

ARAB RESOURCE COLLECTIVE

**MENTAL HEALTH PROGRAM
PHASE III –
MID TERM PROCESS EVALUATION**

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EXECUTIVE SUMMARY

Bringing together resources, operational research, capacity building, advocacy, and establishing networks have been the core business of the Arab Resource Collective (ARC) Mental Health Program (MHP). Amid the brisk developing context in many Arab countries witnessing civil unrest and instability, addressing key mental health issues has proven to be successful with the consultative approach adopted by ARC to work along with partners on enhancing knowledge and ownership, participation, networking, and the activation of child and youth rights in societies.

This executive summary provides an outline of the methodology used and a brief overview of the major findings and recommendations. This evaluation was designed to update the stakeholders on the progress to date of the third phase of the MHP and to ensure the provision of support for future activities and plans to respond to the emerging needs of the mental health area.

The evaluators relied on the following methods to conduct the evaluation: data collection tool development and implementation, key informant interviews, desk review, online survey instrument, quantitative and qualitative data analysis and interpretation workshop on preliminary findings. Once the collection and analysis of data phase was complete, the evaluators began to identify key themes and lessons learned which formed the basis of the main recommendations:

- **Macro-Vision Approach:** The future designs of the project should be complemented by a more macro-vision to enhance mental health at the behavioral level and communities' level creating advocates and agents of change.
- **Partners in Action:** Selection of partners to complementary run the network with ARC in a harmonized way to enhance impact and ensures the project's sustainability.
- **Efficiency of the design and implementation:** The design and the evaluation tools need to be refined to reflect stronger coherence in the project activities and to ensure a better measurement of the goals set. This requires a stronger and regular reporting on the activities implemented and a team training on result based management and data collection and management.
- **Effectiveness:** Recommendations have addressed improving the design tools to better measure the impact and ensure sustainability. In addition the evaluators recommended steps to ensure more visibility and outreach focusing on tools used and audiences targeted.
- **Greater impact for a longer term:** Building on the empowerment of partners and the capacities enhanced at the local and regional levels are essential to magnify the impact of the project at the wider humanitarian scenery.

EVALUATION PURPOSE, OBJECTIVES AND SCOPE

This evaluation was commissioned by the Arab Resource Collective to look at how program activities are delivered within its Mental Health Program (MHP). It helps determine the degree to which the intervention was implemented as planned and the extent to which it reached the targeted participants. We all know that implementation quality is critical to maximizing the intended benefits and demonstrating strategy effectiveness. Process evaluation provides us with the tools to monitor quality.

It also provides the information needed to make adjustments to strategy implementation in order to strengthen effectiveness.

This evaluation assesses the contribution and value added of the on-going project to the field of mental and psychosocial health in the Arab World. More specifically, this evaluation will examine the current performance of the third phase of the MHP related to program outcomes and ensure that the nature and scope of future services are aligned with the changing needs and circumstances.

With the use of the criteria of relevance, effectiveness, efficiency, and sustainability, this evaluation aims at providing credible and useful information which will contribute to improving planning and decision making process as well as enhancing the capacity of the entities involved in the project.

Additionally, the overall objective of this evaluation is to utilize the proper methodology to ensure specific conclusions and lessons learned are identified as well as a variety of concrete and practical recommendations are put forward to tackle the challenges and maximize the potential benefits and facilitate the participation of an agreement amongst all stakeholders.

This evaluation will be discussed during the upcoming Regional Consultative Group meeting in Amman, Jordan. Recommendations from this evaluation could shape up the proposals submitted or to be submitted by ARC regarding MHP.

EVALUATION CRITERIA SUMMARY

The below tool will be rating the five evaluation criteria of the project to draw a summarized picture of the evaluation presented in this document. Each criterion is rated by the evaluation team from 1 to 5, 1 being the least and 5 being the best.

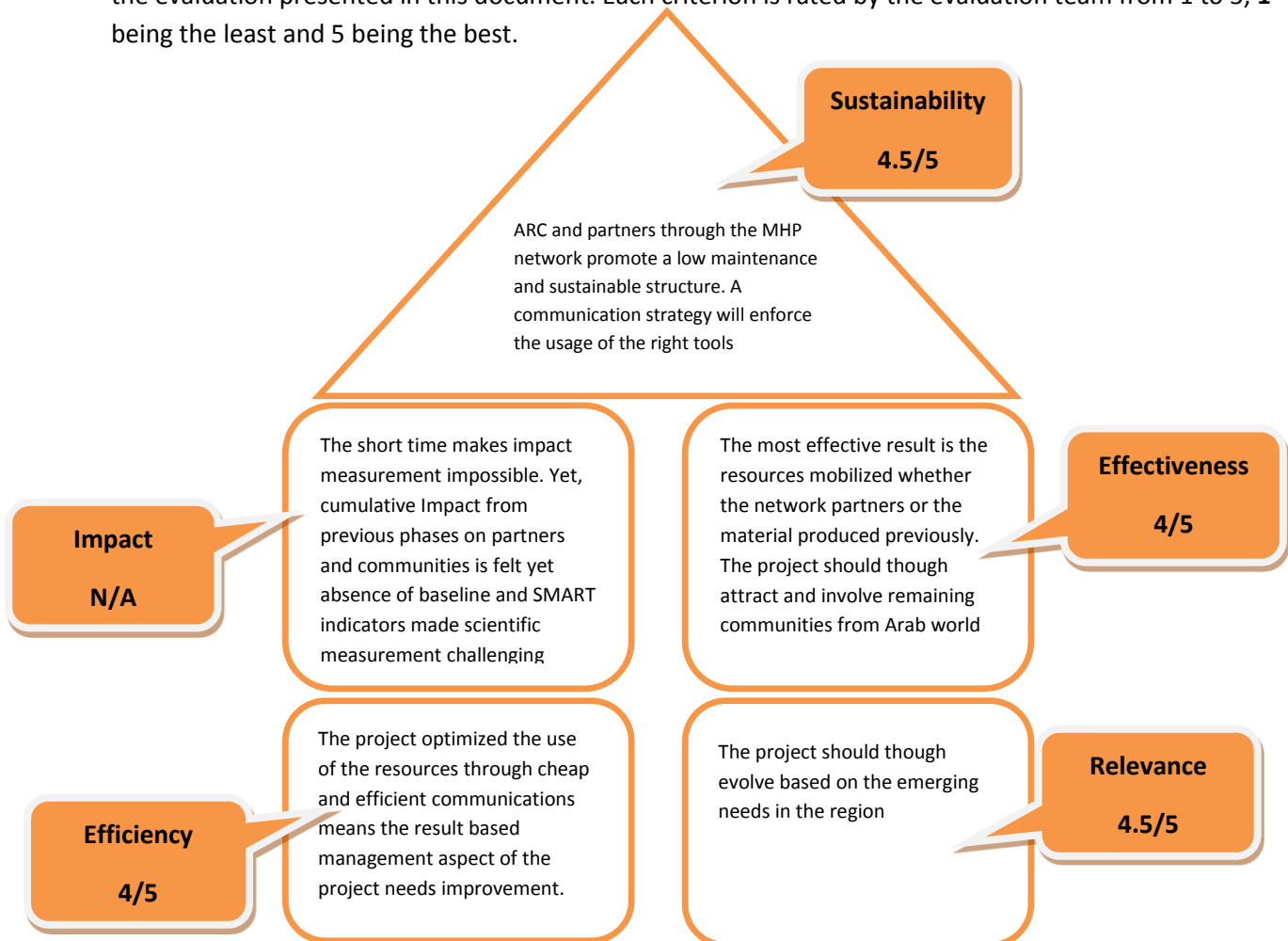


Figure 1 Evaluation Criteria Rating

EVALUATION METHODOLOGY

In addition to assessing whether or not the project have achieved their respective objectives and intermediate results based on achievement of indicator targets, this evaluation endeavors to determine project relevance, effectiveness, efficiency, and impact, as well as sustainability gender dimension and youth.

The evaluation team applied a multi-dimensional approach to gather and analyze qualitative and quantitative data. Data was gathered from a desk review (DR) of project documents, key informant interviews (KII), and an opinion survey (OS) of several partners mobilized directly or indirectly throughout this project.

Data Source	Project
Desk Review of Project Documents	Two previous evaluation reports Project proposal Project log frames for phase 3 and 4 Facebook and Website and their Analytics ARC website and partners' websites
Interview with staff and management	With Ghassan Issa, ARC Director With Cossette Maalouf, ARC Project Coordinator
Key Informant Interviews	<ul style="list-style-type: none"> Nasser Mattar - Nafs Lel Tamkeen, Palestine Arne Ørum -Adviser at Norwegian Council for Mental Health Chadi Jaber – Palestinian Counselling Center, Palestine Dr. Umaiye Khamash – UNRWA , Palestine
Online Survey	Questionnaire prepared by the evaluators to be the basis of a survey through Monkey Survey.

Methodology set up

The evaluator met ARC's Director and Project coordinator to ensure that the evaluation methodology to be developed would be rigorous and useful to the ongoing MHP, capturing ARC's process towards MHP . The workshop facilitated understanding of the project development through its three phases, the project current phase to be evaluated, and their intersection with the evaluation guidelines, taking into consideration the two previous recommendations from the two previous evaluations. At this time matters of purposes for evaluation (e.g., accountability and/or improvement); types of evaluation (e.g., evaluability assessment, developmental); and, audience expectations were discussed. As a result of the meeting, the scope of the evaluation, data collection activities and methodologies to be utilized for the data collection were finalized and a comprehensive list of required documentation was developed.

Desk Review

This aspect of data gathering provided the evaluators with a comprehensive understanding of the context, activities, objectives, and mandate for the MHP, from both internal and external sources. The review assessed the degree to which existing policies and procedures fit with the current mandate as well as with ARC's vision, mission and values. Further, it provided a rich context for the history and operation of the organization and how formal statements of program intention align with the evidence that was derived from quantitative and qualitative data collection.

Documents internal and external to the project were consulted. A full list of documents is provided in the annexes at the end of the document.

Key informant interviews

In collaboration with ARC's MHP project coordinator, the evaluator identified informants from among the key stakeholders to be consulted; the participants were purposively selected. The function of these interviews was two-fold: 1) to gain important information and perspective on the ARC's role, positioning, networking and technical processes; and, 2) to inform and validate ARC's technical approach regarding community based mental health programming (based on adaptation of selected international resources). The respondents are identified in the table below. The interviews were conducted over the phone and Skype for partners outside Lebanon, transcribed and themed.

Data Collection Tool Development and Implementation

To generate robust data for this evaluation, multiple lines of evidence were gathered to ensure a comprehensive analysis process. By using both quantitative and qualitative methods of data gathering, the data collection provided a comprehensive gathering of evidence relevant to the assessment of MHP activities.

Online Survey

The evaluation team created a seven question online survey that was conducted with MHP stakeholders between January 30 and February 5, 2014. The survey included closed-ended questions and was sent to a random selection of MHP stakeholders, also being ARC's newsletter subscribers (n=100) For facilitating the respondents' participation, the survey was translated into Arabic and made available online through Monkey Survey.

Data Analysis

The qualitative and quantitative data gathered from the above mentioned sources were triangulated, crosschecked and mapped following levels of evaluation results as per OECD's guidelines, and as per the graph below.

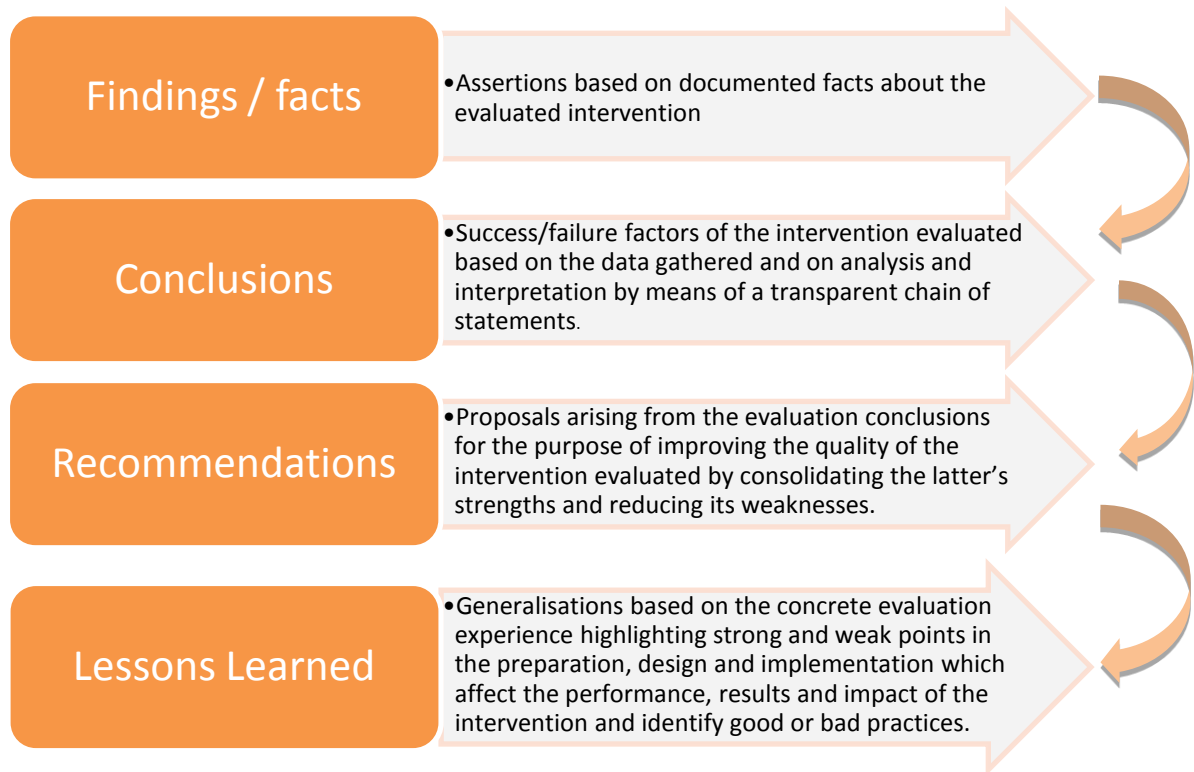


Figure 2 Levels of evaluation results

The levels of evaluation mentioned above will lead to another level of analysis using the following evaluation criteria: Relevance, Efficiency, Effectiveness Impact and processes leading to sustainability.

Interpretation Workshop on Preliminary Findings

The preliminary findings of the evaluation were presented by the evaluators at an interpretation meeting with ARC's MHP team. The timing of this meeting afforded the evaluators an opportunity to validate the issues and suggestions heard during the informant interviews as well as through the online survey responses and document review. Feedback from this workshop was considered in finalizing this report, as evaluators deemed appropriate.

EVALUATION LIMITATION

The evaluators have recognized several limitations to this evaluation, and caution readers to interpret the findings presented in this report accordingly. Many of the limitations associated with specific methods were mitigated by the use of multiple data sources to achieve triangulation of data. Despite the limitations, the evaluators are confident that the report represents a fair picture of the activities of the MHP and the perceptions of key stakeholders, as well as offers valid findings to the MHP team.

Regarding limitations;

- 1- The timeframe of the evaluation did not permit in-depth review of the impact of the activities. This evaluation timeframe involved a total of four weeks, with only one week available for data collection. One impact of this timeline was the short availability of the online survey for one week; however, the response was rather satisfactory as more than 40% answered the survey of a total of 100 people contacted.
- 2- While an attempt was made to access all relevant documents, it is possible that some were inadvertently omitted. The evaluators relied on those received from ARC as of January 15, 2014.
- 3- Although feedback on immediate impacts can be recorded in this evaluation, the MHP implementation is not sufficient to measure and report on long term outcomes. This was appropriate for this process evaluation focusing on MHP phase III alone.
- 4- At this point of the project the sustainability of this one year project can't be captured although this project, as a continuity of the previous two phases, could indicate the status of the activities to be evaluated after the evaluation.
- 5- The fact that this phase is only one year long and the whole project has been running since 2005, made it very difficult for partners and staff to view the project, as developed by the log frame for the phase III, and not the overall program. Although reminded several times during the interviews, none of the interviewees (partners and staff) was able to detach the phase III project from the holistic MHP, and ARC interventions in general.

PROJECT BACKGROUND

The Arab Resource Collective (ARC) modus operandi is quite unique with a regional approach comprising a network of about 60 partner organizations from the Middle East and North Africa. It is a partnership between private organizations (NGO's), institutions, universities and to some extent government agencies, from most of the countries in the region; a process where varying needs and contexts can be taken into consideration, with feed-back from the local constituencies. ARC's approach is also marked by

collective ownership and the partner NGO's active participation in the foundation's board and advisory committees.

Working with different Arab countries including Egypt, Iraq, Jordan, Lebanon, Palestine, Syria, Tunisia and Yemen; ARC has been actively involved in knowledge production and ownership, development of human resources, enhancement of participation, networking and advocacy culture and practices, and the activation of child and youth rights in the society. This approach has been endorsed through a two-way interaction relationship that was clearly highlighted in the response rate to the online survey.

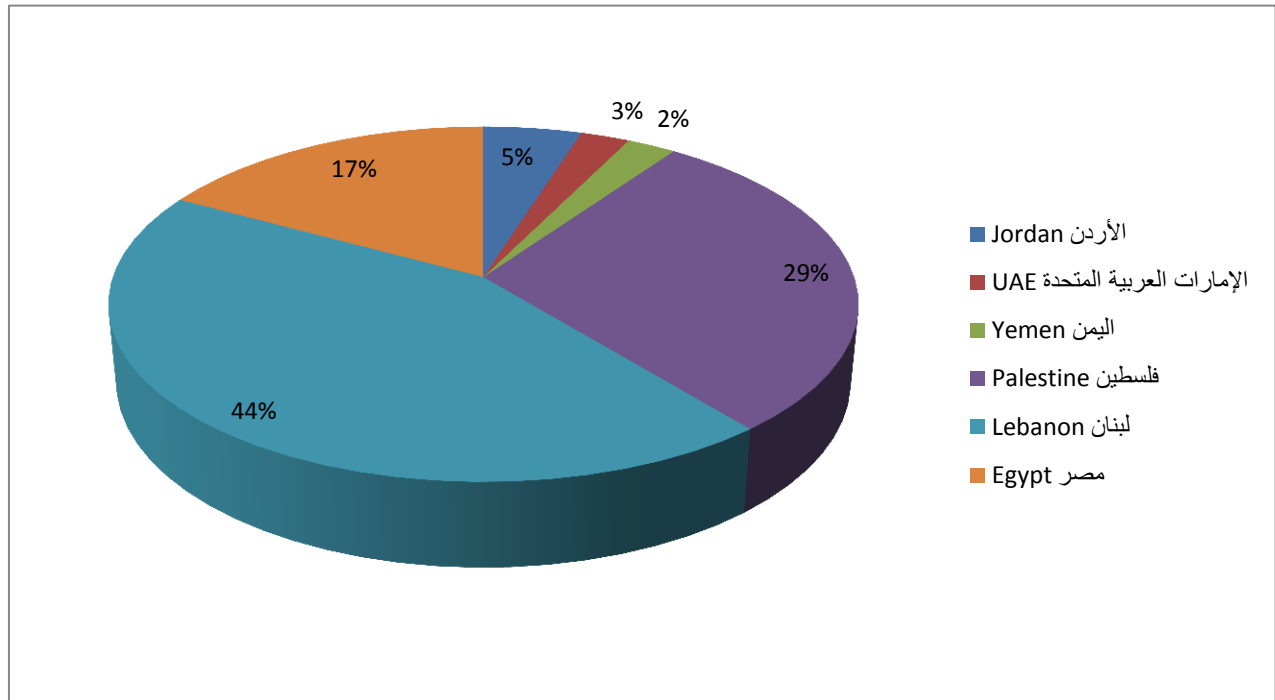


Figure 3 Distribution of respondents to the online survey

Since 2005, the MHP was initiated within the larger field of health promotion and positive youth development, and positioned alongside the prevention of mental disorders and the treatment and rehabilitation of people with mental problems and disabilities, tackling stigma and taboos related to mental health. Based on ARC's mission, the MHP aims at addressing the existing need for knowledge and right-based Arabic resources on mental health. The strategic activities of MHP include development of resources mainly adding to the corpus of resources in Arabic, awareness raising and advocacy, training and capacity building, networking, and action research. Through MHP, ARC aims to increase knowledge of, and promote positive attitudes towards mental health and related issues within the community by disseminating appropriate and relevant information.

The MHP has encountered three different phases:

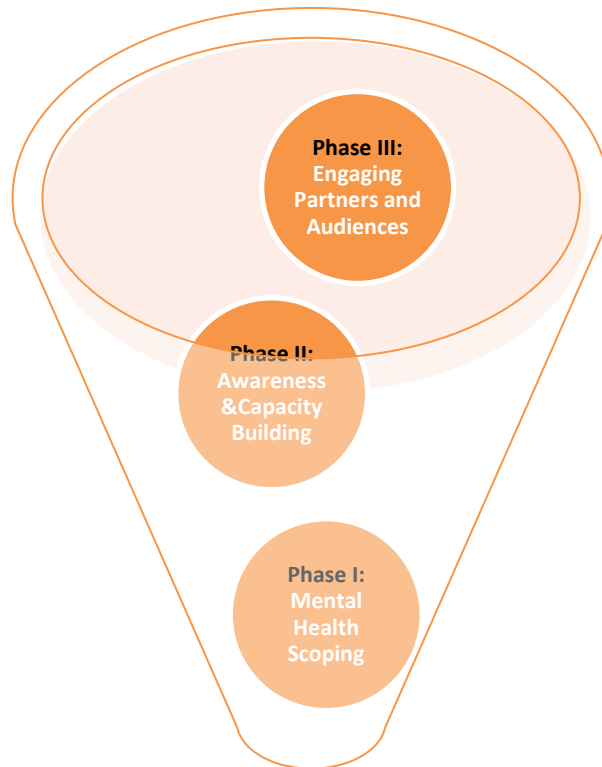


Figure 4 Phases of Mental Health Project

Phase One (2005-2009): The focus during this phase was on scoping the mental health field in the respective countries in specific and the Arab World in general. Assessment of resources and needs related to mental health was a key priority to define the best approach possible where ARC can initiate the best intervention and the added value it can bring to this field. This phase has also entailed workshops, launching events and resource development, networking and awareness raising. Through this phase, MPH has also introduced new studies on mental health in nine countries, produced training manuals in collaboration with grassroots communities and increased its public reach to online communities.

Phase Two: (2010-2012): During the second phase, capacity building and development of resources continued while expanding the scope of MHP work to reach new audiences utilizing new communications tools and adapting to the changing context during that period. Through this phase, MPH has also introduced new studies on mental health in the Legislative systems in three countries.

Phase Three: (2013- 2014): The third on-going phase of MHP has developed new patterns of engaging partners and beneficiaries/audiences in the development of resources and focused on orientation on all MHP resources. This phase has emphasized the need to develop its communications and new media tools to improve knowledge sharing between ARC and the audiences as well as to develop engaging tools and platforms. A capacity building workshop was done on the “Everybody has mental health” manual and an orientation workshop on all the MHP resources will be done in March 2014.

CONCLUSIONS AND RECOMMENDATIONS BY EVALUATION CRITERIA

Relevance

Since 2005, the program has been working - along with a growing network of regional partners - on resource development and capacity building/development to promote knowledge, positive attitudes and good practices concerning mental health and positive youth development approaches. The MHP is designed to address the growing needs for Arabic, culturally-sensitive, and contextualized resources in the mental health and psycho-social fields. Through developing resources for youth and building capacities of those working/caring for youth, the MHP project has been concurrently contributing to the promotion of active participation, protection, rights, and enhancing education opportunities for young people.

Relevance

“The appropriateness of project objectives to the real problems needs and priorities of the intended target groups and beneficiaries that the project is supposed to address, and to the physical and policy environment within which it operates.”

ARC’s MHP speaks to the needs of the Arab World at this level where the Arab Spring has demonstrated a strong need for psychosocial support. ARC’s knowledge resources have been essential in enhancing competencies and skills of the youth and students in mental health in a practical way, mainly in psychosocial area.

The current third phase of the MHP project strongly complements the previous progress made in phases one and two. It was based on needs assessment of previous activities, plans and outcomes, as well as responses of the communities and stakeholders gathered through different participatory tools. Besides its positive youth development approach that builds upon youth assets and their psychosocial competencies, the MHP addresses the existing as well as the emerging and growing risk mental health factors in the Arab countries that negatively affect youth, their active participation and their healthy living by increasing resilience towards socio-economic and political change with focus on violence, stigma and taboos and other emerging issues.

The project log frame with the identified objectives and activities highlighted are aligned with the overarching strategic aim of ARC complementing the evolution of its work at different stages. This phase of the project has focused on areas which experienced a measurable progress such as social media and web tools. It has also built on the success of the participatory tools of the diverse audiences and partners and listened the needs of the youth who were strongly engaged in identifying the tools they would like to be reached through.

The MHP has revealed a considerable flexible environment while maintaining its initial objectives and log frame. In countries affected by the civil unrest and the Arab Spring, ARC was able to modify its plans accordingly while serving its main goal and objectives. This was extremely important to enable ARC and the MHP project to tackle the most urgent needs of mental health sector and enhance its relevance and relationship with the Arab youth and communities at a very critical stage. However, this flexible approach was not well reflected in the log frame as it remained generic despite the need to have a specific detailed outcome relevant to the quick intervention in emergencies.

The project's log frame explains clearly the indicators and the activities along with the identified target groups and number of beneficiaries. The objectives along the process were aligned to those of the partners reflecting ARC's good internal communications with the stakeholders.

The objectives have demonstrated a strong linkage to ARC'S mission and strategic vision as to increase knowledge of, and promote positive attitudes towards mental health and related issues within the community by disseminating appropriate and relevant information. Additionally, the program aims to add to the corpus of resources in Arabic on mental health and related issues and systematize access to such resources in multi-media formats (including ARC's own resources on disability, primary health care and general learning fields). Moreover the project aims to increase the pool of community actors with an improved knowledge of issues related to mental health, and develop their capacity to use appropriate resources in their work. This is very valid in the context of Palestine, where the access for practitioners is very limited, thus ARC's methodology based on community mental health programming allowed isolated communities to benefit from this knowledge and support system.

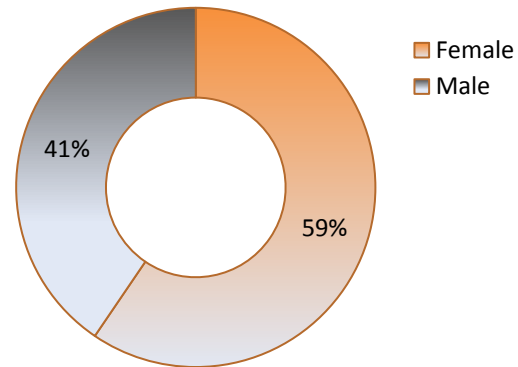


Figure 5 Respondents to the evaluation survey per gender

Today this project is even more relevant due to the increasing violence, political changes, high unemployment among youth, sexual and gender based violence, increasing the number of marginalized groups in need for mental health support. The MHP offers a network of practitioners backed with adequate and adapted tools for fast intervention in times of crises targeting different groups including securing an equal participation from men and women.

Efficiency

Efficiency of the design

Bearing in mind that the current log frame is in fact the result of a compression of a three year project into a single one, its vertical logic may not seem coherent. However placed in the longer vision, the outcomes may be seen as a natural evolvement of the process. The hindrance was to capture the linkages between the objectives itself, although all partners and staff could recreate the linkages. However for an enhanced efficiency, all project outcomes should be measurable of the project span.

The objectives and activities have targeted both strategic and technical levels. Designing the strategy and the way forward has and continues to involve all concerned partners, while at the same time working with grassroots communities and target groups was highly utilized to train them and build their capacity.

Efficiency

“The fact that the project results have been achieved at a reasonable cost, i.e. how well inputs/means have been converted into Activities, in terms of quality, quantity and time, and the quality of the results achieved.

This generally requires comparing alternative approaches to achieving the same results, to see whether the most efficient process has been adopted.”

Efficiency of the implementation

The participatory concept was not only reflected at external level, but has also been achieved throughout the implementation process involving the staff and management. The interviewed staff members have strongly emphasized the effectiveness of open communications amongst them and with the management as well as the efficiency of their internal communications. They feel empowered and driven to take initiatives. Staff has also identified the consistency of their terms of references with their actual daily tasks.

The diversity of the partners has enriched the project and contributed to more efficiency in reaching more audiences and thus creating more impact at different levels. Well known International and local organizations partnering with this project have indicated their partnership with ARC through the MHP as an asset to them and a strong branding feature.

*“AGHWAR village in Palestine lacked PSP institutions, through the MHP resources; we were able to reach under sieged areas. It feels like social justice is partially reached”,
Dr. Umaiye Khammash from UNRWA*

While implementing the project, the team has maximized the use of the available resources and planned their activities accordingly. The project has proven high cost- efficiency by reaching more audiences through little resources (Facebook Ads, e-newsletter, pro-bono media slots).

Efficiency of the project was well emphasized as different roles of the organization strived to magnify the effect of the project in a creative participatory way. Most of the activities inducted have involved all the staff in an attempt to engage more areas of expertise in the organization as well as to lift the team spirit.

Nonetheless, ARC made the effort towards quality assurance through good monitoring and evaluation practices and its use. An Indicator tracking table was developed and the log frame’s indicators adjusted to be SMART-er. This factor is extremely important and worth to be highlighted as a clear commitment from ARC to ensure quality, transparency and learning.

Efficiency of coordination

Through the evaluation process, staff and partners have indicated the collective approach adopted by ARC in this phase in making decisions based on the recommendations of all parties. This bottom up approach in management has enhanced the stakeholders’ participation in decision making and ownership of the project as well as supported the team spirit, communication and understanding.

Furthermore, the project has prioritized its center of excellence, the Arabized content, and maximized this excellence as Arabic resources continued to be developed using new adopted techniques.

Trainings on topics relevant to mental health issues targeted different audiences and beneficiaries have demonstrated clear increased knowledge in these topics.

We are owner of this program, and I am now committed to it. Available Arabic manuals, adaptation of the western books, meetings and workshops, the process itself was an added value” Dr. Umaiye Khammash from UNRWA

Effectiveness

ARC; a reference for mental health knowledge: ARC has managed to create a center of excellence in mental health that is close to its audiences, given that this field is not well explored in the Arab countries and the level of awareness on this specific topic is still insignificant. Arabizing resources has undoubtedly positioned ARC as a hub for information and knowledge sources in Arabic on mental health diverse topics. Tools and methods used to spread knowledge and enhance capacities were identified as effective tools as the figure below indicates.

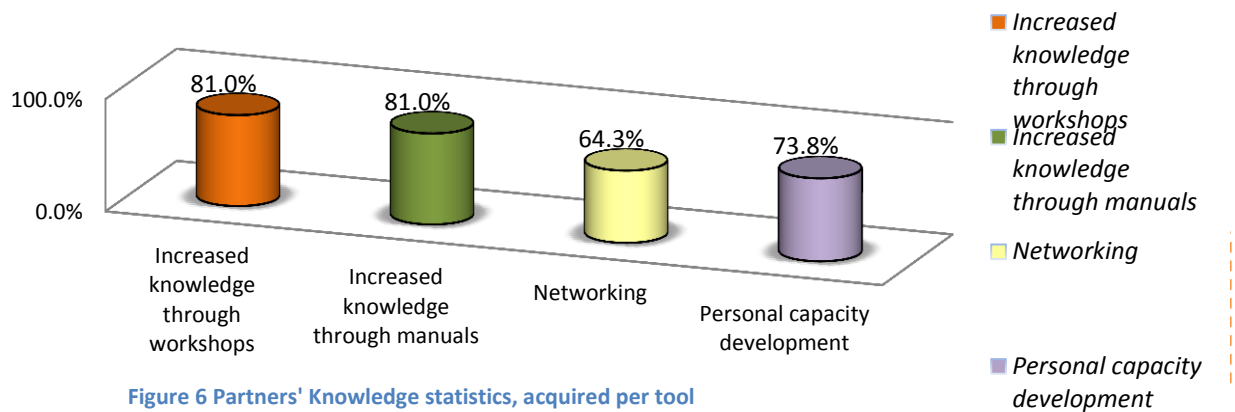


Figure 6 Partners' Knowledge statistics, acquired per tool

ARC; a learning organization: Throughout the current evaluation, it was very evident that ARC has adopted the recommendations of the two preceding evaluations. In the current phase, ARC is significantly developing its materials and resources according to the thematic recommendations which were previously concluded. As per the recommendations on the design process level, ARC has designed the MHP based on a log frame and set an indicator tracking table. Moreover, the willingness from ARC to take forward the recommendations of this evaluation to refine the proposal for phase IV and its current implementing strategy, positions ARC as a strategic learning organization.

Consistency: Despite the diverse nature of the activities of the project, they have demonstrated a strong consistency with the overall strategic objective and mission of the MHP and ARC in general. This consistency was also reflected in different communications tools adopted (newsletter, Facebook, ARC website) such as the regular and thematic approach used to communicate with the audiences on a weekly and monthly basis depending on the tool used.

Ownership: The project has thrived to build a strong base of loyal partners and audiences through developing mutual trust and reliable interactive means of communication. Partners have highlighted the benefit of web and social media tools in building relationships and raising awareness on mental health issues on their country levels. Partner's ownership of the project has been made possible through the active engagement of the project's partners and the adoption of their recommendations agreed upon during the regional meetings which usually take place.

Strong donors' relationship: Working with Norwegian Council for Mental Health (NCMH) shaped a great partnership and collaboration responding to the project's needs and providing the necessary assistance when needed. As donors of a project based on a comprehensive and inclusive approach, NCMH was involved in supporting interactive practices and participatory approaches which helped the project to progress and develop. The response of the NCMH has been one of collaboration and partnership

assisting ARC in developing the project as needed. This continuous interaction between ARC and its partners is clearly palpable by the active participation of the latter in major meetings and events.

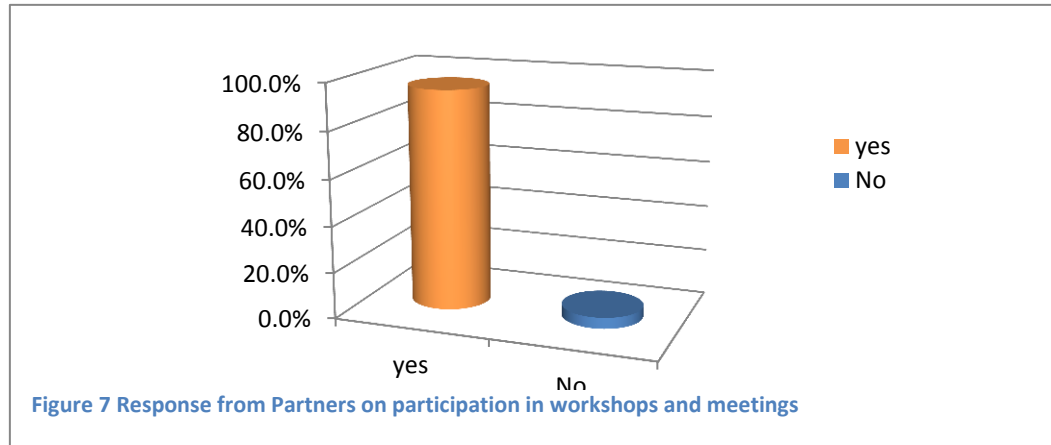
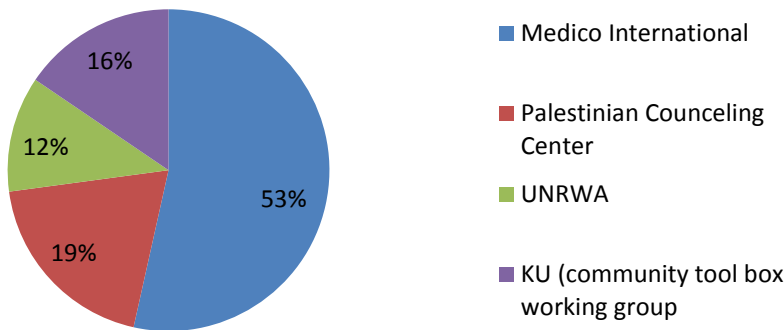


Figure 7 Response from Partners on participation in workshops and meetings

Co-funding for the Resources Workshop and the RCG meeting



Moreover, other donors have shown interest in co-funding the MHP. With the support from the World Health Organization, through their Mental Health Department in Geneva, ARC has adapted the manual entitled: “Assessing mental health and psychosocial needs and resources: Toolkit for humanitarian settings”. In addition a co-funding from a group of four partners, as shown below, has enabled the organization of the Resources

workshop as well as the RCG meeting in Amman.

Positioning and communications: A strong branding can be defined in many ways; however it’s common that an organization enjoys a reliable and strong image as demand increases for the services it provides. Increasing demand on mental health information and resources by partners and online audiences have positioned the project as a credible hub for mental health related issues.

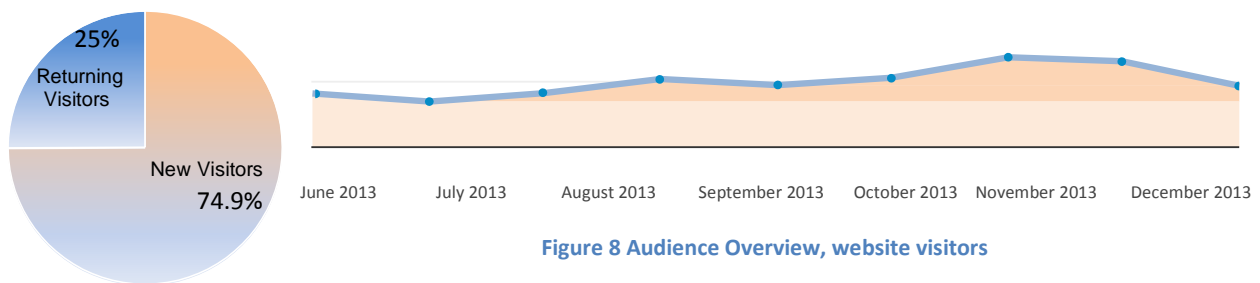


Figure 8 Audience Overview, website visitors

The communications plan of the project should have addressed the branding strategy of this project in a strategic approach rather than focusing solely on the tools. Visibility and gradual public awareness through Facebook was very useful to introduce the project smoothly to the audiences without causing any brand or identity confusion. Despite the significant success on Facebook page demonstrated by number of likes (almost 15k likes), interaction and shares, the Facebook page name requires modification to enhance its accessibility by users and on search engines.

ARC's partners have indicated the importance of the communications platforms that have been developed throughout the three phases. The MHP Facebook page has succeeded in attracting crowds as Facebook analytics indicated high number of comments shares and likes especially when tackling issues related to sexuality and taboos related to mental health as well as during major international events and campaigns such as World Health day. Throughout the project, in addition to the common awareness tools awareness was conveyed through different means, such as print materials, website, social media, and media appearance.

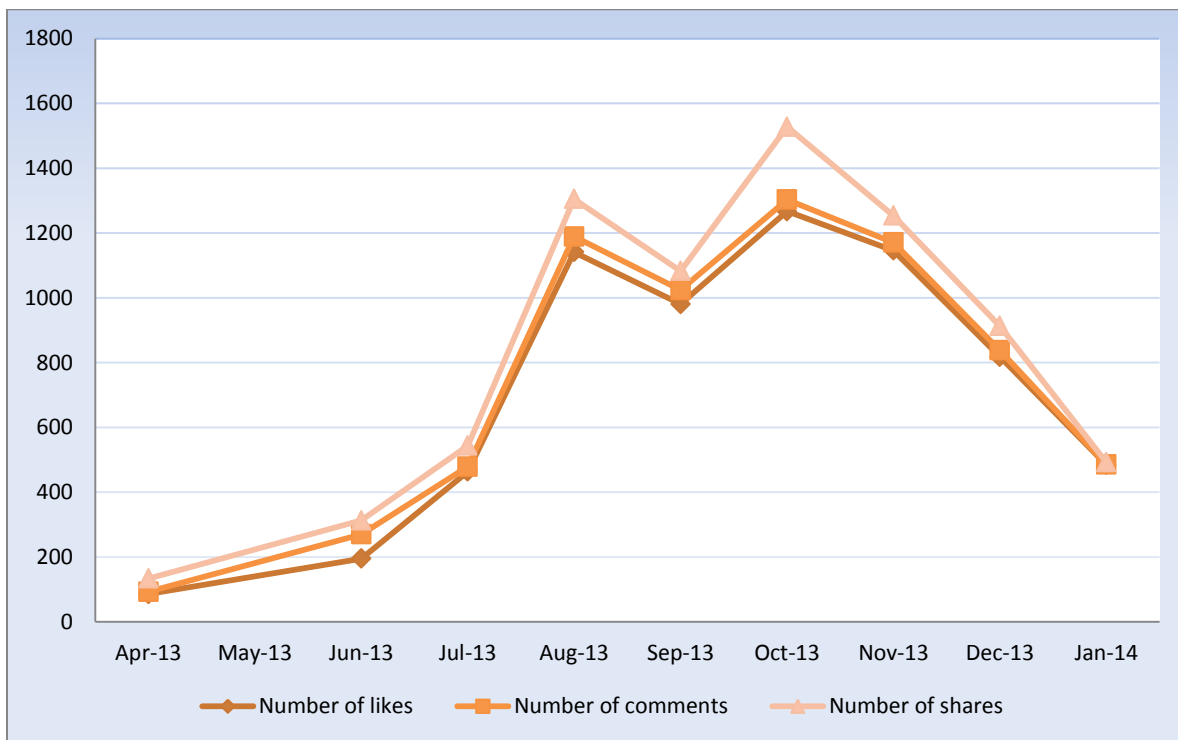


Figure 9 Social Media Use – MHP Facebook Page

Sponsoring networking: Aiming at creating larger impact especially in countries where partnership is considered a strong value, ARC has encouraged and still building networks amongst organizations in the Arab World working in the mental health field. Along through an expanding network of local and regional partners including organizations working with youth in the fields of health, protection and education, the MHP has been able to identify existing resources and capacities as well as existing challenges and needs hindering the work of these organizations. Based on this fact, the project along with its core partners has developed a large number of resources addressing young groups and those working with them and then utilized these resources as tools for capacity building and advocacy.

Impact

It has to be acknowledged that the long term impact of this evaluation cannot be measured throughout this evaluation since this evaluation focuses more on the process of the MHP itself as described in the methodology. Nonetheless quick impacts can be concluded from the interaction with the topic through social media namely Facebook as well as the response of the interviewees on the importance of the overall intervention.

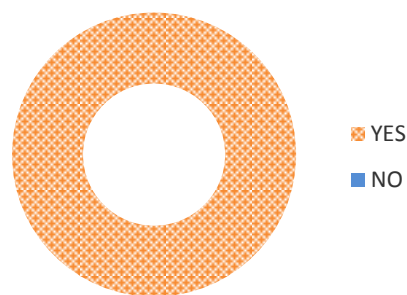


Figure 10 Online Survey Response indicating if MHP was beneficial

ARC has provided knowledge enhancement which is being utilized at country level, it has a well-organized sharing info and knowledge platforms with its stakeholders in the Arab countries.

Even when ARC didn't have a direct communication with stakeholders, some partners indicated the strong impact which resulted from the capacity building and resource development on improving people's lives. ARC has empowered its partners to train groups of experts who reached unreachable vulnerable people in many parts of the region. This cumulative effect has magnified the impact of the MHP throughout its three phases.

Sustainability

In the context of sustainability, the project's strongest asset may have been its work on networking with partners across the region and their affiliations with other civil society actors and governmental bodies. Discussions with counterparts and beneficiaries have indicated that the produced Mental Health related material are by themselves, sustainable and will be used beyond the lifetime of the project. Their availability online has increased the chances of accessibility and use of these products.

Moreover, the fact that ARC and its partners, as well as the trained people existing beyond the grant mechanism, guarantees the availability and use of these resources beyond the project phases. As an example, partnership with ARC has enabled some partners like "Nafs Lel Tamkeen" organization in Palestine to train 25 students who sustained themselves as an active training group since 2010 until now working on spreading knowledge gained to other communities. Additionally this group has developed an expertise which enables them to intervene in time of crisis, thus building resilience among local communities especially in remote and hard to reach areas.

CONCLUSION

Over the years, there has been an expanding space for MHP to address its main goal of supporting communities in addressing mental health issues and providing an innovative approach relying on community based mental health programming and hence enhancing community resilience. ARC's unique approach provided communities and practitioners with contextualized and adapted material in a simple yet efficient approach, making mental health accessible for all. MHP fills an important position in the

Arab world where mental health actors acknowledge the great needs and potential of such type of intervention. Therefore, partners and network members in general clearly value the achievements and potential for collective efforts for development. MHP has enhanced these achievements at different levels by strengthening a space which is the network and the virtual space and tools being the publication and newsletters. Communities as right holders in this respect are given adequate space to mobilise their local resources and invest them. These local investments in turn are the drivers for sustainable outreach at different levels.

In addition MHP has the potential for higher performance by capitalizing more on inter-relational support of the network. Currently ARC is playing the main role as the engine of this network, when ARC is overloaded, the network may suffer. Hence this evaluation foresees the viability depending highly on further investment from selected strong partners in running the network in a harmonized way. The below model portrays the current and the desired models.

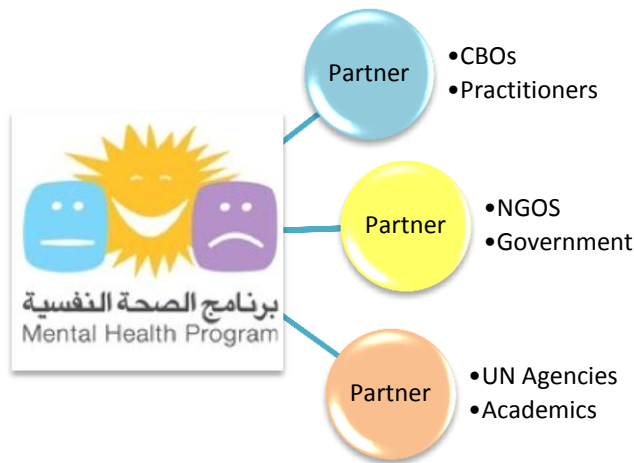


Figure 11 The MHP current network, relying on ARC initiatives

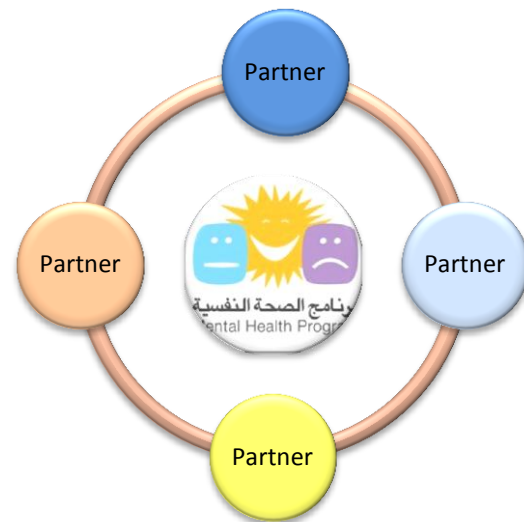


Figure 12 Proposed model; Two-way initiatives

RECOMMENDATIONS

On relevance:

The current project design is set to target mental health in communities from a micro-level lens focusing on knowledge increase and awareness, hence we recommend that the future designs should be complemented by a macro-vision approach to give room to the enhancement of mental health at the behavioral level and to improve practices in their respective communities where they become advocator and agents of change.

On efficiency:

Efficiency of the design: the log frame for the next phase IV should be more coherent, vertical and horizontal logics should be refined, and the causality (if then modality) should be reviewed and assumptions should be set. The objectives and their indicators should be SMARTer, and their means of

verifications should be detailed further. It is advised that the indicator tracking table should be also refined and targets should be set against each indicators. Data collection trends should also be defined. It is recommended that the project team is further trained on result based management and data collection and management. To ensure higher cost-efficiency level, it is recommended to adopt a combination of e-learning events and workshops as needed.

Efficiency of the implementation: Although the project has a defined activity plan, for a more efficient implementation we recommend to have a clear activity tracking table, linked to the set objectives for a Result Based Management (RBM), and subject to regular reporting and update to track the planned versus actual implementation thus mitigate possible delays.

Moreover, for a more efficient RBM, it is recommended to create a risk log listing risks on the activities planned and the results planned. Mitigation is a must at the levels of activities and outputs since ARC is fully in charge of their quantifiable achievements.

On effectiveness

Improve the design tools: It is recommended for such projects relying on regional participation, to contextualize and adapt foreign scientific and social manuals to design a three-year project in order to be able to set SMART outcomes and thus better measure the impact and ensure sustainability.

Designing a communication strategy: It is clear that this project relies in most of its parts on communications to improve knowledge and awareness, change behaviors towards mental health in the Arab world and maximize the impact. A communication strategy is recommended to be developed to utilize best tools to be used with the relevant audiences in an efficient and impact-oriented approach.

Increase visibility and membership: on Facebook it is recommended to change the Facebook name to a shorter and catchier name, as none of the partners were able to name the page, yet they were able to identify it through ARC logo. It is equally important to provide visibility of social media tools on the front page of the website where visitors can easily locate these pages and link to them directly.

Enhancing communications content: It is recommended to continue the website improvement to sustain its importance as a hub for open resources available to all. Additionally, regular and timely update of the content on the website and social media tools is extremely recommended to keep the interaction with audiences and partners and develop it.

The e-newsletter: has proven to be an efficient way to communicate MHP topics to a vast and diverse public. The interviewees have found it useful, enriching, easy to disseminate and expressed their satisfaction in contributing to it. It is recommended to maximize to outreach of this newsletter to reach target groups such as academics throughout the Arab world. The content of newsletter could be expanded though other communication means such as debate clubs in universities, local radios and TVs, and linking it mainstream media.

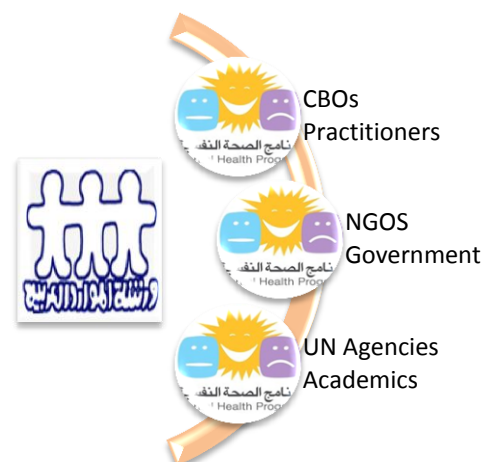


Figure 13 Selective Active Partners co-manage the network

Reaching new audiences: So far the project audience is mainly concentrated in six countries, although the project's resources and tools can easily reach other countries mainly Syria and Iraq due to their emergency context and also their similarity in culture. It is recommended that while reaching our new audiences, to target Gulf and North regions bearing in mind the need to initially refine the adaptation and contextualization of the material.

On impact and sustainability:

Sustainability and growth of the mental health network: Although ARC is playing an active role in managing and coordinating the network, we highly recommend pushing participation to a level of having selected active partners co-managing and actively present in the coordination of this network at the programmatic and financial levels. We foresee the network in the future as a campaign on mental health with clear and defined mission and vision for greater impact on local, national and regional structures. This step ensures the sustainability of these efforts beyond the current devoted people engaged in the network, it makes it more institutionalized and therefore more viable on the long run.

Outreach to humanitarian setting is proving to be the organic growth of the Mental Health Program in the Arab world. Although the program started at community based development initiative; however, communities with unrest settings were able to notice better the impact of this project, especially in isolated and disadvantaged contexts. The trained Palestinian practitioners were mobilized by UNRWA rapidly to respond to the growing need for psychosocial support at the Palestinian camps receiving displaced Palestinians from Syria. This demonstrated that the knowledge gained in this project has no boundaries and is easily recycled into emerging contexts, and this should be built upon. Today as the Syrian crisis and other events in the Arab world prevail, there are greater needs for mental health support for the affected populations as well as the host communities. The MHP in particular and the availability of ARC's resources in general should hence be tailored for quicker and more effective humanitarian response.

To maintain the suitability of this project, it is necessary to continue generating more resources to achieve more. This represents an opportunity for ARC to maintain its position as a key reference in the region on mental health issues as well as its accountability and transparency against its donors, partners and other audiences.

ANNEXES

Annex 1: KII questions for partners

Annex 2: KII questions for Staff

Annex 3: KII questions for Donor

Annex 4: KII questions for Director of ARC

Annex 5: Survey Monkey questionnaire

ANNEX 1: KII QUESTIONS FOR PARTNERS**Introduction**

I would like you to share with us your opinions based on a number of questions. We would like you to feel free to tell us anything you like about these issues (positive and negative). If you prefer we can keep certain information you provide confidential. Please know that we will always ask your permission to use your exact words in our report, and that we will not use your name unless you agree. Please be assured that any answer you provide will not affect negatively or positively your relation with arc, We have around one hour time. Is this OK with you?

Ice Breaker

- ***What is your long-term vision for Mental health Programs in the Middle East***

- ***Questions:***

- 1. What was your organization role in this project? And In your understanding, what were the objectives of the project?*
- 2. To what extent do you think that the project's rationale and objectives are relevant to the TJ context of Lebanon?*
- 3. To what extent did the different activities implemented complement each other? (Drafting the law and the students activities)*
- 4. To what extent was the project successful in addressing gaps that in your own point of view existed in the issue of the missing / disappeared and the TJ context of Lebanon at large?*
- 5. To what extent was ICTJ successful in pushing forward the public agenda for finding solutions to deal with the legacy of the past?*
- 6. To what extent was the project successful in reaching those objectives? What were the factors that contributed to the success of the project? / What were the factors that hindered the project's achievement of its objectives?*
- 8. Were you part of any of the working groups (marketing strategy for the drafted bill / Bosnia visit)? What was your role?*
- 9. What was the aim of the working group? Was it effective/efficient/ added value for you? How did it function?*
- 10. Do you think the testimonies collected and disseminated have reached their intended outcome? What in your opinion is this outcome? How do you think this oral history archive will be used and by whom?*
- 11. To what extent this project succeeded to bring TJ actor in Lebanon together?*
- 12. Please describe the coordination mechanism in this project? Are you satisfied from the coordination efforts done?*
- 13. How do you see the future coordination with different stakeholders in this project?*

ANNEX 2: KII QUESTIONS FOR STAFF

Date and Time			
Place			
Objective	End of project evaluation		
Facilitator		Topic	Grant management
Minutes takers		Target Groups	Grant manager
Schedule			
Introduction			
<p>I would like you to share with us your opinions based on a number of questions. We would like you to feel free to tell us anything you like about these issues (positive and negative). If you prefer we can keep certain information you provide confidential. Please know that we will always ask your permission to use your exact words in our report, and that we will not use your name unless you agree. Please be assured that any answer you provide will not affect negatively or positively your relation with ARC, We have around one hour time. Can we use the recorder to facilitate notes taking? Is this OK with you?</p>			
Ice Breaker			
<ul style="list-style-type: none"> • What is your long-term vision for Mental health as a sector in Lebanon? 			
Main Focus			
<ul style="list-style-type: none"> • Can you describe your JD? Is it covering all activities you are doing in reality? • What were the challenges when you started your job? • Can you describe how you are involving staff/ or partners in decision-making processes? • Can you share with us the staff hierarchy and relationship charts with partners? • How do you monitor project and staff/ or partners performance? • How often are you communicating with partners? • How do you build the capacity of your partners? • Have you received training during your work for this project? If yes please elaborate • How would you describe your working relation with staff/ or partners? • How do you ensure information sharing among staff/ or partners? • How do you identify and disseminate lessons-learned? Please give concrete examples • How would you describe the overall performance this project? • To what extent do you think that the project's rationale and objectives are relevant to the Mental Health context of Lebanon • In your understanding, what were the objectives of the project? 			

- Do you think that this project was implemented cost-efficiently, please provide examples?
- Where do you see the main impacts this project?
- Describe how the project is providing common platforms and participatory tools?
- What challenges did you face in respect to communication and social media? How did you solve them?
- What challenges did you face in respect to development of resources? How did you solve them?
- What challenges did you face in respect to regional networking? How did you solve them?
- Other challenges?
- If you would start the project now, what would you be doing differently?
- Were you satisfied with your job?
- Can the initiative done in the project be sustained after project end? How?
- Do you have any suggestions on how your work could be improved?
- Describe your relation with the donor,
- What is the added value of partnering with the Norwegian council?
- What is the added value of partnering with the current partners?
- According to you how the donor can improve their assistance to your project
- If you were responsible of this evaluation what is the question that you would like to add?

Thank you

ANNEX 3: KII QUESTIONS FOR DONOR**Introduction**

I would like you to share with us your opinions based on a number of questions. We would like you to feel free to tell us anything you like about these issues (positive and negative). If you prefer we can keep certain information you provide confidential. Please know that we will always ask your permission to use your exact words in our report, and that we will not use your name unless you agree. Please be assured that any answer you provide will not affect negatively or positively your relation with arc, We have around one hour time. Is this OK with you?

Ice Breaker

- ***What is your long-term vision for Mental health Programs in the Middle East***

Main Focus

1. What was your organization role in this project?
2. In your understanding, what were the objectives of the project?
3. How do you monitor project and partner performance?
4. Describe your communication with ARC? With whom mainly?
5. How would you describe the overall performance of this project?
6. Do you think that this project was implemented cost-efficiently, please provide examples?
7. Where do you see the main impacts of this project?
8. If you would start the project now, what would you be doing differently?
9. What is the added value of partnering with ARC?
10. To what extend is this project aligned with your strategy?
11. If you were responsible of this evaluation what is the question that you would like to add?

Thank you

ANNEX 4: KII QUESTIONS FOR ARC PROGRAM COORDINATOR

1. How often are you been communicating with Donors? With whom mainly?
2. How is this project aligned within ARC strategic framework?
3. How is this project relevant to mental health context in the Middle East?
4. How are you planning to sustain the social media and the website after the end of the funds?
5. Where do you foresee mental health in the Middle East in 10 years?
6. And how would ARC contribute to this vision?
7. What are the most stressing needs for mental health in the Middle East?
(mainly in the countries targeted by ARC)
8. How do you compare the Mental Health status in the Middle East compared to 10 years ago? What is ARC's contribution to this?

ANNEX 5: SURVEY MONKEY QUESTIONNAIRE

1. Country
2. Gender Male Female
3. Have you participated in an ARC Event: Yes No
4. Have you attended any training with ARC in the past 5 years? Yes No
5. Have you contributed to the development/revision of ARC Mental Health resources (manuals, newsletters, others)? Yes No
6. On a scale from 1 to 5 (5 being the highest) how do you rate ARC's Mental health resources? 1 2 3 4 5
7. On a scale from 1 to 5 (5 being the highest) how do you rate ARC's social media tools?
1 2 3 4 5
8. Have you benefitted from ARC's mental health resources?
9. If yes
 - a. increased knowledge through trainings
 - b. increased knowledge through manuals
 - c. networking
 - d. personal capacity development

NADINE HADDAD EL HAJJ

Mansourieh – El Metn- Lebanon ▪ Phone: 961 3 509531 ▪ Email: nadinelhajj@gmail.com - moa_nadine@yahoo.es

SUMMARY OF QUALIFICATIONS

Environmental Development Specialist, quadri-lingual, holder of a European Postgraduate Diploma in Rural Development in Relation to the Environment from the Mediterranean Institute of Agronomy in Zaragoza (IAMZ), Spain.

Relevant experience in Design, Monitoring and Evaluation and Project Cycle Management as well as in the implementation and development of tools and systems to ensure success and sustainability of programs. Has a vast experience in Communication and Media coverage of events.

Good team builder and player, able to work in diversified contexts and cultures, committed and good performer under pressure and stress.

Professional Experience

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

June 2012 to Present

Senior Planning, Monitoring, Evaluation and Reporting Officer for the MENA zone

Key Responsibilities:

- Managing Planning, Monitoring, Evaluation and Reporting activities for Red Cross and Red Crescent (RCRC) National Societies in the MENA zone
- Manage Evaluation exercises for the MENA zone projects and appeals
- Provide and lead capacity building support to RCRC national societies in the MENA Region in the area of planning, performance measurement and accountability.
- Contribute to wide organizational learning among the MENA RCRC national societies

MANAGEMENT SYSTEMS INTERNATIONAL (MSI) - PACE PROJECT

Jan 2012-May 2012

Civil Society Program Specialist

Key Responsibilities:

- Set up M&E system & finalize the MIS manual
- Provide technical oversight of a portfolio of grants and ongoing mentorship, guidance, and support to grantees throughout the grant cycle, from initial design to closeout
- Analyze and evaluate grant applications and proposals to ensure consistency with program objectives and relevance to local context
- Working closely with the M&E Specialist, assist grantees in developing performance monitoring plans

ACDI/VOCA – LEBANESE BUSINESS LINKAGES INITIATIVES (LBLI) PROJECT

Feb 2011-Dec. 2011

M&E and Communication Manager

Key Responsibilities:

M&E

- Lead data collect on key project indicators on a quarterly basis
- Tracked progress of project results against key indicators and project objectives
- Prepared quarterly and Final reports as per USAID standards

DIAKONIA SWEEDEN

Dec. 2011- Aug 2012

Consultant

- Climate Change Adaptation Strategy development for Diakonia-Lebanon NGO partners
- Training and Coaching of partners on the integration of Climate change in Partners' strategic frameworks.

AIDA ORGANIZATION

December 2011

Consultant

- Evaluation of the "Creating a network of markets as a means of agricultural network promoting efficient means of combating poverty and rural exodus". Project funded by AECID.

BEEATOONA ORGANIZATION

Consultant

2011 to Present

- Resource Mobilization
- DME services

DIAKONIA SWEEDEN

October 2011

Climate Change Consultant

- Deliver a Lecture to regional NGOs (Sweden, Jordan, Egypt, Lebanon, Palestinian territories) on Climate Change issues in the Middle East during a 2-day workshop in Jordan

ACTION AGAINST HUNGER (ACF)

June 2010

Consultant

- Grey Water treatment plant design and technical assessment
- Reviewed the Greywater (GW) projects implemented in the Middle East
- Provided technical recommendation for best suitable GW kits to be implemented in South Lebanon

BEEATOONA ORGANIZATION

2008 to 2011

Director

- Managed the timely implementation of 9 successful projects (including 4 regional projects in Lebanon, Syria, Jordan, and Tunisia)
- Monitored the cash flow & Prepared financial reports
- Designed Beeatoona's strategy for 2008-2012
- Developed Monitoring & evaluation tools and managed project Evaluations
- Provided capacity building for the regional staff related to project implementation, community development and DME

WORLD VISION INTERNATIONAL (WVL) – LEBANON OFFICE

2007 -2008

Economic Development Specialist/Environment Focal Person

- Lead Design, Monitoring and Evaluation activities for Bekaa area
- Facilitated capacity building and training opportunities for program and project field staff on Program Cycle Management components, namely assessment, design, monitoring, and evaluation.
- Lead the development of an Economic Development Strategy for WVL
- Design Water Demand Management projects for Central Bekaa, West Bekaa, South and North Lebanon.
- Finalized an In-depth Agriculture Assessment for Lebanon
- Supervised all Environmental Impact Assessments for WVL water infrastructure Projects

ENVIRONMENT & DEVELOPMENT MAGAZINE (EDM)

2003–2007

Project Manager/ Rural Development specialist

- Project manager for the establishment of a food processing center in Rashaya, West-Bekaa-Lebanon, - project funded by the Lebanese Council for Development and Reconstruction (CDR)
- Project manager for the Youth Environment Parliament in Lebanon, - project funded by AMIDEAST
- Project manager for a Thyme nursery in Kawkaba, West Bekaa - project funded by CDR
- Senior Project Coordinator for Greywater treatment and reuse in agricultural practices in West Bekaa (which includes training of municipalities and beneficiaries on water demand management and sustainable agriculture) - project funded by IDRC
- Coordinated the implementation of rainwater harvesting ponds in Aarsal for irrigation. Funded by the GTZ
- Lead research work related to environmental technologies such as Greywater, Biogas, Organic farming, wastewater and Solid waste management
- Lead 10 Environmental Impact Assessments (EIA) for solid waste and wastewater treatment facilities.

Education

MEDITERRANEAN AGRONOMIC INSTITUTE OF ZARAGOZA (IAMZ) - SPAIN

2002-2003

Post-Graduate Diploma in Rural Development in Relation with the Environment

UNIVERSITÉ SAINT JOSEPH - LEBANON

1997-2001

B.A. – Environment and Territorial management

PROFESSIONAL DEVELOPMENT COURSES

- ◆ 2012- IFRC: Managing an Evaluation Workshop
- ◆ 2011- Harvard Management Series: Harvard Series - Managing Crises
- ◆ 2011- PMP: Project Management Professional Certification Preparation
- ◆ 2011- ACDI/VOCA INSPIRE Onboarding : IASC - Different Needs - Equal Opportunities (Gender Equality in Programming)
- ◆ 2011- ACDI/VOCA INSPIRE Onboarding : How to Design a Team Building Workshop
- ◆ 2011- ACDI/VOCA: Value Chain Analysis
- ◆ 2010- IREX: cause and Community, Strategic Planning
- ◆ 2008- WVL: Do no Harm
- ◆ 2008-WVL: Value Chain Analysis

LANGUAGES

Fluent in English, French, Arabic, Spanish with Basic knowledge of Portuguese

PUBLICATIONS

- El Hajj, Nadine (2010) GREYWATER USE IN THE MIDDLE EAST. Chap 9 - Greywater use as a gender empowerment project in Tannoura, Lebanon. IDRC, Canada - ISBN 978-1-85339-698-4 - e-ISBN 978-1-55250-466-6
- Published 2 awareness booklets on solid waste management and another one on Organic Thyme and Medicinal Herbs
- Several articles published in the Environment and Development magazine (ex: Pesticide residues in strawberries, annual beach quality campaign '05/'06/'07, Impact of war on the Lebanese Environment)

COMPUTER LITERACY

- Desktop Applications - MS Office: MS Word, MS Excel, MS Outlook, MS PowerPoint, Photoshop,
- Database Applications: Lotus Notes

RAEFAH MAKKI

Beirut, Lebanon | +961 3 506241 | raefah.makki@gmail.com

EDUCATION

Lebanese University, Faculty of Information and Documentation, Beirut
M.A 1 in Public Relations 2007

Lebanese University, Faculty of Information and Documentation, Beirut
B.A. Honors in Public Relations and Advertising 2006

SUMMARY OF PROFESSIONAL SKILLS AND/OR EXPERTISE

- Active career development professional with over 7 years of combined experience with International Non-profit organizations in communications, public relations and fundraising.
- Highly skilled at relationship building with diverse audiences and teams.
- Skilled facilitator; conducted several trainings in communications, reporting and fundraising.
- High Computer Proficiency (Microsoft Office, CMS Serve)

SUMMARY OF RELEVANT WORK EXPERIENCE

International Federation of Red Cross and Red Crescent Societies, MENA, Beirut
Senior Communications Officer April 2012 – Present

Responsible for the overall communications of the IFRC in MENA (Content generation and management, acting as a spokesperson, supporting advocacy with specific focus on Syria crisis)
Building the capacity of the Red Cross Red Crescent members in communications

Greenpeace Mediterranean, Arab World
Arab World Communications Coordinator 2011 – 2012

Supported the establishment of Greenpeace presence in Jordan and Egypt, developed the Arab World Project proposal and communications strategy, built partnership with key media outlets and organizations, carried out several outreach and media activities in those countries.

Greenpeace Mediterranean, Beirut
Regional Head of Communications Unit 2010-2011

Managed the communications unit of Greenpeace Mediterranean regional office, supported communications teams in three countries.

Greenpeace Mediterranean, Beirut
Communications and Supporter Relations Coordinator 2009-2010

Implementing communication strategies, media relations, spokesperson and publications
Responsible for communicating with Greenpeace financial supporters.

Greenpeace Mediterranean, Beirut
Face to Face Fundraising Programme Coordinator 2008-2009

Full Management and coordination of "Face to Face" fundraising teams

Greenpeace Mediterranean, Beirut
Face to Face Fundraiser and Team Leader 2006-2008

Responsible on site for fundraising teams, mobilizing and recruiting new donors

LANGUAGES

Arabic – native language

English – Excellent – speak fluently and read/write with high proficiency

French – basic competence

AWARDS AND FORUMS

Austrian Federal Ministry of European and International Affairs and League of Arab States **2012**
2nd Arab European Young Leadership Forum

Austrian Federal Ministry of European and International Affairs and League of Arab States **2010**
2nd Arab European Young Leadership Forum

Lebanese University – Central Department, Beirut **2005**
Virtual Multicultural Class Certificate