

<p>1.6.1 (6.1)</p>	<p>Monitoring and Evaluation of the outputs, outtakes, outcomes and impact will ensure delivery of effect can be maintained, outputs can be amended as necessary, lessons can be learned throughout the project, and assurance can be provided that the project is delivering the agreed outcomes. Please explain how you would monitor and evaluate the project and include a minimum of 5 examples of indicators you would suggest to measure the campaign. Innovative M&E methods are encouraged, both for qualitative and quantitative indicators. Demonstrate how you will take into account potential disinclination within the TA to talk openly about their feelings about VEOs.</p>	<p>Pages: 4</p>	<p>Points: 150</p>
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Benefiting from directly relevant, independent experience and utilising current, proven methodologies. We have engaged the support of **Rebecca Emerson-Keeler** as an independent, third-party monitoring and evaluation (M&E) specialist, to bring robust and structured analysis, systems and process to the M&E of this project. Rebecca is a highly experienced M&E practitioner who has worked extensively on HMG projects in politically-sensitive environments, including Lebanon. As *added value* from Rebecca’s support, the Authority will benefit from her experience on other HMG CT programmes, thus allowing the performance of this project to be benchmarked and validated against equivalent programmes elsewhere, including Counter-Daesh campaigns in Lebanon and elsewhere in the region, drawing out and implementing best practice.

Provision of renowned, independent, third-party M&E. As *Head of Coalition Capacity Building for the Global Coalition Communications Cell*, Rebecca headed up a team supporting capacity building across the 65 disparate members, overseeing the capability building component for MENA, working to develop clear entry points and a strategy to accelerate Coalition governments’ and regional civil society’s communications capacity to tackle Daesh’s narrative, including in Lebanon. Rebecca specialises in scoping, designing and implementing M&E frameworks and processes, including the creation of results frameworks, indicators and theories of change, as well as development of remote monitoring systems for data collection in the field and feedback mechanisms for effective project design. She has also recently led M&E programming for the Government of the Netherlands across the MENA region, in East Africa for the Foreign Office, and in Ukraine and Africa for UNHCR.

Rebecca will lead on the design and independent assurance of the programme and will be supported by our own in-house M&E team from the UK; *we also have a pool of other M&E and thematic experts that can be drawn on as required*. Rebecca will deploy at periodic points in the lifecycle of the project as described below. A full CV is provided for Rebecca in Section 1.4.2.

Rigorous M&E systems and processes built into the programme. Guided by Rebecca, our proven monitoring systems have been adapted to support the project team in utilising delivery approaches that most *strongly improve Lebanese capability, coordination, self-sufficiency, and international standards through the lifespan of the project*. **Sustainability** is a central tenet of our approach and methodology and will be measured as such. For many programmes in complex operating environments such as Lebanon, quantitative data may only provide insight into the outreach of the project. Our *experience* shows that a combination of **qualitative and quantitative data** will provide a better indication as to how the project interventions have made changes within the End User organisation. In addition to being able to track short term progress, outcome indicators that reflect longer term **behavioural change** are also included. By incorporating effective M&E throughout the delivery, we are able to identify strengths and weaknesses of our activities. This analysis enables us to better understand what is working and what it not working, incorporating an adaptive element into the project design.

Our M&E processes and systems include, but are not limited to: the Kirkpatrick methodology to capture behavioural change in the use of conflict-sensitive techniques/methodologies to support data collection efforts without undermining trust/stakeholder relationships and the use of open source data. We will work with the Authority to identify the appropriate indicators and data sources as part of a wider data collection and M&E plan. This will allow for monitoring of results, identification of unintended consequences, **gender sensitivity** assessments and impact contributions. We will ensure our evaluation approach is fully in line with the **Government Communications Service** model of evaluation, which both **Rebecca** and our project lead **Alicia Kearns** are deeply experienced in deploying. We will assess outputs, outtakes and outcomes, as well as overall impact. By using the **OASIS** model in designing our programme and eventual workplan, we are ensuring our project meets your needs. We look forward to working with your evaluation leads on this. We will report against the agreed indicators on a quarterly basis and will provide a comprehensive M&E report are part of the project completion process.

Our Approach. The Framework and Theory of Change will be applied to ensure maximum impact: promote a logical approach, articulate potential problems during inception, promote critical thinking throughout and manage client expectations in terms of realistic timelines and a need for potential evolutions, *linking all activities and outputs to outcomes and impact*.

Review, Adaption, Feedback, and Learning. A Monitoring and Evaluation plan will be agreed during inception. *The M&E strategy we deploy will be pattern-matched to the proposed solution and to the findings of the research that will be undertaken in the first stages of the project*. For the purposes of this proposal we have laid out the approach we will take to develop the M&E strategy with you and have suggested initial indicators.

Activity throughout the programme will be linked to defined outcomes – as illustrated in the indicative Theory of Change diagram below – demonstrating coherence between our implementation proposal and outcome level to be defined in a **programme workplan**. Our methodology utilises an **iterative** and **adaptive** problem-solving approach. This requires consultative problem solving with you and stakeholders, ensuring ownership of the solution and its implementation. We apply these principles to collaborate effectively across the full range of security and justice programmes we deliver.

A clearly defined problem statement enables the capture of the root of the problem that we are trying to address. Leveraging the regional knowledge and subject matter expertise of our delivery team, we understand the current issues.

The objective of this requirement as we understand it is:

To undermine Daesh’s reputation whilst increasing knowledge and uptake of alternative pathways away from radicalisation in order to increase resilience against violent extremist narratives amongst male Palestinian refugees aged 16-25 in Lebanon by developing the audience’s critical thinking skills and ability to challenge ideology and propaganda promulgated by Daesh and other violent extremist organisations, and identify the disconnect between their values and those of violent extremists, specifically Daesh.

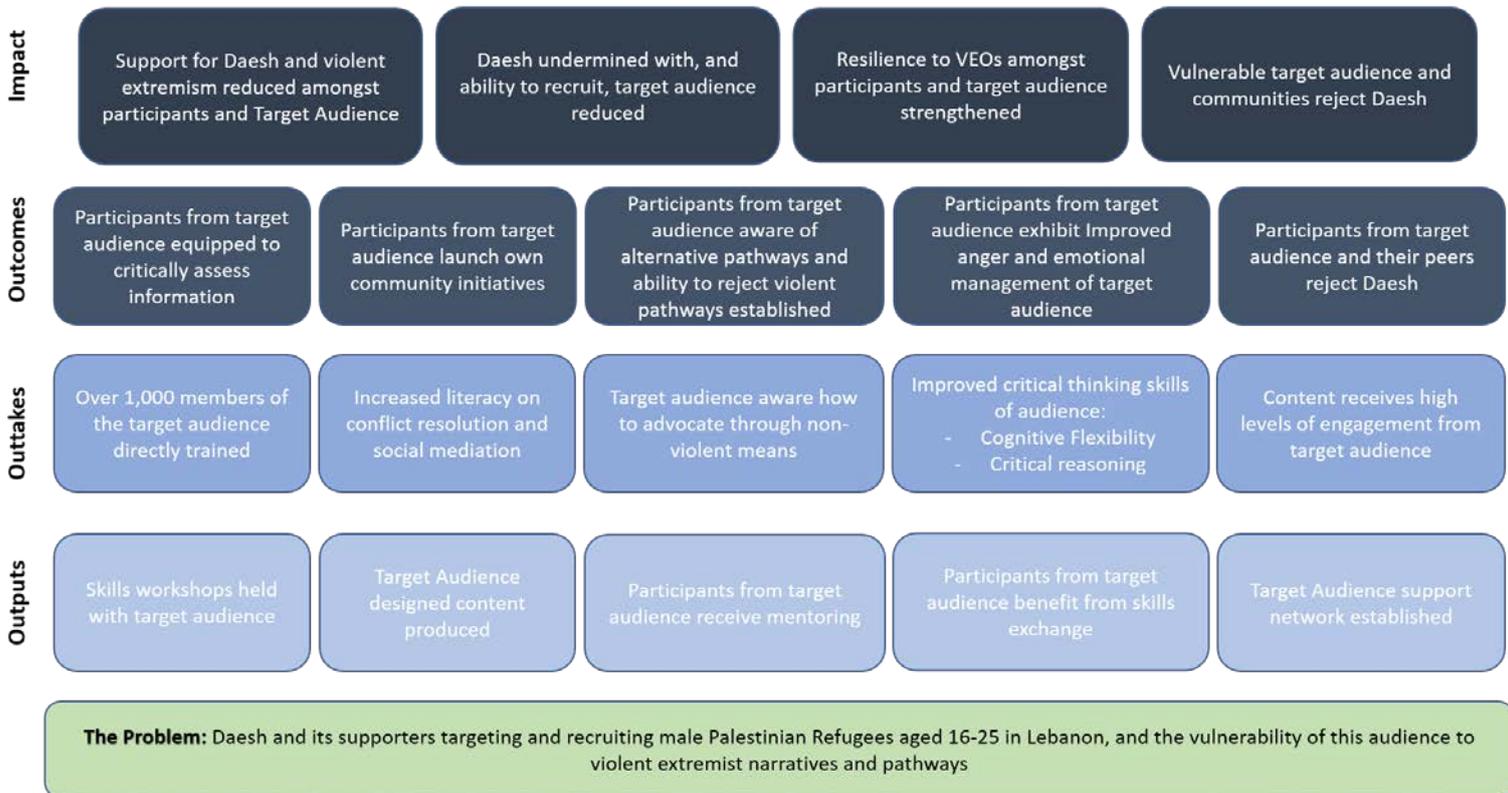
Our proposed activity seeks to:

- ▶ Create a community of trained participants who are equipped to advocate for common causes through non-violent means;
- ▶ Establish critical thinking skills around social mediation, conflict resolution and other topics that enable community resilience; and
- ▶ Enable the Target Audience to peacefully express themselves and not only follow, but create, peaceful pathways.

In order to:

- ▶ Empower, through resiliency, vulnerable young men aged 16-25 living under or close to Daesh (or other extremist) influences; and
- ▶ Create an environment of unity, tolerance, acceptance and respect of others that runs against everything VEOs personify in order to moderate the responses of the target audience.

Deploying the following indicative Theory of Change which will be updated following research and in consultation with the Authority.



In the first 3-4 months of the project our M&E team will review the research findings of existing HMG and academic research and the results of the research we will undertake in country with the target audience, in order to review and refine the initial Theory of Change, ensure log-frames are **conflict and gender sensitive** and run an outcome mapping workshop with you and our programme team. This will allow us to work with you to create **objectives** that are specific, achievable, relevant, time-bound and, most importantly, measurable (SMART).

Key indicators. It is critical to design a measurement strategy that captures and analyses data quickly, in order to accelerate impact reporting for clients and demonstrate impact. We will evaluate both the programme components themselves and the audiences' state of mind. For instance, if an outcome is the Target Audience rejecting Daesh's narratives and recruitment efforts, the before/after outcome indicators against which it is judged may include an assessment of whether the Target Audience:

1. Understands that violent extremism (VE) is motivated and enabled by multiple factors.
2. Understands that VE tends to be partly driven by legitimate grievances.
3. Understands that there is no standard pathway to VE.
4. Understands that physical responses and messaging are important.
5. Acknowledges the potential deleterious effects of stereotyping.
6. Maintains an association with radical institutions or individuals.
7. Claims to be willing to befriend those from other religions or sects within their own faith.
8. Understands that religious doctrines are subject to interpretation.
9. Understands that violence is not a legitimate expression of their religion.
10. Declares the objectives of Daesh as not in line with their own.
11. Commits to taking action to prevent their peers from joining Daesh.
12. Launches positive alternative pathway initiatives away from Daesh recruitment.
13. Becomes a vocal online or offline advocate against Daesh.

To evaluate the programme component themselves for example, we would use a three-tiered assessment of the skills workshops. The first assesses the development of the participants' general knowledge of the training topic at hand. For instance, if the training is about understanding the sources of information online, then at the start participants would be asked to write (in keywords or paragraph) on a blank page how they identify sources and what they know of how to ascertain the sources of information shared online. At the end of the two-day workshop they will be asked again to repeat the same exercise. The shift/increase in the scope of information grasped is then registered. Second, participants will be asked to fill out a brief questionnaire at the close of the workshop in which they assess the quality of the workshop, what they got out of it, how they intend to use their skills and what influenced them the most. Finally, we will track if the skills workshops succeed in mobilising young male Palestinian refugees to launch their own initiatives and activities using their critical thinking skills after the workshops are completed.

Moreover, we will be seeking real-world outcomes in the project, such as the launching of community resilience of CVE initiatives by participants and the peers they influence, and to determine whether restricted information, such as recruitment numbers of refugees to Daesh, can be demonstrated to have been reduced as a result of our programme. We will also undertake innovative evaluation techniques such as conversation tonality analysis. This will see us analyse the conversations and posts made by those engaging with our content online before they came across our materials, their discussions around our output, and their conversations and activities online thereafter to determine whether any behavioural or attitudinal change can be identified (please note this is all open-source and does not use technology or intrusive actions). We also plan to incorporate the evaluation techniques deployed by social workers in their programmes, which our local Lebanese partners will advise us on. We are aware that the Authority is constantly testing new evaluation models within the **Government Communications Service** and within other departments. We welcome the opportunity to incorporate these into the programme as part of our use of the Government Communications Service Programme Design (OASIS) and Evaluation Models.

Crucially, we will collect evidence and evaluate progress throughout the campaign rather than solely at the end of the programme. This will ensure that we learn as we go and that we collect evidence of outputs, outtakes and outcomes as we progress, rather than at the end which risks losing, in particular, qualitative evidence.

Review and Evaluation Schedule. While the M&E Plan will provide a comprehensive monitoring framework for performance of the contract, it will be important to conduct regular reviews of the appropriateness of the plan to adjust to identified risks or areas requiring additional monitoring. Project progress and changes to plans will be managed through the following review points:

- ▶ **Weekly updates:** Weekly reports will ensure HMG is fully up to date on the activity delivered in the past week and planned for the week ahead.
- ▶ **Monthly meetings:** Monthly meetings will provide a regular opportunity for HMG to discuss the status of the project in detail, progress against delivery and planned activity for the coming month. The Project Manager is available to meet with HMG at any level of frequency required – from monthly down to weekly or ad hoc as necessary.

- ▶ **Quarterly meetings and reports:** A quarterly report will be delivered to HMG in advance of quarterly review meetings. Quarterly reports will summarise key successes, any shifts in work plan, issues for discussion, risks that may have materialised and any recommended adaptations and mitigations. We will report against the agreed indicators and provide a comprehensive M&E report as well as learning points for application to future activities once agreed at this meeting. This will allow for monitoring of results, identification of unintended consequences, gender sensitivity assessments and impact contributions. Our risk register will also be updated at this point.
- ▶ **Six-month M&E deep dives:** Every six months, for the course of the programme, we will undertake up to two weeks of research with the target audience and participants of the programme, to ensure we have the most accurate understanding of our audience, the situation in the camps, and Daesh recruitment and narratives targeting Palestinian refugees in Lebanon. This research is also key to our Measurement and Evaluation component to ensure we are collecting the information and evidence required to evaluate the project and iteratively improve the delivery of the project throughout its life. The research will be designed by our M&E lead, project lead, and Statistics Lebanon working with the Palestinian Human Rights Organization, and informed by feedback from you, our civil society partners, our measurement and evaluation experts, and our expert panel members.
- ▶ **Outcome mapping workshop:** Half-way through the programme, in year two, we propose to hold a second outcome mapping workshop with you to ensure at this mid-point in the project that the proposed outcomes and existing M&E Framework continues to meet your requirements.
- ▶ **Full programme evaluation:** At the end of the project we will deliver a full evaluation package which takes the agreed, and delivered, outputs, outtakes, and outcomes, to assess the impact delivered. We will work with HMG to ensure this meets the need of all internal stakeholders.
- ▶ **Programme Governance Board:** At Torchlight, the project will be subject to regular review by our internal Governance Board who will make recommendations on the direction, content, and progress of the project as well as actions to mitigate potential risks before they arise. In addition, this will be the forum to discuss significant variations to the scope, duration, and volume of training to be delivered.

Risks. Programme effects are not necessarily all positive and implementing teams will also consider potential negative consequences through the ToC process. Particularly pertinent negative effects of CVE initiatives may include:

- ▶ Programme implementing partners, beneficiaries or other stakeholders being threatened or physically targeted as a consequence of their involvement;
- ▶ Specific communities being stigmatised if programmes appear to be targeted at these particular groups; and
- ▶ VE entities being enabled to rally support through highlighting evidence of 'Western meddling' in cases of externally-funded initiatives occurring in Africa, Asia and the Middle East.

We will institute specific measures to mitigate risk without being excessively risk-averse. Implementers of our programme should mitigate their many possible negative effects, such as stigmatising specific communities, exposing implementing partners to an excessive risk of being targeted by VE entities and so on. This will include all members of our programme team signing a commitment to respect and uphold these values. Our technical advisers and programme management staff have extensive and specific experience in these areas across a range of other sensitive HMG-funded security sector reform programmes.

Managing disinclination of the Target Audience to engage with discussions around VEOs. We recognise the potential for the target audience to be disinclined to discuss openly their feelings about violent extremist organisations. In our research component we will seek to establish the circumstances in which the audience already tackles/discusses this topic. In addition, our proposal tackles this by not making the programme overtly focused on Daesh or violent extremism, but instead focused on an offer of skills development workshops which we know, based on UNRWA and UNICEF research with Palestinian refugees aged 10-25 in Lebanon's refugee camps, is one of the major desires of the target audience. In addition, the programme will offer mentorship, opportunities to gain experience working with professional organisations, and new networks and friends after successful completion of the skills workshops. We are additionally alert to the risk of stigmatising the target audience if we deliver a programme that is labelled as counter violent extremism, which could label participants as potential recruits or 'at-risk'. An additional reason for the programme being promoted as a skills course, this approach increases the likelihood of impact.