final project documentation reported the following achievements:

Tools

- (A.1.1 + 2.1) Authoring, peer review, translation, unification, technical review, editing, and publication of the standardized MHPSS training curriculum for Syria. Integration of information from the mhGAP and PFA manuals.
- (A.1.3/4) 2 Rapid needs assessments elaborated and published about Self-Care and MH Practitioners capacity and resource needs.

- (A.1.2) Publication of 3000 community leaflets about 3 different MH disorders (1000 each) and 1000 calendars with images from Syria and messages of resilience.
- (A.3.1/2) Creation of a context-based online course on GBV case management with a sustainable online tutoring system, in English and in Arabic.
- (4.3) Formulation and development of an online based Mental Health and GBV Support Helpdesk to provide multi-sectorial support.
- (A.5.2) Production of a documentary film highlighting masculinities and femininities and gender role transformation in light of the current context, in Arabic with English subtitles, featuring 4 stories; DVD cover and label designed, and 3000 copies printed.

Trainings

- (A.1.1) 101 unique MHPSS practitioners trained on standardized curriculum (253% of indicator achieved), with 41 practitioners trained on different interventions.
- (A.2.2) 128 participants trained on PFA and mhGAP (80% of indicator achieved) throughout 5 trainings in 4 different governorates: Damascus, Rural Damascus (2), Tartous, Lattakia;
- (A.2.3) 701 MHPSS workers were reached directly and indirectly (179% of indicator reached). At least 1805 final beneficiaries were trained by 17 of the 24 TOT participants (the others were unreachable at the time of tallying);
- (A.3.3) 27 participants attended the self-care TOT (135% of indicator achieved)
- (A.4.1) 22 medical staff participants attended the CMR TOT (110% of indicator achieved)
- (A.4.2) 12 participants attended GBV CMiE TOT, of whom 4 consequently conducted 5 GBV trainings under “Bel Salameh” in Syria (indicator included in Activity 2.3)

Social cohesion and youth change-makers promotion

- (A.5.1) 120 youth change-makers trained (21 painting, 25 graffiti, 35 Forum theatre, 39 physical theatre) 6 public events conducted
- (A.5.3) 5 trainings conducted utilizing different art/PSS techniques to communicate messages promoting peace, tolerance, and resilience, followed by 6 public events,

Operational constraints

The project implementation did not face significant limitations due to lack of resources, time, or staff turnover. The core challenges witnessed throughout the whole lifespan of the Action were related to the field situation. Lack of stability in fact strongly affected mobility inside Syria, and in many cases people faced obstacles when it came to reaching project sites, or faced border passage issues including waiting times between 6 to 24 hours, or flat-out rejection. The war also directly touched the personal lives of the Syrian participants and trainers, some of whose participation and attendance were

subsequently halted or jeopardized. A few of them lost relatives or saw the destruction of their properties prior to or during trainings in Beirut.

During the social cohesion component, specifically the trainings for youth change-makers, the project avoided media coverage due to security reasons as well as adhering to child protection standards, especially considering the presence minor youth (<18).

Delays and efficiency

A few delays occurred during the project implementation. Many of these were related to contextual instability, as already mentioned above. In addition to these, the finalization of the MHPSS curriculum, for example, was delayed because initially, the project put time and resources into attempting to adapt an existing Handbook suggested by the EU, however, based on stakeholder feedback, it turned out not to be relevant to the current context, and had to be developed a new way from the very beginning. Based on baseline and stakeholder feedback, different chapters were set, and each was written by a different consultant, validated through the completion of its related training, unified into one curriculum, and translation. Following creating the curriculum, it was then peer reviewed, technically reviewed, and finally, edited, which also proved time consuming.

The elaboration of the rapid needs assessments for example was also delayed, because it took place at the very beginning of the project, when “Bel Salameh” reach was lower, and the project structure was still being established. Therefore, it took longer than expected to reach ad number of responses that were as representative as possible for the situation.

The implementation of certain training activities in Lebanon, with participants travelling and crossing the border to attend, involved an amount of expenses that would have been lower if the activities were implemented inside Syria. Still, when feasible, the project implemented cross border initiatives to ease certain logistic constraints related to the remote management, to promote the networking of the beneficiaries, and to abide by the technical nature of certain trainings. Many workshops in fact were intended to combine the MHPSS skills development on one side, and stress relief of the participants on the other. Such mechanisms were facilitated by the attendance to trainings outside Syria.

Major impacts

On a general level, there were major reported impacts of the project activities by the beneficiaries on both the personal and professional levels, through the acquisition of new skills, follow-ups, networking, tutorship service, and several technical resources. The project staff regularly received feedback from the Syrian beneficiaries, confirming the benefit obtained through the initiative. A group of GBV case managers mentioned

that the training attended actually conveyed relevant, innovative information, and taught them new techniques they previously did not have access to or knowledge of, which has proved very useful to their daily work. The factor of exposing the participants to new techniques and knowledge could maximize the increase in their skills, and potentially the quality of the services provided to final beneficiaries. In this regard, it should be mentioned that many contents were reportedly new to the beneficiaries. The NET approach, for instance, was unknown to all the trainees who showed significant skepticism at the beginning of the training, but when the practical part of the training began, they ended up being very satisfied and familiar with the topics.

The forum theatre and physical theatre trainings were also new to the beneficiaries (youth), and were largely accepted and triggered strong degrees of interest in the community, as well as their wish for continuity and possibly later creating troupes. Besides the capacity development key, the resources that were made available in Arabic were reported to be innovative and impactful, and of significantly higher quality than a number of the available resources. Similarly, the helpdesk platform implemented by “Bel Salameh” could be of use to many beneficiaries supporting their work; in this way they could turn the newly acquired skills into practice and avail themselves professional, external supervision.

When interviewed by this evaluation, beneficiaries reported practical examples of the benefit brought by “Bel Salameh” trainings to their professions. For instance, they referred to the GBV case management and to the self-care trainings as very useful to support the cadres working in the IDP centers in Syria, and to the general management of the affected cases. Participants to the NET training also confirmed resorting to the newly acquired techniques to successfully treat Syrian children suffering from PTSD – particularly caused by dramatic grieves and losses. Another participant reported having resorted to the narrative approach to treat children survivors from the Akramah bombing, with this therapy giving excellent results and improvements in the MH of the patients.

Organizational learning and knowledge management

ABAAD was also exposed to capacity building and information-sharing initiatives. The project staff attended a series of trainings, mainly promoted by ABAAD and focusing on general, organizational aspects – operational policy, procedures, dealing with beneficiaries, ethical standards, accounting and finance. Part of the team members also attended technical, sectorial workshops related to MHPSS topics, in addition to a number of thematic working groups and coordination platforms sharing relevant information like the MHPSS taskforce, AWASUR UPR review for Syria, Whole of Syria/ Child Protection cluster, and others.

Still on the organizational level, contributions to ABAAD’s knowledge originated from the networking mechanisms promoted by the European Union for its grantee

agencies, where many opportunities of knowledge-sharing on both the operational and thematic levels also occurred. In addition, the contracting agency was also reported to be extraordinarily supportive and helpful in providing guidance about compliance regulations, as well as general and special conditions related to the contract. In this sense, the team could benefit from the contribution and prompt responsiveness of the program manager and finance department of the European Union.

Activity continuation

As previously outlined in the strategy section – sustainability considerations, the nature of “Bel Salameh’s” work was designed so as to generate a series of tools (curriculum, publications, online training platform..) and a pool of skilled individuals that could proactively contribute to the general objective of the Action for the years to come: to support Syrian men and women in war-torn Syria to actively engage and contribute as citizens in rebuilding peace and resilience at the individual and social levels. To this extent, a great part of the assets generated through the activities of “Bel Salameh” will remain and continue their action autonomously. However, this is not the case of the GBV online course platform and the helpdesk, both of which will continue functioning even after the project completion, under ABAAD management or supervision and funding acquired from different donors. Both outputs were in fact not appropriately handed over to any relevant partner agency or other third party implementer. ABAAD has already fundraised and pledged resources to guarantee the continuation of these outputs for at least 1 year.

The continuation of the trainings component – and the ToT particularly, is deemed sustainable as long as it will not face the turnover of the beneficiaries, leaving their jobs and/or Syria. The project in fact selected participants willing to remain working in the country for at least 6 months, but the situation in the longer term is still unclear, also due to the evolving situation on the ground. When the evaluation interviewed the beneficiaries, all of them stated they were currently living in Syria and were willing to continue their professional lives there. However, they reported the continuation of their profession would be at stake due to lack of resources, the rising complexity of cases, personal psychological burdens, lack of technical and external support, potential job loss, in addition to security-related field issues.

The interviewed beneficiaries also confirmed the lack of specialized, skilled MH professionals in their area, whose number was definitely insufficient to respond to the high amount of needs. In order to mitigate the issue, they suggested to increase the working hours and the workload of specialists available; to raise community awareness towards mental health issues and the necessity of seeking out the support of specialists; to provide training to a wider range of organizations present in the areas where specialists are based; and to seek support from international organizations cooperating with the Syrian government to obtain permits to establish psychosocial

support centers.

C. Coordination & Communication Level

	Relevance	Effectiveness	Efficiency	Impact	Sustainability
Coordination and communication	<ul style="list-style-type: none"> - Some issues raised in the identification and remote management of the implementing partners in Syria; - In some cases, implementing partners' working ethics were considered biased by some beneficiaries; 	<ul style="list-style-type: none"> - Good levels of internal communication and coordination at ABAAD level; - Remote management and inability to work on-site limited the ability of developing a mutually beneficial and longstanding partnership - Many efforts were put to maintain continuous, open contact with beneficiaries. However, this reduced time and resources pledged to internal communication ; 	<ul style="list-style-type: none"> - Minor delays affected only the submission of the interim report. 	<ul style="list-style-type: none"> - Coordination with local implementing organizations contributed to grow project network and outreach; - Joint coordination efforts occurred with several EU grantee organizations and regional platforms and working groups; - Good degree of communication with the donor agency facilitated an overall fluid workflow and the networking with further agencies; 	<ul style="list-style-type: none"> - Coordination efforts among beneficiaries resulted in the creation of autonomous working groups, still active on social media and WhatsApp, as well as the creation of new initiatives and MHPSS service provision centers receiving technical support from ABAAD; - Recommendation and referral systems managed to provide the beneficiaries with new work opportunities;

Remotely-managed implementing partners

“Bel Salameh” collaborated with partner agencies in the field to implement training inside Syria. The agencies were selected according to relevance, credibility criteria, and ability to implement without facing long waits to acquire permissions for implementation, and after a few rounds of meetings with ABAAD in Beirut. Overall, the project team was mostly satisfied with the joint work undertaken. However, by the end of the project, the professional relationship with these entities could not develop into a long-term effective partnership, but rather remained confined as an activity-specific collaboration, with these organizations implementing set agreed-upon activities in Syria on behalf of ABAAD. In this sense, ABAAD was unable to take the advantage of the opportunity to pledge more efforts on the development of these partnerships, mainly due to inability to visit Syria during the implementation period, as well as time constraints. Few issues were raised during the joint implementation of the activities in Syria with the partners, especially regarding the initiatives for youth change-makers. These dynamics were exacerbated by the lack of a constant, physical presence of ABAAD to control and support the partners' work. Namely, in a couple of occasions, the partners were reported to have halted the freedom of expression of the participants, by limiting – and sometimes censoring – some topics brought up by the youth. ABAAD hence intervened either directly to solve such cases, advocating for the right of expression of the beneficiaries, or through the trainers (e.g. suggesting they avoid the censorship by requesting that the “censors” leave the training room). Certain coordination and logistical tasks were also improperly managed by one of the partners prior to the start of the activities, and ABAAD found it crucial to contract a “technical and coordination supervisor” from Syria, a psychiatrist who had been directly trained by ABAAD, to fill the gaps and guarantee compliance with

ABAAD's quality standards to the best extent possible.

These gaps in the performance of ABAAD's implementing partners were also flagged by the participants interviewed by the evaluation. In fact, the majority of beneficiaries were satisfied and happy with ABAAD's team and activities, at the same time they complained about the weaknesses of the implementing partners, mainly regarding lack of team working capacity, and low logistical and management skills. Some of those who attended trainings managed by these organizations complained about their strong bias and ideological background, and the general lack of cooperative approach with the trainees.

Partnership contributions

By the end of the project, "Bel Salameh" partnered with two local organizations to implement 13 trainings inside Syria. The outreach contribution brought on by the partnership key was significant. The implementing partners took advantage of their own presence on the ground and their already established field network to extend invitations so as to upscale the reach of the project. In addition, staff members from these organizations also participated to the trainings as beneficiaries.

In this sense, being the sustainability of the project promoted in light of the growing reach of beneficiaries/trainees and resource-sharing, it can be said that the role of partners could also contribute to the sustainability of "Bel Salameh".

Multi-level coordination mechanism

"Bel Salameh" engaged in several coordination efforts that could actually contribute to upscale the relevance of the project over the beneficiaries' lives. On a general level, linkages with the European Union, decision-makers, and further agencies active in the response to the Syrian crisis, including INGOs, opened many doors to future possibilities and provided a stronger, updated insight about the internal dynamic featuring in the Syrian society and the affected communities in particular. This degree of connection was very important for ABAAD to stay constantly connected with the Syrian ground.

The benefit of the coordination mechanism also involved the operational level. The selection of partner organizations, for instance, was supported by suggestions and recommendations from peer organizations and participants. Also, thematic working groups (including the Whole of Syria working group) lent support to reaching out beneficiaries, by sharing resources, updates and publishing calls for applications to the trainings of "Bel Salameh".

Internal vs. field communication

Overall, the different units of the project maintained an excellent degree of internal communication. The project manager closely coordinated with the MHPSS advisor,

and the project manager, project officers, and MHPSS advisor were regularly present in the office as well. Finance, MEAL and communication team were also accounted for and communicated with regularly. Regular update meetings were undertaken with the director, who also provided support in a number of matters such as guidance, compliance technicalities, and visibility.

The "Bel Salameh" team put significant attention into external communication, particularly with the beneficiaries. Resorting to WhatsApp and other social media tools, the project team received and held regular communication with the beneficiaries. The load of this type of communication became particularly heavy during Year 2, with many members of the team quite involved in dealing with this communication at all times, but the "Bel Salameh" team was always willing to pledge their time to stay in touch with beneficiaries, and this connection with the field facilitated the relevance, impact, and effectiveness of the majority of the project activities.

Coordination with the Contracting Agency

ABAAD was very satisfied with the quality, dimension, and methods regulating its coordination with the European Union. The project regularly communicated via emails and phone calls with the donor, and attended direct meetings whenever possible. By and large ABAAD noticed optimum levels of flexibility and availability from the European Union side, which was particularly helpful due to the volatility of the Syrian context and the project amendments ABAAD had to finalize. The good degree of communication with the donor also resulted in positive outcomes for what concerned the networking and coordination with other agencies working in similar fields in the region and internationally, as is the case with the University of Konstanz and the NET training initiatives for trauma survivors.

Efficiency and delays

ABAAD managed to maintain regular, punctual reporting, sending regular updates to the donor, and reporting over eventual issues or mitigation efforts undertaken. A minor delay only occurred in the submission of the interim report.

The implementation of certain activities was slightly delayed due to certain coordination mechanisms that forced the project to wait for approval or official feedbacks. For instance, ABAAD once had to wait for a response from the EU regarding the mhGAP and PFA trainings and the selection of the related implementing partner, which were taking place in Year 1. The process took some time, although it did not obstruct the backbone of the project workflow.

Joint ventures

Amongst the different professional collaborations, team formulation, and encounters experienced, "Bel Salameh" recorded some best practices that could be potentially

replicated in the future.

For instance, some participants to the youth change-makers trainings were recommended by the trainers to be involved in future exercises, creating a troupe with them.

The participants that received supervision by the family systemic counselling trainer, after the conclusion of the activity, still continue to resort to this professional supervision, and the trainer is still giving her availability for the scope. A similar example is the post continuation of the tutorship mechanism that is happening also with the NET trainer/supervisor, giving her continuous availability. The MHPSS Technical Advisor was also regularly providing support, with many participants regularly contacting her and requesting feedback on different technical matters. As previously mentioned, many informal working groups kick-started and led by the project participants are still working in full autonomy, providing referrals, coordination, professional counseling, and information sharing.

D. Visibility level

	Relevance	Effectiveness	Efficiency	Impact	Sustainability
Visibility	<ul style="list-style-type: none"> - The attitude and communication of ABAAD was particularly appreciated by the beneficiaries; - “Bel Salameh” was promoted through channels known and frequented by the beneficiaries (ie. Facebook and others) - Security considerations were accounted for to protect beneficiaries’ profiles 	<ul style="list-style-type: none"> - Running of a successful digital media platform, with strong number of visitors and updates from the implemented activities; - Information was heavily spread across network of stakeholders and via local word of mouth; 	<ul style="list-style-type: none"> - Promotional activities and visibility materials were implemented through both paid and free channels, respecting the resources available in the budget. 	<ul style="list-style-type: none"> - The project outreach extended from 7 to 11 governorates in Syria; - Project resources and updates were posted across social media, utilized and mentioned by multiple regional stakeholders; - The role of the EU was promoted and its perception increased across the beneficiaries; 	<ul style="list-style-type: none"> - General perceptions of the project are still spreading at the local level, and ABAAD receives contacts with a variety of requests and references.

Outreach and approaches towards beneficiaries

Since the very beginning, ABAAD paid lots of attention to clarify the apolitical, neutral stance of the program, targeting people in need regardless their political backgrounds or origins. Due to the sensitive political context and to ensure the security of the participants, at the beginning, the project adopted a particularly strict low-key

visibility, to reduce as much as possible the exposure of the beneficiaries. However, following the first rounds of trainings, after having realized the security of the beneficiaries would not be affected, the project started posting updates and media materials on different social media whenever considered safe and appropriate - via Facebook in particular.

“Bel Salameh” implemented its own ‘digital media platforms’, including Facebook, YouTube, Twitter and websites to publish updates, reach out to beneficiaries and relevant stakeholders, and generally disseminate information. The project was particularly successful in growing its outreach through Facebook, whose following increased by hundreds of individuals present in Syria – this means being highly preferred by beneficiaries. Facebook turned out useful also to maintain tight connections with beneficiaries, to expand the existing network and to promote the newly implemented resources.

During their interviews, the beneficiaries endorsed the respectful, positive, and professional nature of the interaction undertaken by ABAAD. One of the most appreciated elements was ABAAD’s formal and sophisticated tones while inviting the participants to the trainings, as well as their patience and flexibility in dealing with the different logistical pressures and the special needs of certain participants who faced difficulties in accessing the training sites. The beneficiaries also appreciated the responsiveness and the follow-up contacts from the “Bel Salameh” team, as well as their networking efforts to put them in touch with other MH specialists across Syria.

“Bel Salameh” was promoted across a number of stakeholders, on different levels. Whether the promotion and outreach of beneficiaries in Syria mainly pivoted on the utilization of social media, the project was also promoted by circulating official brochures and making oral presentations to decision makers, donor agencies, other INGOs and other stakeholder workshops.

Visibility achievements

Overall, the project scored high levels of visibility, with increasing rates of visualizations and contacts across social media, emails, and phone. The main indicators to measure the visibility trends of “Bel Salameh” were the different data coming from Facebook followers and messages, and the number of training applications and introductory emails from CSOs or stakeholders in Syria that the project was receiving. By the end of the project, “Bel Salameh” witnessed a significant increase in the number of individuals and organizations getting in touch with ABAAD to discuss opportunity of collaboration, synergies, capacity building, or technical support.

In addition, several indirect promotion mechanisms further boosted the visibility of the project; namely, the project’s brochures and updates which started being shared autonomously by the beneficiaries and various ABAAD collaborators, who circulated them across their circles, professional networks, and their own social media pages. In terms of project achievements, the most important benefit brought by this visibility was the opportunity to grow a wider audience of beneficiaries. The increasing number of applications allowed the project to reach out to more beneficiaries in more governorates. In fact, during its early phases, the project was generally reaching participants from 7-9 Syrian governorates, while by the end of the Action the project had reached beneficiaries from 11 out of 14 governorates at the same time, a wider outreach also entailed the opportunity to collect more relevant and representative field information, providing details of the actual needs and perception of the Syrian beneficiaries.

Efficiency considerations

On a general level, the visibility campaign was implemented in an efficient way, requiring low financial resources. The majority of the activities were in fact done through mobilizing online resources and word of mouth.

The project could not resort to Facebook paid services to boost the visibility of the posts in Syria due to the company’s regulations of not allowing promotional campaigns targeted towards Syria as a consequence of the international sanctions against the country. However, apparently this restriction did not affect the visibility of the project in Syria, whose information was still viewed on Facebook, and spread through other channels, including word of mouth and different networks.

The project pledged a limited amount of resources to print out visibility materials, and to advertise its updates on social media and mailing lists, which were addressing other organizations and stakeholders in Lebanon, Syria, and the MENA region.

Mentions and references to the project

“Bel Salameh” coordinated with its different implementing partners so that they would mention the project and its activities through their own channels, mentioning ABAAD

and the European Union with the related logos.

All the initiatives undertaken in Syria were taken as an opportunity to promote the ABAAD, “Bel Salameh” and the European Union, with a series of dedicated roll-up banners and posters affixed in the different training venues and events spaces. In addition, all project materials included “Bel Salameh” branding, and information about the donor agency were communicated during every oral presentation.

Mention of the project occurred extensively during coordination working groups and during meetings and presentations held by other stakeholders.

Exposure of the Donor Agency and beneficiary perceptions

As previously mentioned, information about the European Union was conveyed to beneficiaries regularly during all communications, including during trainings. The trainings implemented in the Syria were also properly advertised. The public events under the social cohesion component that were undertaken in Damascus and Tartous also had banners and brochures with the project and donor agency logos clearly visible.

Besides the display of its logo and the dispatch of general information about its profile, the European Union managed to be actively present during two training activities held in Beirut. Actually, a representative of the European Union attended several trainings in person, and took advantage of the opportunity to present EU initiatives and directly meet and talk with the beneficiaries, collecting their perceptions and general information about their work and context. On a few occasions, they dedicated extra-time after the training conclusion to gather with the participants and talk with them more directly and personally. This approach was particularly appreciated by the participants, having the chance to be directly connected to the European Union and to communicate their opinions about the project, their professions in Syria, and more in general, the ongoing situation in the country.

Ex-post, sustainable perceptions about the project

After its conclusion, “Bel Salameh” is still receiving expressions of interests, requests, and feedback from individuals and organizations on a variety of matters. Among others, people seem to be interested in the resources implemented by the project – as they are still being used – and they request information about the implementation of eventual future trainings.

The perception of credibility and integrity of the project is also still widespread, as showed by a number of former participants that are initiating their own professional clinics, centers, and/or training initiatives, and in doing so they ask ABAAD for collaboration or endorsement. This mechanism proves the degree of integrity and credibility of ABAAD among the Syrian community, particularly on the technical, sectoral level.

Finally, the project is reportedly still perceived as a reliable source capable of providing

resources (tools and funding) and technical support on MHPSS-related sectors. The project is receiving several requests from individuals in the process of elaborating technical resources that resort to ABAAD for their technical review and support in terms of financial resources.

5 – BENEFICIARY SATISFACTION

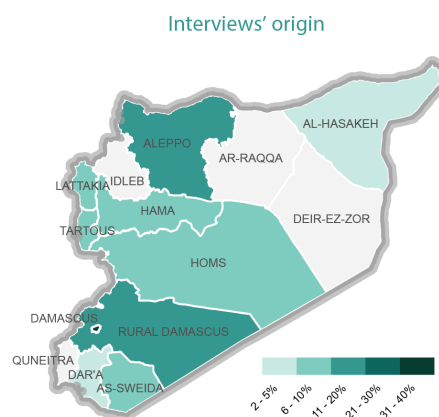
Methodology

In order to capture a broader picture of beneficiary feedback, an opinion poll tool was created, and sent via e-mail to a number of different beneficiaries of the “Bel Salameh” project. The participants were requested to fill the questionnaire and send it back to MECS. Overall, 108 beneficiaries answered the questionnaire. Data was then analyzed to reflect their feedback on the following aspects of the project:

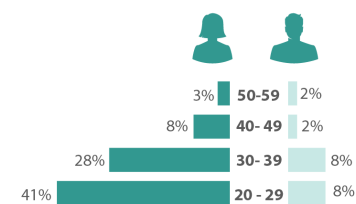
- Criteria of selection of participants and transparency levels;
- Evaluation of training quality and tools;
- Evaluation of the performance of ABAAD implementing partners inside Syria;
- Evaluation of the levels of trainers under “Bel Salameh” project;
- Evaluation of the performance of the “Bel Salameh” team;
- Evaluation of the relevance, effectiveness, and importance of “Bel Salameh” project.

1) Registration and general information

General Information of Participants



Age group breakdown



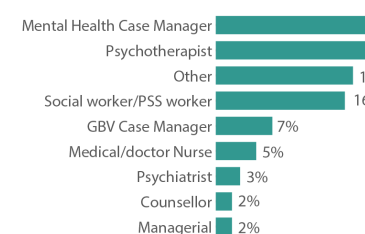
The participants who responded to the opinion poll were from 10 different governorates.

The participants had an age range of 20-59 years old. The dashboard above provides a clear idea of the different categories and occupations of respondents.

Occupation of respondents



Categories of respondents



2) Training feedback

Through the opinion poll feedback collected from beneficiaries, perceptions of the different aspects concerning the training initiatives held by ABAAD and its implementing partners came as shown in the following summary dashboard:



Bel Salameh Final Evaluation

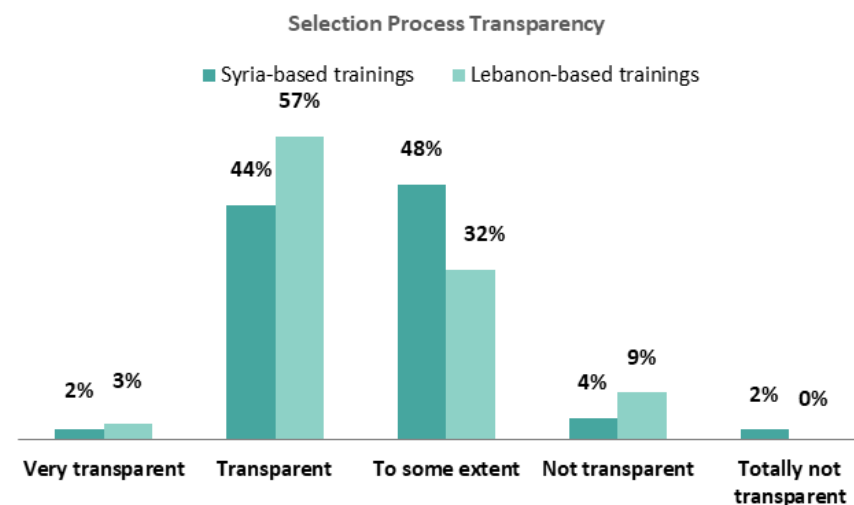
Assessment of Beneficiaries Satisfaction Levels



Training quality

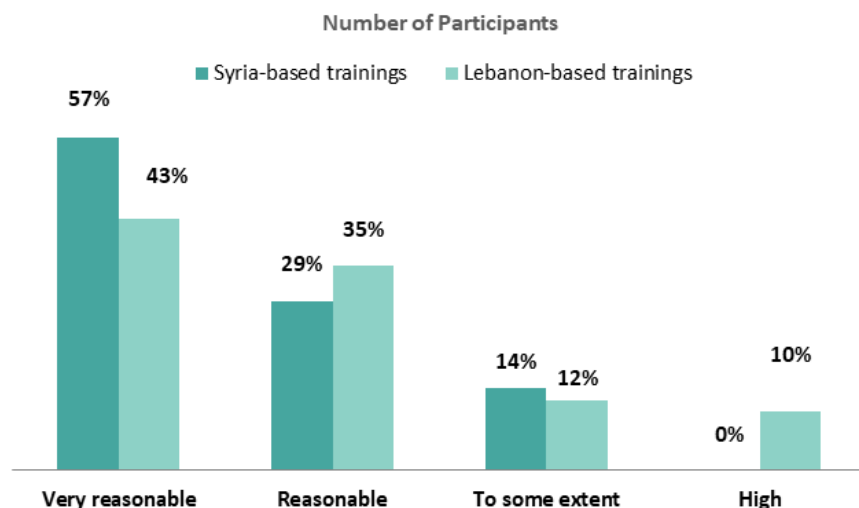
Overall, the quality of the trainings scored strong levels of appreciation across the sample of beneficiaries, with 44% out of them reporting the quality to be very good, 50% stating it was good, and a minor 6% only considering the training quality to be moderate.

No major differences were reported across trainings implemented in Syria and in Lebanon, as shown by the graph below. However, the Lebanon-based trainings scored the higher values, with 51% of the participants reporting the trainings were very useful.



Number of participants and transparency of the selection process

With reference to the quality of the training organization, the sample of beneficiaries reported relatively good levels of appreciation for the **number of participants**, while they stated good to- medium appreciation for the **transparency** applied by the project during the participant selection phase. Namely, %48 of the beneficiaries reported the number of beneficiaries to be very reasonable, and only %8 considered the number of trainees too high. Looking at the beneficiaries' feedback disaggregated per training location and displayed by the graph below, we could observe that only the beneficiaries attending trainings in Lebanon reported high numbers of participants.



On the other hand, on the whole, a good 50% out of the whole sample considered the selection process to be transparent to some extent, 7% deemed it not transparent and another 1% stated it was totally not transparent. The main motivation behind the negative feedback can be summarized by:

- Some beneficiaries believed that not everyone who participated had enough relevant knowledge;
- Some beneficiaries believed that some of the participants do not deal with direct cases of vulnerable people inside Syria;
- Some beneficiaries believed that there were some participants who did not have the capacity to transfer the knowledge to other potential beneficiaries inside Syria.

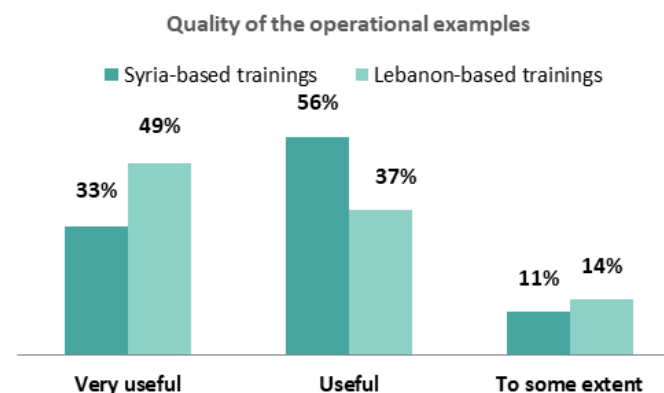
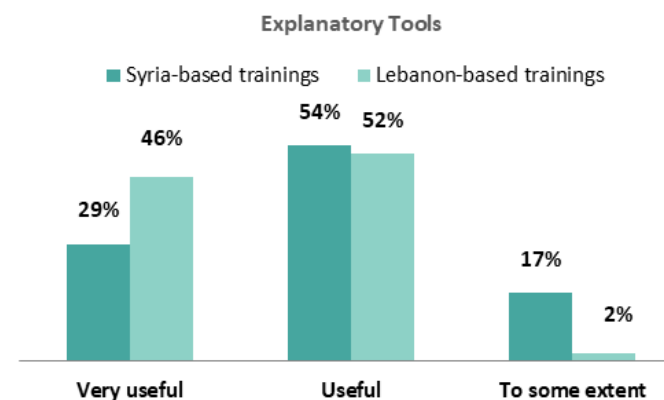
These criticisms are of a highly personal nature, and they have been reported sporadically by different beneficiaries, which makes it difficult to build upon it as general or representative feedback. It was notable for instance that some members in SARC reported that they believe such initiatives can only be done with SARC, and the other available local partners inside Syria are underqualified.

The main issues related to the transparency of the selection process were witnessed by participants attending training inside Syria. As displayed by the graph above, almost half of the participants reported the process was transparent to some extent, 4% considered it not transparent and another 2% totally not transparent.

Explanatory tools and operational examples

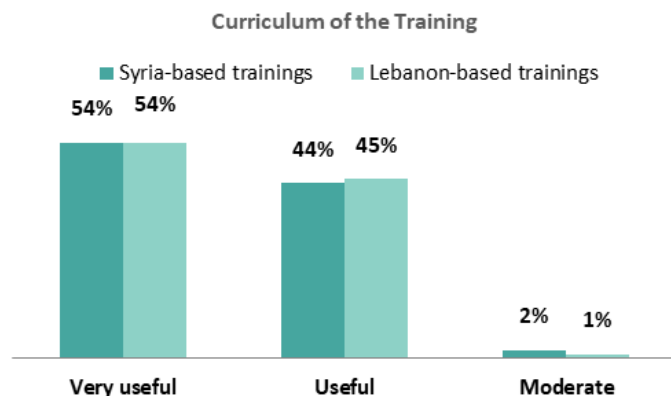
Good levels of appreciation were reported around the relevance of the explanatory tools and quality of the operational examples utilized throughout the trainings. In fact, the explanatory tools were considered very useful by the 31% of the entire sample of beneficiaries, and useful by another 55%. Similarly, 39% of the sample reportedly considered the quality of the operational examples to be very useful, and another 48% of beneficiaries deemed the examples useful.

Looking at these evidences disaggregated per training location, we could notice that both explanatory tools and operational examples deployed during trainings in Lebanon triggered stronger levels of satisfaction, compared to those utilized during trainings inside Syria. More details are portrayed by the graphs below.



Training curriculum

The levels of satisfaction with the curriculum of the trainings were the strongest among those covered by this evaluation, with 48% of the beneficiaries stating the curriculum was very good, another 50% considering it good, and only 2% of the sample stating it was moderate. Satisfaction rates were very similar in between the Syria-based and Lebanon-based trainings.



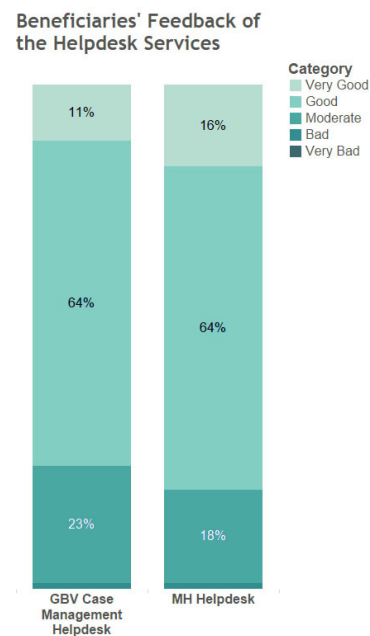
3) Helpdesk feedback

The entire sample of beneficiaries reported good levels of satisfaction with the helpdesk services, in relation to both, the GBV Case Management Helpdesk and the Mental Health Helpdesk.

The GBV Case Management Helpdesk's services were reportedly considered good by 64% of the beneficiaries, and very good by 11%.

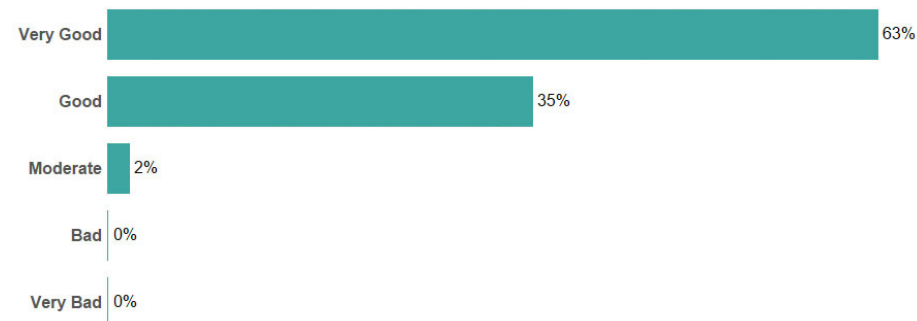
Similarly, 64% of its users rated the Mental Health's services good, and 16% very good.

No evidences of bad or very bad feedback were reported by beneficiaries using the Helpdesk.



4) ABAAD behavior feedback

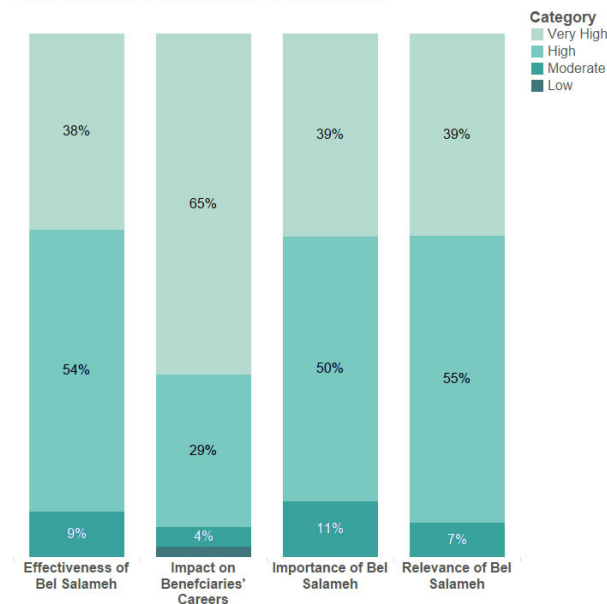
Beneficiaries' Feedback on the Behavior and Treatment Received by ABAAD Team



The whole sample of beneficiaries reported particularly strong levels of appreciation for the attitude and behavior of ABAAD towards them, and for the way they were treated. As displayed by the graph above, 63% out of the surveyed beneficiaries considered the behavior of the ABAAD team very good, and another 35% perceived it to be good.

5) Consolidated feedback

Consolidated Feedback of Beneficiaries



Overall, “Bel Salameh” scored strong levels of satisfaction across the beneficiaries, in terms of effectiveness, impact on their careers, importance, and relevance.

As shown in the graph above, the strongest degrees of satisfaction were reflected in the impact “Bel Salameh” had over beneficiaries’ careers: 65% of the sample reported the project had very high impact, and another 29% stated the impact was high. Only 6% felt the impact was moderate or low.

The relevance of “Bel Salameh” was also strongly appreciated by beneficiaries. In fact, 55% out of the sample of beneficiaries reported the project’s high levels of relevance, while 39% stated the relevance was very high.

The general importance of “Bel Salameh” was reported to be very high by 39% of the beneficiaries, and high by 50%. However, 11% found the importance to be moderate.

Finally, “Bel Salameh” effectiveness was deemed very high by 38% of the sample, and 54% considered it high. A minor 9% of the beneficiaries reported the project to be moderately effective.

6 – CONCLUSIONS AND RECOMMENDATIONS

Strategy:

1- The geographic reach could have been better tackled, exploring alternative training methods besides the on-site version (both ToT and training), and ensuring more equal access to opportunities for potential beneficiaries that had no access to training sites. Overall, the project managed to reach 11 governorates in Syria. During the course of the Action, ABAAD made some attempts to shift part of the trainings online, but this turned out not feasible due to the sensitive structure of the course, requiring the physical presence of an expert to guide and eventually relieve the feelings of the participants.

2- While the reach of Bel Salameh was broad and not restricted to only few areas, it did happen in an unexpected, unstructured way. ABAAD’s initial network inside Syria, announcements, and word of mouth were the major driving factors of this relatively wide outreach, but much could have been done to make this process more structured and less driven by chance, to explore new networking channels inside the country and to expand the overview of the local stakeholders from a Syrian, internal perspective.

3- Due to the interactive and dynamic nature of the different trainings provided, it is essential for ABAAD to ensure the sustainability of the moderator’s role, although they were capable of mobilizing the required additional resources where necessary.

4- Exploring the potential of seeking financial support to keep the service of helpdesk functional. It was evident that this service has a great potential of sustainability, and a high level of usability by beneficiaries. The current continuation plan of this service is considered short, especially comparing to the demand of beneficiaries.

5- ABAAD needs to consider creating a tailored communication and activities plans for

the different areas of control inside Syria, as part of the strategy building process. This will allow maximizing the benefits for beneficiaries residing in different areas of control, and will also help in developing the support of these beneficiaries in a coordinated manner, which will reduce the load of coordination imposed on ABAAD team during the program implementation.

6- Although ABAAD had constant communication and coordination with stakeholders involved in similar types of intervention in Syria, it is essential to assess the expansion of these coordination mechanisms, to involve a larger number of actors, specifically the ones involved in the intervention in the north of Syria. This recommendation might require an involvement of the larger level coordination structures, but it remains valid to mitigate the risk of duplicating efforts with Turkey or Iraq-based actors, and to allow the overall intervention of different actors to be complimentary.

7- Developing a more structured method for outreach: although the project was capable of reaching a significantly higher number of beneficiaries than anticipated, this extended reach happened in an unstructured manner. Having a better structured approach would allow better networking opportunities inside Syria.

Operations:

1- It is essential for ABAAD to develop a human resources management and growth plans, that takes into account the potential sudden needs for staff scaling up.

2- Drawing from the wide, valuable impact of this project, its lessons learnt and best practices, ABAAD should pledge knowledge management efforts oriented towards two main purposes: a) ensure that the Bel Salameh experience will enhance ABAAD organizational learning, and inform future programming; b) maintain the newly acquired knowledge, making it easily accessible and transferrable to new team members .

3- In order to upscale the project goal and actual achievements, ABAAD should consider supporting local resilience and livelihoods, and provide seed grants – and constant mentorship - to Syrian practitioners active within their communities.

Coordination and Communication:

1- ABAAD needs to pledge more effort to developing its partnerships inside Syria. It is understood that ABAAD cannot be physically presented inside Syria, but a remote module can be considered for both assessing and facilitating potential partnerships.

2- It is essential to find a formula that obliges the partners of ABAAD inside Syria to commit to ABAAD’s code of conduct for trainings and capacity building. Different partners of the project tackled trainings differently, and multiple issues were reported by beneficiaries as a result.

3- ABAAD needs to thoroughly review and study the plans, logistic and financial arrangements, internal policiesetc of its partners inside Syria, prior to being involved with them in any training initiatives. This will insure covering the gaps that these

partners might have, and will also insure the consistency of the different arrangements of different partners.

4- ABAAD would need to assess the possibility of organizing a capacity building workshop for its partners. Such workshop would eventually tackle different topics, including, but not limited to, ethics of capacity building, training management skills, logistical management of trainingsetc.

Visibility:

1- ABAAD should maintain and promote the loyalty of the members part of the network, brought together by Bel Salameh experience, keeping contacts and activating feeds/ information sharing via facebook and mailing lists.

2- Part of the project contents are still particularly sensitive due to the current situation in Syria and in the region, and the safety of many beneficiaries is also linked to the respect of an adequate level of confidentiality and secrecy. To this extent, ABAAD should continue apply restrictions on the degree of information it will be sharing, even after project conclusion.

7 - ANNEXES

1- Table of Acronyms

CBO	Community-based organization
CMR	Clinical Management of Rape
CSO	Civil society organization
EU	European Union
GBV CMIE	Gender-Based Violence Case Management in Emergency Settings
INGO	International non-governmental organization
IP	Implementing partner
KI	Key Informant
KII	Key Informant Interview
MEAL	Monitoring, Evaluation, Accountability, and Learning
MECS	Middle East Consulting Solutions
MENA	Middle East and North Africa
MH	Mental Health
mhGAP	Mental Health Gap Action Program
MHPSS	Mental Health and Psychosocial Support
NET	Narrative Exposure Therapy
OECD/DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
PFA	Psychological First Aid
PTSD	Post-traumatic stress disorder
SARC	Syrian Arab Red Crescent
TOT	Training of Trainers
UNICEF-RO	United Nations Children's Emergency Fund - Regional Office
UPR	Universal Periodic Review
WHO	World Health Organization
WOS	Whole of Syria Working Group

2- Training schedule

Participant Feedback and Discussion Session	Aug 29-31 2015
Stakeholder Symposium	Dec 4-5, 2015
GBV CMiE TOT	3 - 5 March 2016
CMR TOT	Training of Trainers – March 29 – April 4, 2016
NET Training (I)	2-5 May 2016
Self-Care TOT	23-28 August 2016
Working with Children, Parents and Families via Art-Based PSS Interventions + Working with Youth Change-makers via Interactive Theatre (I)	24 September - October 3, 2016
Working with Children, Parents and Families via Art-Based PSS Interventions + Working with Youth Change-makers via Interactive Theatre (II)	1-10 October 2016
Working with Children, Parents and Families via Art-Based PSS Interventions + Working with Youth Change-makers via Interactive Theatre TOT	5-14 November 2016
Family Systemic Counselling	28 Nov - Dec 3, 2016
Mental Health Interventions in Extreme Adversities	23-27 January 2017
NET Training (II)	20-25 February, 2017
mhGAP and PFA in Syria	23-28 January 2017
mhGAP and PFA in Syria	6-11 February 2017
mhGAP and PFA in Syria	15-20 February 2017
mhGAP and PFA in Syria	March 1-6, 2017
mhGAP and PFA in Syria	7-12 March 2017
GBV CMiE Practical Steps and Referral in Syria	10-12 March 2017
GBV CMiE Practical Steps and Referral in Syria	16-18 March 2017
GBV CMiE Practical Steps and Referral in Syria	17-19 March 2017
GBV CMiE Practical Steps and Referral in Syria	20-22 March 2017
Youth Change-Makers: Expression through Painting and Art + public event	24 Feb-1 March 2017
Youth Change-Makers: Promoting Social Cohesion and Resilience through Physical Theatre + public event	9-15 March 2017
Youth Change-Makers: Promoting Social Cohesion and Resilience through Forum Theatre + public event	9-15 March 2017
Youth Change-Makers: Promoting Social Cohesion and Resilience through Graffiti + public event	21-26 March, 2017
Youth Change-Makers: Promoting Social Cohesion and Resilience through Graffiti + public event	22-26 February, 2017
Youth Change-Makers: Friendly Football Match and Feedback + Graffiti Mural public event	28-Mar-17