

UNDEF



The United Nations
Democracy Fund

**PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS
DEMOCRACY FUND
Contract NO.PD:C0110/10**

EVALUATION REPORT



58-UDF-LEB-10-375- Creating Civil Society- Parliament Liaison Unit in Lebanon

Date: 19 March 2015

Acknowledgements

The evaluators would like to thank everyone who made this evaluation possible by contributing their time, insight, and organizational support, especially Loyal Nehme, Executive Director of IndyAct, and IndyAct staff. Many project stakeholders and Members of Parliament also provided relevant input. All errors and omissions are the responsibility of the authors.

Disclaimer

The views expressed in this report are those of the evaluators. They do not represent those of UNDEF or of any of the institutions referred to in the report.

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I. Executive Summary

(i) Project Data

The *Creating Civil Society- Parliament Liaison Unit* project in Lebanon sought to increase the influence of the Civil Society Organizations' (CSOs) advocacy role in the legislative process through the establishment of a National Civil Society Parliament liaison unit (NCSP) aimed at strengthening the relationships/communication between Members of Parliament and CSOs, empowering CSOs' advocacy skills and increasing the awareness of the MPs on the local CSOs' legislative and policy needs. The project was implemented by IndyAct in Beirut. It worked directly with (i) local advisory CSOs and (ii) Parliamentary administrative staff and Members of Parliament.

The *Creating Civil Society- Parliament Liaison Unit* project was originally a two-year project with a budget of USD 220,000, USD 20,000 of which were co-funded by IndyAct. The project ran from 01 February 2012 to 31 March 2014, including a two-month no-cost time extension (a total of 26 months). According to the project document, its main activities were to:

- Undertake a baseline survey with at least 50 identified advocacy CSOs;
- Develop basic elements for the operation of the NCSP liaison unit;
- Discuss CSOs' legislative demands with MPs face to face;
- Produce a monthly newsletter through which MPs would be updated on the work of advocacy CSOs;
- Organize 100 meetings between CSOs and MPs;
- Draft a piece of legislation on CSO participation ;
- Organize training workshop for advocacy and coaching sessions for 5 key CSOs and
- Disseminate the advocacy work of CSOs through media channels.

(ii) Evaluation Findings

Due to the extension of its mandate, the Parliament barely met in plenary session in 2013 and 2014. In this context, not all planned activities were implemented on time and according to the original schedule. The NCSP liaison unit was established, but the Parliament did not sign the Memorandum of Understanding (MoU) proposed for the NCSP activities within the Parliament. Although the legislative proposal on CSO participation drafted by the Egyptian World Law Federation was presented to state institutions, it was not approved because there were no legal basis in Lebanese law to enable the recognition of such a "coalition of associations"; making an official institutionalization of CSOs impossible.

The project objective was **relevant** given the political situation in Lebanon and its national priorities which call for better democratic governance. The current lack of a national dialogue between civil society and state institutions, particularly where the accountability of state institutions is concerned, the absence of inclusive citizen participation along with a wave of popular demand across the region for greater inclusion and a stronger voice for citizens, which accompanies the events of the Arab Spring, all underline a strong need to engage in dialogue and strengthen the relationship between the state and society. The project's strategy of creating an NCSP liaison unit to provide CSO services and liaise with the Parliament was also relevant to supporting the various causes of CSOs for the benefit of a more democratic and fair society and to informing the Parliament about the people's needs. Meeting with a large panel of advocacy CSOs to set up the NCSP liaison unit was an important first step in building mutual trust to facilitate a common understanding of CSOs and

Parliamentary challenges while also bringing the project activities closer to beneficiaries. Most project interviewees expressed a great interest in the NSPC's creation and several of the participants interviewed attributed this to the need to find alternative ways of influencing the legislative process. However, the project risks were not adequately identified and the project implementation modalities were only vaguely related to the stated objectives. No contextual information was given on what the main internal challenges of CSOs and Parliament were or on what was needed for this NCSP to turn into a reference tool for CSO policy influence.

The project document treated each activity separately and did not specify how activities would be achieved. No explanations were given on the modalities of creating a reference tool for advocacy or on how to mobilize policy makers and subsequently contribute to legislative changes. Difficulties related to working with the Parliament were not adequately identified in the phase of project design nor addressed during implementation. Potential links and common needs between advocacy CSOs and the Lebanese Parliament were not explored. While the project document stated that the NCSP would help increase CSO advocacy skills, it was not specified how the Parliament could use the CSOs' skills and what the Parliament's and the MPs' needs were in such a fragile context. In the end, the specified outcomes appeared ambitious given the outputs foreseen. Obviously, it was assumed that putting advocacy CSOs together and sharing knowledge through the NCSP liaison unit, training/coaching activities, and campaigning would be sufficient to alter CSOs' perceptions and create stakeholder partnerships for joint Corporate Social Responsibility (CSR) policy design and practices.

The project intervention logic undermined its overall **effectiveness**, as it did not provide an adequate window for collective CSO empowerment or influence in Parliament. The CSOs' baseline survey and the needs assessment did not capture the appropriate information to implement the project. There was no contextual information on Parliamentary challenges/needs. The CSOs' advocacy skills performance needs in the light of democratic issues were ignored. In this respect, the four CSO campaigns selected by the project team were already supported by each respective CSO and had been highlighted by the media in the past. The IndyAct approach of having similar campaigns used by various CSOs in the past resulted in duplicated efforts with no added value.

The absence of a connection between NCSP activities and advocacy CSOs' activities affected the overall coherence and effectiveness. While the project design embraced a large segment of advocacy CSOs, the NCSP liaison unit was managed according to a very restricted approach between the nine advisory council members and the liaison officer. Most of the NCSP activities were not relayed to other advocacy CSOs to inform them about NCSP process. Yet most of the advocacy CSOs were not involved in the NCSP process. In this respect, NCSP transparency and accountability activities would have been a prerequisite for liaising with a large panel of advocacy CSOs. This should have been one of the tasks for the liaison officer and was also a precondition for establishing the NCSP's credibility and legitimacy with other advocacy CSOs. Beyond the political situation, the NCSP mechanism was used to catalyze neither the CSOs' nor Parliamentary demands/ needs. The interactions between CSOs and the Parliament did not occur efficiently, the MoU was not signed and the draft legislation on CSO participation was ignored.

In term of **efficiency**, serious concerns were shared about the overall project documentation including financial information. Except for the UNDEF reports, the overall project documentation is missing. During the preparation and the implementation of the evaluation field mission, IndyAct as well as the external consultancy team were not able to provide any consistent documentation related the project outputs. There were also questions concerning the funds devoted to CSO activities, specifically the two-day training workshop, in

comparison to the overall budget spent by the project manager and the external consultancy team on liaison unit services. Along the same lines, the main NCSP activity related to the draft legislation on CSO participation realized by the Law World Federation in Egypt was not accounted for in the overall budget.

Although the IndyAct project has offered an alternative for joint CSO work through the creation of the NCSP, its **impact** is missing. The restricted NCSP approach managed by some CSOs without the other advocacy CSOs being involved considerably reduces the project's impact to date. It is difficult to assess whether a particular ongoing NCSP activity triggered further activities such as a better CSO understanding of professional advocacy tools for developing their strategy, or the better inclusion of CSO demands in the legislation produced by the Parliament. It seems evident that the process of developing advocacy skills for CSOs did not reduce the fragmentation among CSOs and did not help Lebanese CSOs in thinking more strategically about the cooperation both among themselves and with the Parliament. While the project Final Narrative Report does not specify whether outcomes/impacts refer to legislative changes and policy changes, information gathered from interviews suggests that the lack of interaction between CSOs and the Lebanese Parliament also reduced the overall impact.

There is no evidence to suggest that MPs and Parliamentary administration are more aware of CSOs' legislative demands. At the time of the evaluation visit, the project had not made any specific contribution so far to the issues of the ongoing legislative process. As relayed by a beneficiary interviewee, the NCSP created no new information which could be used by advocacy CSOs and/or legislative policy makers as a reference tool for discussion. Although the political situation does not facilitate the relationship between civil society and MPs, the reactions of individual MPs give little reason to hope that the project could be **sustainable**.

(iii) Conclusions

The conclusions presented here are a synopsis of the answers to the evaluation questions in Annex 1.

- ***The project's focus as designed was relevant and important given the political and democratic context in Lebanon.*** It addressed democratic governance and puts into perspective the necessity of inclusive dialogue and participation of citizens and state institutions and the importance of CSOs' advocacy performance where CSOs have an integral role to play in the democratic process. However, the absence of an in-depth analysis of Parliamentary functioning, the lack of detailed mapping of Parliamentary stakeholders and the optimistic vision of advisory CSOs made it hard for IndyAct to capture advocacy CSOs' capacity-building needs and to involve the Parliament. The fact that Parliament was not considered as an important partner in the establishment of the NCSP liaison unit and the lack of CSO analysis beyond the baseline study did not fully grasp the complexity of advocacy CSOs who are individualistic and competitive rather than collaborative. This detracted from the relevance of the establishment of the National Civil Society Parliament liaison unit (NCSP), limiting the potential impact.

- ***The creation of the National Civil Society Parliament (NCSP) liaison unit was effective in facilitating a common understanding of CSOs' advocacy challenges, but not sufficient to catalyze CSO/Parliament cooperation as it did not give Parliament or a broad range of advocacy CSOs the opportunity to share their concerns.*** Creating the NCSP was not preceded by a thorough screening of Parliament and CSO needs and demands or by a clear methodological approach. There was no real explanation on how this NCSP mechanism could bring an added value in comparison to

existing CSO networking. The project intervention logic suffered from the disconnect between the overall goal of giving a stronger voice to advocacy CSOs in legislative processes, and the activities/outputs foreseen. No indication was given on how the NCSP would align with the Parliament's current agenda and bring about policy changes. During the project implementation, relevance and effectiveness were hampered by a failure to generate new Parliamentary knowledge bases, by the narrow range of persons involved in NCSP activities and by the absence of an effective mechanism for taking feedback into account.

- ***The overall intervention logic lacked coherence and effectiveness; it failed to engage the Parliament and to improve the CSOs' ability to influence the legislative process, resulting in a weak impact.*** Although anecdotal information indicates that the project had a positive impact, especially according to the NCSP Advocacy Council Members in terms of awareness for building a CSO coalition, it did not result in a better ability for advocacy CSOs to affect legislation. The absence of a mechanism to train CSOs in the identification of Parliamentary agents of change, information about Parliamentary machinery and practices, and the legislative process agenda, affected the effectiveness and coherence of the CSO training and coaching activities aiming to improve CSO advocacy performance. The disconnected content of the NCSP liaison unit activities aligned only with the restrictive interests of the CSO advisory council, rather than resulting in a sophistication of CSO advocacy performance and knowledge needed on the legislative process and to enhance their potential role for influencing policies. This limited the usefulness of the overall project approach as it resulted in duplicated CSO campaigning practices already used by individual CSOs in the past, isolated NCSP project activities, a lack of NCSP ownership and collaborative and new CSO initiatives towards the Parliament. The lack of an NCSP mechanism to catalyze common needs of the CSOs and Parliament was also a missed opportunity to build broader support for the policy changes.

- ***The use of a Baseline survey for advocacy was a good programmatic technique, but would have required focus on indicators at the beginning of the project to assess the impact of change.*** This diagnosis and the needs assessment gave the project the statistical data on advocacy CSOs' knowledge, but it did not provide indicators correlating with the project's main goal of strengthening advocacy CSOs' capacities. Since the needs assessment did not identify specific data and indicators, the established NCSP liaison unit process was not able to provide any qualitative indicators of project achievements.

(iv) Recommendations

To strengthen similar projects in the future, the team recommends:

- ***Pressing more forcefully for Parliament information to guarantee transparency and accountability of state institutions towards citizens.*** Such information is a *sine qua non* for CSO/Parliament collaboration, especially since this is a contentious issue in Lebanon. Since the dialogue between civil society and state institutions is part of democratic governance, the accountability provided by the people's representatives should be considered as a prerequisite for building CSO/Parliament collaboration. The current political situation in Lebanon as well as the wave of popular demand for more inclusion and a stronger voice for citizens across the region, underlines a strong need for public participation in legislative processes and the monitoring of legislation passed that impacts civil society at large. Transparent information and Parliamentary oversight could also help advocacy CSO participants understanding their roles and responsibilities in a democratic system and the

means by which they could hold the Parliament accountable for the legislative process and the implementation of laws.

- ***Formalizing CSO/Parliament's commitment to building ownership and social cohesion under an integrated framework involving all stakeholders.*** In a partnership and trust building project such as the National Civil Society Parliament liaison unit (NCSP), IndyAct should identify and bring the CSOs and Parliamentary stakeholders together under one integrated program, designing common activities, producing joint strategic planning initiatives, and developing better information on various CSO/Parliament challenges, demands and practices to lay the foundation for a common understanding for CSO/Parliamentary agents of change. It should also leverage comparisons between existing partnership models to improve the project and its outputs. Highlighting civil society/Parliamentary collaborative experiences could strengthen partnership models.

- ***Encouraging concerted initiatives among various civil society groups and monitoring the performance of CSO advocacy initiatives through the NCSP liaison unit.*** Changes in democratic governance will not come to pass without concerted advocacy by civil society groups that come together with an understanding of the Parliamentary challenges for society as a whole. It underlines a concrete public participation in governing processes and provides the opportunity for public monitoring of the Parliament apparatus' activities and other public institutions in the governing processes that have an impact on civil society. Better information on Parliamentary functioning is essential, and an inventory of individual MP's practices and Parliamentary legislative demands by those civil society groups could help identify CSO capacity constraints and priority needs and tailor different collaboration models with the Parliament. A wide range of topics, including a mapping of active Parliamentary stakeholders, the Parliamentary agenda, its budget, and an analysis of Parliamentary administrative and political practices should be addressed in CSO training/coaching activities. The CSOs' advocacy activities carried out by CSOs should be designed and implemented with other groups of civil society to share knowledge, develop more professional expertise and better influence the legislative process. In addition, knowing what has worked and what hasn't is very important to engage in more discussions with Parliamentary stakeholders on how to develop CSO skills.

- ***Elaborate a results-based project performance and monitoring plan at the beginning of the project*** to track progress made towards achieving outcomes and to measure results. This should be used to track expected activity outcomes and not only activity outputs. Examples of performance indicators could include: number/type of CSO policy changes resulting from project activities; the nature of collaborative models elaborated; the level of knowledge on CSR practices and fiscal requirements etc. The identification of CSO advocacy performance criteria through CSO advocacy initiatives is fundamental to ensuring proper civil society attention and the allocation of needed resources.

II. Introduction and development context

(i) The project and evaluation objectives

The *Creating Civil Society- Parliament Liaison Unit* project in Lebanon was implemented by IndyAct over a two-year period and with a USD 220,000 budget, USD 20,000 of which was co-funding and USD 22,000 of which was retained for evaluation purposes. The project ran from 01 February 2012 to 31 Mars 2014, including a two-month no-cost time extension (a total of 26 Months). The project sought to increase the influence of Civil Society Organizations' (CSOs) advocacy role in the legislative process through the establishment of a National Civil Society Parliament liaison unit (NCSP) aimed at strengthening the relationships/communication between Members of Parliament and CSOs, empowering CSOs' advocacy skills and increasing the awareness of the MPs on the local CSOs' legislative and policy needs.

The project was implemented in Beirut where the Parliament is based. It worked directly with local advisory CSOs, Parliamentary administrative staff and Members of Parliament. Before the project, IndyAct undertook a first CSO mapping activity to identify CSOs that were working on advocacy issues. This basic survey demonstrated that none of them had a relationship with the Parliament and that there was no official process for CSOs to engage with Parliament to push laws through the legislative process further and faster. In light of this situation, IndyAct developed the project activities.

The evaluation of this project is part of the larger evaluation of Rounds 2, 3, and 4 of UNDEF-funded projects. Its purpose is to “contribute towards a better understanding of what constitutes a successful project which will in turn help UNDEF to develop future project strategies. Evaluations are also to assist stakeholders to determine whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved”.¹



(ii) Evaluation methodology

The evaluation took place in November 2014 with the fieldwork in Lebanon carried out from 20 - 24 October 2024. An international expert conducted the evaluation together with a

¹ Operational manual for the UNDEF-funded project evaluations, page 6

national expert hired under the Transtec contract with UNDEF. The evaluation methodology is spelled out in the contract's Operational Manual and is further detailed in the Launch Note. Pursuant to the terms of the contract, a Launch Note (UDF-LEB-10-375) was prepared describing the analysis methodology and instruments used during the evaluation mission to Lebanon (Beirut). The evaluators interviewed IndyAct staff, external consultants in charge of the NCSP implementation and Members of Parliament. Due to the political situation over the last two years, the evaluation team faced many difficulties in meeting project stakeholders in particular the Parliamentary authorities and the external consultancy team responsible for this project implementation. All of them had left at the time of evaluation. Nonetheless the evaluation team met a representative sample of beneficiaries in Beirut. Annex 3 contains the complete list of persons interviewed.

During the preparatory work, the evaluators identified several issues, which they followed up on during the fieldwork in Lebanon. These included:

- **Ability of the project to reach its anticipated outcomes** as it had ambitious goals considering the Lebanese political situation. As regards the lack of a final agreement on a new electoral law, the Parliament mandate, the last one of which was suppose to end in June 2013, has seen two extensions. The first extension was determined to last until 2014 and the second one until 2017². This political crisis does not facilitate the Parliamentary involvement and its cooperation with CSOs.
- **The extent to which the project activities leveraged CSO advocacy involvement to pool their resources through a unique National Civil Society Parliament liaison unit (NCSP)** to influence the legislative process.
- **Sustainability issues and the degree of cooperation between CSOs and the Parliament** in particular MPs (Members of Parliament) and Parliamentary committees.
- **CSOs and Lebanese Parliament ownership in the National Civil Society Parliament liaison unit (NCSP)** that IndyAct sought to build, and whether the creation of the NCSP resulted in sustainable changes for the intended beneficiaries.
- **Value added by IndyAct**, as the project document suggested that there was a lack of coordination between CSOs and Parliament, a lack of baseline information describing the relationship between CSOs and MPs, and no legislation about the participation of CSOs in the legislative process, all of which reduce the CSOs' influence on the legislative process.

(iii) Development context

The project based its design on the context of Lebanon. Lebanon has a history marked by armed conflict and political instability. The 15-year long civil war that ended in 1990 has left a human, physical, economic and psychological mark. Lebanon has a long history of power sharing, yet unresolved problems related to this formula have caused frequent problems and an extreme political polarization in the country, generating the need for dialogue and national reconciliation, and the need for good governance.

The Republic of Lebanon is characterized by a Parliamentary system in which 128 seats are apportioned according to different political parties highly marked by representation along the confessional lines. The MPs are elected for a 4-year mandate, the last of which was suppose to have ended in June 2013. Yet, since the electoral law applied in Lebanon is the one dating back to 1960 - that does not ensure a good representation of the different confessions inside the Parliament - a will to adopt a new electoral law emerged. However, the lack of a final

² <http://www.reuters.com/article/2014/11/05/us-lebanon-parliament-idUSKBN0IP18T20141105>

agreement on the new law, the absence of alternatives such as a call for a Parliamentary vote on the various new laws proposed, and the refusal to proceed with the previous law, all led to an extension of the Parliamentary mandate; an auto-extension that was renewed for a second time on the 5th of November 2014. In this context, the Parliament has barely met in plenary session between 2013 and 2014 to pass laws, although the Parliamentary committees were resuming their work. In addition, it is widely recognized that the Parliament lacks a strategic plan and a clear division of roles and responsibilities between the administrative bodies and staff due to political challenges. This situation poses many challenges to the effectiveness and the functioning of the Parliament.

In Lebanon, around 150 CSOs are effectively active and around 30 are influential in their field of work. Yet, CSOs are seen as individualistic and competitive among each other rather than collaborative. The idea of joining forces to support one cause, even if outside of one's area of expertise, in order to speak in the name of CSOs as one unified block - even if unofficially - was an unfamiliar concept. Moreover, at the legal level at the Ministry of the Interior, there is no law that states the concept of "coalition of associations" in its text, thus rendering an official institutionalization of a group of CSOs impossible.

An official communication channel between law makers and civil society is notably absent and the two parties are clearly separated by many considerations, which means that mutual mistrust and the absence of accurate tools for convincing the other constantly stand in the way of dialogue. CSOs are still critical and often opposed to MPs and are not convinced they can influence them to change. They prefer to stay disconnected from the MPs based on the argument that such a relationship cannot truly exist, since even as citizens they barely find their request for services met. This group, or more specifically the committed among them, feels that CSOs play the role of substituting political parties which in turn leads to the MPs being skeptical of them, since they consider that the CSOs' target is not to change the reality but rather to criticize the MPs' work. Moreover, many ex-political party members are now in CSOs, which explains the denigration of political parties and if an MP manages to pass a new law on a specific topic he doesn't automatically receive the support of the CSOs concerned and they do not tend to approach him in general terms.

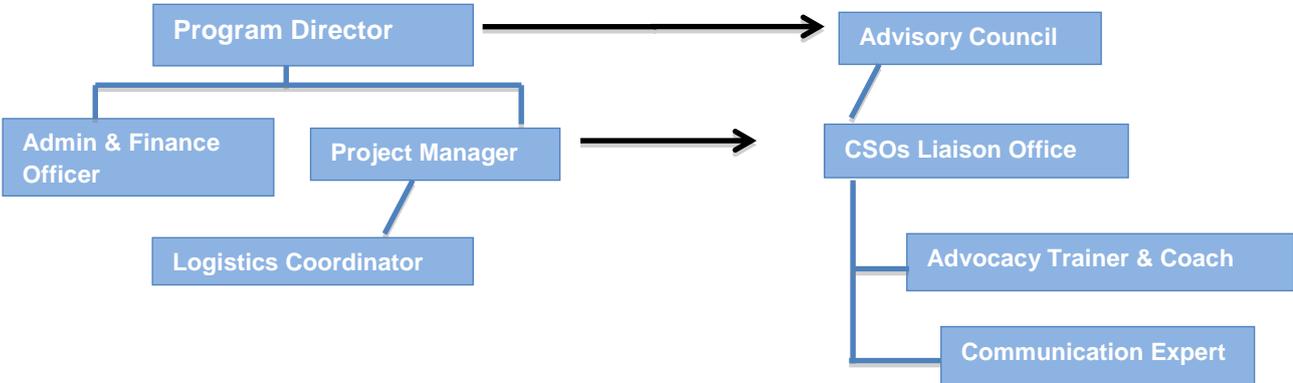
Yet, when it comes to the core of the link that must be created between CSOs and MPs, two main observations can be made: firstly, the main gap faced by CSOs is that they are very much focused on campaigns and demonstrations and lack skills to translate their claims into "legislative process advocacy" i.e. the language of MPs. Secondly, there is a clear absence of harmonization between the agendas of CSOs and MPs due to the lack of follow-up from the CSOs who clearly ignore the existence of agendas and minutes of plenary sessions and committee meetings available on the Parliament website. The MPs in turn might feel compassion with some topics addressed by CSOs, but many lack technical awareness on these topics and consequently cannot ensure a long-term follow up.

III. Project strategy

(i) Project approach and strategy

The *Creating Civil Society- Parliament Liaison Unit in Lebanon* project sought to enhance trust building and better cooperation among advocacy CSOs and between CSOs and the Lebanese Parliament through: 1) a baseline survey with at least 50 identified advocacy CSOs, 2) the development of basic elements for the operation of the NCSP liaison unit 3). Opportunities for CSOs to discuss their legislative demands with MPs face to face, 4) a monthly newsletter through which MPs would be updated on advocacy CSOs’ work 5) 100 meetings between CSOs and MPs 6) draft legislation on CSO participation 7) a training workshop on advocacy 8) coaching sessions for 5 key CSOs and 9) media coverage of the advocacy work of CSOs. The two main outcomes expected were (i) improving and strengthening the relationships/communication between Members of Parliament and CSOs and (ii) the strengthening of CSO advocacy skills.

IndyAct³ is a League of Independent Activists in Lebanon which works mainly in the sectors of the environment, green energy and climate change, to a significant extent related to social and cultural engagement. Nonetheless, this was the first time that IndyAct had worked on public and political subjects. The project intended to work with two types of stakeholders: (i) Lebanon Advocacy CSOs (ii) the Lebanese Parliament. The project strategy was designed to operate at the national level. Apart from the recruitment of one project manager based in the IndyAct office, IndyAct directly outsourced all project activities. IndyAct directly contracted three external consultants (CSO liaison unit officer, one trainer/coach and one communications expert) to set up the NCSP activities and to conduct all training/coaching and visibility activities with CSOs. All NCSP programmatic details were largely decided by the liaison unit officer. Methodological guidelines, the baseline survey, the training modules and the newsletter were developed and implemented by the external consultancy team in accordance with the project manager. IndyAct was in charge of monitoring the consultants’ work though its project manager. Although IndyAct is a well known Lebanese CSO, the evaluation team’s meetings with IndyAct staff showed that most staff had no expertise in Parliamentary and political issues. At headquarter level, IndyAct recruited one project manager and an IndyAct permanent team composed of an administrative and financial officer and a logistical coordinator followed up on the day-to-day financial and administrative transactions. There was a program director who also acted as the advocacy trainer/coach (see the project team structure below)



³ <http://www.indyact.org/>

Before the project, a first round of CSO mapping was conducted by IndyAct to identify CSOs that were working on advocacy issues. This basic survey demonstrated that none of them had relationships with the Parliament and that there was no official process to engage CSOs with the Parliament to push laws through the legislative process further and faster. IndyAct used these assessments as a means to develop a CSO needs assessment and the NCSP agenda for action. The agenda for essential services provided the focus for the establishment of the NCSP and the basis for discussions between CSOs and the Parliament. The project targeted 50 advocacy CSOs. Each CSO had its own focus based on its institutional and practical experiences. As part of this process, a training program was designed and implemented to strengthen the CSOs’ advocacy skills and to professionalize Lebanese CSO activities.

(ii) Logical framework

The following table summarizes the project’s logical chain from activities to outputs contributing to the ultimate development objective. The table is based on the original logical framework provided by IndyAct. The logical framework does not clearly demonstrate the nature of the expected interactions between Parliament and CSOs to enhance the cooperation between advisory CSOs and the Lebanese Parliament. There was an assumption that the establishment of the NCSP would enhance advisory CSO coalition and coherence. It is not clear on how the CSO liaison unit activities for the Lebanese Parliament would catalyze the relationship/communication between MPs and CSOs.



Outcome 1: The relationship between CSOs in Lebanon and the Lebanese Parliament is increased and strengthened			
Project activities	Intended outputs	Medium-term impacts/outcome	Long-term development objective
1.1.Design format and content of baseline CSO survey 1. 2 Identify 50 advocacy CSOs in Lebanon 1.3 Conduct the baseline CSO survey 1.4 Analyze data, including review of their advocacy material 1.5 Update the baseline data and the results framework	1. Conduct a baseline survey with at least 50 out of 71 identified advocacy CSOs	1The relationship between CSOs in Lebanon and Lebanese Parliament is increased and strengthened	Increase the influence of CSOs on the legislative process of Lebanon
2.1 Drafting a framework for the operation of the unit- Recruit a liaison officer 2.2 Organizing a meeting for CSOs to explain and approve the unit 2.3 Engaging the Parliament and signing a MoU between the unit and Parliament 2.4 Opening ceremony of the CSO liaison unit	2. Developing the basic elements for the operation of the unit		
3.1 Coordinate with CSOs to identify key advocacy campaigns and legislative demands to be presented to MPs 3.2 Organize two seminars for	3. Provide opportunity for advocacy CSOs to discuss their legislative demands with MPs face to face		

MPs in which chosen advocacy CSOs present their legislative demands, and discuss them together. M3 is the second seminar in month 19

4.1 Design template for newsletter and develop process for collecting articles, editing, formatting, printing and distribution through electronic and hard copies to MPs, decision makers, and NGOs

4. Produce a monthly newsletter through which MPs are updated on advocacy CSOs work

4.2 Producing and distributing newsletter every month

5.1 Contact MPs and request meetings according to the priorities and interests of CSOs

5. Organize at least 100 meetings between CSOs and MPs

6.1 Draft the legislation

6.2 Have at least 10 MPs sign on the legislation for it to enter the legislative process

6.3 Advocate for the adoption of the legislation

6. Have a draft legislation on CSO participation

Outcome 2: The skills of CSOs in advocacy campaigning is strengthened and increased

1.1 Build agenda and content of workshop, and conduct logistical preparations for the event

1.2 Conduct training workshop

1. Organize training workshop for advocacy CSOs

2 The skills of CSOs in advocacy campaigning is strengthened and increased

2.1 Identify the five CSO campaigns to be prioritized

2.2 Assist the five CSOs in developing their advocacy campaign strategy

2.3 Assist the five CSOs in implementing their advocacy campaign strategies

2. Provide coaching sessions for 5 key CSOs in advocacy

3.1 Contact and meet with media representatives to inform them about the project and provide them with material on the liaison unit.

3.2 Issue press release and invite media to cover work

3. Provide media coverage for the advocacy work of CSOs with the unit

The stakeholders have been committed to support training programs for local NGOs and CSOs

IV. Evaluation findings

(i) Relevance

The project objective was totally consistent with one of the national Lebanese priorities, which calls for better democratic governance. Although, the political turbulence in the country has affected the results of the Parliamentary agenda, the political situation indicates that there is still a need for an emphasis on national and inclusive dialogue between civil society and state institutions in particular in terms of the accountability of state institutions, and the inclusive participation of citizens. Democratic governance is also seen as an essential component for conflict prevention, and Parliaments, being the representative body of the people, can be well suited to managing social crises, preventing violent conflict and bringing about lasting peace. The wave of popular demand for more inclusion and a stronger voice for citizens across the region, which accompanies the events of the Arab Spring, underlines a strong need to engage in dialogue and strengthen the relationships between state and society.

The project strategy of strengthening interactions between CSOs and the Parliament made it relevant from a political, social, and economic development perspective as it is widely recognized that an improved CSO advocacy performance program is intrinsically linked with reconciliation



and the consolidation of the rule of law and social cohesion. The concept of pooling CSO resources into a unique and consolidated structure through the establishment of the National Civil Society Parliament liaison unit to provide CSOs with services and liaise with the Parliament was also relevant to support various CSO causes for the benefit of a more democratic and fair society and for informing the Parliament to the people's needs.

Conference of ratification of Law proposal for civil society participation, 2012 (Source: IndyAct)

The concept of pooling CSO resources into a unique and consolidated structure through the establishment of the National Civil Society Parliament liaison unit to provide CSOs with services and liaise with the Parliament was also relevant to support various CSO causes for the benefit of a more democratic and fair society and for informing the Parliament to the people's needs.

The intervention logic was based on the inclusive participation of CSOs in setting up the NCSP unit, which was also relevant. The CSO needs assessment conducted with the baseline survey and the NCSP concept presentation to a large panel of stakeholders strengthened interactions among advisory CSOs and made the project relevant from a CSO cohesion perspective. However, a number of strategic weaknesses in the project design ultimately weakened relevance (as well as effectiveness, see below). Specifically, the project implementation modalities were only vaguely related to the stated objectives:

While the main objectives were clearly stated, implementation modalities were only briefly explained in the project document. It is surprising that the project document did not refer to IndyAct's past experience and knowledge in the public and political area, and that there was no contextual information given on what the main respective internal CSOs and Parliamentary challenges were to date and what was needed for the NCSP to become a reference tool for CSO policy influence. The project document treated each activity in isolation and did not specify how the NCSP activities would attain the status of being a

reference tool for advocacy CSOs or legislative policy makers, nor how it would contribute to legislative changes.

- Potential Links and common needs between advocacy CSOs and the Lebanese Parliament were not explored. While the project document stated that the NCSP would help to increase CSO advocacy skills, it was not specific on how the Parliament could use CSO skills and what the Parliament and the MPs need in such a fragile political situation. The assumption in the project document stated that *“the Parliament will welcome this idea and formally recognize the CSO liaison unit”*. However it is surprising that the baseline survey that was carried out to identify CSO needs ignored the importance of the Parliament’s accountability needs in particular towards civil society. While the project document stated that the National Civil Society Parliament liaison unit (NCSP) would catalyze policy makers’ and CSOs’ needs/demands, the project document did not specify how the Parliamentary demands towards CSOs would be addressed. In this respect, it is quite surprising that the NCSP advisory council was only composed of CSOs without any Parliamentary involvement.
- Similarly, the overall challenge and the risks faced by the project and the difficulties of working with the Parliament were not adequately identified in the design or addressed during implementation. While the project faced many difficulties arising from the political situation, the identification of the right Parliamentary staff including committee members was not carried out and individual Members of Parliament (MPs) able to drive social cohesion progress within their Parliamentary work and Parliamentary functioning were not properly analyzed. The NCSP activities never presented any Parliamentary analysis or Parliamentary mapping and the liaison unit did not capture the challenges faced by the Parliament and the main MPs’ interests. In addition, the project activities location based only in Beirut did not reach the majority of individual MPs who are based their constituencies due to the security situation.

“During the last four years, I proposed 22 law proposals out of 60 proposed in the last four years. In this respect, I made a law on domestic violence and I was surprised to see that the NGOs who claim to be against violence were very critical of the law proposal. NGOs are better skilled to criticize than to propose any change because if the law passes the NGOs’ funding will stop.”

Kataeb Party MP
- Outcomes specified were ambitious in relation to the outputs expected to contribute to them. It appears to have been assumed that pooling resources and sharing knowledge through an NCSP would be sufficient to change CSOs’ practices and to be better prepared to influence the legislative process and policies, as outlined in the expected outcome. However the project did not consider the reality of advocacy CSOs as well as their weaknesses. External observers such as National Democracy Institute (NDI) staff as well as the liaison officer confirmed that most of Lebanese advocacy CSOs are not able to carry out any legal research to enhance their position and influence. In addition, most of the CSO interviewees confirmed that the competition for donor funding still exists among CSOs and that most CSOs were not ready to pool their efforts in the NCSP because they do not see the potential NCSP added value in comparison to their existing CSO networking activities. Moreover the lack of a legal framework for such an NCSP initiative considerably reduced the CSOs’ interests.

(ii) Effectiveness

Several planned activities were apparently implemented on time and according to schedule. Meetings among advocacy CSOs to present the NCSP concept and approach was an important first step in building trust to facilitate a common understanding of CSO advocacy challenges—including CSOs’ professional needs. Most project interviewees, including CSO beneficiaries, MPs, and the UNDP officer in charge of the milestone report, expressed great interest in the creation of the NCSP. Several of the participants interviewed attributed this to the need to find alternative ways of influencing the legislative process. However, the project strategy was never really clear on how this would result in change. In this respect, the NCSP advisory council comprising nine members elected by a larger panel of advisory CSOs effectively contributed to the recognition of the NCSP by CSOs. Nonetheless, the logical link between the establishment of the NCSP as a catalytic liaison office between the Parliament and the advocacy CSOs and the expected outcome of influencing the legislative process was not made clear.

“Although they pretend that they are interested in the NCSP unit, Lebanese CSOs are not ready to be involved within the Parliament; Most of the advocacy CSOs do not have the research capacity to liaise seriously within the Parliament.”

NSPC Liaison Officer

The restricted NCSP approach for enhancing CSOs’ advocacy skills was not effective for increasing the CSOs’ collective voice. Most of the NCSP activities (output 2, 3, 6) were restricted to the nine advisory council members and were treated in isolation. The NCSP advisory council was more interested in the future NCSP status for designing the future CSO coalition than in CSO advocacy activities and liaising with the Parliament.

“CSO agendas and CSO actions are aligned with donor agendas rather than with the Parliamentary agenda, Lebanese CSOs are not ready to be involved in legislative process”

NCSP Liaison Officer

The NCSP minutes provided to the evaluation team demonstrated that the NCSP was managed in a very restricted approach by the advisory council members and that most of the NCSP activities were not relayed to other advocacy CSOs to inform them about the NCSP process. While the project design embraced a large segment of advocacy CSOs, the view of interviewees during the evaluation field mission was that most of the advocacy CSOs were not directly involved in the NCSP activities. The translation and analysis of the 6 newsletters written in Arabic revealed that 50% of the newsletter content was written by the liaison officer (output 4). There is no evidence that the two meetings held between the Parliament and the NCSP to discuss the basic elements of the operational unit were relayed to other advocacy CSOs (output 3). In the end, the overall CSO challenge of acting as an advisory body was not sufficiently integrated into the NCSP’s role nor in Parliamentary practices. In this respect, the NCSP transparency and accountability activities would have been a precondition for liaising with a large panel of advocacy CSOs. This should have been one of the tasks of the liaison officer and also a precondition for forging the NCSP’s credibility and legitimacy with the other advocacy CSOs.

The project’s logic of intervention of the NCSP liaison unit undermined the overall coherence and effectiveness and did not provide adequate answers to increase the CSOs’ credibility and potential collaboration with the Parliament. Beyond the political situation, the NCSP’s activities did not help develop a coherent strategy among advocacy CSOs or an efficient relationships with the Parliament. Several CSO beneficiaries confessed that the NCSP did not help them learn more about the Parliamentary machinery and its practices. There was no specific mechanism to inform CSOs about Parliamentary activities and the legislative process agenda. The interactions between CSOs and the Parliament did not occur efficiently.

Although the Liaison Officer worked on the NCSP’s visibility through the newsletter, the efforts made by IndyAct and the NCSP unit did not pressure MPs and Parliamentary policy makers by demonstrating the necessity of the NCSP to increase CSO engagement and to establish conditions for trust building between CSOs and Parliament. The Parliament was not really involved in this project. The individual MPs stressed that they were informed about the project at the starting point but were never re-contacted by the NCSP liaison officer or IndyAct project manager to participate in project activities. As regards the lack of direct Parliament involvement, the MoU was not signed (output 2) between the NCSP and the Parliament, the draft legislation on CSO participation (output 6) was sent to the government and to individuals MPs and Parliamentary committee members but was not even discussed publicly between the Parliament and the NCSP members (output 6) due to the absence of a legal framework on this issue. Meetings between CSOs and MPs were not held as planned (output 5) and the impact of advocacy CSOs on the legislative process (output 7) was not realized due to the absence of overall interaction between CSOs and the Parliament. The absence of a connection between CSO advocacy activities and Parliamentary activities affected the effectiveness and coherence of the overall NSPC efficiency and its “raison d’être”.

There is no evidence that the project activities based on the needs assessment to the CSO capacity building activities involving training, coaching and campaigning support were effective in strengthening the skills of CSOs in the field of advocacy. Each activity was treated as “stand alone” and there is no evidence that the findings of the baseline survey were used to drive the NCSP activities and develop an agenda for the CSO training and coaching program. This is mainly due to the lack of methodological guidance and clear involvement of the parties. The lack of Parliamentary information and the lack of CSO involvement did not help to define the CSOs’ priority needs in terms of advocacy nor did it help develop the necessary skills. The four CSO campaigns selected (output 9 and 10) by the project team on Sustainable Transportation, Rights of People with disabilities, Access to Information and solid waste management were not new and were already supported by each respective CSO and had been highlighted by the media in the past. The IndyAct approach of having similar campaigns that are used by various CSOs resulted in duplicated efforts with no added value. At this stage, the strengthening of CSO advocacy skills funded by IndyAct did not bring about any concrete changes compared to previous CSO practices and did not facilitate greater CSO cohesion towards the Parliament. In this respect the President of the Youth Association of the Blind (YAB) declared that the selection of its campaign provided the opportunity to remind people of their cause and to build up pressure to further their own interests. He also confessed that the project activities did not help them raise their voice more effectively, as they were already bilaterally connected with MPs and the Parliamentary administration. In addition, all campaigner interviewees declared that the campaigns were not effective in enhancing the NCSP’s credibility and its potential influence in discussing challenges in CSO/Parliamentary relationships.

“I informed you, I have changed careers since I consulted as a trainer for IndyACT, and have a new laptop. I was not able to find my old computer, which has all my previous work.”

Ex-director of IndyAct and Advocacy trainer and coach

(iii) Efficiency

The coordination and collaboration between IndyAct and the external consultant team were of good quality. However, there is an overall impression of insufficient guidance, supervision and general quality control throughout the project process. Due to IndyAct’s experiences,

most IndyAct permanent staff lacked expertise on Parliamentary issues and IndyAct headquarters did not closely monitor and supervise project activities. To date there is no monitoring report, no evaluation report, and no monthly progress reports as was foreseen in the project document.

While the project document was explicit on the project objectives, the tasks that were supposed to be carried out by IndyAct and the NCSP external consultancy team were not clear. There were no specific terms of reference for consultants, no IndyAct guidance on methodological approaches to be used or on the expected NCSP added value given the existing situation of Lebanese CSOs; there was no consideration given to determine how the NCSP and CSOs’ advocacy skills would align with ongoing Parliamentary planning and strategy.

There were also questions raised regarding the wisdom of recruiting the founder and acting IndyAct director as external trainer/ coach and consultant⁴ to implement the project. Clarifying the role of IndyAct and the external consultancy team would have facilitated a greater sense of transparency.

There were also serious concerns about the overall project documentation including financial information. Except for the UNDEF reports, the overall project documentation is missing. During the preparation and the implementation of the evaluation field mission, IndyAct as well as the external consultancy team were not able to provide any consistent documents related the project outputs. (see table 1 below). Although the entire team has left since the end of the project, it is surprising that none of them were able to provide consistent information about the activities carried out. Except for the formal documentation requested by UNDEF and several NCSP meeting minutes, IndyAct headquarters did not find any documentation in the office, nor were they able to provide any evidence of the outputs realized, nether during nor after the field mission.

In this respect, there is some concern about the proportion of funds provided directly to CSO beneficiaries through a two-day training workshop in comparison to the overall budget spent by the project manager and the external consultancy team on liaison unit services – it is worth noting that the main NCSP activity related to the draft legislation on CSO participation (output 6) was outsourced to the Law World Federation in Egypt. The Law World Federation director specified that no fees were requested for this draft legislation on CSO participation and that it was not accounted for in the overall budget.

Table 1. Documentation provided to the evaluation team on project outputs

Output	Expected Output according to the project document	Output realized according the final report	Outputs realized according the interviewees	Documentation provided to the evaluation team by IndyAct
Outcome 1: The relationship between CSOs in Lebanon and Lebanese Parliament is increased and strengthened				
1	Baseline survey with at least 50 out of 71 identified advocacy campaigns	Baseline survey conducted with 40 CSOs	YES	NO-
2	Development of the basic elements for the operation unit	Establishment of the NCSP unit with bylaws and articles of incorporation officially launched with board members.	YES	NO

⁴ The founder and director of IndyAct from 2007 until March 2012- <https://lb.linkedin.com/in/waelhmaidan>

3	Opportunity for advocacy CSOs to discuss their legislative demands with MPs face to face	2 seminars and meetings for CSOs with the Parliamentarians	YES	Minutes of two seminars conducted between CSOs and the Parliament
4	Production of a monthly newsletter to communicate legislative demands of the Lebanese CSOs to update MPs on advocacy CSO work	Fifteen newsletter issues were produced and distributed.	YES	6 newsletters (in Arabic) out of 15 produced
5	Organization of at least 100 meetings between CSOs and MPs	60 meetings organized And 80 contacts were made with MPs	NO	NO
6	Draft legislation on CSO participation and present it to the Parliament	The draft discussed with the civil society in its second version	YES	YES
7	Impact of advocacy CSOs on legislative process	A review of the Parliament legislative achievements is targeted	NO	NO
2. The skills of CSOs in advocacy campaigning is strengthened and increased				
8	Training workshop for advocacy CSOs	The training is designed and delivered to the CSOs	YES	NO
9	Coaching sessions for 5 key CSOs in advocacy	4 campaigns were selected by the members of the liaison unit and advocacy action plans were developed for everyone	YES	NO
10	Media coverage for the advocacy work of CSOs with the unit	Door to door meetings with media representatives to make the liaison unit visible	NO	NO

(iv) Impact

The project has offered an alternative for the joint work of CSOs through the creation of the NCSP. The advisory council members who were interviewed confirmed that the NCSP is still alive through periodical advisory council meetings and the main focus is still on how to find an NCSP legal status to facilitate a coalition of CSOs working with the Parliament. However, the restricted NCSP approach which is managed by a few well known CSOs without the other advocacy CSOs being involved and without disseminating NCSP information on ongoing activities considerably reduces the project's impact to date and, if the restricted flow of NCSP information continues, may impair the ultimate impact achieved.

“At present, there is no CSOs coalition because it is forbidden by the law. But there is a need for CSOs to collaborate together before lobbying the Parliament. In my opinion the NCSP concept is more linked to the individual understanding of what citizenship can be”

Secretary General - Lebanese Transparency Association (LTA)

It is difficult to assess whether a particular ongoing NCSP activity triggered further activities such as a better CSO understanding of professional advocacy tools for developing their strategy or a better inclusion of CSO demands in the legislation produced by the Parliament. It seemed evident that the process of developing advocacy skills for CSOs did not reduce the fragmentation among CSOs and did not help Lebanese CSOs to think more strategically about the cooperation between them and within the Parliament. During the interview with the International Transparency Secretary General, it was clearly assessed that most of the advocacy CSOs' agendas take into account the donors' agendas rather than the Parliament's agenda, and most CSOs continue to compete with each other to win the donors' funding and

are not willing to work together. The IndyAct project did not change the CSOs' practices or their perception of the Parliament and it in fact re-enforced current practices where the empowerment of advisory CSOs is seen as an action outside of the public authorities' agenda.

While the project Final Narrative Report does not specify whether outcomes/impacts refer to legislative changes and policy changes, information gathered during interviews suggested that the lack of interaction between CSOs and the Lebanese Parliament also reduced the overall impact. There is no evidence that MPs and Parliamentary administration are more aware of CSOs' legislative demands. The evaluation as well as the final report primarily concerned activities and outputs and the indicators provided could not be verified and were not detailed enough to extrapolate the impact. At the time of the evaluation visit; the project had not made any specific contribution so far to the issues of the ongoing legislative process. As relayed by a beneficiary interviewee, there was no creation of new information which could be used by advocacy CSOs and/ or legislative policy makers as a reference tool for discussion. Although the political situation does not facilitate the relationships between civil society and MPs, the reactions of individual MPs encountered give little reason to hope that the project had a substantial impact.

“Only few persons believed in this project. We need to work on national ownership rather than small ownership. There is no clear coalition among Lebanese CSOs. When an International NGO makes an event, everybody goes, when it is made by Lebanese NGOs nobody comes.”

IndyAct – Director-

(v) Sustainability

The assessment of the sustainability of such a project would require a systematic process, tracing the NCSP's relationship with the Lebanese Parliament, to assess the extent to which the NCSP interactions with Parliamentary stakeholders contribute to trust building and partnerships for social cohesion.

The evaluators are, however, doubtful that this project will be able to make any sustainable changes. The project did not touch upon the strategic issue of Parliamentary functioning or on Parliamentary challenges faced on the issues of accountability and transparency - it only dealt with the fragmented situation of advocacy CSOs. Indeed, it is the zero-sum game principle because there is no change of Parliamentary perception and practice among stakeholders. The IndyAct headquarter is not even informed about the NCSP's progress and there is no evidence that the Parliamentary stakeholders see the advantage of strengthening the CSOs' influence in the legislative decision-making process. There is no common understanding among CSOs of the Parliamentary background, which might improve their capacity to communicate with the Parliament and with the individuals MPs based in their constituencies. Improved coordination among advocacy CSOs for them to play a more effective role as advisory bodies in the good governance process did not occur.

V. Conclusions

Based on the evaluation findings, the team concludes that:

i. The project's focus as designed was relevant and important given the political and democratic context in Lebanon. It addressed democratic governance and put into perspective the necessity for an inclusive dialogue and the participation of citizens and state institutions as well as the importance of CSO advocacy performance where CSOs have an integral role to play in the democratic process. However, the absence of an in-depth analysis of Parliamentary functioning, the lack of detailed mapping of Parliamentary stakeholders and the optimistic vision of advisory CSOs made it hard for IndyAct to capture advocacy CSOs capacity-building needs and to involve the Parliament. The lack of consideration of Parliament as an important partner in the establishment of the NCSP liaison unit and the lack of CSO analysis beyond the baseline study meant that the complexity of advocacy CSOs, who are individualistic and competitive amongst each other rather than collaborative, was not fully grasped. This detracted from the relevance of establishing the National Civil Society Parliament liaison unit (NCSP) and limited the potential impact.

ii. The creation of the National Civil Society Parliament (NCSP) liaison unit was effective to facilitate a joint understanding of CSO advocacy challenges but was not sufficient to catalyze cooperation between CSOs and Parliament, as it did not give Parliament and a large panel of advocacy CSOs the opportunity to share their concerns. The creation of the NCSP was not preceded by a thorough screening of the needs and demands of Parliament and CSOs nor by a clear methodological approach. There was no real explanation of how this NCSP mechanism could bring an added value compared to the existing CSO network. The project intervention logic suffered from a disconnect between the overall goal of giving advocacy CSOs a voice in the legislative processes and the activities/outputs foreseen. No indications were given as to how the NCPC would align with the current Parliamentary agenda and bring about policy changes. In the project implementation, relevance and effectiveness were hampered by a failure to generate new Parliamentary knowledge, by the narrow range of persons involved in the NSCP activities particularly the members of the advisory council, and by the absence of an effective mechanism for taking feedback into account.

iii. The overall intervention logic lacked coherence and effectiveness, it failed to engage the Parliament and improve CSOs' ability to influence the legislative process, resulting in a weak impact. Although anecdotal information indicates that the project had a positive impact, especially according to the NCSP advisory council members in terms of awareness for building a CSO coalition, it did not result in a better ability for advocacy CSOs to affect legislation. The absence of a mechanism to train CSOs in the identification of Parliamentary agents of change, information about Parliamentary machinery and practices, and the legislative process agenda, affected the effectiveness and coherence of the CSO training and coaching activities aiming to improve CSO advocacy performance. The disconnected content of the NCSP liaison unit activities aligned only with the restrictive interests of the CSO advisory council, rather than resulting in a sophistication of CSO advocacy performance and knowledge needed on the legislative process and to enhance their potential role for influencing policies. This limited the usefulness of the overall project approach as it resulted in duplicated CSO campaigning practices already used by individual

CSOs in the past, isolated NCSP project activities, a lack of NCSP ownership and collaborative and new CSO initiatives towards the Parliament. The lack of an NCSP mechanism to catalyze CSOs/PE common needs was also a missed opportunity to build broader support for the policy changes.

VI. Recommendations

To strengthen similar projects in the future, the team recommends:

i. Pressing more forcefully for Parliamentary information to guarantee transparency and accountability of state institutions towards citizens. Such information is a *sine qua non* for CSO/Parliament collaboration, especially since this is a contentious issue in Lebanon. Since the dialogue between civil society and state institutions is part of democratic governance, the accountability provided by the people's representatives should be considered as a prerequisite for building CSO/Parliament collaboration. The current political situation in Lebanon as well as the wave of popular demand for more inclusion and a stronger voice for citizens across the region underlines a strong need for public participation in legislative processes and monitoring of legislation passed that impacts civil society at large. Transparent information and Parliamentary oversight could also help advocacy CSO participants understanding their roles and responsibilities in the democratic system and the means by which they could hold the Parliament accountable for legislation processes and the implementation of laws.

ii. Formalizing CSO/Parliament's commitment to building ownership and social cohesion under an integrated framework involving all stakeholders. In a partnership and trust building project such as the National Civil Society Parliament liaison unit (NCSP), IndyAct should identify and bring the CSOs and Parliamentary stakeholders together under one integrated program, designing common activities, producing joint strategic planning initiatives, and developing better information on respective CSO/Parliament challenges, demands and practices to lay the foundation for a common understanding for CSO/Parliamentary agents of change. It should also leverage comparisons between existing partnership models to improve the project and its outputs. Highlighting civil society/Parliamentary collaborative experiences could strengthen partnerships models.

iii. Encouraging concerted initiatives among various civil society groups and monitoring CSOs' advocacy initiatives performances through the NCSP liaison unit. Changes in democratic governance will not come to pass without concerted advocacy by civil society groups that come together with an understanding of the Parliamentary challenges for society as a whole. It underlines a concrete public participation in governing processes and provides the opportunity for public monitoring of the Parliament apparatus' activities and other public institutions in the governing processes that have an impact on civil society. Better information on Parliamentary functioning is essential and an inventory of individual MP's practices and Parliamentary legislative demands by those civil society groups could help identify CSO capacity constraints and priority needs and tailor different collaboration models with the Parliament. A wide range of topics, including a mapping of active Parliamentary stakeholders, the Parliamentary agenda, its budget, and an

analysis of Parliamentary administrative and political practices should be addressed in CSO training/coaching activities. The CSOs advocacy activities carried out by CSOs should be designed and implemented with others groups of civil society to share knowledge, develop more professional expertise and better influence the legislative process. In addition, knowing what has worked and what hasn't is very important to engage in more discussions with Parliamentary stakeholders on how to develop CSO skills.

iv. Elaborate a results-based project performance and monitoring plan at the beginning of the project to track progress made towards achieving outcomes and to measure results. This should be used to track expected activity outcomes and not only activities outputs. Examples of performance indicators could include: number/type of CSO policy changes resulting from project activities, the nature of collaborative models elaborated, level of knowledge on CSR practices and fiscal requirements etc. The identification of CSO advocacy performance criteria through CSO advocacy initiatives is fundamental to ensuring proper civil society attention and the allocation of needed resources.

VII. ANNEXES

Annex 1: Evaluation questions:

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to the context and needs at the beneficiary, local, and national levels?	<ul style="list-style-type: none"> Were the objectives of the project in line with the needs and priorities for democratic development, given the context? Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why? Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?
Effectiveness	To what extent was the project, as implemented, able to achieve its objectives and goals?	<ul style="list-style-type: none"> To what extent have the project's objectives been reached? To what extent was the project implemented as envisaged by the project document? If not, why not? Were the project activities adequate to make progress towards the project objectives? What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	<ul style="list-style-type: none"> Was there a reasonable relationship between project inputs and project outputs? Did institutional arrangements promote cost-effectiveness and accountability? Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to the direct promotion of democracy?	<ul style="list-style-type: none"> To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address? Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative? To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization? Is the project likely to have a catalytic effect? How? Why? Examples?
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	<ul style="list-style-type: none"> To what extent has the project established processes and systems that are likely to support continued impact? Are the involved parties willing and able to continue the project activities on their own (where applicable)?
UNDEF value added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	<ul style="list-style-type: none"> What was UNDEF able to accomplish, through the project, that could not have been achieved as well by alternative projects, other donors, or other stakeholders (Government, NGOs, etc.). Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?

Annex 2: Documents Reviewed:

Related documents

IndyAct project document,
IndyAct Mid-term annual progress report, “Strengthening local NGOs in areas where extractive operate”;
IndyAct, Milestone, verification mission report, April 2013 2010
IndyAct Final Narrative report
IndyAct, minutes of meeting Dr Riad Ghannam CSO Liaison Unit - Lebanese Parliament, July 2012
IndyAct, minutes of meeting for Opening Ceremony and future plans for the unit, November 2012
IndyAct, Minutes of pre-launching of the NCSP, January 2013
IndyAct, NCSP Liaison Unit, Minutes of Meeting, February 2013
IndyAct, NCSP Liaison Unit, Minutes of Meeting - General Meeting IV, January 2013
IndyAct, Survey form for the CSOs survey
IndyAct, List of preliminary tasks for creating a CSOs Parliament liaison office

IndyAct Publications & Dissemination

IndyAct 6 Newsletters written in Arabic

Other documents

Law World Federation in Egypt, Draft legislation on CSO participation (written in Arabic)

Annex 3: Persons Interviewed

20 October 2014	
Wael Hmaidan	Training professional - IndyAct
Patricia Sfeir	Program Director - IndyAct
Samy Gemayel	Kataeb Party MP
21 October 2014	
Tarek Zebian	Liaison Officer - IndyAct
Layal Nehme	Financial & Administrative Officer and Director - IndyAct
Rami Shamma	Project Manager - Development for People and Nature (DPNA)
22 October 2014	
Amer Makarem	President - Youth Association of the Blind (YAB)
DAHROUG, Sameh	President - Law World Federation -
Yahya Hakim	Secretary General - Lebanese Transparency Association (LTA)
23 October 2014	
Hadla Traboulsi	(Coordinator - IndyAct)
Heather Therrien	(Country Director, Lebanon - National Democratic Institute (NDI))
Maya Fawaz	(Program Assistant - National Democratic Institute (NDI))
24 October 2014	
Layal Nehme	Financial & Administrative Officer and Director - IndyAct
Sameh Dahroug	(Middle East Law Coordinator - Law World Federation)
4 November 2014	
Hassan Krayem	Governance program manager at UNDP CO Lebanon

Annex 4: Acronyms

CBO	Communities Based Organizations
CD	Community development
CSR	Corporate Social Responsibility
CSO	Civil Society Organization
IRE	Institute for Research and Empowerment
LG	Local Government
MPs	Members of Parliament
NDI	National Democratic Institute
NGO	Non-Governmental Organization
NCSP	National Civil Society Parliament Liaison Unit
UNDEF	United Nations Democracy Fund