



OUTCOME HARVESTING EVALUATION REPORT

Reducing the Risk of Radicalisation and Violent Extremism in Lebanese Prisons

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Contact:

Maxwell Saungweme
Country Director - Search for Common Ground
Beirut, Lebanon
+961 766 47111
msaungweme@sfcg.org

Chantal Tayyar
MEAL Manager - Search for Common Ground
Beirut, Lebanon
+961 03 603 95
ctayyar@sfcg.org

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Abbreviations

| | |
|----------------|--|
| ARCS | Arci Culture Solidali |
| CT | Conflict Transformation |
| CVE | Countering Violent Extremism |
| ISF | Internal Security Forces |
| M&E | Monitoring and Evaluation |
| MoIM | Ministry of Interior and Municipalities |
| MoJ | Ministry of Justice |
| MoU | Memorandum of Understanding |
| MS | Mouvement Sociale |
| NGOs | Non-Governmental Organisations |
| Nusroto | Nusroto Al Anashid – Prison Fellowship Lebanon |
| OH | Outcome Harvesting |
| PVE | Preventing Violent Extremism |
| Restart | Restart Centre for Rehabilitation of Victims of Violence and Torture |
| SO | Specific Objective |
| TA | Technical Assistance |
| TF | Task Force |
| ToC | Theory of Change |
| VE | Violent Extremism |

Executive Summary

Search for Common Ground implemented the *Reducing the Risk of Radicalisation and Violent Extremism in Lebanese Prisons* project from July 2019 until September 2021 with financial support from The German Federal Foreign Office (FFO). The project was implemented in partnership with Nusroto Al Anashid – Prison Fellowship Lebanon (Nusroto). The project was implemented in partnership with two local organisations, Restart Centre for Rehabilitation of Victims of Violence and Torture (Restart) and Nusroto Al Anashid – Prison Fellowship Lebanon (Nusroto), who were partnered with under different project objectives.¹

The project was designed to minimise the prospects of violent extremism in Lebanon through a combination of activities that focused on shifting community attitudes and perceptions towards inmates and former inmates. The implemented activities also helped in building up peacebuilding and conflict transformation capacities of detainees, ex-detainees, and Internal Security Forces Officers as well as empowering local organisations and governmental entities to create a fertilised environment that enables inmates to build self-esteem and embark on their reintegration journey into the Lebanese societies more effectively and productively. The project's overall goal was to **reduce the risk** of violent extremism in custodial and non-custodial settings. In service of this goal, the project was implemented and guided by three distinct specific objectives. These are:

1. Strengthen capacities of detainees and prison staff to identify and use alternatives to violence;
2. Shift the attitude of community members to support the reintegration of former detainees; and,
3. Strengthen collaboration between key prison stakeholders (including authorities, civil society, and community members) to reduce the risk of recidivism among detainees.

The project's strategy was grounded and underpinned by a Theory of Change that hypothesises: **if** prison staff and detainees increase their non-violent conflict management skills and knowledge, **if** community attitudes toward reintegrating detainees are positively shifted, and if collaboration between key stakeholders in the prison sector are strengthened, **then** the risk of former detainees' involvement in violent extremism will be reduced through improved prison conditions and effective reintegration in targeted communities.

Post the sudden resignation of the external evaluator who was commissioned to carry out a Final Evaluation, Search Lebanon, represented by its County Director, Project Coordinator, and MEAL Manager, entered a series of consultation meetings with the Search's Institutional Learning Team (ILT) Regional focal point who is specialised in Design, Monitoring, Learning and Evaluation to remedy the situation and map out trade-off alternatives in light of the availability of resources and the time factor. The consultations resulted in undertaking an internal Outcome Harvesting evaluation with the regional focal point in the lead, with the support of the project and MEAL teams in Lebanon. The evaluation process spanned two months between the end of November 2021 and mid-February 2022, noting that it was interrupted by the Christmas holidays and disrupted by the Harvester's inability to access some informants during the data collection phase.

The unparalleled swirl of the complexity of interconnected crises in Lebanon had posed several challenges in the implementation of the project that led to the integration of a few adaptations. These were claimed to be necessary to preserve the continuity of implementation while achieving the predefined objectives outlined head-on. Most notably, the project was inhibited to access violent extremist inmates which led to a slightly divergent focus than was initially portrayed in the project's original ToC. That is, the project's strategy had shifted from Countering Violent Extremism (CVE) to Preventing Violent Extremism (PVE) while targeting former inmates and inmates per

¹ The partnership agreement with Nusroto was signed midway through the implementation phase of the project in March 2021 as a result of the restructured partnership strategy of the project which had to be revised to offset challenges encountered with the original local partner Restart.

predefined criteria that include *-amongst other things-* conviction of violent crimes instead detention under terrorism charges or of violent extremism. This shift was found inevitable in light of the government's stern, non-lenient position in disallowing non-governmental organisations to work with these groups, mostly due to political and national security-related reasons. In addition, the advent of the Covid-19 pandemic and the associated government-imposed restrictions that followed also hindered the project implementation and caused disruptions in accessing targeted prisons and making progress in custodial working settings per the work plan. It is therefore imperative for the users of this evaluation to take these significant contextual factors into account when reviewing and assessing the project's limitations. Nevertheless, despite these profound external difficulties and challenges, the project was found successful in achieving its predetermined objectives as well as creating a large number of unplanned outcomes.

This evaluation has primarily and exclusively utilised the OH methodology and was able to generate **33 outcomes**. These outcomes were predominantly positive and disproportionately distributed across the intended vs. unintended spectrum where 67 percent of outcomes gleaned are unplanned. The vast majority of these outcomes suggest the project has been successful in making recognisable progress in the three cornerstone components portrayed in the ToC and the three distinct SOs, although inequitably. As per the findings of this evaluation, the most stellar results were populated by the first component (*Capacity Building* Component). In contrast, the *Community Attitudes Shifting* component appears to be average in terms of scale because it has mostly created changes on an individual level rather than on a community level as desired. In conclusion, the analysis of this evaluation suggests that it is imperative to consider the collective success of the project as an essential step forward towards realising the ultimate goal of the project and as an essential entry point for future programming that leverages these successes and scales up the potential impact of interventions that ultimately leads to endured results. Evidence provided by this report suggests alternative programmatic modalities that appear to be necessary to deepening this success, such as *Organisational Capacity Development*, and *Playing a leading, coordinating role in the sector*. In consistency with this summary conclusion, a series of noteworthy recommendations were teased out and are summarised as follow:

- **Integrate a clear triple nexus approach in design and in practice:** that connects the Humanitarian, Development and Peacebuilding spheres into multi-pronged and multi-level intervention underpinned by a strategic approach that better takes into account the multi-sectoral priorities and challenges across these spheres. In this spirit, coalescing with other organisations in the delivery of an interconnected, coherent long-term intervention comprising various activities inside and outside the prisons' environments is seen as essential. Otherwise, peacebuilding-focused activities might be perceived as premature or irrelevant if other substantial needs and priority areas were unaddressed.
- **Adopting alternative support and intervention models:** such as *Technical Assistance* and *Organisational Capacity Development* that allows stakeholders to robustly contribute to reducing the risk of recidivism and improving the efficacy of reintegration efforts in Lebanon.
- **Identify, focus on and address the root causes rather than the symptoms or consequences of C/PVE:** such as the poor livelihood prospects of former inmates that was understood as a primary driving factor to resorting to negative coping mechanisms, including recidivism to criminal acts. This OH, therefore, recommends the designed objectives and activities of future iterations to be robustly tied to a clear economic empowerment component. However, the importance of identifying and addressing other root causes cannot be ruled out from consideration and thus future research that provides an updated understanding of root causes and push and pull factors is recommended to be carried out.
- **Play a leading role in eliminating proliferation and improving coordination in the sector:** by mainstreaming and strengthening existing efforts at the governmental level to ensure a coherent and relevant contribution. Alternatively, in case this scenario is deemed implausible in the short or medium term, the evaluation underlines the need to continue working on strengthening coordination and

collaboration among relevant stakeholders through other modalities that adequately factors-in sustainability factors such as establishing a Working Group that has a straightforward and efficient implementation set-up that continues to outlive as a self-sustaining structure.

- **Consider a system approach to fostering changes on a community level and improving sustainability:** The findings of this OH suggest that the project has not reached the desired scalability to achieve outcomes on a community level, particularly with regards to shifting communal attitudes towards supporting reintegration outside custodial settings. Similarly, the same notion can be argued on the project's contribution to creating an enabling environment inside the prison. Therefore, a revised implementation strategy that adopts a system-based approach found to be necessary which *-inter alia-* creates a clearer linear flow between attitudinal-shifting and behavioural changes while amplifying the collective community engagement in supporting reintegration to secure the sustainability of these changes. For example, through community-led advocacy campaigns or community-developed reintegration plans convening a variety of community stakeholders, such as municipalities and local and religious leaders.
- **Extend the project's timeline:** to ensure congruence between the ultimate goal of the project and the implemented activities, which by substance, require a significant investment of timing in order to produce resilient, sustainable and effective results.
- **Reconsider connections to gender in project design:** particularly, in a project of this sensitive nature, further attention to women and girls whose needs are profoundly distinctive is required. Programming of future projects should delicately include a gender-responsive approach instead of a gender-sensitive approach that identifies and addresses the special needs of women and barriers that inhibit their reintegration. Otherwise, changes or results are likely to diminish among women in comparison to men.

The Evaluation Design

To examine and assess the overall impact of the *Reducing the Risk of Radicalisation and Violent Extremism in Lebanese Prisons* project (hereinafter: the prisons project), Search for Common Ground (Search) has conducted an internal rigorous summative evaluation utilising an Outcome Harvesting Approach as an attempt to offset a series of challenges that inhibited the commissioning of a final evaluation to an external evaluator i.e. the resignation of the contracted evaluator near to project's grant end date. The Outcome Harvesting (OH) methodology is designed to help its users understand the change processes in situations of complexity, challenges, and complex contexts thus rendering the approach well-suited to the context of the examined project in Lebanon. The OH methodology has focused on capturing and generating evidence on the outcomes and effects of the project — positive or negative, intended or unintended, direct or indirect — and worked backwardly to determine the project's contribution to those outcomes. Therefore, this approach has not attempted to measure the success of specific activities or implementation strategies as defined in the project's logical framework or indicators, which have been quantifiably measured in a separate process using internal MEAL tools.

The OH was led by Search's ILT focal point based in Search's MENA office in Amman, Jordan with the support of Search's Lebanon MEAL and Project teams. Hereinafter, the OH lead will be referred to as the Harvester.²

The Harvester examined key project documents and learning reports before facilitating the design workshop with the change agents whose inputs and guidance were crucial to the design and development of this Outcome Harvest. During the *design phase*, it was agreed that the OH will be carried out with the understanding that Search's technical, business development and leadership teams are the *intended users* of the findings, while the

² This evaluation was conducted by Malik Alkhawaja (Harvester). He was supported by Lebanon MEAL Unit: Chantal Tayyar, Sarah Rida and Samah El Hassan and the Project Team: Lena Safi and Reina Yazbeck

German FFO (the donor organisation) is a primary audience of the report. In addition, a version of this report will be publicly accessible to external audiences.

The *purpose* of this OH evaluation is to generate evidence-based outcomes, capture the significant changes experienced by different stakeholders of the project, and understand the project's influence/contribution to those outcomes and changes, with the dual aim of assessing the overall efficacy of the programming and informing the development and strategy of similar programmes in the future through strategic, realistic business development-oriented recommendations.

The OH process was guided by the following series of *usable questions* derived from the project's objectives and Theory of Change:

1. To what extent Search's programme has contributed to minimising prospects of violence and involvement in VE inside and outside the prisons' environment?
2. To what extent programme stakeholders, governmental and non-governmental, are making a positive influence in the field of reintegration?
3. To what extent has the programme contributed to improving the coordination and programming of NGOs in the sphere of reintegration and protection?
4. On which scale has the programme been influential in supporting acceptance towards reintegration and to which degree these are irrevocable?

Despite time-related constraints of this OH —*which has led to the formulation of outcome and contribution statements not to be largely comprehensive*— outcomes generated and captured through this evaluation are considered highly informative and reflective of all necessary elements of change, contribution to change, and significance of change.

Throughout the evaluation process, the Harvester upheld the application of best practices and alignment with OH approach in measuring and qualifying outcomes gleaned by exclusively measuring *observable* changes (i.e. attitudes, behaviours, relationships, practises, actions) in social actors (i.e. individuals, groups, institutions, etc) influenced by the change agent either directly or indirectly. Whilst there has been an enormous number of outcomes related to attitude or knowledge change, associated behavioural change was not demonstrated (or substantiated) in all outcomes. In addition, these were grouped or synthesised where deemed possible (i.e. grouping similar outcomes without jeopardising the individual story-telling of change).

Furthermore, and to ensure objectivity and credibility of findings, the Harvester explicitly and abundantly requested and spurred change agents and other informants to report both positive and negative outcomes while stressing the importance of reaping the benefits of undesirable outcomes, particularly negative ones. Ultimately, no negative outcomes were captured. Nevertheless, the Harvester has incorporated results of reflective sessions held internally by Search's team that include reflections of the project's strengths and weaknesses thus ensuring a high level of credibility and subjectivity of reported findings while highlighting certain deficiencies. The tools used for the outlined reflective practices allowed the team to solicit critical feedback and constructive criticism and recommendations on the project's relevance, overall efficiency, achievements and challenges.

Although informants of this OH did not report or share unsolicited feedback or criticism during data collection, they did offer constructive recommendations aimed at deepening the project's benefits and strengthening the sustainability of its outcomes.

Evaluation Methodology

This evaluation has primarily and exclusively utilised the Outcome Harvesting methodology. Throughout the evaluation process, the Harvester, in collaboration with the change agents, focused on gleaning outcomes – intended and unintended, positive or negative – and substantiating the significant change that occurred as a result of the different activities of the project. The Harvester and change agents formulated outcome descriptions (i.e. that have observable changes) with the lens of establishing the degree and type of contribution evidenced by the project which led to these outcomes. All outcomes were analysed in light of determining relevance, efficacy, as well as sustainability; capturing lessons learned; teasing out strategic recommendations to inform the development of future similar projects.

The Harvester has utilised a rigorous multimethod approach to increase the rigorousness of findings to the degree possible as well as to maximise the calibre of outcomes gleaned. These methods specifically included a preliminary desk review of key project documents, notably, donor reports, and periodic reflections and learning reports; focus group discussions with end beneficiaries and trainers; a number of key informant interviews with key project stakeholders; and an Outcome Harvesting workshop with the change agents. Due to rigid time constraints, and the unavailability of independent and knowledgeable third parties, the Harvester was unable to hold substantiation interviews. Nevertheless, the Harvester believes that the variety of various stakeholders interviewed (i.e. holding high-level profile positions and representing a variety of institutions and organisations) has offset possible limitations that would have created methodological-related implications and affected the rigorousness of findings. In other words, the scope, variety and nature of interviews allowed for outcomes to be either substantiated, triangulated, or repeatedly verified. In addition, during the outcome harvesting workshop with change agents, the Harvester invested a considerable amount of time in discussing and substantiating gleaned outcomes.

The evaluation process consisted of five main steps. These are:

1. *Outcome Harvesting - Design stage.* Once the internal use of the OH methodology determined and agreed as an alternative of the external summative evaluation, the Harvester led a design workshop with the change agents that resulted in the identification and development of the *useable questions*; information to be collected; informants (social actors) to be involved; and in identifying the audiences of the final report. This stage included the project team supporting the development of a stakeholder matrix; ensuring logistical preparations for interviews; and travel arrangements for the Harvester to Lebanon.
2. *Desk review.* Relevant key project materials were thoroughly reviewed. These included project proposal, donor reports, and reflective and learning reports, of which included summaries of project's achievement against output and outcome indicators. These were carefully reviewed and populated into an *Outcome Harvest Capture Tool*, which allowed the Harvester to glean evidence that delineate potential change. These were then substantiated during the field phase.
3. *Engage with informants and data collection - Field phase.* Subsequent to the review of project documents, the Harvester, with the support of MEAL and project teams led in-person and virtual data collection with the project's stakeholders. These included individual and joint interviews with key stakeholders and one focus group discussion with end-beneficiaries. In addition, a series of augmenting focus group discussions were held with the trainers appointed by Search for the delivery of the training component of the projects as well as with CSOs representatives who facilitated the screening of the documentary in their respective communities. These interviews were utilised not only to verify information from project documents but

also to collect additional outcomes.

- a. *Outcome Harvesting workshop and Substantiation.* The Harvester engaged with the change agents through an extensive Outcome Harvesting workshop to review, critically discuss, and substantiate and augment outcomes gleaned, in addition to the collection of additional outcomes. The workshop allowed the Harvester and the MEAL and project teams to collaboratively refine outcomes descriptions at a later stage.
 - b. *Outcome Harvesting Workshop.* Post reporting, the Harvester engaged in a second session with the change agents to critically discuss the findings reported. The session resulted in collaboratively formulating strategic recommendations that can inform the development of future similar projects.
4. *Analysis, interpretation and report production.* During the field phase, the Harvester, in collaboration with MEAL and project teams, revised data collected, formulated both outcomes descriptions and contribution statements, and populated those into the *Outcome Harvest Capture Tool* daily. This approach allowed the team to spot gaps or off-track areas which were completed through a number of follow-up emails and phone calls with specific informants. In the aftermath, the Harvester, in collaboration with the MEAL and project teams, synthesised all outcomes descriptions and contributions statements into an *Outcome Harvest Capture Tool* including information that emerged from discussions with informants e.g. recommendations and suggestions and the outputs of the Outcome Harvesting workshop with change agents. While the data collection methods used for this evaluation were primarily qualitative, a quantitative element was approximated through the Outcome Harvest Capture Tool, which enabled the Harvester to classify outcome descriptions in various ways – including their relevance to *gender, the scope of change (i.e. individual vs. institution), programmatic activities and expected results*, and other emergent themes – The classification of outcomes generated numeric values for the predetermined categories thus revealing and determining distribution of outcomes amongst these categories, which category held a greater number of outcomes overall, greater unplanned outcomes or greater significance. This information was then utilised by the Harvester to build answers to the evaluation questions while highlighting areas of programmatic strength and aspects that require attention and improvements.

The process allowed the Harvester to harvest a total of 33 outcomes that were predominantly positive, 11 were planned, and 22 unplanned. Some outcomes were merged or grouped due to similarities without jeopardising the stories of change reported on an individual level. In following sections, relevant outcomes are referenced in in-text brackets or outlined in footnotes referring to their respective position in the outcome description list appended to this report. The final list of outcomes includes outcomes description, contribution statements, and relevant categories to which harvested outcomes correspond to.

- Target Groups and Sampling

During the *Design workshop*, the Harvester and the change agents collaboratively identified the main criteria of informants to be involved during the field stage of the evaluation process. Stakeholders (direct and indirect) of each project component were then identified. Subsequently, the Harvester was able to undergo a rough stakeholder analysis and identify those to be engaged with based on the scope of work and level of involvement in the project. Below is a comprehensive list that outlines stakeholders who informed the evaluation process as well as their level of involvement in the project:

| <i>Social Actors engaged with during the Field Phase</i> | | |
|--|------------------------|---|
| <i>Name</i> | <i>Modality</i> | <i>Level of involvement</i> |
| <i>Head of the Prison Division at the office of the Minister of Interior and Municipalities (Male)</i> | KII in person | He was a guest in a few of the task force meetings. Moreover, 53 ISF members were trained on the Nelson Mandela Rules. |
| <i>Head of National PVE Unit (Female)</i> | KII in person | 32 members of the PVE unit were trained on the CVE toolkit, and some of them received a TOT on the tool. |
| <i>Head of Prisons Directorate at the Ministry of Justice (Male)</i> | KII in person | He was the trainer that provided the Nelson Mandela Rules training. He was also a guest speaker in some of the task force meetings. |
| <i>Founder and Head of Nusroto, Association-Project Partner (Male)</i> | KII in person | He was a trainer on the conflict transformation and vocational sessions for current and former inmates. Moreover, the short film was shot at Nusroto headquarters. Finally, the two subgrants implemented under the project were done at Nusroto. |
| <i>Former inmates (4 females, 6 males)</i> | FGD in person | Received training on conflict transformation and vocational sessions. They also participated in the initiatives. |
| <i>Representatives of Two local NGOs: Strong Cities Network, Mouvement Sociale (Females)</i> | Joint Meeting online | They participated in the task force meetings. |
| <i>Community members (5 females from Bekaa and South)</i> | FGD online | They watched the short film with other community members. |
| <i>Trainers (3 females and 1 male)</i> | FGD online | They provided training on conflict transformation and vocational sessions to current and former inmates. |

Limitations

- Due to time constraints arising from the project's reporting schedule, the OH process, which is notoriously a time-intensive evaluation method, didn't take into account a comprehensive examination of all available project materials (e.g. monitoring reports) during the desk phase. The abbreviated nature of this Outcome Harvesting may have had an impact on the comprehensivity of findings and evidence generated within it. Nevertheless, project reports, including donor reports were carefully reviewed and had offered the evaluation process with extensive information that was substantiated during the field phase.
- Despite various attempts in organising interviews with the prisons' wardens and the ISF Officers during and after the field phase, engagement with these formers was deemed difficult and ultimately precluded from the study to prevent further delays in the process. This has inhibited the report from robustly

triangulating outcomes related to inmates, ISF officers, and prisons' management as well from integrating their valuable insights that potentially would generate additional outcomes within certain categories (e.g. COVID-19 response), amplify findings, and tease out new recommendations. The preclusion of these perspectives might have had implications contributing to building up answers to some elements of the usable questions e.g. minimising prospects of violence and involvement in VE inside the prisons' environment.

- The OH methodology was new to almost all informants engaged with during the field phase. This has had few complications. In spite of the substantial efforts exerted by the Harvester explaining the methodology and providing guidance during all interview sessions, the Harvester believes, at least partially, that missed outcomes, limited outcomes, and gaps of information are likely. This is normally justified, particularly when informants engage with a steep learning curve during an evaluation process of this type. This has clearly manifested in the evaluation's inability to harvest negative outcomes that can reap important factors of learning and adaptations (i.e. in the design of new projects).
- The OH process didn't assess the project as originally prescribed in the project proposal and as portrayed in its overarching Theory of Change (ToC) because of the series of adaptations integrated into project implementation which has ultimately resulted in shifting the project's vision and strategy from Countering Violent Extremism (CVE) to Preventing Violent Extremism (PVE). In light of this fundamental and central change to the project, the OH report doesn't see the non-achievement of some elements of the original ToC as a weakness. Alternatively, it considered this strategy shift as an efficient responsive adaptation while preserving the essence of the ToC.
- At the time of project implementation, and, during the field phase of the OH process, members who were responsible for designing the project as currently prescribed in the original log frame were not available due to staff turnover. Despite the preclusion of their perspectives, the Harvester was able to factor-in valuable perspectives and contextual information related to project design and relevance from the current composition of change agents (i.e. Country Director, Head of Programmes and Project Management Team). Divergent positions haven't had significant effects on the degree and type of information related to this aspect of the project.

Key Findings: Answers to the Evaluation Questions

The final outcome harvesting dataset is composed of 33 outcomes registered across all programmatic activities albeit disproportionately. This disproportionate nature of outcome distribution is mainly caused by the Harvester inability of engaging with few informants during the field phase. Most notably, prison wardens, ISF officers, PVE unit youth champions, and university students. Therefore, missed outcomes within certain categories were likely inevitable (e.g. generating additional outcomes in correspondence to activity 1.4: Covid-19 response implemented in five prisons in the North of Lebanon and the Triplo Court House Detention Centre).

This inequitable spread of outcomes across activities implemented under the Prisons' Project umbrella is highly noticeable. Out of the 33 outcomes, 19 outcomes were populated by the projects' capacity building component (Specific Objective 1) representing 58 percent of total outcomes gleaned in this OH. Within this category, 11 outcomes correspond to the projects Conflict Transformation Training provided to inmates and former inmates in partnerships with Nusroto. 5 Outcomes emerged from the advanced training provided to the PVE unit, and the Mandela Rules training provided to the ISF officers and only one outcome emerged from the addendum Covid-19 response activity. Arguably, a greater outcome yield is illustrative of the success and effectiveness of a particular activity, this however, is not inherently or exclusively the case. In addition to the limitation outlined head-on, there are possibly other factors that contributed to this discrepancy. For example, some key informants were highly exposed to certain activities, like the founder of Nusroto Foundation, who was exposed to or involved in activities

1.2, 1.3, 2.1, 2.2, and 2.4. The number of beneficiaries also plays a worthy factor to consider. While the Conflict Transformation training (Dialogue sessions in log frame) was delivered to 178 inmates and former inmates, the Mandela Rules training was only delivered to 53 ISF officers and the training on CVE curriculum was delivered to only 8 PVE staff and 24 PVE unit youth champions.

Of the 33 outcomes that comprise this OH, 7 outcomes, or 21 percent of the total were populated by the project's second specific objective that was prescribed to shifting communal attitudes towards supporting reintegration of former inmates. Similarly, only 6 outcomes gleaned corresponded to the third and final objective of the project that aimed to strengthen collaboration among key stakeholders to reduce recidivism among former inmates. The limited and inconclusive outcome yield in these categories is majorly due to the outlined reasons head-on in addition to a broader set of operational and management set of difficulties that inhibited more visible creation of enduring outcomes. For example, the project's insufficient outreach strategy (on SO2) and reducing the overall number of initiatives from 20 to 2 (Activity 2.4), had left the Harvester with a partial data set in this category. These limitations and challenges will be further explored in below sections.

Furthermore, the analysis reveals that the majority of outcomes gleaned are medium on the spectrum of significance comprising 18 outcomes of the total OH or 55 percent while only 5 outcomes were found high in terms of their significance. Significance was determined based on the organic nature of the change created and the degree to which it's linked to the project's ToC or specific objectives. For example, the limited significance of the outcome populated by the covid-19 response activity [21] is exclusively due to its nature of not being aligned explicitly to the SO and ToC as prescribed in the project log frame. Nevertheless, the significance of the outcome is considered very high in terms of improving prisons considerations, and so of prisoners, being a priority area in the sector according to the Lebanese government (*Klls Head of Prisons Directorate at the MoJ; Head of the Prison Division MoIM*). Therefore, although greater significance levels of outcomes might be indicative of higher levels of impact created, outcomes with medium and significance scope can be substantially impactful.

| Outcomes by Programmatic Component | |
|---|------------------------------|
| Capacity Building Component | 19 (6 planned, 13 unplanned) |
| - Conflict transformation training delivered to inmates and former inmates | 11 (5 planned, 6 unplanned) |
| - Nelson Mandela Rules Training delivered to ISF Officers and Training program for PVE unit stakeholders on CVE training curriculum | 5 (1 planned, 4 unplanned) |
| - Vocational Training to former inmates | 1 (unplanned) |
| - Identified outcomes that broadly correspond to this component [13, 23] | 2 (unplanned) |
| Covid-19 Response | 1 (unplanned) |
| Piloted initiatives | 3 (1 planned, 2 unplanned) |
| Community Attitudes Shifting | 4 (3 planned, 1 unplanned) |
| Strengthening collaboration and coordination between key stakeholders | 6 (1 planned, 5 unplanned) |

| | |
|--------------|--------------------------------------|
| Total | 33 (11 planned, 22 unplanned) |
|--------------|--------------------------------------|

1. To what extent Search's programme has contributed to minimising prospects of violence and involvement in VE inside and outside the prisons' environment?

The evaluation question is indicative of one of the main cornerstone goals of the prisons' project as prescribed in its ToC and associated SOs. The multifaceted nature of the question reveals and confirms the multi-pronged and interlinked programmatic approach adopted in order to minimise prospects of violence inside and outside custodial settings. This question aims at understanding the project's contribution to minimising prospects of violence by unpacking the aforementioned outlined facets.

The project's multi-pronged approach can be seen in two angles. First, the type of intervention, and second, the space where the intervention takes place. The cornerstone intervention component that appears to be corresponding to this question is the *Capacity Building* component which was tailored and provided for a mixture of key stakeholders residing in *multiple spheres* that are assumed to be interchangeable in terms of interaction. The interchangeability between these spheres is assumed to be necessary to amplify the creation of an enabling environment while allowing behavioural application demonstrated by the different groups to be synergistic. This approach is clearly embedded in the first section of the ToC "*If prison staff and detainees increase their non-violent conflict management skills and knowledge [...]*" while creating an enabling environment is understood to be overarchingly and holistically underpinned in the essence of the ToC, although not explicitly.

In service to this vision, a series of capacity-building training were provided to inmates and former inmates, ISF officers and youth and staff of the Lebanese PVE Unit. In May 2021, Search collaborated with the *Head of Prisons Directorate at the Ministry of Justice* who delivered a 7-module UNODC Nelson Mandela Rules - (Minimum Standards for the Management of Prisons and the Treatment of Prisoners) training to officers working inside prisons, ultimately benefiting 53 ISF officers working in a number of prisons.³ Between April and August 2021, Search collaborated with trainers appointed by Nusroto Al Anashid (The local implementing partner) who delivered capacity-building training in the form of dialogue sessions to a cohort of 161 inmates in Zahle male and female prisons, Roumieh Central Prison, and Baabda female Prison in addition to 20 former inmates hosted by Nusroto rehabilitation centre in Zahle.⁴ Furthermore, Search has commissioned an external consultant to deliver CVE training for 24 youth ambassadors of the PVE unit network. In early July 2021, additional ToT training on the developed ten-module CVE curriculum was offered to 6 PVE Unit core staff where 2 youth ambassadors participated as co-facilitators. The curriculum covered topics on advanced CVE programming, research and M&E, amongst other topics. Furthermore, eight sessions of vocational training were offered to inmates and former inmates between March and August 2021 ultimately benefiting 180 beneficiaries residing in the same outlined locations above.

³ ISF members who benefited from the training are working in the following prisons and departments: Zahle Prison, Baalbek Prison, Ras Beirut Police Station, Roumieh Prison, Beirut Police Station, Batroun Prison, Jbeil Prison, Qobbeh Prison - Tripoli, Halba Prison- North, Zgharta Prison - North, Alay Prison, Beirut Prison for Women, Palace of Justice - Beirut.

⁴ The overall number of beneficiaries reached through the original time frame of implementation was extended as part of a No Cost Extension (NCE) approved by the German FFO in order to complete implementation. As a result, the end-date of the project got extended by three months, ending in September 2021.

Acquisition of knowledge and learning uptake of assorted topics has substantially been prevalent in outcomes yielded albeit inequitably across the different beneficiary groups. However, these outcomes substantiate that the prisons project has been overall successful in improving the acquisition of knowledge and skills (i.e. theoretically and practically) in assorted topics. The available pre and post results from the training corroborate that. In particular, the Conflict Transformation (CT) training offered to inmates and former inmates was found to be particularly dramatic. About 100 percent of former inmates have reported that the training equipped them with the necessary skills to non-violently address their grievances while 94 percent of them reported that they are able to better manage tensions and conflicts as a result of their participation (100 percent females, 89 percent males). According to the pre and post-tests disseminated in this activity, former inmates demonstrated an overall improvement in knowledge in nonviolent conflict management by 111 percent (Female's 161 percent, Male's 61 percent). The main skills former inmates reported developing were communication skills, stress management, and developing empathy towards others. About 93 percent (95 percent females, 91 percent males) of the current 160 inmates' participants have reported that disagreements are resolved non-violently inside the prison and having improved relationships between each other and with ISF officers in light of the mastery and learning of topics covered in the CT training.

Inmates and former inmates were exposed to content on a number of salient topics related to conflict management and effective communication among other topics. Their exposure to new information and the acquisition of new skills has allowed them to apply effective non-traditional methods of resolving conflicts inside and outside the prisons. In one outcome harvested from the trainers and the Head of Nusroto Rehabilitation Centre [9] that emerged in Roumieh prison and Nusroto rehabilitation centre in Zahle was reflective of the application of these skills by a number of inmates and former inmates who had resorted to non-violent and peaceful methods resolving personal or individual conflicts encountered in the aftermath of their participation in the training in August 2021. All shared examples were illustrative of reaching win-win solutions by all conflicting parties.

Furthermore, the successfulness of the CT training was also evident, at least partially, in the demonstrated motivation and eagerness appeared among current inmates to take part in the training inside the prisons. Opposed to rehabilitation centres (as a non-custodial environment), resistance to non-traditional methods of conflict resolutions, or motivation to participate in dialogue or broader peacebuilding activities are likely to be fairly low in a custodial environment in light of general frustrations and poor quality of services provision. However, engagement was higher and more effective than expected. It's believed that higher rates of engagement are associated with the participants' ability to realise the individual benefits which they can acquire as a result of their participation. For example, during the implementation of the training in Ramadan (April 2021), the majority of inmates participants in Zahle Male prisons have shown commitment, active participation and interests in attending despite fasting and sleeping very late in the evening (a common practice in Ramadan) [4] This has been corroborated by the trainers and has, in a way, been indicated by the above pre and post results.

The Mandela Rules training offered to the ISF officers has created notable results as well. 12 percent was the level of knowledge Improvement among ISF officers' participants according to the pre and post results (67 percent of members demonstrated improvement). Although available outcomes under this category are predominantly inspirational (type of contribution) and generated outside the project's parameters, they are seen to be indicative of behavioural application of knowledge and skills acquired among the ISF officers thus evident of learning uptake. Despite the limited number of outcomes gleaned under this category, it appears that the training has been influential to critical changes that exemplify the project's contribution to creating a supportive environment that reflects alignment with prisons management standards as embedded in the Mandela Rules training, of which the project ultimately aspires to mainstream these standards across targeted prisons. For example, the ISF Management Office decided to reduce rotations among ISF officers whose duty stations in targeted prisons [2].

According to the *Head of the Prison Division MoIM*, this decision has been influenced, at least partially, by the clearly visible results of the training. Reducing frequent rotations among the ISF officers is seen as an important factor to support not only the durability of the training's benefits, but also to maximise the utility of these improved capacities and the evident enhanced relationship between the inmates and the officers. Another emergent change/outcome [3] appears to be more visible in terms of relevance to reinforcing the application of the prisons management standards (as prescribed in the Mandela Rules). In November 2021, the prisons higher command officially announced that prison staff are not allowed to accompany prisoners during doctor visits in addition to enveloping all health records/reports as an endeavour to promote inmates' confidentiality and respect their privacy. Although there might be a number of reasons that can explain this decision, influential aspects of the training cannot be ruled out, as the outcome description suggests.

Available outcomes reveal noticeable evidence that the capacity-building component has had an impact on shifting attitudes and perceptions as well as supporting the behavioural application of theoretical and practical content among inmates and former inmates. Group dynamics found to be highly improved inside and outside the prisons. This has enabled and facilitated building relationships with prison wardens and ISF officers [6, 7, 8] who were satisfied, and in some instances surprised with the behavioural changes demonstrated by the inmates. Both the CT and Mandela rules training to ISF officers and inmates are believed to have contributed to enhancing the relationships and trust between both groups. However, there's no evidence of the degree to which improvement in relationships would endure. In addition, outcome descriptions confirm that some inmates have shifted their perceptions towards violence post their exposure to new knowledge and information. For example, one of the female inmates in Zahle Female prison who was charged with first-degree robbery, leading robbers and other sexual related crimes had the notion of transmitting these values to her children as a form of retaliation and anger being convinced that violence is a sole coping mechanism for her and her daughters. However, by the end of her participation in the CT training in May 2021, she verbally expressed her shift of perceptions towards violence and that she is convinced of the importance of positively changing her attitudes and lifestyle [5]. This shift is believed to be key to minimising prospects of VE or recidivism to violent acts. Nevertheless, it's not possible to assess the initial push and pull factors and motivation or encouragement resorting to violent/criminal acts in the first place. Rationalising these would've been beneficial to determine the degree these gaps are still presenting a challenge and might affect the inmates' perceptions.

Furthermore, it appears that improving occupational skills and prospects of livelihoods have clearer and more direct linkages (with quick results) in creating a buttressed environment for reintegration. Available spread of outcomes substantiates that. In two outcomes [14,15] few of the former inmates benefited from the project's vocational training and sub-grants initiatives sponsored by the project, are either completely independent (Had moved out from the rehabilitation centre), or are planning to start private businesses. Outcome yield suggests that the linear flow of the vocational training and sponsored initiatives has proved to be coherent and impactful on different levels in reinforcing effective reintegration. Poor economic conditions and livelihood prospects are arguably considered a determining motivational factor to resorting to negative coping mechanisms among former inmates, including resorting to violent acts. Nevertheless, strengthening their economic capacities through the provision of a combination of capacity-building activities, and offering income-generating opportunities, has been remarkably beneficial in this area. This has been corroborated by several emergent outcomes. For example, engagement in income-generating activities has not only allowed beneficiary former inmates to meet their basic needs but also allow them to repay debts. This has propelled their financial wellbeing and resiliency which created a ripple effect in improving their social interactions with their families and surroundings [13]. While this might be influenced by a number of factors, stable income generation releases pressure and deconstructs stresses. In spite of these results and the illustrative contribution to creating an enabling environment outside custodial settings, the OH was unable to offer a robust substantiation on the actual effects the vocational training has created among

inmates inside prisons.⁵ Although vocational training has supported self-esteem and personal rehabilitation, successful economic reintegration post-release is highly questionable.

The findings of this OH indicate the project was successful in minimising the prospects of VE inside and outside the custodial settings by supporting the mastery and behavioural application of knowledge and skills and supporting a positive shift of attitudes and perceptions among project beneficiaries. Nonetheless, there are few emergent outcomes that are highly indicative of either certain programmatic gaps or areas that are substantially worthy of consideration in the design of future iterations of the project. These are likely to obstruct the durability of benefits created inside and outside custodial settings, on both individual and organisational levels.

Firstly, an unplanned outcome yield that corresponds to the CT training delivered inside the Roumieh prison reveals a critical and serious programmatic weakness that might have serious effects on the durability of positive changes created. This notion was immediately reinforced by the emergent positive changes occurred as a result of the delivery of the Covid-19 response activity in Qobbeh prison – *of which will be explored in length in the consequent evaluation question*. A group of male inmates in Roumieh prison had obstructed the CT trainers with outrage and anger expressing their frustrations towards NGOs being oblivious to the immediate basic and health needs inside the prison, which was deemed of a higher priority in comparison to dialogue or training related activities [12]. Although the outcome description proves excellent facilitation and engagement skills by the trainers who managed to leverage their personal networks to address some of the pressing needs there, the outcome calls into question the durability of changes created at the individual level as it elucidates the importance of improving prisons conditions by supporting and elevating the financial and infrastructural capacities of the prisons. These are assumed to be as preconditions or precursors to creating an enabling environment that supports, or may serve as a springboard for reintegration prior to engaging with inmates in dialogue, or other forms of peacebuilding activities, of which arguably might be perceived as immature or irrelevant to the actual and immediate needs of inmates, working officers and the overall prisons environment. This is found to be particularly quintessential in light of the spillover effects created and amplified by the economic deterioration in Lebanon, that has manifested in the increased financial deficit in the prisons sectors (*KII: Head of the Prison Division MoIM*) as in other sectors. According to the Head of the Prisons Division at the MoIM, addressing the current pressing priorities in the prison's sector (e.g. Infrastructure) can generate buy-in of relevant governmental and public stakeholders and therefore ensure their active engagement and meaningful involvement in multi-pronged projects that includes peacebuilding or capacity building focused activities.

Secondly, potential impact that has emanated from advancing economic resiliency of former inmates as established above is likely to reside within the cohort engaged in the sub-grants' initiatives implemented in partnership with Nusroto. Continued service provision to other individuals is highly dependent on Nusroto's operational, maintenance and financial capacities. This reflects well the relevance of scaling up the livelihood's component of the project through strategic local partnerships that have a clear sustainability factor and exit strategy planned out. This OH suggests that organisational capacity building and partnership of this nature may robustly strengthen and propels the durability of benefits created more broadly.

Lastly, in spite of the fact that the first outcome populated by the Mandela Rules training [1] is illustrative of learning uptake of the assorted topics among ISF officers, it also reflects the ability of the ISF officer in Zahle prison to utilise created relationship with the *Head of Prisons Directorate at the MoJ*. However, this outcome is reflective of the weak system of coordination and liaison between relevant apparatuses. In addition, the outcome puts the durability of benefits created into question being limited to direct participants and has not transcended to the

⁵ Vocational training offered to inmates inside the prison comprised English Literacy courses, Computer and IT skills, Embroidery, and Music Literacy.

prison wardens, for example, who are expected to carry out formal liaison with governmental bodies. Therefore, the scope of benefits is likely restricted from amplification and could be, arguably, circumstantial. Consequently, the OH suggests utilising existing positive relationships with MoIM and MoJ and creating more clear avenues of collaboration, starting with scaling up the training programme to reach prisons wardens and other key representatives at the MoIM and MOJ. A formalised, strategic relationship of this scope can foster reintegration on a policy level with a longer-term time horizon thus building up to a more coherent and synergistic intervention in the sector.

2. To what extent programme stakeholders, governmental and non-governmental are making a positive influence in the field of reintegration?

While the first evaluation question sought to unpack and understand the project's contribution to minimising prospects of VE inside and outside custodial settings, this evaluation question aims at understanding the degree to which the intervention enabled and empowered key stakeholders in promoting and/or advancing reintegration in their specific spheres. It should be noted that built up analyses and answers to both questions are interlinked and intertwined. In spite of the clear-cut linearity embodied in the ToC which might be indicative of having different programmatic components corresponding to each of the questions, nonlinearity elements were evident by the spread of outcomes generated by this OH across the two evaluation questions (and, partially, the two that follows as well) thus explains, to an enormous extent, the interrelatedness of the same programmatic components contributing to both *the project's direct influence to minimising prospects of VE* and in *empowering others in service of the same goal*.

To ensure a reliable answer build-up to this question, it's necessary to define what is meant by empowerment in the realm of the project's direct influence. *Empowerment* in this context is understood as the pre-state of which stakeholders' capacities and abilities are strengthened or reinforced in a way that allows them to make noticeable and durable contributions in the field of reintegration beyond their direct involvement in the project. In this sense, the spread of the outcomes delineates a few empowering elements, dissemination of learning, institutionalisation, and strengthening of organisational capacities.

Out of 33 total outcomes, the harvester was able to identify 8 outcomes [16-23] from across project activities that correspond to this evaluation question. These formers were mainly populated by the project's capacity building component (Activities 1.1 and 1.2), the implemented covid-19 response (activity 1.4) and the implemented sub-grants initiatives (activity 2.4). This substantiates that these programmatic components were substantially critical in service to this objective.

Mastery of knowledge and learning of the CT training offered to inmates and former inmates has been explored at length under the first evaluation question. Yet, there's a limited outcome yield under this category that reveals inmates' exposure to a number of salient topics and fundamental principles to non-violent conflict management, effective communication and others, has transcended the learning aspect. This exposure, per outcomes descriptions [19,20], ascertains that inmates were influenced in disseminating key skills and knowledge with their acquaintances. Upon his release from Zahle prison in June 2021, a male inmate approached Nusroto's centre and requested to be hired as a trainer of the CT training as well he has offered to share his personal testimony of rehabilitation and transformation as a result of his participation in the CT training programme [18]. Although these few outcomes are reflective of behavioural application, the dissemination role played out by inmates and former inmates is believed to be contributive, despite in a micro-level, to promoting the learning of others on key fundamental areas pertaining to reintegration. These individualistic, and episodic efforts are believed to be

remarkably indicative of empowerment elements, but substantiating their actual contribution in the field of action, and the degree to which these efforts can be scaled up or formalised reside outside the scope of this OH.

Although the vast majority of outcomes populated by the project's capacity building component correspond to the CT and Mandela Rules training, two outcomes generated by this OH were populated by the training offered to the PVE national unit. One outcome [16] reveals both the successfulness and the effectiveness of the CVE training offered to 24 youth affiliated with the PVE unit that was preliminary designed to support youth in developing locally grounded and relevant PVE activities. Upon what appears to be an excellent engagement with the PVE unit in the delivery of this training, the head of the unit had requested Search to offer advanced training to selected PVE unit staff in addition to two youth ambassadors who participated as co-facilitators. According to the Project Coordinator, a sufficient budget was allocated to the added training and completed in early July 2021. The four and a half-days CVE ToT training utilised the 10-module CVE curriculum covering a variety of fundamental topics including; Research on VE; CVE project design; M&E for CVE programming, and others. The toolkit contributes both theoretically and practically in improving the technical expertise of relevant practitioners in fundamental topics in the realm of CVE. According to outcomes description [16, 17], the PVE unit had decided to formally integrate the CVE Toolkit in its training programme and are currently utilising (by the youth and staff participants) in training offered to local stakeholders and across different sectors, including education, civil and private and public sectors. While this effort or initiative purely resides outside the project parameters, thus inhibiting the OH ability from substantiating the success or the effectiveness of utilising the toolkit, it is reasonable to assume that adapting and utilising the toolkit is likely to amplify its potential impact. On the utilisation aspect, it's worthy to mention that no outcomes emerged with regards to utilising the developed CT Training Guide on an institutional level. It's assumed that utilising the developed training offered to inmates and former inmates has met the intended objectives of the activity in light of its nature being a pilot activity. 13 professional social workers and psychologists had collaboratively engaged in the development of the guide thus is reflective of its overall relevance to the Lebanese context. The guide was then revised by a panel of technical experts in light of reported feedback from the piloting phase. Consequently, it was presented at the Stakeholder Conference (Activity 3.3) as a Search-branded tool and shared to which can then be adapted to any MENA context. Nevertheless, determining the actual utilisation resides outside the project's parameters.

The sub-grants initiative (Activity 2.4) has undergone a series of adaptations since the project's inception stage. Initially, the project planned to sponsor the implementation of 20 sub-grants initiatives inside and outside the prisons. However, only 2 were ultimately sponsored. Mainly due to external factors, such as the inability to obtain timely governmental permits to work inside the prisons, the advent of the covid-19 pandemic, the nationwide uprising broke in October 2019 and the massive Beirut blast occurred in August 2020. These focal external events have collectively restricted the project's capacities in delivering its activities as initially prescribed in the original framework thus rendering a number of adaptations necessary. Nevertheless, poor risks and assumption articulation and design cannot be ruled out. Envisaging the delivery of 20 sub-grants initiatives inside the prisons consequent to the completion of the vocational training activity is seen as unrealistic within the suggested timeframe mainly because of the bureaucratic measures imposed by the Lebanese prisons directorate (i.e. Many materials are not allowed to be entered to prisons for security purposes), that were not sufficiently factored-in during the design of the project. Another element that is clearly reflective of the simplistic, irrelevant design of the component is the unjustified chain of results envisaged by the original design of this component, which assumed offering inmates with income-generating activities (sub-grants initiatives) directly prior to their release with the aim of empowering them in creating their own businesses post releasing. While the anticipated change appears to be promising, it contained obvious limitations.

Only 2 sub-grant initiatives were ultimately implemented in light of the above-outlined limitations, which are reflective, in a way, of the limited number of outcomes populated by OH under this category [One outcome, 22].

Nonetheless, the potential impact generated is remarkably visible. During the period of August-September 2021, Search sponsored two sub-grants in partnership with Nusroto's Rehabilitation Center. The initiatives had promoted the production capacities of a *production kitchen* and a *detergent factory* auspiced by Nusroto through the provision of equipment (An automated mixer, filling machine, and a storage tank) that were handed over to Nusroto's Rehabilitation Center at the end of the implementation period. Post project implementation, Nusroto's signed agreements with UNODC and LAF that stipulate purchasing supplies manufactured at the factories. These types of agreements can reasonably be associated with growth in the production pace thus improving the overall occupational and financial capacities of former inmates working at the supported factories. In addition, evident in the contribution description of the same outcome [22], the sponsored sub-grants initiatives have strengthened, at least partially, the technical capacities of the partner's organisation thus allowing them to amplify their efforts in targeting other cohorts of beneficiaries as a result of the expanded production rates. This ultimately is expected to ensure a continuum of contribution to the sector.

As explored at length and concluded in the answer provided to the first evaluation question, there are few considerations that have emerged from the analysis and are worthy to be considered in future iterations. These are assumed to be key in amplifying and fostering the sustainability of change in this area. Albeit not being portrayed in the project's original ToC, changes generated on an institutional level are visible and evident and they demonstrate the project's contribution to leveraging stakeholders' effective engagement in the sector. However, it's critical to note that both the longevity of impact and durability of change created are entirely dependent on the operational, financial and targeting capacities of the partner organisation. This is highly reflective of the need to consider revising the interventions modality and adopt more creative approaches to amplify stakeholders' ability in creating robust impact as an alternative to the current activity-based, staggered support modality. These could include formalising engagement with the private sector or selected businesses supported by international organisations in the form of MoUs or contract agreements with the aim of strengthening prospects of sustainability of end results.

The cluster of available outcomes reveals that the implemented COVID-19 response activity has created positive effects in empowering, to a notable extent, beneficiary prisons in response to the pandemic (and beyond) by strengthening their overall health capacities. Since its advent, the pandemic has had serious negative impacts across targeted prisons. It was reported that physical violence and rioting were strikingly on a rise as a result of the worsened health preparedness inside the prisons that would lead to viral infections in addition to financial vulnerabilities which would be further exacerbated as inmates were supposed to cover the costs of PPEs.

In response to these developments, the project has implemented an addendum COVID-19 binary-pronged response activity (Activity 1.4). During December 2020 and in partnership with Restart (The initial local partner of the project) and the ISF directorate, Search has distributed PPEs in the six targeted prisons and the Court House detention centre. The first part of the activity had clearly released some pressure and stress off the prisons' management and inmates residing in these prisons. The prisons management were able to enforce health precautionary measures among inmates and ISF officers and financial burden was reduced among inmates and their family members, who were otherwise, would be responsible for the procurement of PPEs. In light of the rapid nature of the activity, no outcomes had emerged in this OH, but the harvester believed that the initiative was supportive and met its objectives. However, one emergent outcome has substantiated the effectiveness of the second part of this activity and is well reflective of the contribution to empowering the Qobbeh prison and the ISF directorate capacities. Upon equipping the Qobbeh prison with five isolation rooms and the Tripoli Court House detention centre with one negative pressure room, the ISF prisons management directorate had planned to transform the annexed rooms into primary health care units managed directly by the prisons' management [21]. Despite meeting the immediate objectives of the addendum activity, this outcome, in line with what has been concluded under the first evaluation questions, calls into question the potential impact of a revised programmatic approach that places greater emphasis on rehabilitation, infrastructure, and supporting technical capacities of

governmental stakeholders, most particularly, prisons' facilities. While the effectiveness of such scenarios can't be determinantly established, it's highly believed that improving prisons conditions are critically important to minimising prospects of VE if sustainability and empowerment features are considered. In this sense, this OH suggests adopting more holistic and coherent programming that puts rehabilitation and improving environments inside the prisons at the centre of its ToC while partnering or coalescing with international organisations that are mandated in the humanitarian/development spheres. Ultimately, sustainability and empowerment features are more likely to be demonstrated and endure

3. To what extent has the programme contributed to improving the coordination and programming of NGOs in the sphere of reintegration and protection?

This evaluation question places emphasis on exploring the specific contribution made to improving coordination and (the potential effects on improving programming) among stakeholders involved in the created *Task Force (TF)* as reflected in the third part of the project's ToC "*and if collaboration between key stakeholders in the prison sector are strengthened*". In service to this objective, the Prisons' project sponsored the development of a multi-sector Prison Task Force. The explicit purpose of the established TF -amongst others- was to strengthen the ability of its members to contribute to reducing the risk of recidivism in Lebanon through information sharing and facilitating networking. The TF had served as a space for discussing key issues related to the prison sector and the prevalence of VE in Lebanon, rehabilitation and reintegration processes and programming. It had also served as an assemblage that contributed to advancing connections and relationship building among a variety of stakeholders. Available reports suggest that convergence of humanitarian and security focus actors in multi-sector meetings was unprecedented prior to their involvement in Search's TF. Through the lifespan of the project, Search organised and chaired eight meetings/workshops overall between October 2020 to September 2021 hosting a variety of relevant governmental and non-governmental stakeholders in Lebanon.⁶

18 percent of the total outcomes harvested (6 outcomes) found to be relevant to answering this evaluation question. In spite of the limited outcomes yield, available outcomes substantiate the overall effectiveness of the TF component (SO3) and confirm that it has transcended its intended objectives of *information-sharing and exchange* to influencing *strategic coordination and improving the coherence of programming* in the field of reintegration. Gleaned outcomes are predominantly unplanned, inspirational in nature, and elucidative of the ripple effects created. The indirect or influential scope of contribution made by the project might be reflective of the superficial or moderate design and planning element of the TF, thus inhibiting demonstrating effectiveness.⁷ However, this is not inherently the case for a number of reasons. Most notably, the rigid timeframe of implementation necessitated limiting the scope (in design) of the TF to information-sharing and producing general recommendations from discussions. Nevertheless, only one outcome gleaned demonstrates utilisation of a fleshed-out recommendation by TF members [26]. Mouvement Social, a TF member, launched a recruitment process for a Liaison personnel who

⁶ Four TF meetings on "Working Group on Prisoners' Rights", "Roundtable Discussion on Prison-based Rehabilitation Programs", two workshops on "Prison-based Rehabilitation Programs" and one debate on "Prison Reform" Which converged around 67 unique representatives from the MoIM, MOSA, MOJ, the ISF, and NGOs. These have created a space for dialogue and exchange between diverse stakeholders including former inmates. This managed to bring the voices of inmates and former inmates to the forefront.

⁷As portrayed and prescribed in the project's logical framework, the TF doesn't go beyond converging stakeholders in relevant discussions and capturing recommendations, that may or may not lead to strengthening cooperation among stakeholders. Assessing utility or progress against reaped out recommendations resides, by planning, outside the project's parameters despite being guided by a specific indicator.

will be focusing on coordinating monitoring efforts inside the prisons (a recommendation formulated during one of the TF meetings held in February 2021) between governmental bodies and other NGOs.

Fleshed-out recommendation appears to be considerably unique in terms of improving prisons conditions, and advancing reintegration processes. According to an available report, the TF meeting resulted in developing key context-specific recommendations made available to a wide range of stakeholders, including relevant authorities. In addition, these were substantially discussed, verified and augmented during the Stakeholder Conference held on September 15 2021 (Activity 3.3). These former, in addition to outcomes and learning reaped out throughout the entire implementation of the Prisons' project, guided and informed a discussion on the future of C/PVE programming in Lebanon. While substantiating the utility and effectiveness of these recommendations is outside the scope of the OH, the reported interest, and demonstrated consensus among presented stakeholders in the conference (representing relevant ministries, government agencies, local and international organisations) reasonably indicates the likelihood of their potential usefulness.

There's also evidence that the established TF has considerably addressed, albeit non-permanently and only on the short-term, a critical shortcoming in the sector. Coordination in the P/CVE in Lebanon was not among the priorities of the current and the previous caretaker governments due to a number of reasons. This in turn has resulted in an obvious lack of governmental ownership in coordinating and managing aid channelled to the sector in Lebanon thus likely implicative of increased levels of duplications and overlapping interventions in the country. This OH has substantiated this finding. Despite nascent progress made in this area, interviews' findings suggest that there's a multitude of uncoordinated governmental initiatives auspiced by different actors. For example, in line with its action plan, the PVE unit has established a multi-stakeholder platform with the aim of fostering coordination among implementing agencies active in the sector (*KII PVE Unit*). As this might appear as an excellent initiative and notable progress to amplifying the impact of active agencies in the field, incoherences are likely to emerge. This was particularly substantiated in outcome [24] where the established TF (of Search) has inspired the MoIM to establish a nationwide TF converging all relevant stakeholders around one table and is expected to be launched at the beginning of 2022. According to the *Head of the Prison Division at the office of the Minister of Interior and Municipalities (KII Head of Prisons Division MoIM)*, the idea isn't new but has been deprioritised due to a multiplicity of factors. Maximising coordination and ensuring relevance to MoIM priorities and strategies are the core objectives of the TF. Reigniting the creation of nation-wide, governmental-led TF (despite still in the planning phase) was directly influenced by Search's TF, thus is indicative, to a reasonable degree of its effectiveness. However, the outcome underpins the divergent nature of efforts on a government level thus ascertaining the outlined incoherencies that may be created in the sector. It's worthy of mentioning that neither of the two KIIs has indicated any prospects of alignment between the two platforms through liaison or formal communication between the MoIM and PVE unit. This notion was formed based on available outcomes and requires further research and investigation.

Similarly, but on another level, Search's TF proved to be influential to non-state actors as well. Few members of the TF (Mouvement Sociale (MS), Arci Culture Solidali (ARCS) and Association Justice Et Miséricorde (AJEM)) had maintained the TF post-project implementation while expanding to include few other members [27]. In addition, MS shared that they are in the development phases of an Information and Learning Sharing platform that will be accessed by eight NGOs. Reportedly, this TF was expected to be launched in December 2021 (*KII TF MS*).

Buttressing and reinforcing cooperation among active stakeholders in the field of action forms a cornerstone component of the project. Available outcomes indicate the successfulness and effectiveness of the implemented TF. Nevertheless, the discussed findings and the predominant influential and unplanned nature of outcomes suggest that the programmatic approach adopted in service to this objective (see SO3) hasn't reached its momentum. For instance, the implemented modality of TF is expected, naturally, to dissolve by the end of the

project. While this is definitely explained by the short timeframe for implementation (and other reasons), scalability is likely to be an area of interest in future iterations of the project. The programmatic approach reflects that the implemented TF shares merits with the so-called Community of Practice that voluntarily converges people based on interests to sharing mutual information and learning through regular interactions and is unlikely to transcend beyond that. Currently, the status quo is characterised by incoherent management of aid, lack of governmental ownership, and financial and human resources shortcoming, which collectively represent the pressing need for a continued support provision in this area. This support might be better served by implementing (or supporting) alternative modalities that continue to exist outside defined parameters as a self-sustaining, outliving structure that has a clear and specific mandate of cooperation and coordination. Such as supporting the systematisation of available coordination spaces through the provision of Technical Assistance that leads to a more synergetic, and coherent management of aid, and coordinating of P/CVE related interventions in Lebanon. This will not only reduce fragmented efforts but is likely expected to leverage the government's ownership and the sustainability features of created results.

4. On which scale has the programme been influential in supporting acceptance towards reintegration and to which degree these are irrevocable?

The final OH dataset comprises 4 outcomes (or 12 percent of the total outcome harvest) that are relevant to answering this evaluation question. The question focuses on understanding the project's contributions towards making a positive and durable attitudinal shifting on a communal level towards individuals associated with criminal acts as portrayed in the second part of the project's ToC: *"If community attitudes toward reintegrating detainees are positively shifted"*. In service to this objective (See SO 2), the project has sponsored the development of a documentary film titled "My Story: The Second Wind" that features the reintegration journey of former inmates while emphasising on all sorts of challenges that hinder that journey. In the aftermath, the project team, in collaboration with local CSOs and universities administrations, completed a total of 15 screening sessions between the period of April to June 2021 with various groups including community members and university students. Ultimately, the screening sessions were attended by approximately 300 individuals in three communities and four universities. The sessions served as an open and safe space to discuss (post displaying the documentary) the deeply rooted cultural perceptions and norms that, to a large extent, lead to dehumanisation against former inmates and other individuals associated with criminal acts.

According to the M&E data, both the documentary and discussions held during the screening sessions substantiate that this cornerstone component of the project has met its immediate objectives of raising awareness and shifting attitudes towards reintegration. 96 percent (98 percent males, 95 percent females) of survey respondents shared post their engagement in the screening session either agree or strongly agree that a former detainee deserves to be accepted back into society. Few generated outcomes substantiate the documentary's effectiveness in influencing a positive perception shift among groups who clearly expressed embracing a supportive stance towards reintegration [30, 33] as a result of their exposure to principal concepts and new information on the importance of reintegration as embodied and presented in the documentary. Attitudinal shifting has, in some cases, transcended to behavioural application. This has been substantiated by one outcome, where two women voluntarily led an individual-based advocacy discussion with community members focusing on supporting the reintegration of a former inmate residing in their respective community, who according to them, was immensely stigmatised post his release [32].

Amplification of these outcomes on a community level is unlikely. Outcomes populated by this category (Activity 2.2) provide evidence that created changes have dramatically been achieved on an individual rather than on a wider community level which arguably represent elements of ineffectiveness. It is believed that the project's

inability to leverage the documentary through TV networks (as originally prescribed in the project's logical framework) mainly due to infeasibility purposes meeting the financial requirements required by TV networks (which can be, in a way, reflective of weak budgeting during the planning stage of the project), can reasonably explain the constrained reach prospects being purely limited to specific groups. Nevertheless, potential impact on a community level can't be ruled out if leveraged in future project iterations either through scalability or replicability (of the screening sessions) programmatic approaches.

Despite limitations in outcomes yield under this category (Activity 2.2) – due to the above-outlined limitations – the documentary has exceptional merits and reflects the centrality and the importance of the project's second objective that focuses on shifting perceptions and attitudes positively to reinforce reintegration of former inmates. Shifting attitudes and negative perceptions believed to be a cornerstone and linchpin of transformative projects like the Prisons Project. Robust transformation of stereotyping and stigmatisation against former inmates is understood to be preamble or precursor to reintegration programming as it creates an enabling environment where supportive attitudes transcend to behavioural actions. That is, an enabling environment of this kind serves as a foundation upon which all other types of assistance can build upon in a coherent and integrated manner. Otherwise, changes created are unlikely to sustain or endure (i.e. The provision of vocational capacity building programmes to former inmates is not expected to flourish in improving access to the job market without a supportive or an enabled environment).

The evaluation question has another facet that has been alluded to and discussed above. In nature, assessing the durability aspect of attitude shifting is intricate and complicated, not mentioning the susceptibility of changes in this regard to a variety of factors that may, or may not, undermine the positive shift of attitudes achieved. The project assumes that initial and positive shift in perception is organically durable and is expected to outlive until it transforms into a practical behavioural action that demonstrates support to reintegration when deemed possible (See outcome descriptions 32 and 31). However, the findings of this OH don't support the validity of this assumption, but it suggests that the project has succeeded in creating essential entry points that could be leveraged in future iterations using scaled-up or different approaches. Such as planning and implementing community-level screening sessions (and other forms of advocacy-focused activities) through youth or community-led initiatives, particularly in communities where former inmates are identified and also targeted.

Conclusions and Recommendations

The *Reducing the Risk of Radicalisation and Violent Extremism* project generated a significant number of usable outcomes populated by its three cornerstone areas of intervention as well as in the addendum COVID-19 response activity. The collective success substantiated by the significantly positive outcome yield demonstrates remarkable progress towards minimising the prospects of VE inside and outside the custodial settings.

The analysis of the first two evaluation questions suggests that interchangeability of the *Capacity Building* component, comprising a variety of theoretical and practical (vocational) training opportunities offered to inmates, former inmates, ISF officers and PVE youth and staff, and the sponsored *sub-grants initiatives*, has been remarkably exceptional in generating progress towards minimising prospects of VE inside and outside custodial settings. Building upon the strengths of this component, either by creating a more linear process flow in the delivery of more advanced training opportunities or replicating the same training to newer cohorts are seen relevantly suitable for future programming. Few noteworthy considerations are necessary to amplify the durability of changes created, however. The analysis of this OH has revealed that improving prisons' infrastructure and financial capacities is precursory and preconditional to engagement in peacebuilding activities that might be perceived as premature or irrelevant in light of pressing humanitarian or development needs. Furthermore, divergence in strategy for building

up individual and organisational capacities (the latter are rather implicit) is visible thus necessitating creating greater congruence between organisational and individual support offered, particularly for the livelihood component. *Organisational Capacity Development* found to be well-relevant to amplifying stakeholders' contributions to reintegration (particularly economical) outside custodial settings if delivered in synergy to supporting prisons conditions and capacities. The findings of the OH suggest that the potential impact of a scaled-up version of the *Livelihoods and Economic Resilience* Component is highly likely, particularly if leveraged through effective engagement of the private sector.

The project has also made recognisable progress towards the second and the third components of its ToC as suggested by analyses provided to the third and the fourth evaluation questions. While the findings suggest that the implemented TF hasn't reached its depth, it confirms meeting the intended objectives as prescribed by SO3. The specific modality of established TF was naturally expected to dissolve by the time the project concludes and therefore sustainability wasn't clearly factored into implementation planning. The modality of implementation clearly shared the merits of the so-called community of practice that does not bound converged members around a specific mission that transcends beyond holding regular conversations or sharing learning in the field of action. However, the novelty of the intervention type and the predominantly influential nature of changes influenced by the project reflect the relevance and the immediate need to coordinate reintegration efforts in Lebanon. In this light, future iterations of the project might be better served while considering other modalities that continue to outlive outside the defined parameters of a project.

While the project implemented approach to shifting attitudes towards reintegration has been remarkably exceptional, changes created are mostly individual in scope rather than on a communal level. Success in this venture reflects the visible entry points created that are likely necessary to be leveraged in future iterations to transform attitudinal changes into robust behavioural changes that foster the collective engagement of community members (including youth) in community-led initiatives that can include community-level advocacy, reconciliations, or community developed reintegration plans that support former inmate in targeted communities. This is found particularly critical in light of the absence of evidence that confirms the durability of attitudes shifted among direct participants (Activity 2.3).

The final OH dataset was classified by different categories, including by the scope of changes that occurred and captured. The classification of outcomes by scope reveals that outcomes registered at the *individual* and the *institutional* levels are somewhat spread equally across the two spheres. 16 outcomes or 48 percent of the total OH are registered on the individual level,⁸ while 13 (39 percent) occurred on the institutional level.⁹ However, 4 outcomes emerged at a group level,¹⁰ albeit embodying individual elements of change. Project activities have been delivered primarily to individuals and direct participants (ISF officers and inmates), including representatives of organisations (e.g. PVE unit staff). The predominant unplanned nature of institutional-level outcomes (92 percent) is reflective of the absence of a clear strategy that streamlines linkages between individual level and organisational/institutional level support, as discussed at length above.

A synthesis of analyses of outcomes captured by this OH and of learning documents produced during project implementation reveals gender-related implications. Outcome classification by gender indicates relatively balanced results. Out of the 33 available outcomes, 8 outcomes (24 percent) captured changes in female participants, 12 in male participants, and 13 (39 percent) unspecified or uncategorised by gender. The relatively balanced spread is reflective of the efficient targeting strategy adopted that has clearly allowed for equitable gender reach. However, a clear gender lens of accessing individuals associated with VE wasn't integrated into the project's original logframe

⁸ [1,5,7,8,10,11,13,14,15,18,19,20,30,31, 32, 33]

⁹ [2,3,6,17,21,22,23,24,25,26,27,28,29]

¹⁰ [4,9,12,16]

guided by the assumption that males are mostly associated with VE in comparison to women. However, the OH can't confirm the validity of this assumption, particularly in light of the revised strategy to focus on CVE instead of PVE made to avert the challenges that inhibited the project's ability to access VE groups. However, the available spread of outcomes and the equitable reach to males and females suggest that the Prisons' project was overall successful in achieving a reasonable degree of gender inclusivity.

Naturally, the type and degree of assistance provided under the auspices of the prisons' project are sensitive and require delicate programming and implementation approaches inside and outside the prisons with special attention to engagement with women. During the development process of the documentary, female former inmates refused to participate in or to be featured by such a public product. While this indicates the deeply rooted societal oppressiveness against women in general and the inflicted hardships and constraints they might encounter as a result, an alternative gender inclusion strategy might be required in future iterations to identify and meaningfully address the specific barriers faced by female former and current inmates. Notably, adopting a gender-responsive approach rather than a gender-sensitive approach that ensures a safe reintegration process for women, particularly in conservative communities.

As is true in any project, successes or created outcomes might spread inequitably across different programmatic components. The overwhelming majority of outcomes generated by this OH correspond to the capacity-building training offered to stakeholders and to inmates and former inmates' beneficiaries. Although the number of outcomes populated by a particular component can be reflective of its success, this isn't exclusively the case. Outcomes generated under other components, such as the sponsored sub-grants initiatives that seem to have been exceptionally impactful, the developed and screened documentary which appears to be creatively and uniquely capable of shifting attitudes and negative perceptions, and the established TF that strengthened collaboration among key stakeholders.

This collective success is therefore understood as an essential step forward towards realising the ultimate goal of the project, or 'Peace Writ Large' which reflects the alignment of outcomes generated with the main substance of the project, despite the predominantly unplanned nature of these former. The OH also understands this "*Step forward*" in realising the project's ultimate goal as an essential entry point for future programming that leverages these successes and scales up the potential impact of interventions that ultimately leads to endured results. Evidence provided by this OH supports this notion, particularly in considering alternative programmatic modalities that appear to be necessary to deepening the achievements of this project, that are believed not to have reached the momentum in few areas of implementation – *as understood from analysing emerged outcomes, lessons learned and the overall the process of change being the primary objective of this OH*. The following recommendations are consistent with the findings of this report, and with the nature of this OH that focuses on understanding the process of change opposed to other conventional evaluation approaches. These are believed noteworthy for further thinking and consideration in future programme design.

- **Integrate a clear *Triple Nexus* approach in design and in practice:** Concerted multi-pronged and multi-level intervention that connects the Humanitarian, Development and Peacebuilding spheres found to be significantly important to fostering reintegration efforts thus realising the ultimate goal of the project. In recognition of the changing nature of the challenges facing the prison sector and the inmates community, Search's support and contribution to the sector must be underpinned by a more strategic approach that better takes into account the multi-sectoral priorities and challenges. The intricate and complicated nature of these priorities and challenges cannot be disentangled in a single, purely Peacebuilding-focused intervention, rather it requires a coherent, synergistic programmatic approach that takes into account these needs. In this respect, the OH suggests coalescing with other organisations in the delivery of an interconnected, coherent long-term intervention comprising various activities inside and

outside the prisons' environments. Otherwise, peacebuilding activities might be perceived as premature or irrelevant if other substantial needs and priority areas were unaddressed. For example, rehabilitation interventions that improve prison conditions are found to be a precursor or an enabler to improve relationships and dynamics among and between inmates and prison staff.

- **Adopting alternative support and intervention models:** Analysis of emergent outcomes suggests that the adopted support strategy doesn't completely allow stakeholders to robustly contribute to reducing the risk of recidivism and improving the efficacy of reintegration efforts in Lebanon, as envisioned by the project's ToC. Rather, their contributions are likely to be limited to a minimal or average scope if not leveraged through a scaled-up intervention that adopts alternative models. Such as Technical Assistance (TA) and Organisational Capacity Development.
 - TA to governmental and other national stakeholders: That can be offered either solely or in conjunction with, or as part of a broader Budget Support financed through larger-scope interventions. The findings of this OH reveal that the prisons sector is insufficiently financed thus hindering improvements in the overall prison sector which in turn might render the delivery of peacebuilding activities inside the prisons irrelevant. Therefore, budget Support in the sector proved to be well-relevant, in comparison to other forms of support such as loans, which the government might be reluctant to take, particularly in light of the current economic crisis in Lebanon. In concert, offering institutional TA to National Stakeholders including the ISF management reflects a potential impact. Benefits of the offered capacity-building model to the ISF staff are unlikely from transcending to prison wardens (as discussed above) or from amplification as in translating the improved theoretical aspect practically (in light of insufficient financial allocations to improving prisons' conditions). In addition to replicating the capacity-building support modality offered to the PVE unit staff (e.g. ToT) that may include newer cohorts of ISF prison staff, prison wardens and other key management ISF staff, TA to national stakeholders can take other forms. Such as -inter alia- supporting the establishment of a unified coordination model of relevant intervention, development of a work plan that mainstreams best practices inside the prisons espoused with the design and implementation of a national level, rigorous data management and M&E system, which was believed to be lacking. However, in order to improve the long-term sustainability of benefits generated, this OH recommends TA to be designed in light of a detailed assessment of institutional gaps, strengths and weaknesses.
 - Organisation Capacity Development: Although not being prescribed in the original Project's logic, the analysis of outcomes gleaned reflects that the project has been, at least partially, contributive in this area thus indicating the relevance and necessity of integrating such a model in future projects while drawing a more clear linear flow from the vocational training component. The sponsored sub-initiatives, implemented in collaboration with the local partner of the project, had created remarkable outcomes and had proved beneficial in supporting the economic resiliency of former inmates participants. Nevertheless, the continuity and scalability (i.e. by benefiting newer cohorts) of support provision is uncertain and is likely to be undermined in the long run. Definitionally, the continuity of income generation-based or profitable initiatives is dependable on its operation and maintenance, financial and management/technical capacities. Therefore, organisational capacity development of targeted organisations or entities is highly recommended to ensure that financed or sponsored initiatives are capable to endure as self-sustaining organisms that outlive beyond the defined parameters of the project. Ultimately, enhancing the

overall efficacy and impact of the economic empowerment component of the project (scaled up from a livelihood component).

- **Identify and address the root causes rather than the symptoms or consequences of C/PVE - (*Concerted with integrating an Organisational Capacity Model*):** A careful analysis of the project's logic approach reveals that the livelihood-related outputs are not clearly connected to the prescribed outcomes of the project (See Specific Objective 2) so as to the ToC. While this gap clearly indicates a design issue and obstructs the project's ability from demonstrating effectiveness of outputs converging to outcomes, and these in turn to the ultimate goal of the project, gleaned outcomes reflect the potential impact of income-generating activities in supporting reintegration and addressing a primary cause of recidivism. Poor livelihood prospects of former inmates were understood to be a primary driving factor to resorting to negative coping mechanisms, including recidivism to criminal acts. In order to secure this outcome and amplify its potential impact, this OH recommends the designed objectives and activities of future iterations to be robustly tied to a clear economic empowerment component. A consideration is noteworthy in this respect. While economic empowerment is expected to produce quicker results, the importance of identifying and addressing other root causes cannot be ruled out from consideration. Therefore, it can be seen as important to undertake further research that provides an updated understanding of root causes and push and pull factors that are believed to have substantially been affected by the protracted economical crisis in Lebanon.
 - *Meaningful engagement of the Private-Sector:* argued to be notably beneficial in increasing the coherence and synergy aspects when designing the economic empowerment model that is focused on the delivery of the income generating-based initiatives in the sense of supporting marketing and merchandising. However, the role of the private sector can be leveraged further as an active stakeholder to support reintegration through a variety of channels including the provision of a multitude of job skills training, or practicum, thus drawing a more linear flow between capacity building and employability.
- **Play a leading role in eliminating proliferation and improving coordination in the sector:** Despite its novelty and limited scope, the established and implemented TF has been remarkably stellar in influencing stakeholders to prioritise coordination in the field of action. Nevertheless, findings of this OH indicate that proliferation in coordination efforts is likely, especially in light of the absence of a clear framework that regulates intergovernmental coordination and management of relevant interventions. The findings of this OH consequently suggest utilising existing liaison channels with the MoIM and support in mainstreaming (and strengthening) the nationwide TF, which was by the time of writing this report in the planning phase. Alternatively, in case this scenario is deemed implausible, the evaluation underlines the need to continue working on this venture through other modalities that allows demonstrating effectiveness on outcome level and adequately factors-in sustainability factors. As argued above, the implemented TF was limited in scale, converging members based on volunteerism. Therefore, the TF might be better served as a Working Group that has a straightforward and efficient implementation set-up that continues to outlive as a self-sustaining structure.
- **Consider a system approach to fostering changes on a community level and improving sustainability:** In recognition of noticeable progress and achievement of the project, the findings of this OH suggest that the project hasn't reached the desired scalability to achieving outcomes on a community level, particularly with regards to shifting communal attitudes towards supporting reintegration outside custodial settings. Similarly, the same notion can be argued on the project's contribution to creating an enabling

environment inside the prisons. Currently, positive effects created are seen as entry points which this OH underlines the importance of leveraging through a revised implementation strategy that adopts a system-based approach which; i) consider the multiplicity of priorities and needs which are necessary to be addressed to adequately support the development of an enduring enabling environment inside the prisons, and ii) embodies clear linear flow between attitudinal-shifting and behavioural changes while amplifying the collective community engagement in supporting reintegration to secure the sustainability of these changes. For instance, the approach can include community-led advocacy campaigns or community-developed reintegration plans¹¹ that support the actual reintegration of former inmates within targeted communities. This community engagement can converge a variety of community actors, such as municipalities and local and religious leaders.

- **Extend the project's timeline:** The project has proved to be overall efficient in properly applying necessary adaptations and applying for NCEs in response to a variety of emergent external and internal factors including amending the implementation strategy, cancellation of activities that proved to be irrelevant, responding to the breakdown in local partner relationships during the project life cycle, and revising the targeting framework (e.g. reducing the sub-grant initiative to 2). As these might be indicative of design issues and illustrate the need to strengthen the existing system of risk detection and addressing, this OH emphasises on considering extending the project timeframe amply to ensure congruence between the ultimate goal of the project and the implemented activities, which by substance, require a significant investment of timing in order to produce resilient, sustainable and effective results.
- **Reconsider partnerships strategy:** in alignment with previous recommendation points. Partnerships can take divergent pathways at multiple levels depending on the project's strategy (e.g. coalescing with INGOs mandated in the humanitarian or development spheres). However, the importance of establishing partnerships at the local level cannot be ruled out as a necessary step to achieving community level changes that are locally owned, such as with municipalities or local CSOs.
- **Reconsider connections to Gender in project design:** particularly, in a project of this sensitive nature, further attention to women and girls whose needs are profoundly distinctive is required. The deeply rooted cultural and societal norms serve as barriers to women and play a critical role in inhibiting reintegration processes due to the unique stigmatisation women face. In this sense, the programming of future projects should delicately include a gender-responsive approach that identifies and addresses the special needs of women and barriers that inhibit their reintegration. Otherwise, changes or results are likely to diminish among women in comparison to men. Simultaneously, adopting a gender transformative approach that addressed negative communal attitudes towards female inmates to ensure the environment is equitably enabled on a gender level. The OH underlines the importance of these considerations, particularly due to the conservative nature of targeted communities In Lebanon.

¹¹ To a certain extent, the idea of designing and implementing community-led solutions for reintegration by convening a diverse group of public (local municipalities and prison authorities), private sector, community, and civil society representatives, was planned in the project's original work plan under activity A 2.3. This activity was cancelled due to a number of challenges, notably because of the continued impact of COVID-19.

Appendices

Outcome Descriptions

OUTCOME 1 (*Unplanned, Individual, Male, Behavioural*):

Outcome: After 1 month and a half from the ISF training held on July 5th and 13th, the *Head of Prisons Directorate at the MoJ* was contacted by an ISF officer from Zahle prison, telling him that new phone cards are not working on the machines, asking for help contacting the right people in the MoIM to fix this because not contacting the outside world is harmful to inmates.

Contribution: The *Head of Prisons Directorate at the MoJ*, delivered the Mandela Rules Training to ISF staff inside prisons over a 4 days period between July 5th and 13th on behalf of Search as part of the project's training component. The training covered the 9 main principles of all aspects of prison management. One of which emphasised the importance of connecting with the outside world. The ISF officer was able, according to the *Head of Prisons Directorate at the MoJ*, not only to demonstrate knowledge uptake but also expressing ownership reinforcing the application of the rules by utilising the established networking with the *Head of Prisons Directorate at the MoJ*.

OUTCOME 2 (*Unplanned, Institutional, Uncategorised, Behavioural*):

Outcome: The ISF Management Office decided to limit rotations between ISF prison officers to the extent possible for a variety of factors, including centralising expertise developed by those who work inside the prisons and to allow maximum utility of capacity-building efforts being provided to ISF officers to remain active.

Contribution: Supported by the results of the Mandela Rules Training provided by Search that was recognized as worthy by ISF management, Search inspired the advancement of the ISF internal decision of limiting the frequent rotations among ISF prison officers, particularly those who were engaged in capacity building activities that aimed at improving relationships between prison staff and inmates as well as the overall prisons management skills/standards.

OUTCOME 3 (*Unplanned, Institutional, Uncategorised, Behavioural*):

Outcome: During November 2021, The Prisons Higher Command has officially announced that staff in all prisons are not allowed to accompany prisoners or be present during doctor visits and all health-related records to be shared in closed envelopes.

Contribution: Prisons higher command in the MoIM are aware and have recognized the benefits of the Mandela Rules Training provided by Search which covers a module on confidentiality and respecting privacy. Search training component on the enforcing Mandela Rules has encouraged Prison Wardens, the Trainer, who is an MoJ affiliate, to advocate for and encourage the higher command, who are aware of the direct benefits of the training to enforce confidentiality and privacy measures inside the prisons.

OUTCOME 4 (Planned, Group, Male, Attitudinal):

Outcome: During the implementation of the conflict transformation training in Ramadan (April 2021), the majority of inmates participants in Zahle Male prisons have shown commitment, active participation and interests in attending despite fasting and sleeping very late in the evening (a common practice in Ramadan).

Contribution: The content of the conflict transformation training about conflict transformation, encouraged and triggered the enthusiasm of the inmates to participate in the sessions as well as the curiosity of other inmates who were not engaged in the training program to participate and learn. This made a change in the male inmates' attentiveness to participate and spend their time in learning.

OUTCOME 5 (Planned, Individual, Female, Attitudinal):

Outcome: After the end of the CT in May 2021, one of the female inmates in Zahle Female prison who was charged with first-degree robbery and other sexual related crimes had the notion of transmitting these values to her children as a form of retaliation and anger being convinced that violence is the right path for her and children's journey. However, by the end of the training, the inmate verbally expressed her shift of perceptions towards violence and that she is convinced of positively changing her attitudes and lifestyle.

Contribution: The knowledge and learning uptake of the different modules of the CT training, particularly the identity module, response to conflict and psychological support, supported and persuaded the female inmate to shift attitude toward violence while adopting a newer outlook for her daughter's life.

OUTCOME 6 (Unplanned, Institutional, Female, Attitudinal):

Outcome: During March 2021, most female inmates at Zahle prison were prevented from contacting their children or other family members as a disciplinary measure enforced by the prison warden due to the negative dynamics and behaviours inside the prison. The trainer intervened with the warden where the latter gave permission for inmates to get telephone cards as a reward for their commitment and engagement in the training.

Contribution: The Conflict Transformation training encouraged the prison warden to demonstrate cooperation in being indulgent with inmates and has supported the creation of trustworthy relationships with them particularly as a result of the training benefits elucidated in the immediate positive change in behaviours between inmates. The inmates' confidence in the training and the trainer enabled the trainer to directly interfere and assist them in resolving some of the issues they were facing inside the prison.

OUTCOME 7 (Planned, Individual, Female, Behavioural):

Outcome: (S), a female inmate (Zahle women prison) often being described by the prison warden as aggressive who was disinterested to partake in the training at the beginning of the project has demonstrated positive changes in her behaviours as she starts connecting with her fellow inmates upon the completion of the training.

Contribution: The Conflict Transformation training encouraged the participation of the female inmate throughout open and private discussions on the importance and potential benefits of the training. (S) agreed to participate and has completed the full modules. The Communication Skills and Techniques module, in particular, has supported the inmate in improving her listening skills and comfortably establishing positive relationships with others.

OUTCOME 8 (Unplanned, Individual, Male, Behavioural):

Outcome: At the onset of the CT training, the warden of Zahle prison for men expressed and demonstrated prejudice and his hopelessness towards a male inmate to the trainer who at then were developing the participants' lists. During the training, the prison warden noticed and recognized the inmate's active participation and didn't only change his perceptions, but also managed to establish a good relationship and demonstrated better treatment as a result of the inmate's willingness for improvements

Contribution: The CT trainer initially stresses on adding this inmate to the participants' list who also managed to influence his decision in joining the training. Additionally, the CT training supported the learning and encouraged the inmates to develop aspirations for improvements. Something was then reflected in the inmates' day-to-day dynamics and then recognized by the prison warden who was also inspired by the training and its benefits to establishing closer relationships with detainees.

OUTCOME 9 (Unplanned, Group, Male, Behavioural):

Outcome: A number of examples of demonstrating positive behaviours by detainees and ex-detainees have emerged in Roumieh prison and Nusroto rehabilitation centre reflective of improved communication skills, and adopting and resorting to non-violent and peaceful methods whenever they encounter personal or individual conflicts in the aftermath of their participation in the CT training in August 2021. All shared examples represent having win-win solutions to all conflicting parties.

Contribution: The trainer has utilised a situation of affray inside the prison during a CT training session as an opportunity for inmates participants to demonstrate skills uptake in a real-life situation. The content of the CT covered during August 2021 supported the learning and skills building on resolving conflicts nonviolently. The stakeholder sees the application of the knowledge and skills on the assorted topic of the CT training has contributed to reducing tension inside the prison and supported prisoners to become mediators of peace.

OUTCOME 10 (Unplanned, Individual, Male, Behavioural):

Outcome: (Undated) An inmate (H.R.K), who was sentenced to Roumieh prison for five years for dealing drugs in 2019, has received a three years sentence reduction and was released from the prison because he demonstrated a change of behaviours and attitudes inside the prison per the court's assessment. H.R.K will be released from the prisons soon.

Contribution: The inmate participated in August 2021 in Search's conflict transformation training course where he was provided with the necessary non-violent tools and skills. The sentence reduction document issued by the court investigated by the OH team made a direct reference to H.R.K's change of behaviour as a result of his active participation in the CT training. The document shows solid evidence that the inmate was able to demonstrate an equitable mastery of the assorted skills and knowledge inside the prison that led to a positive shift in behaviour as per the sentence reduction document.

OUTCOME 11 (Unplanned, Individual, Female, Behavioural):

Outcome: A recently released female inmate who was imprisoned in Baabda prison is currently supporting her husband who is imprisoned in Roumieh prison on raising his awareness and sharing knowledge on conflict transformation and/or resolution using the CT booklet/toolkit that she accessed from Nusroto.

Contribution: The Female inmate has participated in the CT training during her imprisonment in Baabda prison in August 2021. The training and the training booklet supported the learning of, and the mastery of assorted topics covered. The uptake and the usefulness of knowledge and skills are arguably evident in making a positive change in her personal daily life. This is corroborated by the participant's interest in raising awareness and knowledge to one of her acquaintances (her husband) who is currently imprisoned in Roumieh.

OUTCOME 12 (Unplanned, Group, Male, Behavioural):

Outcome: In August 2021, a conflict was initiated by a group of male inmates in Roumieh prison who obstructed the CT trainers with outrage and anger expressing that they are in utmost need of basic needs (e.g., running water and medication to scab of which was rampant among them) that of a higher priority than participating in training. They also expressed a feeling of frustration towards the NGOs supporting the CT training as being oblivious of the immediate needs inside the prisons. However, the trainers listened to their demands wisely and managed to provide the inmates, under the supervision of the prison warden, with scab medicines at a later stage.

Contribution: The CT training inside the prison has assisted in the creation of an avenue of dialogue between the prison warden, inmates and the trainers, who were actively supportive in addressing a pressing medical need that the prison's management was incapable of addressing due to financial shortages. This in turn, further supported the consolidation of the trustworthy relationship between the inmates and the trainers.

OUTCOME 13 (Planned, Individual, Uncategorised, Behavioural):

Outcome: The families of (R-Female) and (M-Male), who are former inmates, have seen a positive change in R and M relationships because they are more financially independent as a result of their employment in the soap and detergent factory and the production kitchen. They have not asked for money from their families for the past two months and have been completely financially independent and responsible. This has been corroborated in setting financial debts both M and R had. R's and M's families have also expressed how proud they are of them because of this change and of the improved social relationships they have built with their families.

Contribution: Both R and M are direct beneficiaries of the initiatives sponsored and developed by Search during September (The Soap and detergent factories and the production kitchen operated by Nusroto) that supported former inmates participants to generate income that appears to be sustainable. The income generated allowed the former inmates to advance economic resilience and has improved their financial wellbeing, not only by meeting their basic needs but also through debt repayment instead of resorting to negative coping mechanisms (i.e., recidivism acts, going into further debts, etc.). Meeting basic economic needs allowed participants to become more socially active within their communities. This change has influenced the strengthening of their connection and relationships with their families. Search's training programme on conflict transformation has also improved their relationship-building skills which rekindled their relationships with their families.

OUTCOME 14 (Unplanned, Individual, Male, Capacities and Skills):

Outcome: One of the male former inmates has gained new skills from working in the soap and detergent factory and this has inspired him to set up future plans to start his own business when his financial status allows.

Contribution: The former inmate participated in (Soap and Detergent Factory) initiative since September 2021 which was sponsored and developed by Search. The skills-building component, both of the Conflict Transformation training and the technical expertise acquired as part of his working in the factory has facilitated and encouraged the former inmate to pursue a professional career that would propel a positive reintegration into his society.

OUTCOME 15 (Unplanned, Individual, Male, Reintegration):

Outcome: A male former inmate who participated in the vocational and conflict transformation training found a job in July 2021 as an electrical technician and has moved out of Nusroto's rehabilitation centre into his own apartment.

Contribution: The former inmate (A- male) has participated in various activities including vocational training, conflict transformation training in addition to being employed in the factories sponsored by Search. The produced documentary starred him as a real-life example of a positive change that has been influenced by Search's programme, particularly, the CT and the vocational training. The uptake of knowledge skills on assorted topics like conflict transformation supported Ahamd's reintegration processes, while his active and persistent participation in the factory has harnessed his occupational skills and facilitated his career growth (market access).

OUTCOME 16 (Planned, Group, Group, Capacities and Skills):

Outcome: 10 out of the 24 youth ambassadors of the PVE unit, who attended and completed the CVE toolkit training are currently delivering this training themselves to other stakeholders such as to the PVE wider network which includes stakeholders from different sectors such as education, civil society, private and public sectors.

Contribution: During the period of November 2020 until June 2021, 24 youth ambassadors appointed by the PVE unit had completed the CVE toolkit training developed by Search. The training supported learning and mastery of various topics like Understanding drivers of VE; Engaging Community Leaders and Families in CVE; A Multisectoral Approach to CVE: Opportunities for Collaboration between Government and Civil Society; Understanding Gender Dynamics to Radicalization; VE and Engaging Women and Girls. The training has equipped the youth ambassadors with tools and skills required to lead on and cascade the training to other stakeholders. In addition, an advanced ToT training was delivered to 6 core staff of the PVE unit after the completion of the CVE toolkit training, where 2 youth ambassadors participated as co-facilitators.

OUTCOME 17 (Unplanned, Institutional, Uncategorised, Capacities and Skills):

Outcome: The PVE unit has institutionalised the CVE toolkit as a module they use in their training programmes to various stakeholders across different sectors e.g., education, CSOs, etc. The toolkit which was developed by Search under a different project and utilised through the Prisons Project was heavily appreciated and valued by the PVE unit which has incorporated it into their training programs and are delivering it to a wider audience.

Contribution: Search sponsored and developed the CVE toolkit in collaboration with Hedaya under the STRIVE Global Programme financed by the European Union,¹² and utilised through the Prisons Project. The toolkit has supported the learning on assorted topics through tailored training to PVE members. The toolkit was referenced as an important tool to P/CVE work in Lebanon and according to the Head of the PVE unit, as relevant to the PVE's National Agenda. As a result, the PVE was inspired to adopt the toolkit and integrate it to be utilised in their training programmes.

OUTCOME 18 (Unplanned, Individual, Male, Behavioural):

Outcome: A 45 years old male inmate in Zahle prison was initially charged for drug trade was released one week after the completion of the CT training programme. The 45 years old man approached Nusroto directly upon his

¹² Dallin Van Leuven, *Countering Violent Extremism: An Introductory Guide to Concepts, Programming, and Best Practices*; Adapted for the Middle East and North African Region, English Edition (Search for Common Ground, 2019). Available at: <[Online Link](#)>

release from the prison and requested to join their training team particularly to provide the CT training. The man suggested sharing testimonies from his personal experience to detainees to showcase himself as a positive example of change as a result of his participation in the CT training. Additionally, he offered financial contributions/donations to Nusroto to continue delivering the training inside the prisons.

Contribution: The CT training programme allowed for the learning and mastery of various skills and knowledge of the 45 years old man in topics covered. The knowledge and skills uptake of the CT training has directly influenced the 45 years old man to voluntarily decide to transmit his own experience of positive change and speak on the importance and the benefits of the training to other detainees. The direct benefits gained of the training has encouraged him to play a bigger role in changing others' lives.

OUTCOME 19 (Planned, Individual, Male, Behavioural):

Outcome: A former inmate hailing from Bekaa-Baalbek, that is famous for condensation of drug dealers, was convicted with drugs possession has completed his rehabilitation programme and is leaving the rehabilitation centre next month demonstrating his motivation to elucidate the importance of adapting non-violent means to addressed conflict and conflict transformation to acquaintances within his community and sharing what he has learned.

Contribution: The former inmate was selected to participate in the CT training (in addition to participation in following activities such as the vocational training) during the period April 2021 until September 2021 and was actively involved and participative during the training programme. The knowledge/skills uptake in non-violent conflict management proved to be relatively high (61 percent of change among male former inmates) among the former inmates per the monitoring results. Although this doesn't reflect uptake on an individual level, the rehabilitation programme, particularly the CT training proved to be effective in engaging the participant who is encouraged to reinforce and transmit the knowledge with his acquaintance.

OUTCOME 20 (Unplanned, Individual, Male, Behavioural):

Outcome: A newly joined (reported in November 2021) former inmate planned to stay at Nusroto Centre for Rehabilitation for two weeks and leave. His fellow former inmates, CT graduates, convinced him to alter his decision while emphasising the benefits he would gain from further rehabilitation assistance and had supported him to overcome anger problems.

Contribution: The 8 (days/sessions) Search's CT programme/training has supported learning in assorted topics covered and encouraged positive relationship-building and non-violent communication. The positive direct effects of the training that former inmates were able to see encouraged them to advocate the importance of rehabilitation to other people.

OUTCOME 21 (Unplanned, Institutional, Uncategorised, Capacities):

Outcome: During the times of COVID-19, the Qobbeh prison in North Lebanon elevated standards related to ensuring proper healthcare for its prisoners. The prison management is planning to turn the isolation rooms established by the project in December 2020 into primary health care units as covid-19 cases in Lebanon and in prisons are decreasing. The prison management also had the Ministry of Public Health (MoPH) and World Health Organisation (WHO) visit the rooms, and received approval on their conditions and standards.

Contribution: The Prisons project equipped the Qobbeh prison with five isolation rooms and one negative pressure room in response to the Covid-19 pandemic as part of an addendum to the original project. The addendum

component has improved the Qobbeh prison's capacities to respond to the pandemic which has directly contributed to maintaining the overall health situation as acceptable. The Project has also enabled the HQ of prisons management to plan to annex the health care units to prisons facilities.

OUTCOME 22 (Unplanned, Institutional, Uncategorised, Capacities):

Outcome: Post-project implementation, LAF and UNODC started purchasing soaps and detergents produced by the soap and detergents factories operated by Nusroto Rehabilitation Center to be then distributed inside the prisons (given UNODC access to prisons). As a result, Nusroto's management witnessed better financial sustainability and improved programming.

Contribution: Search sponsored the development and establishment of the soap and detergent factories through the provision of equipment (Automated mixer, filling machine, and a storage tank) that were handed over to Nusroto's Rehabilitation Center at the end of the implementation period. The provision of equipment has supported and increased the factories' productivity thus has directly contributed to improving former inmates' occupational and financial capacities and expanded Nusroto's abilities in making business-related agreements with international and national organisations. The Agreements with UNODC and LAF increased the profit return and allowed former inmates to receive monthly stipends as a result of the increased pace of production. Ultimately, production growth improved the overall sustainability of the factories as well as Nusroto's o/m capacities.

OUTCOME 23 (Unplanned, Institutional, Uncategorised, Broadly Linked to SO2):

Outcome: Very recently (undated - outcome harvested in November 2021) Nusroto's management hired a media consultant to promote their rehabilitation and reintegration programmes through social media as well as to expand their overall visibility as they recognized media as a powerful tool of change.

Contribution: Very recently (undated - outcome harvested in November 2021), an external marketing consultant commissioned by Search developed business plans for the initiatives, which were handed over to Nusroto post project's implementation period and commissioned the documentary development to media consultants who worked directly with former inmates hosted by Nusroto. Throughout the journey of implementation, Search has inspired Nusroto to hire a media consultant to bolster their abilities to socialise their work on social media.

OUTCOME 24 (Unplanned, Institutional, Uncategorised, Coordination):

Outcome: The MoIM is currently in the planning phase of establishing a nationwide task force for stakeholders mandated and/or focusing on prison-related interventions. The idea of establishing government-led TF isn't new but deprioritized for multifaceted factors. Nevertheless, the MoIM is getting prioritised again and is expected to be launched in 2022. The MoIM sees coordination and ensuring relevance (to MoIM priorities/strategies) and synergy as key objectives of the TF. The first task the TF will review and assess the relevant interventions implemented in the past 5 years and review those to be implemented in the upcoming 5 years.

Contribution: During the project's lifetime, Search established a TF and managed a series of TF meetings that hosted a total of 67 unique members of non-profit international, national and governmental stakeholders. The TF meetings focused on sharing information and lessons learned, discussing challenges, and sharing resources. Search's TF has facilitated networking opportunities between different stakeholders. Despite being dissolved, Search's TF has inspired and encouraged the MoIM, who was actively represented in the TF, to prioritise the development of the TF while replicating and scaling-up Search's TF model on a nationwide level. This has been corroborated by TF members and MOJ.

OUTCOME 25 (Unplanned, Institutional, Uncategorised, Coordination):

Outcome: During the TF meetings, MS managed to establish a new social network with new NGOs and actors who are active in the field (inside and outside the prisons). MS representative was able to establish professional networking with CLDH, who are mandated in advocacy work outside the prisons.

Contribution: Search TF included diverse members from across different sectors and facilitated bilateral and multilateral networking opportunities between them.

OUTCOME 26 (Unplanned, Institutional, Uncategorised, Coordination):

Outcome: During one task force meeting in February 2021, Search project team suggested that the organisation should deeply intervene in the monitoring process inside the prison. Mouvement Sociale has taken that recommendation into account and launched the recruitment process for a focal point coordinator. Once selected, he/she will start their tasks in management and coordination between NGOs and the representatives from the relevant ministries.

Contribution: The open-ended objective discussions, and the transparent project coordinator recommendations that are free of competition, inspired Mouvement Sociale to start working on the monitoring process inside the prison in collaboration with other NGOs.

OUTCOME 27 (Unplanned, Institutional, Uncategorised, Coordination):

Outcome: MS, ARCS and Association Justice Et Miséricorde who were members of the TF agreed to maintain the TF post-project implementation period although including fewer members. The newly extended TF has been active during June, July and November 2021 in the form of roundtable discussions and frequent meetings. The TF members have designated focal points to meet on a monthly basis. Additionally, MS is currently developing a platform for information and learning sharing and storing of which will be accessed by eight NGOs who are in the process to be engaged in the TF. MS has planned for an advocacy session in the first week of December 2021 to present and launch the TF with these NGOs.

Contribution: Search's TF has encouraged different members on building an active TF after the end of the project. MS responsiveness in utilising Search's recommendation has manifested in the creation of TF and maintaining engagement with other organisations who are active in the field. The potential benefits of Search's TF have inspired MS to expand the newly created TF and regulate the workflow by designating focal points and creating a platform for sharing learning and information.

OUTCOME 28 (Unplanned, Institutional, Uncategorised, Knowledge):

Outcome: Mouvement Sociale representative (Female), a key prison stakeholder and a member of Search's Task Force expressed that her participation in the TF meetings provided her with new knowledge, learning and ideas of which she has utilised and integrated into a process of developing two projects proposal focusing on working with former inmates and inmates.

Contribution: In October 2020, Search launched a TF of prison key stakeholders following a series of preparatory meetings with TF stakeholders to agree on structure and expectations. Search's PM chaired the TF meeting which continued from October 2020 until September 2021. Search TF meeting directly supported information and learning sharing between key prison stakeholders and has encouraged the development of bilateral and multilateral relationships between the stakeholders beyond the project's boundaries. Additionally, the MS

representative expressed that the recommendations list developed by the TF has assisted MS to expand their developments for two projects proposals targeting inmates and former inmates while utilising learning and new information shared during the TF meetings and outside the TF through the newly developed networks with TF participants. According to the MS representative, they are aiming to access new prisons and target new groups e.g. inmates rather than just juveniles.

OUTCOME 29 (Planned, Institutional, Female, Coordination):

Outcome: In September 2021, an SC representative (Female) got the opportunity to meet with ISF high-profile individuals during the stakeholders conference held at Hilton Habtoor Hotel. She met with the *Head of the Prisons Division MoIM*. As she described, this connection allowed her to gain more information and insights from a governmental perspective with regards to access North and the Beqaa. The SC representative described this connection as substantial for SC as they were in the process of establishing two committees (TFs) in North and Beqaa focusing on PVE. In addition, she was also provided with valuable information during a meeting with the *Head of the Prisons Division MoIM*, of which she used during her field visit to Netherlands's prison with the SC Network team.

Contribution: Search implemented a TF converging ISF high profile representatives and key NGO prison stakeholders, who were actively engaged in the TF activities, including the end-of-project TF conference arranged and organised by Search to discuss the project outcomes and lessons learned. The different TF activities have facilitated networking endeavours between TF members.

Search created and chaired the TF of prisons key stakeholders where The SC representative, representing SC and other ISF high-level profile representatives, were frequently and actively engaged in the TF meetings including the roundtable discussions and the end of project TF conference arranged by Search to discuss project outcomes and lessons learned. The TF facilitated the development of and creation of professional networking between SC and various stakeholders and served as a source of valuable information. Lama was able to access relevant data and information about the Lebanese prison context which was supportive of her visit to the Netherlands.

OUTCOME 30 (Planned, Individual, Male, Attitudinal):

Outcome: One community member in Zahle has admitted to Nusroto changing his point of view around former inmates after watching the documentary. He stated that he had had prejudgments and misconceptions about them but the documentary was effective in showing him how they are people who are aiming to reintegrate and become effective members of society again and due to that he will treat and view them better.

Contribution: Search implemented a series of screenings for the (Second Wind) between the period April-June 2021 and was attended by various groups. The documentary aims at (introducing the viewers to the inner thoughts and struggles of former inmates and the challenges they face when attempting to move away from unlawful activity). Search supported the creation of a safe space for people to watch the documentary and share reflections. In light of reflections shared, that corroborate with this outcome, the documentary has influenced a positive shift of attitudes. The limited interaction with community members, and the limited socialisation of the documentary, particularly with community members, has prohibited the project from giving specific attention to instilling equitable change in attitudes among communities.

OUTCOME 31 (Unplanned, Individual, Female, Attitudinal):

Outcome: A woman who lives in Bekaa was able to create a general discussion with a group of youth in the neighbourhood where she resides around the rights of inmates and former inmates, and particularly about a

former inmate convicted with narcotics addiction whom was alienated and has been stigmatised by people who lives within the neighbourhood since was released, including by the group of youth. According to the woman, the youth interacted positively and demonstrated empathy towards reintegration despite the prevalent stigma.

Contribution: During April-June 2021, Search implemented several screening activities for the documentary it sponsored and created in various areas across Lebanon with the support of local CSOs. The woman attended a screening session conducted with the support of the local CSO “CLAC” in the Bekaa area in April 2021 that has supported learning on the rights of prisoners and the importance of reintegration thus influenced a shift in her perceptions towards supporting reintegration and inspired her to act as an advocate when and where possible.

OUTCOME 32 (Planned, Individual, Female, Attitudinal):

Outcome: Two women who live in one of the Palestinian camps in southern Lebanon (Burj Al Shimali) used to avoid interacting with a former inmate who resides in camp. However, post their attendance at the screening activity of the documentary, they voluntarily decided to support his reintegration process through individual-based advocacy discussions they held with members within their community. The discussions focused on the importance of changing perceptions and dropping the stigma and stereotypes that this person faced since his release. The other three women participants confirmed similar experiences with the documentary that has allowed them to look at reintegration differently and, as a result, adopt an enabler position promoting reintegration of former inmates when and where they can.

Contribution: In April 2021, the two women who attended the screening session of the documentary in CSO Dyarouna In Southern Lebanon started an individual-based reintegration advocacy process to increase the acceptance of a former inmate who was stigmatised and stereotyped. The various testimonies of former inmates featured by the documentary provided learning on the rights of inmates and former inmates during and post their custodial period. These testimonies persuaded them to look at reintegration differently and positively. This change in perception has inspired them to voluntarily support the reintegration of that former inmate who lives in their community. Generally, learning provided and supported by the documentary encouraged the five women to adopt supportive and promotive positions from reintegration.

OUTCOME 33 (Planned, Individual, Group, Attitudinal):

Outcome: University students who attended the screening activity expressed that they have a new perspective towards inmates and former inmates and demonstrated endorsement of rehabilitation efforts in Lebanon. Part of the plenary discussion during the screening activity, new information and technicalities on the prison and the judicial systems were covered.

Contribution: The documentary supported and developed by Search was socialised through specific screening activities with university students, CSOs and other stakeholders during April-June 2021. The documentary shed light and provided learning on prisons conditions, human rights violations and human security challenges faced by inmates to create an enabling environment for reintegration. In addition, the screening sessions-initiated discussions and debates on rehabilitation and social reintegration of inmates. Attendees engaged with A-male, a former inmate who was featured in the documentary, in interactive discussions and Q&A which encouraged a positive shift of precautions and perspectives that might lead to the elimination of stereotyping against inmates and former inmates released from prisons. The screening ended with having the students involved in the campaign call to action on social media to enhance public awareness on the importance of supporting rehabilitation and reintegration.

Indicative Interview Guide¹³

Questions:

1. Can you briefly describe your experience of the program?
2. What significant changes have you observed as a result of the program?
 - a. Can you provide a specific example?
 - b. Is there concrete evidence of this change?
3. Why is this change significant?
4. Who enacted this change?
 - a. If applicable: How many?
5. When and where did this change occur?
6. How did the program (Search) contribute to this change?
 - a. Are there specific activities or individuals that influenced this change/outcome?
7. What are other factors that may have contributed to this change?
8. Are these changes sustainable or are susceptible?
9. What other contextual information is important for us to know in this regard?

Additional for discussion:

1. Can you think of any negative or unintended change that occurred as a result of this project?
2. What do you see as external factors having had either/or positive/negative influence on results/outcome achieved/observed?
 - a. Political, social, financial, environmental factors or influence?
 - b. COVID-19 related effects
3. *Prompt on outcome differences with regards to gender i.e., female-specific outcomes, female-specific challenges*
4. *What lessons/good practices have been learned? - What worked well and what did not work well and what would you do differently?*
5. *Is there anything you have thought of or I have not asked that you feel would be of value to this Outcome Harvesting?*

¹³ The interview guide was adapted based on the profile of the interviewee and his/her/their specific involvement in the project as defined during the design workshop

Specific Objectives and Activities

| Activity | Targeted groups | Reached |
|--|--|---|
| SO1: Strengthen capacities of detainees, ex-detainees, and prison staff to identify and use alternatives to violence to solve conflict | | |
| A 1.1: Training Program For Prison Staff and PVE Unit youth and Staff | ISF prison staff and the National PVE Unit (Core staff and youth stakeholders) | 53 ISF, 6 PVE core staff, 24 youth, and 4 NGO staff |
| A 1.2: Dialogue Sessions for Inmates and Former Inmates (Conflict Transformation Training) | Current inmates and Former inmates | Current inmates 101; 71 M, 30 F (+ 60; 20 F, 40 M - Part of the NCE) Former inmates: 20; 12 M, 8 F |
| A 1.3: Vocational Trainings | Same as above | Current inmates 101; 71 M, 30 F (+ 60; 20 F, 40 M - Part of the NCE) Former inmates: 20; 12 M, 8 F |
| A 1.4: COVID-19 Response | Current inmates (former detainees and ISF staff) | 1000 approx BNFs received COVID-19 emergency support |
| SO2: Shift the attitude of community members to support the reintegration of former detainees | | |
| A 2.1: Documentary creation | N.A | N.A |
| A 2.2: Community Outreach for Documentary Film | Community members and University students. | 300 approx |
| A 2.4: Pilot sub-grants Initiatives | Former inmates | 2 Pilot initiatives completed involving 12 men and 8 women |
| SO3: Strengthen collaboration between key prisons stakeholders (including authorities, civil society, and community members) to reduce the risk of recidivism among detainees | | |
| A 3.2: Advisory Committee Meetings (TF) | Representatives of local and international NGOs working in the prison sector | 8 meetings for 67 participants (38 females, 29 males) |
| A 3.3: Stakeholder Conference to Present the Project's Best Practices and Lessons Learned | Project state and non-state stakeholders | 15 stakeholder participants |