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Central project evaluation

Social Participation and Community Engagement by Youth in Jordan/Lebanon, Regional

Project number 2019.4056.8

Evaluation Report

On behalf of GIZ by Dr Judith Abdel-Massih-Thiemann (Madiba Consult GmbH) and Ms Rima Ramadan (Madiba Consult GmbH)

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Abbreviations

3RP	Regional Refugee and Resilience Plan
BE	Beneficiaries
BMZ	German Federal Ministry for Economic Cooperation and Development
CPS	Civil Peace Service (*Ziviler Friedensdienst*)
CS	Civil Society
CSO	Civil society organisation
DAC	Development Assistance Committee
DC	Development cooperation
DRI	Democracy Reporting International GmbH
EKF	El Khalil Foundation
EPL	Employment Promotion Lebanon
FES	Friedrich Ebert Foundation (*Friedrich Ebert Stiftung*)
FGD	Focus group discussion
FMB	GIZ sectoral unit
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
iPCA	Integrated peace and conflict Analysis
ILEPS	Improving the Learning Environment in Public Schools in Host Communities
JOHUD	Jordanian Hashemite Fund for Human Development
JRP	Jordanian Response Plan
KOMP	Cost per output allocation and prognosis (*Kosten per Output Monitoring und Prognose*)
LCRP	Lebanon Crisis Response Plan
LNOB	Leave no one behind
MoY	Ministry of Youth (Jordan)
M&E	Monitoring and evaluation
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-operation and Development
QuA-VET	Improving the Quality and Attractiveness of Technical and Vocational Education and Training in Lebanon
RBM	Results-based monitoring
SDG	Sustainable Development Goal (United Nations)
SFCG	Search for Common Ground
SI	Special initiative
SMART	Specific, measurable, achievable, relevant and time-bound
SSI	Semi-structured interview

SPACE	Social Participation and Community Engagement by Youth in Jordan/Lebanon
TC	Technical cooperation
ToR	Terms of reference
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations International Children's Emergency Fund
UNFPA	United Nations Population Fund
WS	Workshop
YAC	Youth Advisory Committee
YMA	Youth for Music Association



The project at a glance

Jordan/Lebanon: Social Participation and Community Engagement by Youth in Jordan/Lebanon

Project number	2019.4056.8
Creditor reporting system code(s)	15150 – Democratic participation and civil society (55%) 15220 – Civilian peacebuilding, conflict prevention and resolution (45%)
Project objective	The ability of young people to shape peaceful spaces in their social environment has been strengthened
Project term	September 2019 – June 2023
Project value	EUR 4,500,000
Commissioning party/cofinancier	German Federal Ministry for Economic Cooperation and Development (BMZ)
Lead executing agency	Ministry of Youth (MoY) in Jordan There is no lead executing agency in Lebanon
Implementing partner organisations (in the partner country)	Local and municipal authorities, organisations and institutions (associations and youth organisations), national, regional and international non-governmental organisations (NGOs), as well as youth organisations
Target group(s)	Direct target groups are the established youth advisory committees (YACs), youth-related and -involved civil society organisations (CSOs) or associations and youth-implementing projects. Indirect target groups are young people between 15 and 30 years (mainly 18–24),[1] male and female, including a share of 35% refugees. This includes participants of projects, communities and young women and men who are advised by the YACs or profit from the established projects of the SPACE youth fund or networking activities.
Development cooperation (DC) programme	n.a. SPACE is embedded in the special initiative (SI) Displaced Persons and Host Communities. The aim is to enable the people affected by displacement to live their lives in security and dignity while also supporting the people in the respective host communities.
Implementing organisations of the DC programme	n.a.
Organisation responsible for implementing and coordinating the DC programme	n.a.
Reporting year of CPE	2023
Sample year of CPE	2021

[1] The age range was adjusted after the inception mission. The original age group was 15–23 (GIZ SPACE, 2019, 2021a, 2022a).

1 Evaluation objectives and questions

This chapter aims to describe the purpose of the evaluation, the standard evaluation criteria, and additional stakeholders' knowledge interests and evaluation questions.

1.1 Evaluation objectives

Central project evaluations of projects commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) fulfil three basic functions: they support evidence-based decisions, promote transparency and accountability, and foster organisational learning within the scope of contributing to effective knowledge management. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH structures the planning, implementation and use of evaluations so that the contribution the evaluation process and the evaluation findings make to these basic functions is optimised (GIZ, 2018a).

The object of this evaluation was the technical cooperation (TC) measure Social Participation and Community Engagement by Youth in Jordan/Lebanon (SPACE) (PN: 2019.4056.8).[2] SPACE was part of the SI Tackling the Root Causes of Displacement – Reintegrating Refugees, which was renamed Displaced Persons and Host Communities. The evaluation team used the term 'project' or the abbreviation SPACE when talking about the TC measure, to enhance readability. SPACE was selected as part of the Evaluation Unit's random sample for the final project evaluation. The evaluation also considered aspects of 'do no harm', human rights and gender equality, in line with the specific project's context and contents (UNEG, 2014). Appropriate solutions and mechanisms were put in place to cope with the limitation that the project had ended in June 2023. It was confirmed that the project team would also be accessible after end of the project and contacts with stakeholders were arranged before the project end.

1.2 Evaluation questions

The project is assessed based on standardised evaluation criteria and questions to ensure comparability by GIZ. This is based on the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria (updated 2020) for international cooperation and the evaluation criteria for German bilateral cooperation (BMZ, 2021): **relevance, coherence, efficiency**, **effectiveness**, **impact** and **sustainability**.

Specific assessment dimensions and analytical questions have been derived from this framework. These form the basis for all central project evaluations in GIZ and can be found in the **evaluation matrix** (Annex). In addition, contributions to the 2030 Agenda for Sustainable Development and its principles are considered as well as cross-cutting issues such as gender, the environment, conflict sensitivity and human rights. Also, aspects regarding the quality of implementation are included in all OECD DAC criteria. GIZ's evaluation interests and those of the sectoral unit (FMB) and the BMZ were included as shown in Table 1.

[2] There was neither a predecessor project nor a follow-on project to be considered in the evaluation.

Table 1: Knowledge interests by main evaluation stakeholder groups

Evaluation stakeholder group	Knowledge interests in evaluation / additional evaluation questions	Relevant section in this report
GIZ team	Added value of being a regional project and not two bilateral projects	Included in sections on relevance (4.2) and efficiency (4.6)
GIZ team	Added value of the youth fund and potential alternatives to this approach	Included in sections on relevance (4.2), effectiveness (4.4), efficiency (4.6) and sustainability (4.7)
GIZ team	Feasibility of GIZ guidelines and regulations regarding the instrument of youth funds	Included in sections on relevance (4.2), effectiveness (4.4) and efficiency (4.6)
GIZ team, GIZ country unit, BMZ	Connectivity to other projects to ensure durability, particularly in Lebanon	Included in section on sustainability (4.7)
GIZ team, GIZ country unit, BMZ	Future potential to address the target group of young people beyond the employment promotion sector (also the perspective of MoY and BMZ)	Included in section on sustainability (4.7)
GIZ sectoral unit	Consideration and/or inclusion of blocking/hampering forces/actors for youth participation	Included in sections on relevance (4.2), effectiveness (4.4), impact (4.5) and efficiency (4.6)
GIZ sectoral unit	Adaptation of methods and approaches to the fragile context of the project	Included in sections on relevance (4.2), effectiveness (4.4) and impact (4.5)
BMZ	Potential for multiplication and recommendations	Included in sections on relevance (4.2), effectiveness (4.4), impact (4.5), sustainability (4.7) and recommendations (5.2)

2 Object of the evaluation

This chapter aims to define the evaluation object, including the theory of change, and results hypotheses.

2.1 Definition of the evaluation object

The object of this evaluation was the TC measure Social Participation and Community Engagement of Youth in Jordan/Lebanon) (PN: 2019.4056.8), with an overall term from December 2019 to June 2023 and a budget of EUR 4,500,000 from BMZ, without any cofunding. The project was part of the SI Displaced Persons and Host Communities, which aimed to enable people affected by displacement to live in security and dignity while also supporting people in the respective host communities (BMZ, 2023b). SPACE was active in selected communities[3] in Lebanon and Jordan and cooperated with young people from across these countries. The evaluation covered the two capitals (Amman and Beirut) as well as communities in rural areas. There was no predecessor project to be considered for the evaluation and the planned follow-on project was not approved by BMZ.

[3] SPACE youth participation was in Mount Lebanon, South Lebanon, Nabatieh, North Lebanon and Bekaa. Community projects were implemented in Tyre, Ghazieh, Rashaya, Baalbeck – Zahle, Saida, Ghazieh/Koura, Hermel, Al Bedawi Camp, Nabatieh – Houmeen, Akkar, Al Qaa – Anjar, Minieh-Danniyeh, Beirut, Kouaikhat and Hasbayya. SPACE activities in Jordan were implemented in Amman, Aljun, Al Balqa', Madaba, Al Karak, At Tafilah and Al Aqab.

Around 55% of the population in the Arab region is under 30 years old (OECD, 2023). These young people are in a 'wait and see' situation, a state of stagnation. The youth unemployment rate is very high and there is a lack of economic and professional prospects and few options for social and political participation. Young people cannot transition smoothly from adolescence to adulthood. Restrictions in the education sector, in the economic sector and in overall social participation in public life caused by the COVID-19 pandemic further aggravated the lack of perspectives for young people. They are not included in the shaping of policies and the initiated reform processes, nor are policies and strategies fully oriented towards the needs of the young population. Young women in particular are largely excluded from participation, while young men are often exposed to frustration and a lack of prospects. In addition, young people who have experienced flight or displacement in recent years have had personal experiences of violence.

Both Jordan and Lebanon declared their will to pursue relevant reforms and are committed to the national implementation of the 2030 Agenda. The Lebanese Council of Ministers approved a National Youth Policy on the 3rd of April 2012, which includes a list of 137 policy recommendations aiming to improve the lives of young people (Youth Forum for Youth Policy, 2012). This shows the commitment of the government's commitment to youth issues. However, the lack of adequate funding a detailed operational plan and relevant lawshinders the full implementation – not to talk about the follow up - of this policy. In 2017 the Beyond Group was commissioned to develop a National Youth Action Plan, which was finally endorsed in 2022 by the United Nations Population Fund (UNFPA) and the United Nations International Children's Emergency Fund (UNICEF) (UNICEF and UNFPA, 2022).

The National Strategy for Youth Empowerment in Jordan for 2019–2025 promises young people equal access to education and promotes active citizenship. In addition, young people are seen as playing a central role as peace-makers. However, reform processes initiated by institutions and politician do not adequately address youth participation and community engagement as they lack opportunities for young people to participate in social and political processes (GIZ SPACE, 2019, 2021a, 2021b, 2022a, 2023a, 2023b; GIGA, 2019, 2021; Amnesty International, 2020; GIZ Regional, 2019a; MoY, 2022; The Government of Jordan, 2019).

2.2 Results model including hypotheses

SPACE was not embedded in a development cooperation (DC) programme but was part of the Displaced Persons and Host Countries SI. Although the SI had an objective and a broad range of priority activities, including SI indicators, these indicators were used for communication rather than steering purposes and no target values were set against which the project's achievements could have been assessed (GIZ SPACE, 2019, 2021a, 2021b, 2022a, 2023h, BMZ, 2023b). The results model of the project (GIZ SPACE, 2022e) was updated and supplemented during the inception mission to comply with the GIZ guidelines for results models as the basis for the contribution analysis (GIZ, 2015a, 2015b).

Overall project structure

SPACE was implemented in Jordan and Lebanon with the following project objective: 'The ability of young people to shape peaceful spaces in their social environment has been strengthened'. The project design comprised three areas of interventions or outputs.

Within **area of activity 1/output 1**, SPACE identified young people to become members of YACs with the aim that these YACs would advise DC projects. Under **area of activity 2/output 2**, youths were capacitated to implement their own projects, with this being funded by a youth fund. **Area of activity 3/output 3** referred to regional exchanges among young people, youth organisations and authorities, on strategies, lessons learned

and best practices for promoting young people's social participation and engagement to shape peaceful spaces. The three areas of activities/outputs were closely interlinked for a mutual contribution to the project's module objective.

Output level

Output 1: Participation by young people in decision-making processes in DC projects is strengthened. Young people from other GIZ projects are engaged in working groups. Their awareness of social participation is thus raised and their interest in forming a YAC (R1) is created. In parallel, development projects to pilot youth participation are identified (R2), young people nominated to form a YAC and Terms of Reference (ToR) for the YACs elaborated together with the projects (R3). Based on this preparatory work, YACs are established and members capacitated through a series of training activities and workshops (R3) so that YACs can start engaging in decision-making processes (R5) and share their lessons learned and experiences (R6) (**output 1**). Further projects for piloting youth participation in decision-making processes are identified by GIZ, youth working groups or YACs (R4). Through the experience and lessons learned from social participation gained through the project activities, the life skills and self-confidence of young people are strengthened (R8). The experiences are disseminated to other sectors (R7) and, thus, the overall ability of youths to shape peaceful spaces in their social environment is up-scaled and strengthened (**module objective**) (GIZ SPACE, 2019, 2021a, 2021b, 2022a, 2022e, 2023a; Int_5 with GIZ; WS_2,4,5 with GIZ).

Output 2: Young people have improved scope for using physical and virtual public spaces in accordance with their needs. Motivated young people can be identified and selected to apply for youth participation (R10) using the knowledge, experience and network of CSOs working inclusively with young people (R9). In parallel, participatory and gender-sensitive concepts for the use of virtual and physical spaces for social and political dialogue are elaborated in cooperation with CSOs and youth groups (R11). Based on the capacities built (e.g. social participation, community involvement, negotiation with authorities), youth groups are enabled to identify their needs and communicate their own ideas to shape their environment (R12). The youth fund is established as one tool for realising these ideas (R13), and the projects implemented (R14) show the improved scope for using physical and virtual spaces in accordance with the needs of young people (**output 2**), as well as increased participation in decision-making processes (**output 1**). This approach facilitates the finding of common ground among young people themselves, but also between young people and their communities (R15). Moreover, it leads to improved life skills and self-confidence and, thus, contributes to the improved ability of young people to shape their environment (**module objective**). **Output 1** and **output 2** are closely interlinked (GIZ SPACE, 2019, 2021a, 2021b, 2022a, 2022e, 2023a; Int_5 with GIZ; WS_2,4,5 with GIZ).

Output 3: Mutual learning, dialogue and networking events on youth promotion are initiated with the involvement of youth organisations from partner countries. With the motivation of MoY in Jordan and the plan to build the ministry's capacities to implement the youth strategy, exchanges between young people, youth organisations and MoY can take place (R19). These exchanges are well prepared through innovative, youth-oriented approaches (R17) and prior sharing of lessons learned among the youth organisations and youth groups from **output 1** and **output 2** at local level (R18). Following a continuum, and based on the experiences of local and national exchanges, regional exchanges between young people, youth organisations and the authorities can be implemented (R20) to initiate mutual learning, dialogue and networking between the actors in the two partner countries (output 3). These exchanges increase trust between civil society and state actors at national and regional levels (R22), thus contributing to the **module objective** to shape peaceful spaces in their social environment. The exchanges also lead to better integration and improvement of social cohesion[4] among the young people involved (R21), which also contributes to the **module objective** (GIZ SPACE, 2019, 2021a, 2021b, 2022a, 2022e, 2023a; Int_5 with GIZ; WS_2,4,5 with GIZ).

[4] Refer to GIZ (2020b) for more information on the concept of social cohesion.

Outcome and impact level

The ability of young people to shape peaceful spaces in their social environment, through improved youth participation, but also the acceptance of authorities and government of such participation, has a direct influence on participatory development and good governance (PD/GG2) (R23). A contribution to Sustainable Development Goal (SDG) 5/GG1 (gender equality) is expected through the balanced participation of young men and women and the consideration of gender aspects in piloted projects (R24). Based on improved life skills and self-confidence, the young people's ability for social participation and community engagement and their ability to shape peaceful spaces in their social environment can also be seen as a contribution to lifelong and holistic education (SDG 4) in terms of human rights (R26) as well as improved social cohesion (R21). The last three aspects in particular contribute to the youth strategy in Jordan (mainly to objective 1, education; objective 2, citizenship; objective 3, engagement; and objective 6, peace) and Lebanon (mainly to sector 2, education and culture; and sector 3, social integration and political participation) (R27). At regional level, through the inclusion of refugees and displaced youths, SPACE is also contributing to the Regional Refugee and Resilience Plan (3RP) pillar of resilience, and derived from the 3RP, the resilience pillar of the Jordanian Response Plan (JRP) and the Lebanon Crisis Response Plan (LCRP). At strategic level, SPACE contributes to the SI Displaced Persons and Host Countries action field 2 (stabilisation of host countries) and in Lebanon also action field 1 (reduce the current causes of flight), and to action field 3 (integration and reintegration of refugees) of the BMZ Development Policy 2030 (GIZ SPACE, 2019, 2021a, 2021b, 2022a, 2022e, 2023a; BMZ, 2018a; The Government of Jordan, 2019; Youth Forum for Youth Policy, 2012a, 2012b; UNHCR and UNDP, 2019; MoPIC, 2020; The Government of Lebanon, 2017; Int_5 with GIZ; WS_2,4,5 with GIZ).

The **political partner** of SPACE was MoY in Jordan. MoY is the line ministry for all youth-related activities. In its youth strategy, MoY emphasises that its approach is based on the 'recognition of the opportunities associated with having a young population. Far from being solely beneficiaries of what state institutions and social structures have to offer, young people can be a force for creativity, innovation and achievement in the legislative, political, institutional and social fabric, in which their future is invested' (The Government of Jordan, 2019: 6). Although MoY was identified as a political partner during the inception phase of the project, the official agreement was signed only in June 2022. Until then, cooperation had been limited. MoY was involved mainly in area of activity 3, the exchange between young people, CSOs and authorities at national and regional level (R19/R20). Capacity development was offered to only a limited degree (R16), but was planned for the follow-on project.

In Lebanon, no political partner was selected. The line ministry, the Ministry of Youth and Sports, was aligned with Hezbollah during the first phase of the project and, thus, was not selected. Cooperation took place mainly with the sub-national level of public institutions related to young people. The approach of not having a political partner was appropriate for a regional project.[5]

The target group and intermediaries were several NGOs and institutions in Jordan and Lebanon and the established YACs. They played a special role in area of activity 1 (YACs) and output 2, the initiation and implementation of the youth fund. All participated in the exchange forums under output 3.

In Jordan, the **Jordanian Hashemite Fund for Human Development** (JOHUD) is a well-established NGO with a ground-breaking approach to community involvement, social activism and women's participation**. LOYAC** is a locally driven social enterprise that aims to improve employability, leading to independent, productive and fulfilling professional and personal lives for young people aged 16–24. **IDare** is a non-profit organisation that aims to foster positive youth development, youth citizenship and engagement for sustainable

[5] Grant agreements are administered by the Jordan office (Int_3 with GIZ; WS_1 with GIZ).

change. **Naua for Sustainable Development** (Naua), a Crown Prince Foundation Initiative, operates an online platform that aims to increase and facilitate philanthropy, develop a sense of community responsibility, and connect charities with individual and corporate donors as a form of crowdfunding for projects with a clear impact for the most vulnerable groups in society**. I Learn** is a training initiative that inspires positive behavioural change among young people through empowerment and the development of knowledge spaces that encourage innovation, entrepreneurship, intellectual growth and critical thinking among children and young people. The **Youth for Music Association** (YMA) was established as a go-to hub for budding young musicians, to meet the need for an inclusive platform. Through the YMA, SPACE is using music as a tool for personal development. The Women's Association for Cultural Development, **Namaa**, focuses on empowering women and young people from all walks of life to carry out their duties towards their communities by ensuring their participation in economic, political, social and culture decision-making. **Jeerah** is active in the Talbieh Camp for Palestinian refugees in Jordan, providing a safe environment to improve youth awareness of themselves and their identity and to provide them with the basic skills and creative tools for social participation.

In Lebanon, **Democracy Reporting International GmbH** (DRI) works with citizens, journalists, lawyers and policy-makers to strengthen democracy by bringing impartial analysis and best practices to communities. For SPACE, DRI worked with the Koura Youth Council on capacity development and training, including civic/election education. The **Nawaya Network** (Nawaya) is an NGO working with individuals from disadvantaged backgrounds to improve their livelihoods through entrepreneurship, employability and economic development programmes. The **El Khalil Foundation** (EKF) is a local Lebanese CSO working in the field of youth and female participation, and particularly in fields related to livelihoods and the environment in the Hasbayya area. **Search for Common Ground** (SFCG) aims to bridge societal divides, prevent and transform violent extremism, and empower young people and women. SFCG is active in Lebanon and Jordan.

The established **YACs** in both countries were also classed as a target group. They provide advisory services to development projects to align them with youth needs and perspectives. The same applies to the **Youth Council in Koura**.[6] Some municipalities in Lebanon – such as **Bichmezzin** and **Hasbayya** – were also classed as a target group, with very close cooperation with SPACE**.**

Indirect target groups were participants of projects, communities, and young women and men who were advised by YACs[7] or have profited from the established projects of the SPACE youth fund or networking activities. They were defined in the project offer as young men and women aged 15–23, including vulnerable groups such as refugees and internally displaced persons, who may have experienced violence and, thus, have special needs. It was envisaged that young people above the age of 23 would not be explicitly addressed.[8] Given the various youth definitions of the partners involved, including MoY, and the lessons learned that a certain level of maturity, knowledge and accessibility of young people for the project was required, the age group was adjusted to 15–34 years, with a focus on those between 18 and 24. In line with the do no harm approach, an integrative approach was applied (CDA, 2004). The activities explicitly included young people with special support needs, such as refugees and those who have witnessed violence (GIZ SPACE, 2019, 2021a, 2021b, 2022a-c, 2023a). The actors involved, including direct and indirect target groups, were described in the project offer, the project progress reports, actors' maps and partner profiling (GIZ SPACE, 2019, 2021a, 2021b, 2022a-d, 2023a; Int_3 with GIZ; WS_2,4,5 with GIZ).

[6] The Youth Council in Koura has comparable tasks to those of the YACs, but at local level for community projects (Int_21 with GIZ).
[7] The projects that were advised include GIZ projects such as Promoting Entrepreneurship to Boost Development and Employment, Improving the Learning Environment in Public Schools and Host Communities (ILEPS) in Jordan, Employment Promotion Lebanon (EPL), and Improving the Quality and Attractiveness of Technical and Vocational Education and Training (QuA-VET) in Lebanon. Other projects in Lebanon were advised by the YACs, including GreeNX, Annine Fadye, and Nahnoo International (Nahnoo).
[8] The motivation of this age group was seen as being significantly directed towards economic security and transition into working life, which was often associated with increasing frustration due to the high youth unemployment rates. The motivation to participate in shaping their own society was assessed as being overlaid by disillusionment caused by the lack of economic participation.

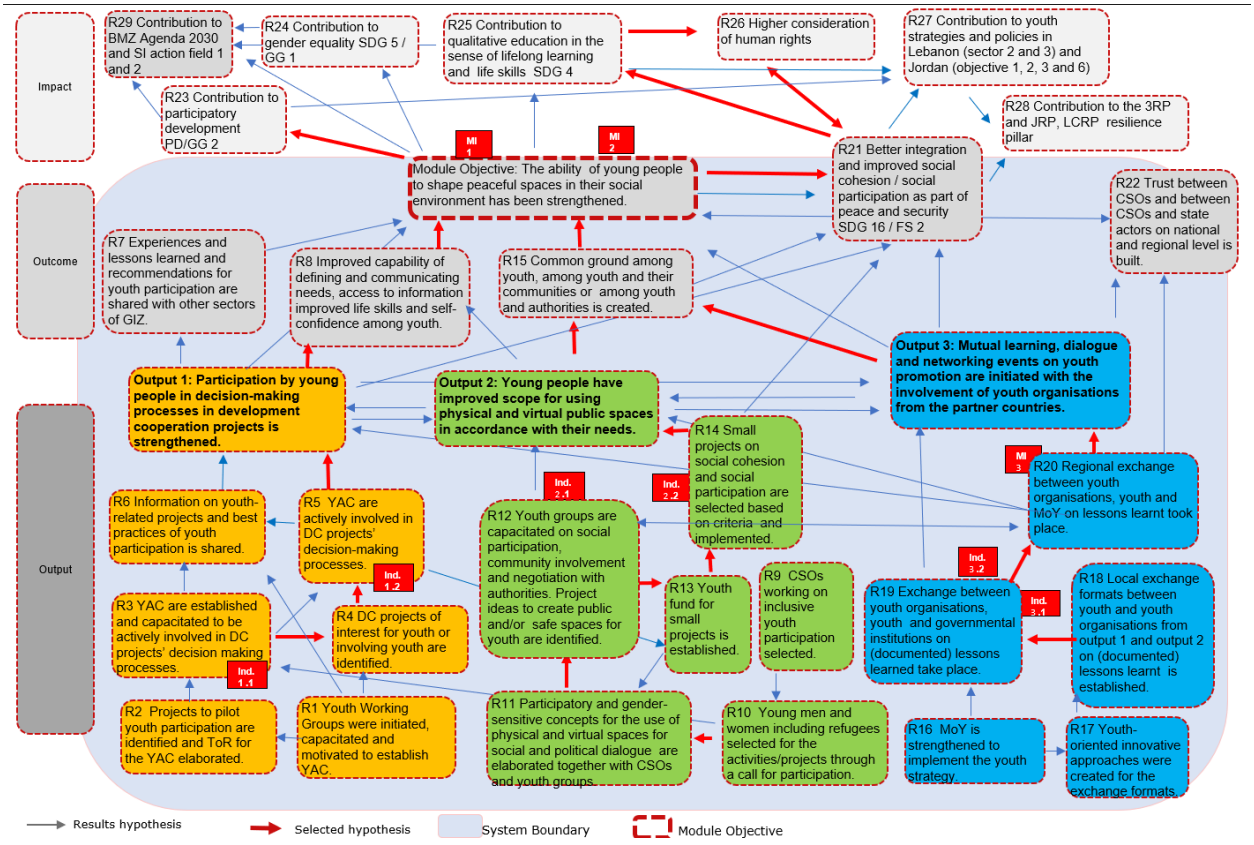
Key underlying assumptions included insufficient youth involvement in decision-making processes in DC projects and in communities where pilot projects were implemented, with an assumption of their interest and willingness to participate. It was also assumed that young people were motivated towards social participation and community engagement, and that authorities and governments were willing to accept youth participation in decision-making processes. Another underlying assumption was that capacitated young people engaging in community development projects contributed to social cohesion and, in the long term, to a sustainable peaceful coexistence in the region (GIZ SPACE, 2022e, 2023a; Int_3 with GIZ; WS_2,4,5 with GIZ).

Potential **risks** were described in the project offer, modified offers and project progress reports and were accompanied by risk mitigation measures (see Section 4.3 on effectiveness). Additionally, an integrated peace and conflict analysis (iPCA) in line with GIZ standards (GIZ, 2007) and a gender analysis were elaborated in 2019 and both updated in 2023. A conflict-sensitive monitoring system as such was not implemented (GIZ, 2007; GIZ Regional, 2019a, 2019b; GIZ SPACE, 2019, 2021a, 2021b, 2022a, 2023a, 2023b, 2023c, 2023g, 2023h; Int_3 with GIZ).

System boundary

The outputs and the project module objective aimed to enhance young people's ability to shape peaceful spaces in their social environment and were set within the system boundary. It could be anticipated that this would lead to improved social cohesion as part of peace and security (SDG 16/FS1, R21), although many external factors influence this result. Thus, it was allocated partly outside the system boundary. Similarly, the project aimed to increase trust between CSOs and state actors (R22), but this was also influenced by many other factors, particularly in Lebanon. Thus, R22 was also allocated partly outside the system boundary. Contributions to SDGs, policy markers, national and regional strategies (R23-28) and even the Global Compact for Refugees could be plausibly anticipated, but again, are highly dependent on other external factors and, thus, were allocated outside the system boundary (WS_2,4,5 with GIZ).

Figure 1: Current results model (June 2023), adapted during evaluation



3 Evaluability and evaluation process

This chapter aims to clarify the availability and quality of data and the process of the evaluation.

3.1 Evaluability: data availability and quality

This section covers the following aspects:

- availability of essential documents,
- monitoring and baseline data including partner data, and
- secondary data.

Availability of essential documents

The evaluation team confirmed the evaluability of the project: all basic documents as defined by the GIZ evaluation unit were available. Documents included the offer and modified offer to BMZ, annual progress reports, relevant BMZ strategies, international, regional, and national strategies, where they exist, and GIZ standard Capacity WORKS documents with some minor limitations regarding the quality (e.g. the steering structure did not describe the processes in detail, the Capacity WORKS matrix did not include a date and was not updated). Monitoring processes were described and monitoring documents of sufficient quality were

available, except for risk monitoring. An iPCA and gender analysis was elaborated and updated. The information provided was comprehensive and the overall quality of the basic documents met the requirements for an evaluation.

Monitoring and baseline data including partner data

The project established a results-based monitoring (RBM) system based on the GIZ guidelines (GIZ, 2014a). An indicator definition sheet (GIZ SPACE, 2020a) described in detail what each indicator consists of and how data should be collected. This is particularly important, as module indicator 1 gave room for interpretation.[9] Four indicators (module indicators 1 and 2, output indicators 1.1 and 1.2) were multilayered and mention a total number plus the percentage of participants of women and refugees.[10] SPACE addressed the challenges by announcing total numbers and explaining participation percentage in a narrative format. Baseline data existed for all indicators with a value of 0, except for indicators 1.1 and 1.2 with a baseline value of 1. Baseline data referred to implemented measures/participants, projects or meetings and had been collected at the beginning of the project. The monitoring officer, who supported the project until March 2023, compiled quantitative data in an Excel spreadsheet. The technical experts took over the updating of monitoring data after the monitoring expert had left the project. Due to the follow-on project not being approved and the need to prioritise exit strategies, the scheduled qualitative survey for 2023 could not be conducted (GIZ SPACE, 2021b, 2022a, 2022f, 2023a, 2023d; Int_3,5 with GIZ). Apart from the monitoring in relation to the results matrix, SPACE reported on the progress of the Displaced Persons and Host Countries SI. The total number of beneficiaries reached – disaggregated by women, children and youths, refugees, sector (peacebuilding) and number of project measures – were submitted annually via an online tool. Before data was entered, it was compiled in an Excel spreadsheet. SPACE also reported online on standard indicators at the end of each year. No additional data was collected for the standard indicators, though information was derived from the RBM system. SPACE reported on the standard indicators 1.2, political participation, 1.5, peacebuilding measures, and 1.7, forced displacement. The reporting to standard indicators was more for communication purposes, without having a specific target value (GIZ SPACE, 2023h 2023i; Int_3,5 with GIZ).

The project did not establish a systematic, formal process for context and risk monitoring or for monitoring of unintended results. An iPCA and gender analysis was elaborated in 2019 and updated in 2023 as the basis for the intended follow-on project, but these were not used for monitoring or further steering purposes.[11] Contexts and risks were discussed during frequent partner meetings. The planned KOMPASS process for 2023 was cancelled due to the project's shift to a focus on the sudden exit. However, the frequent meetings and discussions with stakeholders could be seen as appropriate replacement for the official KOMPASS process (GIZ SPACE, 2019a, 2019b, 2023b, 2023c; Int_3,5 with GIZ; WS_2,4,5 with GIZ).

SPACE relied heavily on partners' monitoring data,[12] especially for output 2 and, to a lesser extent, output 1. To ensure quality monitoring and reliable data, the project shared with partners the indicator definition sheet as well as precise descriptions of monitoring cycles. As per GIZ regulations for grants and local subsidies, partners delivered financial, narrative and quantitative data annually as part of their reporting, which the SPACE technical team validated through frequent project visits and meetings (at least monthly). The evaluation team compared monitoring data with interview results and the reports of the CSOs, confirming its accuracy (GIZ SPACE, 2020a, 2023g, 2023j; Int_3,5 with GIZ; WS_2,4,5 with GIZ; DRI, 2022; EKF, 2022; IDare, 2022; I Learn, 2021; JOHUD, 2021; LoT, 2021; Naua, 2022; SFCG, 2022; Nawaya, 2022; Namaa, 2021; YMA, 2022).

[9] 70% of 500 young people. It needs to be decided whether to report the percentage of all participants or the total number of 350, neglecting the fact that more than 500 could have participated.
[10] The question arose how to report the achievement; for example, the total number is achieved, the percentage of women is achieved, but not the percentage of refugees.
[11] The documents were considered for the design of SPACE (inception phase) and the follow-on project.
[12] The evaluation team defines partner data as data from the NGOs involved, but also meetings of the YACs.

Secondary data

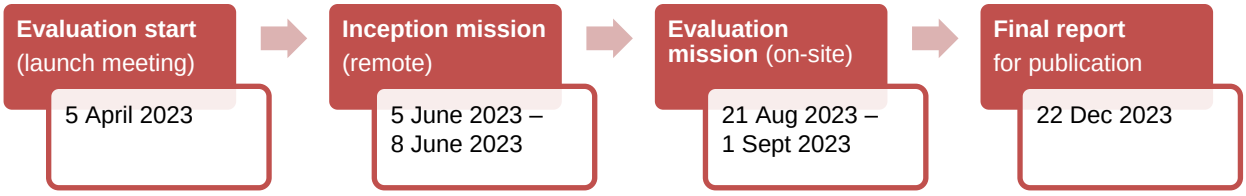
Accurate, reliable and representative data was obtained from other institutions, such as GIZ, BMZ, political foundations (e.g. Friedrich Ebert Stiftung (FES) and Friedrich Naumann Stiftung), UNICEF, the United Nations High Commissioner for Refugees and United Nations Development Fund, the World Bank, the German Institute for Global and Area Studies, the governments of Lebanon and Jordan and local institutes such as LCPS. This data was used to address information needs, such as context analyses, policy and strategic orientation and project-related policies and strategies. Secondary data from partners, especially quantitative data, was partly used and was assessed as appropriate for monitoring purposes (see above) (Int_3,5 with GIZ; WS_2,4,5 with GIZ; UNICEF and UNDP, 2022; UNHCR and UNDP, 2019; World Bank, 2022; LCPS, 2022; DRI, 2022; EKF, 2022; IDare, 2022; I Learn, 2021; JOHUD, 2021; LoT, 2021; Naua, 2022; SFCG, 2022; Nawaya, 2022; Namaa, 2021; YMA, 2022).

3.2 Evaluation process

This section covers the following aspects:

- milestones of the evaluation process,
- involvement of stakeholders,
- selection of interviewees,
- data analysis process,
- roles of international and local evaluators,
- (semi-)remote evaluation (if applicable), and
- context and conflict sensitivity within the evaluation process (if applicable).

Figure 2: Milestones of the evaluation process



Involvement of stakeholders

During the inception mission, the evaluation team held four workshops, three interviews and two joint meetings with the project team and the GIZ sector unit. The meeting with BMZ was postponed due to the responsible person's absence, but was included in the evaluation mission to consider potential evaluation interests. Other stakeholders were not involved in the inception mission.[13] Stakeholders at all levels were involved in the evaluation mission. They were invited to briefing meetings to introduce the evaluation process, clarify questions and identify further evaluation interests. This approach compensated for their absence from the inception mission. The stakeholders involved were also part of the debriefing meeting to ensure transparent knowledge transfer and to promote the use of evaluation results. The results will be shared with the main partners, including the GIZ sectoral unit, GIZ portfolio managers in Jordan and Lebanon and other GIZ projects that might continue SPACE activities or youth cooperation. The evaluation report will be published, and it is expected that the short formats in particular will be reviewed and potentially processed by stakeholders.

[13] The focus was on gaining a broader understanding of the project, aligning the results model with contribution analysis requirements (GIZ, 2015a, 2015b), and discussing logistics and evaluation processes. This was especially important as the project ended on 30 June 2023, and the team was no longer available on-site.

Selection of interviewees

During the inception mission, and based on the results model and the updated stakeholder maps, the evaluation team identified a list of potential interviewees. Based on the project's recommendations, the evaluation team decided on respondents for the evaluation mission, considering the following selection criteria and taking into account the available time frame of the evaluation:

- Respondents should represent the donor, BMZ, and other strategic levels, such as the GIZ sector unit, country desk and country portfolio managers, to ensure that evaluation interests are considered, and results disseminated and potentially used.
- The GIZ project team was involved in the evaluation mission and willing to be contacted either on-site or virtually for further interviews, including after the project's end.
- Interviewees should be from the macro, meso and micro levels. Thus, the political partner (MoY), municipalities, CSOs, YACs and you involved in the projects were selected.[14]
- All outputs should be covered in order to ensure representative coverage of the overall project structure.
- Other projects that contributed to or profited from SPACE were selected, particularly in consideration of the OECD DAC criteria of coherence, effectiveness and sustainability.
- A balanced distribution of male and female interviewees was envisaged. Members of host communities and refugees were included to cover the whole indirect target group.
- Accessibility and reachability played a role and potential conflictual threats were considered, particularly in Lebanon, where not all areas were accessible without special permits.
- A balanced selection of respondents in Jordan and Lebanon was envisaged.

Table 2: List of evaluation stakeholders and selected participants

Organisation/company/target group	Overall number of persons involved in evaluation (including gender disaggregation)	No. of interview participants	No. of focus group participants	No. of workshop participants	No. of survey participants
Donors	2 (1f, 1m)	2			
BMZ					
GIZ[15]	35 (8f, 27m)	10	5	20	
GIZ project team, GIZ headquarters Germany					
Partner organisations (direct target group)	2 (2m)	2			
Bichmezzin Municipality, Hasbayya Municipality					
Other stakeholders (e.g. public actors, other development projects)	15 (11f, 4m)	7	8		
Jordan: Improving the Learning Environment in Public Schools in Host Communities (ILEPS), Civil Peace Service (CPS), Sports for Development, Governance Project Lebanon: FES, CPS, Employment Promotion Lebanon (EPL), Improving the Quality and Attractiveness of Technical and Vocational Education and Training in Lebanon (QuA-VET)					
Civil society and private sector actors (direct target group)	18 (12f, 6m)	6	12		

[14] Unfortunately, MoY cancelled the interview at short notice and was subsequently no longer contactable.

[15] Double counting occurred for SPACE team staff, as they participated in several/different formats.

Jordan: JOHUD, YMA, SFCG, YAC Lebanon: YAC, Nawaya, DRI, SFCG, Nahnoo International, EKF					
Final beneficiaries/indirect target groups (sum)	13 (8f, 5m)	5	8		
Supported projects in Lebanon (Nahnoo International, GreeNX, Annine Fadye)[16]					
Participating youth in Jordan and Lebanon (IDare, SFCG, EKF, Annine Fadye, DRI)					
Note: f = female; m = male					

Data analysis process

Analysis of documents: Document analysis aimed to grasp the project's context and gain an overview. Furthermore, documents were used to identify reliable information to respond to the evaluation questions and to complement information from the workshops and interviews. The criteria and questions applied in the analysis of documents focused on the purpose, credibility, accuracy and validity of the documents, including the interests (bias) of the authors. Preliminary findings were documented and sources cross-checked and examined for their feasibility and consistency. The analysis was carried out along the evaluation questions and using an analyses matrix. All documents reviewed are listed in the reference list for this report.

Documentation and analysis of interviews and workshops: The evaluation team used guidelines and pre-prepared formats for semi-structured interviews (SSIs), workshops and focus group discussions (FGDs) to collect both quantitative and qualitative data. The results of the workshops were documented and analysed along the evaluation questions using the analyses matrix. The information from the SSIs and FGDs was processed using the qualitative content analysis, focusing on the content of the interviews reproduced and documented in the evaluators' own words. This was necessary to reduce the amount of data and to structure the information gathered to facilitate the analyses. The contents were sorted according to evaluation questions using the analyses matrix.[17] Attention was paid to capturing the content of the conversation fully. The 'four eyes' principle was applied, with each interview documentation reviewed by the evaluation team for researcher triangulation. Interviews were conducted in English, with Arabic interviews led by the regional evaluator and translated. The documentation and analysis were in English.

Observations: Observations were employed to additionally assess group dynamics and roles within stakeholder, target and beneficiary groups during group interviews. These observations were validated through qualitative content analysis, including description of the observation, thematic arrangement, assessment and comparison with other observations. Guiding questions for observations were included in the interviews and

[16] There were no other supported projects in Jordan.
[17] The analyses matrix was based on the evaluation questions. Results were analysed along predefined (but not exclusive) categories. For instance, an answer category for the question 'What would have happened without the project?' could be 'Violence would still occur' or 'We would not have future prospects'.

FGDs and in the analysis matrix. Observation of project sites was not possible, as the project had ended. Thus, the evaluation team used project documentation and project products to compensate for this limitation.

Triangulation: Triangulation was carried out in the sense that different methods, data and perspectives were applied to the same object of evaluation. To a certain extent, this allowed the strengths of one approach to be balanced against the weaknesses of others. The evaluation team ensured that enough information from different sources was collected for each evaluation question to ensure data triangulation. Therefore, a data collection matrix based on, though not limited to, the evaluation questions was elaborated and frequently updated, including the sources. Regular daily meetings were scheduled to ensure the sharing of perspectives within the evaluation team.

Roles within the evaluation team

The evaluation team comprised the international evaluator (Dr Abdel-Massih-Thiemann) and one regional evaluator (Ms Rima Ramadan) situated in Beirut, Lebanon. The evaluation team jointly conducted the evaluation mission on-site in both countries and shared the tasks and responsibilities. Although the international evaluator acted as team leader and had the final responsibility for submitting the evaluation report in line with the expected quality, the regional evaluator was included in all central tasks of the evaluation mission. Her qualifications and professional experience, particularly regarding context knowledge and sensitivity and networking, were used to support the preparation process of the evaluation, including the final selection of respondents and the coordination of interviews and FGDs, in communication with the project team.

Context and conflict sensitivity within the evaluation process

The evaluation took full account of context and conflict sensitivity. In the inception phase, an analysis was made of the risks that might arise in the evaluation process and mitigating measures were developed. This analysis was continued and supplemented in the evaluation process. Security management issues were also discussed, and appropriate security measures were developed, or existing possibilities pointed out.

Monitoring of political developments and security issues and ongoing exchange with the GIZ teams in the respective countries, and the GIZ risk and security management, took place continuously. Areas with a tense security situation were avoided (particularly in Lebanon), following consultation with the project’s management and the GIZ risk and security management. The instructions of the GIZ risk and security management were always followed.

4 Assessment according to OECD DAC criteria

4.1 Impact and sustainability of predecessor projects

There was no predecessor project, so none was included in the evaluation.

4.2 Relevance

This section analyses and assesses the relevance of the SPACE project.

Summarising assessment and rating of relevance

Table 3: Rating of OECD DAC criterion: relevance

Criterion	Assessment dimension	Score and rating
Relevance	Alignment with policies and priorities	28 out of 30 points
	Alignment with the needs and capacities of the beneficiaries and stakeholders	25 out of 30 points
	Appropriateness of the design	15 out of 20 points
	Adaptability – response to change	16 out of 20 points
Relevance total score and rating		Score: **84 out of 100 points** Rating: **Level 2: successful**

The evaluation team assessed SPACE as being highly aligned with relevant international and national **strategies, guidelines** and **policies**, such as United Nations (UN) Resolution 2250 and national youth policies. SPACE also complied with several strategies and orientations of BMZ with reference to work in contexts of fragility and conflict, and particularly on good governance and the integration of young people into decision-making processes. While not deeply exploring regional and national responses to the Syrian crisis (3RP, JRP, LCRP), the project included Syrian refugees as much as possible. To **meet the needs of stakeholders and beneficiaries**, SPACE adopted a capacity development approach, including at individual (training, workshops, implementation of projects), organisational (YAC development, elaboration of ToRs, use concepts, CSO advisory services) and structural (improved exchange and cooperation among youth, CSOs and governmental actors) levels. A clear focus was placed on the response to the needs of the indirect target group and the YACs (direct target group), while some limitations were identified in addressing the needs of MoY and CSOs. With regard to the **design** of the project, the YACs, the youth fund and networking aspects were complementary and allowed the leverage of synergies. However, the design did not fully consider all aspects within the individual component to ensure the establishment of sustainable processes that were anchored in partners' and DC projects' structures. Necessary responses were implemented to increase the project budget in 2021 without changing the project design, as a result of increased demands in Lebanon due to the economic crisis and adaptations of approaches during the COVID-19 pandemic. Further adaptations referred to the switch from project activities to project closure after the sudden end of processing for the follow-on project. Minor adaptations occurred to enlarge the age range of young people.

In total, the relevance of the project is rated as Level 2: successful, with 84 out of 100 points.

Analysis and assessment of relevance

Relevance – Dimension 1: Alignment with policies and priorities

The analysis of the first dimension of the relevance criterion is based on the analytical questions in the evaluation matrix (see Annex) regarding the extent to which the objectives and outputs of the project were aligned with international, regional, national and BMZ strategies and frameworks. SPACE can be regarded as a contribution of German DC to UN Resolution 2250 of 2015. This recognised the importance and positive contribution that young people make to the efforts to maintain and promote peace and security and the important role they could play as models in preventing and countering violent extremism and promoting peaceful coexistence (UN, 2015). Thus, the participation of young people in decision-making processes at local, national and international level was strongly promoted by the UN resolution. This was reflected in the design of SPACE, and some of the youth projects even focused on increasing awareness of UN Security Council Resolution 2050 (Int_5 with GIZ; Int_3,6 with CS; Int_5 with BE).

At national level in Jordan, SPACE was aligned with national policies and actions plans, the National Youth Strategy 2019–2025 (The Government of Jordan, 2019) and the MoY initiative for the revitalisation of youth centres (MoY, 2022). In Lebanon, the National Youth Policy of 2012 (Youth Forum for Youth Policy, 2012a, 2012b) and the action plan for youth policy published by UNICEF and UNFPA in 2022 (UNICEF and UNFPA, 2022) were the major framework documents. For example, the Youth Policy in Jordan formulated, the creation and development of a self-aware young generation with a sense of belonging to their homeland and an interest in participating in its development in a real and effective manner. The policy mentioned effective citizenship and active engagement of young people as core values. In its youth centres action plan, MoY emphasised the importance of youth citizenship (pillar 1), engagement and leadership (pillar 2) and the role of youth role in communities and peace/social cohesion (pillar 6). The National Youth Policy in Lebanon emphasised the social and political integration and participation of young people (point 3). In the action plan, the importance of youth participation in social and political decision-making processes and cultural activities (points 8 and 16) is highlighted. Thus, SPACE can be assessed as being closely aligned with international and national framework documents (The Government of Jordan, 2019; MoY, 2022; Youth Forum for Youth Policy, 2012a, 2012b; UNICEF and UNFPA, 2022; Int_5,8 with GIZ; Int_4 with donors; Int_3 with CS).

To a lesser degree, SPACE was aligned with the national/regional strategies in response to the Syrian crisis, the 3RP, the JRP and the LCRP. However, SPACE contributed to these strategic plans by including Syrian refugees as far as possible and by fostering social cohesion and resilience (UNHCR and UNDP, 2019; MoPIC, 2020; The Government of Lebanon, 2017; Int_5 with GIZ; Int_2 with GIZ).

SPACE, within German DC, was embedded in the Displaced Persons and Host Countries SI. It contributed to action field 2, stabilisation of host communities, and to action field 1, reduce the current causes for flight, in Lebanon (BMZ, 2023b) by capacitating young people for social participation to build a peaceful environment; this partly also included economic participation. Close attention of the project's design to the following BMZ strategies, guidelines and orientations was also confirmed: BMZ's 2030 Agenda (BMZ, 2018a), the umbrella document on avoiding crises, coping with conflicts and promoting peace, and strategy papers on engaging in contexts of fragility and conflict (BMZ, 2013, 2017a). Necessary support areas mentioned in these documents – such as response to demographic change, flight and migration and the need for resilience and social cohesion – flowed into the draft country strategy for Jordan (BMZ, 2018b)[18] and the orientation for Lebanon (BMZ, 2023a) as a framework for GIZ activities and SPACE in both countries. Other documents on good governance (BMZ, 2010, 2022) and on children and youths as change agents (BMZ, 2017b) promoted support for the

[18] SPACE was not part of the core interventions in Jordan, which focus on water, waste management, education, vocational training and employment promotion (BMZ, 2018b). SPACE was part of the *Gestaltungspielraum*" (Int_13 with GIZ).

whole population, including young people, in decision-making processes (Int_2,4 with donors; Int_1,2,5,8,13,16 with GIZ).

SPACE was also aligned with cross-cutting documents on human rights (BMZ, 2011) through the promotion of youth rights, the do no harm approach (CDA, 2004) and through the consideration of members of host communities and refugees (Int_8 with GIZ). The evaluation took into account the close alignment of SPACE with international and national policies and strategies and its alignment with BMZ framework documents, with minor limitations regarding documents reflecting the response to the Syrian crisis.

Relevance dimension 1 – Alignment with policies and priorities – scores **28 out of 30 points.**

Relevance – Dimension 2: Alignment with the needs and capacities of the beneficiaries and stakeholders

The evaluation team followed the questions in the evaluation matrix to assess relevance dimension 2. The basis for the assessment was the degree of alignment of the project objectives with the needs and capacities of the direct target groups (MoY, CSOs, YACs) and the indirect target group (young people between the ages of 15 and 30), and whether the leave no one behind (LNOB) principle had been considered. In the context of fragility, the evaluation assessed the extent to which connectors/dividers had been identified and integrated into the project design and whether a security risk analysis had been undertaken and its results integrated. To respond to the needs of stakeholders and beneficiaries, SPACE focused on adapting a multilevel capacity development approach, including improved exchange and cooperation at the individual, organisational and structural levels among young people, CSOs and governmental actors.

At **macro level**, SPACE started to cooperate with MoY in Jordan as its political partner in the middle of 2022. The willingness of the ministry to enhance youth participation and engagement was demonstrated in relevant documents, such as the youth policy and the reactivation of youth centres. However, the ministry did not have sufficient capacities to implement the policy successfully. Although SPACE supported the implementation of the youth policy and support for the reactivation of youth centres was planned, SPACE did not focus on a capacity development component for the ministry within the project period.[19] This was partly because the cooperation started only a few months before the sudden end of the project, and partly because UNICEF was already implementing a comprehensive capacity development project with MoY. SPACE was concentrating on the improvement of cooperation between MoY and civil society (output 3). A more detailed capacity strategy with MoY was planned for the follow-on project. The needs of MoY were identified during the appraisal mission for SPACE II as well as during frequent exchanges, but the follow-on project was not approved (GIZ SPACE, 2019, 2021a, 2023a; GIZ SPACE, n.d.; Int_1,2,5,8 with GIZ; Int_1,4 with donors).

In Lebanon, cooperation with the Ministry of Youth and Sports was not considered because of the minister's alignment with Hezbollah. Due to very weak governmental capacities at national level and the limited motivation of young people to cooperate at this level, SPACE engaged mainly at the **meso level**, with municipalities and communities. Communities show a high level of interest in improving their social environment, but lack knowledge and skills relating to approaches and methods for youth participation.[20] Furthermore, they have demonstrated weak networking and exchange capacities. However, no capacity development component could have been established for the municipalities[21] (GIZ SPACE, 2023a; GIZ SPACE, n.d.; Int_1,2,5,8 with GIZ; Int_1, 4 with donors; Int_3,4,7,9 with CS; Int_3,6 with BE).

[19] No detailed capacity development for MoY was included in the capacity development matrix (GIZ SPACE, n.d.).
[20] The needs of the communities were assessed by the implementing CSOs, which had close connections with the communities, as well as by the young people when planning their projects (DRI, 2022; EKF, 2022; IDare, 2022; JOHUD, 2021; SFCG, 2022; Int_2-7 with CS; Int_3,5,6 with BE; Int_8,10,15,21 with GIZ).
[21] Potential political affiliations were given as a reason.

In both countries, **CSOs** played a vital role in working with young people and refugees to increase their social participation. Regarding the societal or structural level, a mistrust between CSOs and state organisations and a lack of exchange and networking among stakeholders was assessed to be common in the appraisal mission. At an organisational level, several (though not all) CSOs lacked methods, tools and expertise in youth participation, as well as a strong sustainability approach. At an individual level, strategic and coordination mechanisms were weak and good project management capacities were partially absent. The strengths and weaknesses were portrayed in the capacity development matrix (GIZ SPACE, o.J), although without a link to the individual actor, as stated in the actors' maps (GIZ SPACE, 2022b, 2022c). Although capacity development of CSO partners was mentioned in the capacity development matrix (GIZ SPACE, o.J), relevant support was given only in the form of advisory services or on-the-job training based on needs. Further capacities were strengthened through the networking component under output 3 (Int_1,2,5,7,8,10,11,16 with GIZ; Int_1-9 with CS; Int_1,2,5,6 with BE).

The project centred on the identification of youth needs (**as a direct target group in form of the YACs, and as an indirect target group**) in the communities and their articulation and engagement to create safe spaces. These needs, including those of refugees and with a particular focus on young women, were sourced from international and national studies and surveys, context analyses, and national and regional strategies and policies. The project conducted context and security analyses, such as iPCAs and gender analyses, to integrate findings into the project design[22] (GIZ Regional 2019a, 2019b, 2023b). Partnering CSOs had a very close connection to the communities and the young people. Thus, they were important resources, alongside the young people themselves, in communicating youth needs (GIZ SPACE, 2021a, 2022a-d, 2023a, 2023c; AI, 2022; FES, 2022; LCPS, 2022; OECD, 2023; GIGA, 2019, 2021; The Government of Lebanon, 2017; Youth Forum for Youth Policy, 2012a, 2012b; UNICEF and UNDP, 2022; MoPIC, 2020; The Government of Jordan, 2019; MoY, 2022; UNHCR and UNDP, 2019; JOHUD, 2021; SFCG, 2022; IDare, 2022; DRI, 2022; EKF, 2022; Int_2-7,11 with CS; Int_3,5-7 with BE; Int_7,8,21 with GIZ).

Overall, young people in host communities, as well as those from migration and flight backgrounds in Lebanon and Jordan, lack economic and social prospects, opportunities and motivation for political and community engagement, and trust in political systems. Many see migration as their only option, especially young women who are vulnerable due to conservative and traditional cultural patterns. SPACE addressed this situation by capacitating young people to identify and articulate their needs through YAC meetings (output 1), providing advice to DC projects at **meso level** (YAC, 2020, 2021a-c, 2022a, 2022b, 2023a, 2023b; Int_20 with GIZ; Int_2,5,6,7,11 with CS; WS_2,4,5 with GIZ). Under output 2, SPACE focused on enabling young people from different areas and diverse backgrounds to identify their needs within their communities and initiate their own projects funded by the youth fund. Exchange formats under output 3 supported changing perspectives and finding a common ground for youth participation, and creating safe spaces for young people for a peaceful society (WS_2,4,5 with GIZ).

This indirect target group included young people, women and refugees from different backgrounds. They could be assessed as vulnerable groups in the sense of **LNOB**. However, a detailed LNOB analysis was not available and no further differentiation between refugees[23] and between ethnic and religious backgrounds was carried out.

SPACE responded to the needs of stakeholders and beneficiaries at the macro, meso and micro levels. By working with the selected actors, SPACE succeeded in **connecting** young people from different areas and backgrounds with each other, and with civil society and governmental authorities at the micro, meso and macro

[22] For example, the integration of a female rate to respond to the high level of need for young women to be promoted, and the integration of a refugee rate to ensure the application of the do no harm principle and to promote social cohesion.
[23] Disaggregation of refugees was done for Syrian, Palestinian and Iraqi refugees only.

levels (mainly output 3). The evaluation noted limitations of capacity development for the governmental sectors and some weaknesses in responding to the needs of CSOs, and the strong focus and demand orientation with regard to the needs of young people as an direct and indirect target group.

Relevance dimension 2 – Alignment with the needs and capacities of the beneficiaries and stakeholders – scores **25 out of 30 points.**

Relevance – Dimension 3: Appropriateness of the design

The evaluation of relevance dimension 3 was based on the extent to which the theoretical approach offers a realistic and plausible pathway to reach the intended results. This included an assessment of the appropriateness of the theory of change with the three components, the regional design, the actors involved, and the YACs and youth fund. It also considered the extent to which potential synergies/trade-offs had been identified, particularly regarding political, societal and economic sustainability.

SPACE was a stand-alone module without a predecessor project or any lessons learned on which it could build, but was closely aligned with German DC strategies and policies, including the SI and international and national framework documents (see relevance dimension 1). It addressed one of the core challenges in the region, namely the lack of future prospects and the social participation of young people to establish safe spaces for a peaceful social environment. SPACE implemented an innovative approach to promote youth participation, including women and refugees, in societal decision-making processes (see relevance dimension 2). The three outputs complemented each other and allowed the leveraging of synergies to reach the set module objective, 'The ability of young people to shape peaceful spaces in their social environment has been strengthened'. The hypotheses linked project input and activities to results (GIZ SPACE, 2019, 2021a, 2021b, 2022a, 2022e, 2023a; GIZ Regional, 2019a, 2019b; WS_2,4,5 with GIZ; Int_1,2,4,5,7,8,10,21 with GIZ; Int_4 with donor; Int_2,3 4,8,11 with CS; Int_6,7 with BE).

SPACE focused on the meso and micro levels, with limited inclusion of the macro level, except for the networking component. This approach might not constitute a fully fledged multiactor and multilevel approach, but it reflected the existing country contexts and the context- and conflict-adapted approach. Capacity development was offered at the individual, institutional and structural levels involving actors of all outputs (GIZ SPACE, 2019, 2022a, 2022e, 2023a, n.d.; WS_2,4,5 with GIZ; Int_7 with GIZ; Int_1 with partner; Int_2-4 with CS).

The system boundary was clearly marked. The module objective was set within the project's responsibility, while improved social cohesion (R21) and trust-building among CSOs and between CSOs and national actors were set results that depended on many external factors and were allocated partly outside the system boundary. The impact hypotheses were stated in the project offer. Achievements relating to the results hypotheses were included in the annual project progress reports. Likewise, assumptions and risks were identified in the project offer and the iPCA, respectively, and updated in the annual project progress reports (GIZ SPACE, 2019, 2021a, 2021b, 2022a, 2022e, 2023a, 2023b; Int_3,5 with GIZ; WS_2,4,5 with GIZ).

The regional design was assessed as being very helpful in allowing exchanges between young people, relativising their personal perspectives and opening their minds to other and new solutions. This refers not only to young people, but also to the exchange of lessons learned between CSOs and the ability of young people to gain experience of communicating with authorities such as the Jordanian MoY for Lebanese youth. From the perspective of the DC, the regional approach demonstrated that the same approach with slight adaptations according to the individual country contexts could be implemented in two different countries, and thus could be replicated in other countries (GIZ SPACE, 2022a, 2022g; Int_4,5,7,8,19,21 with GIZ; Int_2-5,8 with CS).

The design focusing mainly on the meso and micro levels was partly assessed as appropriate. Partnering with CSOs was judged to be highly appropriate due to their necessary connections to young people and communities along with their experience in implementing youth participatory approaches. However, the limitation in relation to working with governmental structures[24] hampered the establishment of sustainable structures and the anchoring of changes within these structures at micro, meso and macro levels (GIZ SPACE, 2019, 2022b, 2022d, 2023a, 2023k; JOHUD, 2021; SFCG, 2022; IDare, 2022; DRI, 2022; EKF, 2022; Int_2-7 with CS; Int_3,5,6 with BE; Int_7,8,21 with GIZ). The design of YACs was an innovative idea, enabling young people to directly advise the international DC and ensure that youth perspectives were considered. However, the two-sided nature of the approach had not been fully considered and DC projects were not fully included in the project's design (Int_5,8,11,13,14,18,20 with GIZ; YAC, 2020, 2021a, 2021b, 2021c, 2022a, 2022b, 2023a, 2023b; Int_7 with CS; Int_1,6 with BE).

The youth fund was assessed as useful for implementing a holistic capacity development approach, including training, practical experience and young people taking over the responsibility for their own decisions and projects. Without the youth fund, young people would not have had the opportunity to fund their ideas. However, this approach might not ensure the sustainability of the youth projects (GIZ SPACE, 2021b, 2022a, 2023a, 2023i; SFCG, 2021; Nawaya, 2022; Naua, 2022; LoT, 2021; JOHUD, 2021; I Learn, 2021; IDare, 2022; Jeerah, 2021; EKF, 2022; DRI, 2022; Int_1,4,5,8,11,19 with GIZ; Int_1,3-6,11 with CS; Int_3,6,7 with BE).

The project had a clear focus on societal aspects. Political aspects and political participation were left mainly to the political foundations, as stated in the BMZ agreement, although they appeared within the projects implemented by the youth fund. Likewise, economic and environmental aspects were not clearly marked in the project design, but they occurred in the form of various youth projects (see Section 4.4 on effectiveness).

Relevance dimension 3 – Appropriateness of the design – scores **15 out of 20 points.**

Relevance – Dimension 4: Adaptability – response to change

Relevance dimension 4 was assessed on the basis of the questions in the evaluation matrix (see Annex) regarding the extent to which the project identified significant changes in the context and how the project responded to these changes. BMZ approved one modified offer in 2021 to increase the budget by EUR 1,500,000, without conceptual changes. The results matrix was adapted by increasing the target values of the indicators. The anticipated change of indicator 2.1 to include, apart from DC projects, other projects that could be advised by the YACs, was not processed.

After the inception phase of the project, the age group was adapted from 15–23 to 15–30, with a focus on young people aged between 18 and 24, to respond to the requirement of a certain level of maturity and responsibility of the indirect target group. In addition, this change was necessary to comply with youth definitions of MoY and the implementing CSOs.

SPACE responded to the increased demands in Lebanon, which resulted from political and economic challenges, by increasing the team in Lebanon and establishing the additional position of a coordinator to allow better coordination of activities on-site. Further responses in the project planning and implementation became necessary following the sudden end of processing for the follow-on project. Planned activities had to be suspended, particularly in Jordan, as the team had to focus on the administrative closure of the project. In

[24] The cooperation with MoY was approved only after the inception phase and started only after the signing of Memorandum of Understanding in mid-2022. In Lebanon the project could not officially work with governmental actors due to their political affiliations. The cooperation with the municipalities was conducted through the CSOs.

Lebanon, activities had to be changed towards an exit strategy and handing over, though with results that were only partly satisfactory.

The main adaptation of the project related to the COVID-19 pandemic and the required adjustments to comply with national health regulations and restrictions. Several activities had to be changed to virtual settings or postponed, and contracts with CSOs had to be correspondingly extended to allow the completion of projects. This led to an extra workload for the project team (GIZ SPACE, 2021b, 2022a; JOHUD, 2021; Int_1,4,5,8,15,19,21 with GIZ; Int_3,5,11 with CS; Int_4 with donor).

Relevance dimension 4 – Adaptability – response to change – scores **16 out of 20 points.**

Methodology for assessing relevance

Table 4: Methodology for assessing OECD DAC criterion: relevance

Relevance: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Alignment with policies and priorities	The extent to which the project objective and outputs are aligned with the following key frameworks: • UN Resolution 2250 • BMZ strategy papers (1/2010 (enhance cooperation government and CS), 4/2013 (peace and security), 4/2017 (Agent of change), 2017 Krisen verhindern, Konflikte bewältigen, Friede fördern), BMZ 2030 Agenda • regional frameworks (3RP, JRP, LCRP) • national frameworks (Jordan Response Plan to the Syrian Crisis 2020–2022, National Strategy for Youth Empowerment in Jordan, MoY initiative to activate youth centres, Lebanon National Youth Policy 2012, Lebanon Action Plan to implement the youth policy 2023) • fragility aspects (compliance with iPCA)	**Evaluation design:** No specific evaluation design applied; the analysis followed the evaluation questions from the evaluation matrix (see Section 3.2). **Empirical methods:** document analysis, SSIs, discussions/workshops (see Section 3.2)	• Relevant project documents and strategic and policy documents of adequate quality were made available. • Additional data was collected through internet research and interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: strong.
Alignment with the needs and capacities of the beneficiaries and stakeholders	The extent to which the project objectives are aligned with the needs and capacities of the target groups, as follows: • **direct target groups:** MoY, municipalities, CSOs, YACs • **indirect target groups**: young women and men (15–23) in Jordan and Lebanon, including refugees and members of host communities The extent to which: • connectors/dividers were identified and integrated into the project design • security risk analysis was undertaken and its results integrated into the project design	**Evaluation design:** No specific evaluation design applied; the analysis followed the evaluation questions from the evaluation matrix (see Section 3.2). **Empirical methods:** document analysis, SSIs, discussions/workshops (see Section 3.2)	• Relevant project documents of adequate quality were made available. • Additional data was collected through internet research and interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: good. **Limitations:** • iPCA and gender analysis were not used for steering. • LNOB analysis does not exist.
Appropriateness of the design*	The extent to which the methodological approach offers a realistic and plausible pathway towards reaching the intended results, given available resources. Are all relevant actors involved? Have	**Evaluation design:** Theory-based evaluation analysis followed the evaluation questions from the	• Relevant project documents of adequate quality were made available.

Relevance: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
	potential internal/external influences/risks been factored in? The extent to which potential synergies/trade-offs have been identified and factored in.	evaluation matrix (see Section 3.2). **Empirical methods:** document review, workshops to elaborate results model, SSIs (see Section 3.2)	• Additional data was collected through interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: good.
Adaptability – response to change	The extent to which the project identified significant changes in the context and how the project responded to these changes.	**Evaluation design:** No specific evaluation design applied; the analysis followed the evaluation questions from the evaluation matrix (Section 3.2). **Empirical methods:** document analysis, SSIs, FGDs/WS (Section 3.2)	• Relevant project documents of adequate quality were made available. • Additional data was collected through interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: strong.

* The project design encompasses the project's objective and theory of change (GIZ results model, graphic illustration and narrative results hypotheses) with outputs, activities, instruments and results hypotheses as well as the implementation strategy (e.g. methodological approach, capacity development strategy, results hypotheses).

Conflict sensitivity in the project design

Table 5: Dividers/escalating factors in the project context

Which escalating factors/dividers were identified in the project context?	Addressed by the project? (yes/no)	If addressed, how is it considered by the project design?
Outbreak or deterioration of conflicts/violence in partner countries	Yes	• continuous monitoring of the political and security situation • adaptation of approaches
Change of regimes or affiliation of regimes	Yes	• continuous monitoring • adaptation of approaches, e.g. not cooperating with certain ministries
Tensions between refugees and members of host communities	Yes	• continuous monitoring • adaptation of do no harm approach (35% inclusion of refugees planned), promoting social cohesion
Reduced exchange formats because of COVID-19	Yes	• expand digital formats • consideration of protection measures
Lack of acceptance of youth participation	Partly	• cooperation with experienced partners • inclusion of different social groups, sensitisation of families
Low acceptance of vulnerable groups, limited access to refugees and women	Yes	• sensitisation to the needs and rights of vulnerable groups • reaching out to experienced partners
Conflict of interest between involved actors	Yes	• assessing background of and relationships between selected or potential partners

Misuse of project funds (corruption); corruption is one of the main reasons for young people's lack of political interest	Yes	• application of GIZ guidelines for local subsidies and grant agreements
Broad presence of population with war trauma experience	Partly	• incorporating trauma-sensitive aspects and work approaches in planning and implementation

Table 6: Connectors/deescalating factors in the project context

Which deescalating factors/connectors were identified in the project context?	Addressed by the project? (yes/no)	If addressed, how is it considered by the project design?
Integration of relevant actors of all levels	Yes	• multilevel approach and promoting exchange and networking • improved cooperation between youth, civil society and governmental actors
High stakeholder/demand orientation	Yes	• alignment with identified needs, frequent communication, and exchange with CSOs and youths
Application of new and innovative approaches for youth participation	Yes	• elaboration of new use concept for safe spaces • YACs as an innovative approach to youth involvement in decision-making processes

(GIZ Regional, 2019; GIZ SPACE, 2019, 2021a, 2021b, 20222, 2023a, 2023b; Int_2,5 with GIZ; WS_2,4,5 with GIZ)

4.3 Coherence

This section analyses and assesses the coherence of the project. It is structured according to the assessment dimensions in the GIZ project **evaluation matrix** (see Annex).

Summarising assessment and rating of coherence

Table 7: Rating of OECD DAC criterion: coherence

Criterion	Assessment dimension	Score and rating
Coherence	Internal coherence	38 out of 50 points
	External coherence	40 out of 50 points
Overall score and rating		Score: **78 out of 100 points** Rating: **Level 3: moderately successful**

SPACE was mandated to advise other GIZ projects through the YACs and thus, **internal coherence** was anchored in the project's design. SPACE leveraged synergies with other GIZ projects by exchanging expertise and implementing joint activities The project succeeded in being integrated into other projects' appraisal missions and in giving further advice on youth perspectives. However, the project could not ensure the usage of synergies, as no follow-up of the advisory services was carried out and the structures within other GIZ projects were not entirely suitable for making use of the advice given. Communication took place with the German Foreign Office and political foundations, though no cooperation potentials were identified. The exception was FES, with which communication in Lebanon increased at the end of the project period regarding linking up with the capacitated young people. SPACE was strongly embedded in the partners' structures of CSOs, MoY and the municipalities in Lebanon (as far as possible) and was able to strengthen existing

structures to ensure **external coherence**. To a lesser degree, SPACE was able to foster synergies with other actors. Complementary support was offered to MoY in the form of capacity development by UNICEF and equipment from SPACE. However, additional cooperation potentials with UNICEF and with other actors such as the EU and the United Nations Educational, Scientific and Cultural Organization (UNESCO) could not be realised, although communication efforts were made.

In total, the coherence of the project is rated as Level 3: moderately successful, with 78 out of 100 points.

Analysis and assessment of coherence

Coherence – Dimension 1: Internal coherence

The basis of the assessment was the extent to which the project complemented other German DC interventions and was integrated into the overall portfolio of the German DC, taking into account the general governing standards of GIZ. The integration of individual GIZ projects into the overall GIZ portfolio as well as the portfolio of the German DC is stated in goal 2028 (*Zielbild 2028*). Detailed descriptions of cooperation opportunities with other GIZ projects and political foundations were stated in the project offer and updates presented in the annual reports (GIZ SPACE, 2019, 2021b, 2022a, 2023a).

The GIZ teams in Jordan and Lebanon were following up on this objective through their portfolio units[25] and through interventions of the projects – in this case SPACE – themselves (Int_5,8,11,12,21 with GIZ). In both countries, SPACE was not part of the key cooperation sectors (Int_1,2,11,13,16 with GIZ; Int_2,4 with donors). In Jordan, SPACE was included in the education and youth cluster.[26] Frequent information exchange took place within this cluster. The cluster structure was established mainly to ensure complementarity, rather than to leverage synergies, as this would have required particular resources within the individual projects (Int_11,13-16).[27] In Lebanon, no cluster structure was established. In both countries, communication took place with the portfolio units, mainly for the purpose of being informed about other GIZ projects' partners and regional expansion. In Lebanon, the portfolio unit was also concerned with how to link SPACE with other projects to ensure the participation of Syrian refugees and because of the sudden closure of SPACE.

SPACE was mandated to advise other DC projects either during the appraisal mission or during the implementation phase through the YACs (output 1), in order to include youth perspectives in the projects' designs. SPACE cooperated with other GIZ projects to identify young people for the YACs and was supported by other GIZ projects to elaborate the ToR for the YACs (particularly by ILEPS in Jordan). YAC members were involved in the appraisal missions for several projects in both countries, for example Promoting Entrepreneurship to Boost Development and Employment, EPL and QuA-VET. YAC members also participated in the Public Finance Review in Lebanon, funded by the Studies and Expert Fund (*Studien und Fachkräfte Fond*). However, there was no follow-up on the advisory services of the YACs to other GIZ projects. Thus, it was not clear how far synergies could be identified or even leveraged. This was partly because the projects' timelines and target groups (age groups) differed (GIZ SPACE, 2021b, 2022a, 2023a; GIZ, 2022; Int_4,5,7,8,11,13,14,16,18,20 with GIZ; Int_7,9 with CS). SPACE succeeded in leveraging synergies; examples include implementing joint activities with the Sports for Development project in Jordan, the inclusion of experts in training with the CPS and Mental Health and Psycho-Social Support in Lebanon, the exchange forums, and the work with the municipalities under outputs 2 and 3 (Int_5,4,8,12,10,19 with GIZ).

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[25] Frequent exchanges took place between the head of project, project coordinator in Lebanon and the portfolio units, particularly in Lebanon but also in Jordan (Int_4,13,14,16,19 with GIZ).
[26] The allocation of SPACE to the education and youth cluster was assessed as not fully effective, as the other projects in the cluster had different mandates and age groups (Int_5,8,13,14 with GIZ). The plan was to transfer the follow-on project to the good governance and communities cluster.
[27] There was no unified description of cluster coordinator responsibilities and only minimum standards for the clusters. No formal procedures of context exchanges facilitated the identification and leveraging of synergies (Int_11,13,16 with GIZ).

SPACE also maintained information exchanges with the political foundations, mainly through the portfolio units. This was to ensure the separation between the GIZ mandate for social participation and the political foundations' mandate for political participation, without identifying spaces for cooperation. Closer communication took place with FES in Lebanon at the end of the project period to identify opportunities for FES to continue the work with capacitated young people (GIZ SPACE, 2023a; Int_1,5,8,13,15,16 with GIZ; Int_2,4,10 with CS). Information exchange with the German Foreign Office took place via the portfolio units and the German embassies to ensure complementarity. No cooperation opportunities were identified, but some of the partnering CSOs also received funding from the German Foreign Office that complemented SPACE (Int_5,13,16 with GIZ; Int_4 with donors; Int_5,3 with CS).

All in all, the design of SPACE was oriented towards internal coherence. SPACE partially succeeded in identifying and leveraging synergies with other projects, although the concepts, particularly the YAC, were not fully developed to leverage synergies as there was no follow-up. In general, it seemed to be difficult to foster internal coherence, as the resources and flexibility within other projects were limited.

Coherence dimension 1 – Internal coherence – scores **38 out of 50 points**.

Coherence – Dimension 2: External coherence

The assessment of external coherence was based on the extent to which the project complemented other international DC projects, including those of the EU and other actors (e.g. UNICEF, UNESCO), and the extent to which the project complemented the activities of the political partner and partnering CSOs. The cooperation mechanisms were also considered for the assessment.

SPACE was deeply embedded in the structure of partnering CSOs, and synergies with the CSOs' portfolios were used. All CSOs already worked with and were highly experienced in a participatory approach towards young people.[28] Some could draw on the experience of young people who were already trained to compensate for the short project period of SPACE or could link up with other projects in their portfolio, particularly for follow-up. All CSOs also had good relationships with communities, facilitating the implementation of youth projects. While some CSOs were already highly capacitated, others needed further support from SPACE to enhance their organisational and technical capabilities to improve the performance of their activities and link them with potential future donors. All CSOs profited from the networking component and the exchange with other CSOs at national and regional levels, adding value to their overall portfolios (Int_8,19 with GIZ; Int_1-5 with CS; Int_3,6,7 with BE). Some CSOs were even able to continue cooperation with capacitated young people through other projects (Int_2,4,5 with CS). SPACE also used CSOs' existing monitoring structures and report formats, providing them with the minimum quality requirement to ensure the collection and submission of required monitoring data (Int_3 with GIZ; Int_1,2,4,6 with CS).

SPACE was also embedded in the structure and strategy of the political partner MoY in Jordan and complied with the needs and capacities of the municipalities in Lebanon. Their structures and approaches could be strengthened during a limited time frame in Jordan, as the cooperation started officially only in mid-2022. MoY benefited from the handing over of a car and music equipment, which will be used in future to support the youth centres in Jordan. In Lebanon, the CSOs and the youth projects ensured that SPACE activities were embedded in municipality structures (Int_5,7,8,10,19,21 with GIZ; Int_3,4,6,8 with CS; Int_1,3,5,6 with BE).

SPACE was not fully embedded in the overall donor landscape. A list of potential cooperation partners with synergies at outcome and impact level was mentioned in the project offer (GIZ SPACE, 2019, 2021a) but was

[28] This was one of the selection criteria when identifying partnering CSOs (GIZ SPACE, 2021d).

translated into practice to only a limited extent (Int_5,8,13,16 with GIZ). One positive example of complementarity was the UNICEF capacity development programme with MoY in Jordan. More detailed communication in this regard was envisaged for the follow-on project. Other cooperation activities with UNICEF, such as the use of the UNICEF online platform for the SPACE youth purposes, were also planned for the follow-on project. Further meetings with the EU, UNICEF and UNESCO took place, but no cooperation opportunities could be identified. Coordination with external actors was always conducted in coordination or in communication with the portfolio units in both countries (Int_4,5,8,19 with GIZ; WS_4 with GIZ). Interestingly, young people themselves also reached out to other donors to identify opportunities for cooperation. At the time of the evaluation mission, these negotiations were still in progress (Int_7 with CS; Int_3,6 with BE).

Coherence dimension 2 – External coherence – scores **40 out of 50 points.**

Methodology for assessing coherence

Table 8: Methodology for assessing OECD DAC criterion: coherence

Coherence: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Internal coherence	The extent to which the project complements other German DC interventions (e.g. GIZ projects, including the CPS, political foundations such as FES). There is a particular focus on DC projects that were advised by the YACs, and projects that might continue cooperation with youth groups after the end of the project. The extent to which the project is consistent with GIZ's governing standards.	**Evaluation design:** Analysis followed the evaluation questions from the evaluation matrix (see Section 3.2). **Empirical methods:** document review, SSIs (see Section 3.2)	• Relevant project documents were made available. • Additional data was collected through internet research and interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: strong.
External coherence	The extent to which the project complements other EU DC interventions and interventions of other implementing partners (DFID, UNICEF, UNESCO). Th extent to which the project complements other DC interventions from the CSO and MoY sides. Mechanism of donor coordination.	**Evaluation design:** Analysis followed the evaluation questions from the evaluation matrix (see Section 3.2) **Empirical methods:** document review, SSIs (see Section 3.2)	• Relevant project documents were made available. • Additional data was collected through interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: strong.

4.4 Effectiveness

This section analyses and assesses the effectiveness of the project. It is structured according to the assessment dimensions in the GIZ project evaluation matrix (see Annex).

Summarising assessment and rating of effectiveness

Table 9: Rating of OECD DAC criterion: effectiveness

Criterion	Assessment dimension	Score and rating
Effectiveness	Achievement of the (intended) objectives	26 out of 30 points
	Contribution to achievement of objectives	25 out of 30 points
	Quality of implementation	16 out of 20 points
	Unintended results	17 out of 20 points
Overall score and rating		Score: **84 out of 100 points** Rating: Level 2: successful

SPACE was able to achieve all **intended indicators** at outcome level. The expected ratio of women was achieved, although the ratio of refugees was below the anticipated rate of 35%. Module indicator 3 referred to the number of exchange events, without considering the quality or the results of these events. The evaluation team included relevant qualitative questions in interviews and document review to compensate for the limitation of the indicator. Three hypotheses were selected by the evaluation team to assess the **contribution of SPACE to the intended objectives**. The first hypothesis, on the influence of YACs to shape the social environment, could be only partly confirmed, because of structural limitations and a gap in following up on YAC advisory services. Hypothesis 2, on the youth fund and youth projects, and hypothesis 3, on the importance of networking platforms between young people, CSOs and governmental authorities, could be confirmed. Regarding the **quality of implementation**, the evaluation team identified minor gaps in political and strategic steering, while the right actors were selected. The capacity development strategy focused on the micro level, ignoring some potential at the meso and macro levels. SPACE was not fully used as a learning platform by GIZ and the potential for being a pilot for an innovate youth participatory approach was not fully recognised. SPACE did not apply a structured risk monitoring system; however, risks and **unintended results** were identified in an iPCA and adequate mitigation measures were put in place. Risks were frequently discussed with stakeholders in different exchange formats. Unintended results occurred in terms of the frustration of the target group about the gap in following up their inputs (particularly the YAC inputs), lessons learned and recommendations, and about the weaknesses in achieving a comprehensive closure and handover of the project.

In total, the effectiveness of the project is rated Level 2: successful, with 84 out of 100 points.

Analysis and assessment of effectiveness

Effectiveness – Dimension 1: Achievement of the (intended) objectives

The assessment of effectiveness dimension 1 is based on a quality review of indicators, the extent to which the project achieved the intended objectives and how far the project could strengthen deescalating factors and connectors. It followed the questions in the evaluation matrix (see Annex).

Table 10: Assessed and adapted objective indicators (outcome level)

Project's objective indicator according to the (last change) offer	Assessment according to SMART* criteria	Specified objective indicator
Module objective indicator 1 70% of 500 young people (50% of whom are women or girls and 35% refugees) who have participated in youth initiatives state that they have developed an increased awareness of peaceful social participation. Base value (2019): 0 (young people) Target value (2023): 70% of 500 young people Current value (2023): 72% of 1,099 young people (794), 53% of whom are women/girls and 24% refugees Achievement in % (2022): 100% based on the absolute number (not considering the share of refugees) Source: project monitoring data June 2023 (GIZ SPACE, 2023j)	• Indicator is specific, although with several components (number of young people, and shares of women and refugees). • Indicator is measurable, starting from a baseline value of 0. However, the decision needs to be made whether to assess it based on the absolute number or the percentage of youths surveyed. In the report, the absolute number was used according to the indicator definition sheet. • Indicator is achievable. • Indicator is relevant for measuring increased awareness, as one aspect of the increased ability to shape peaceful spaces. • Indicator is time-bound until the end of the project period.	In combination with the other two module indicators, the module objective can be measured. No adaptation or additional indicator is necessary to measure the module objective.
Module objective indicator 2 100 measures by young people (50% of whom are women or girls and 35% refugees) that are geared to shaping peaceful spaces have been implemented in line with selected quality criteria in both partner countries. Base value (2019): 0 (measures) Target value (2023): 100 measures Current value (2023): 100 measures, with 65% female and 24% refugee participation Achievement in % (2022): 100% (not considering the share of refugees) Source: project progress report 2022 and monitoring data of June 2023 (GIZ SPACE, 2023a, 2023j)	• Indicator is specific, although with several components (number of measures, women and refugee share). • Indicator is measurable, based on the baseline value of 0. • Indicator is achievable. • Indicator is relevant for measuring increased capacities/abilities to implement projects that are geared to shaping peaceful spaces in practice. • Indicator is time-bound until the end of the project period.	In combination with the other two module indicators and considering the definitions in the indicator definition sheet and the SI, the module objective can be measured. No adaptation or additional indicator is necessary to measure the module objective.
Module objective indicator 3 In an annual regional learning and knowledge-sharing forum, youth organisations from Jordan and Lebanon discussed with state representatives existing strategies for supporting young people to develop their ability to shape peaceful spaces. Base value (2019): 0 (forums) Target value (2023): 3 forums (1 regional/year) Current value (2022): 3 forums Achievement in % (2022): 100% Source: project progress report 2022 and monitoring data of June 2023 (GIZ SPACE, 2023a, 2023j)	• Indicator is specific. • Indicator is measurable, based on the baseline value of 0. • Indicator is achievable. • Indicator is relevant for measuring increased capacities/abilities to shape peaceful spaces via networking and exchange, and political engagement and discussion. However, the indicator does not measure the effect of the networking activities. The level is more at the output level. • Indicator is time-bound until the end of the project period.	In combination with the other two module indicators, the module objective can be measured. The evaluation team assessed networking reports and included qualitative questions on networking events in the interviews with stakeholders to assess the outcome of these events.
* SMART: specific, measurable, achievable, relevant and time-bound		

The latest project status was outlined in the December 2022 annual progress report (GIZ SPACE, 2023a) and the updated monitoring data as of 30 June 2023 (GIZ SPACE, 2023j). Since then, the project focused (particularly in Jordan) on the design of the follow-on project and, after it failed to gain approval, on the sudden closure of the project. The final report was still pending at the time of the evaluation mission.

The evaluation team concluded that project objective indicators 1, 2 and 3 were fully achieved (almost achieved) by the end of the project. Although **module indicator 1** was fully achieved, the qualitative survey, which was scheduled for 2023 but cancelled because of the end of the final project, could have given an even more in-depth overview of the achievements and applicability of the project design. The inactivity of the Jordanian YAC in 2022, after it was successfully established, could not be followed up in 2023. **Module indicator 2** was achieved, with 100 projects implemented through the youth fund. The youth projects were implemented smoothly and were supported and monitored by the partnering CSOs. **Module indicator 3** was fully achieved; the evaluation team found that the national and regional networking activities were very important in enabling young people, CSOs and stakeholders to exchange perspectives and lessons learned, and to find mutual ground for youth participation opportunities and approaches (see hypothesis 3, effectiveness dimension 2).

The target for the ratio of refugees was not achieved in either Lebanon or Jordan. In Jordan, this was mainly because MoY prioritised a balanced regional distribution of activities instead of focusing on areas with a higher refugee population. In Lebanon, the inclusion of (particularly Syrian) refugees was politically sensitive as they were not eligible to participate in municipal decision-making processes (GIZ SPACE, 2023a; Int_4,5,7,8,19,21 with GIZ; Int_3-5,7,8 with CS; Int_3,5,6 with BE).

Effectiveness dimension 1 – Achievement of the (intended) objectives – scores **26 out of 30 points.**

Effectiveness – Dimension 2: Contribution to achievement of objectives

Following the CPE guidelines, a theory-based contribution analysis approach (GIZ, 2015b) was chosen for assessing effectiveness dimension 2, to capture the effects of the project at outcome level. The method was selected to demonstrate a causal relationship between measures and outcomes (attribution), taking into account other influencing factors.[29] The assessment followed the questions in the evaluation matrix (see Annex) on the extent to which it was plausible that the project's activities and outputs contributed to the achievements of outcome results. The evaluation team applied the six-point step-by-step guide for the contribution analysis:

1. capturing the cause–effect relationships based on the results model,
2. developing a theory of change including assumptions, risks, and alternative explanations,
3. searching for evidence to confirm the theory in relation to the observable effects, considering alternative explanations,
4. developing a first 'contribution' story,
5. searching for further evidence, and
6. revising and strengthening the attribution story.

Selection of results hypotheses

The evaluation team selected three hypotheses from the results model (see Section 2.2) to evaluate the effectiveness of dimension 3. Each hypothesis corresponded to a specific area of activity (output) to cover the entire project structure. The selection of hypotheses was based on the main evaluation interests (e.g. the role of the youth fund as a trigger under output 2 and focal aspects within the project structure (YAC activities under output 1 and continuum of national and regional exchange for output 3). The availability and accessibility of relevant data to (dis)confirm the hypotheses were also considered. The formulated hypotheses allowed for contributions from both countries, enabling assessment of the project's applicability in diverse working

[29] In this way, the complex capacity development approach of the project could be taken into account. Quasi-experimental approaches were considered unsuitable by the evaluation team as they only measure single specific aspects over time. It was also not possible to create control or comparison groups in the sensitive and complex context of the project. Accordingly, these two methods were not chosen.

environments with varying social, political and economic contexts (GIZ SPACE, 2023h, 2023i; Int_3,5 with GIZ; WS_2,4,5 with GIZ).

Table 11: Selected results hypotheses for effectiveness

Hypothesis 1 (activity – output – project objective) **Area of activity 1**	Capacitated YACs (R3) form an effective platform for young people to discuss their needs, identify DC projects (which they value) (R4) and elaborate recommendations for a youth-oriented design and/or implementation of projects (R5). Through this strengthened participation in decision-making processes in DC (output 1), young men and women are better capacitated to define, communicate and negotiate their needs and to increase their self-confidence to be able to shape peaceful spaces in their social environment (module objective).
Main assumptions	Young people are willing and motivated to engage in decision-making processes. Project managers of DC projects realise the added value of youth participation and are willing to cooperate. Other external factors (blocking actors) are not hindering youth participation, particularly in a traditionally oriented culture.
Risks/unintended results	Blocking actors[30] are hampering the implementation. DC projects do not respect and process the input of YACs. (This does not mean they have to accept, but that they should transparently discuss decision-making processes.) YACs will become frustrated if their inputs are not processed and, thus, long-term demotivation regarding social participation will occur.
Alternative explanation	Young participants are referred mainly from other DC projects where they were already capacitated to form a platform and to negotiate their needs. Thus, it is not easy to attribute this increased capacity to the project alone. Other DC projects are already active in the communities, shaping spaces for young people to communicate and exchange their needs and to foster social cohesion.
Confirmed/partly confirmed/not confirmed	Partly confirmed

Based on the youth groups involved in GIZ projects in Lebanon and Jordan, motivated young people were selected to form a YAC as an exchange platform for young people and the German DC. The individuals selected were introduced to SPACE and jointly elaborated their own ToRs with other GIZ projects (R3). They took part in several training activities and workshops implemented by CSOs, on life skills, communication and negotiation skills, how to identify needs and how to mutually find a consensus and solutions to shape peaceful environments in their communities (R3). Four YAC meetings took place in Jordan between December 2020 and May 2021 and three in Lebanon between December 2022 and April 2023. In Jordan, the YAC came up with a Ramadan project (R5) and was included in the appraisal mission for Promoting Entrepreneurship to Boost Development and Employment (R4). In Lebanon, the YAC advised three DC projects (QuA-VET, EPL, Nahnoo International), two private start-ups (Annine Fadye, GreeNX) and the country's Public Finance Review, funded by the Studies and Expert Fund (*Studien und Fachkräfte Fond*) (R4). These experiences enhanced participants' skills to speak up, communicate their own interests and needs, and be integrated in decision-making processes (output 1). This was a first step to participating in shaping their environment (module objective) (GIZ SPACE, 2021b, 2022a, 2022h, 2023a; YAC, 2020, 2021a-c, 2022a, 2022b, 2023a, 2023b; Annine Fadye, 2022; GreeNX, 2022; Int_4,5,7,8,14,18-21 with GIZ; Int_1,2,4,6,7 with BE; Int_7,11 with CS).

One good example was the discussion on election participation with Nahnoo International, where the YAC members mentioned the difficulty for young women of running for local elections as they feared insults and repression from the traditional community. They recommended that these aspects be included in project designs, and this suggestion was taken up by Nahnoo (Nahnoo, 2022; Int_1 with BE; Int_7,11 with CS).

[30] Blocking actors are actors who are not willing to accept greater youth participation and/or are afraid of a loss of power.

Limitations on full confirmation of the hypothesis included the fact that the YAC input was not followed up or processed.[31] Further, no sustainable structure and institutional anchoring was established. DC projects were not prepared on how to process YAC inputs and recommendations due to a lack of flexibility within their project designs. In addition, YAC members were capacitated mainly through their line CSOs, and not primarily as a whole group together, so that the individual members had different capacitation backgrounds. No mutual strategic planning processes took place (Int_11,13,14,15,16,18,20 with GIZ; Int_7,11 with CS; Int_3,6,7 with BE).

Hypothesis 2 (activity – output – project objective) **Area of activity 2**	Motivated (R10) young women and men, including refugees, are capacitated on social participation and community engagement. Thus, they are enabled to design demand-oriented public and safe spaces for young people (R11/R12). The creation of or the contribution to these spaces (R14) is facilitated by a youth fund (R13). This process of inclusive and mutual learning in newly created physical or virtual spaces (output 2) contributes to the development of common ground among young people themselves and between young people and community members (R15). This is one foundation for shaping peaceful spaces in the social environment of young people (module objective).
Main assumptions	Young people are willing and motivated to socially participate and engage in their communities. Young people are financially able to participate in voluntary work (particularly in Lebanon). CSOs are cooperating to administer the youth projects. The inclusive approach, including for women and refugees, is accepted by young people and communities.
Risks/unintended results	Blocking actors are hampering the implementation. Frustration occurs if projects are not successful. The sustainability of projects is not ensured.
Alternative explanation	Young participants are supported by the partnering CSOs in the long term and thus profit from capacity development measures of the CSOs and the project. Thus, it is not easy to attribute improved capacities to the project alone. Other DC projects are already active in communities and are implementing youth-promoting activities.
Confirmed/partly confirmed/not confirmed	Confirmed

In Jordan, a total of 2,172 young people were involved in SPACE projects and in Lebanon a total of 376; 65% were young females, and 21% were refugees. The projects covered all areas in Lebanon and Jordan and thus included young people from different ethnic, religious and social backgrounds (R10). Fourteen CSOs were selected to implement holistic youth programmes, including a comprehensive capacity development component of life skills, technical and project management skills, the identification of youth needs in their respective communities (R11/R12), project design, negotiation with authorities to obtain approvals for project implementation and acceptance that the programmes would be funded by the youth fund (R13). A total of 100 projects were implemented (R14). Young people selected social projects, for example to work with young children, or raise awareness on and support victims of COVID-19, or projects on social cohesion and Resolution 2250. Other projects were established to improve living conditions in communities, such as lighting the streets, building sports fields, establishing a community garden, planting rooftops or reactivating a cinema or library. Environmental projects were included, particularly on environmental protection awareness, but also on experiencing nature through adventure hiking tours. Virtual projects, such as digital learning platforms, radio programmes and podcasts, and information technology clubs, were created to offer safe spaces for young people in their communities. The positive results of the projects were also appreciated by other community

[31] The argument that the YAC could be seen as a method for empowering young people rather than as an instrument for increasing youth participation in DC was not entirely plausible for the evaluation team.

members, enhancing the respect for and acceptance of youth participation in the communities and thus the connection between young people and community members (R15), which contributed to the peaceful social environment for young people (module objective) (GIZ SPACE, 2022a, 2023a, 2023j; DRI, 2022; EKF, 2022; Jeerah, 2021; IDare, 2022; I Learn, 2021; JOHUD, 2021; LoT, 2021; Naua, 2022; Nahnoo, 2022; SFCG, 2022; Nawaya, 2022; Namaa, 2021; YMA, 2022; Int_1 with donors; Int_1-9 with CS; Int_3,5,6,7 with BE). As all projects had a particular importance and most could be seen as a success story, the evaluation team refrained from mentioning **success stories** to avoid discouraging other youth groups.

Hypothesis 3 (activity – output – project objective) **Area of activity 3**	The continuum of learning and exchange forums between young people and their related CSOs as the first step (R18), followed by an exchange including governmental authorities based on the result of the first forum (R19) as second step, and followed by a regional exchange based on the results of the second forum (R20) as a third step is a promising approach for creating mutual learning, dialogue and networking platforms between civil society and governmental actors (output 3). This process contributes to the finding of common ground for shaping peaceful spaces for young people and to their increased ability to influence their social environment (module objective).
Main assumptions	Youths, CSOs and governmental actors are willing to meet and exchange.
Risks/unintended results	Mistrust and misunderstanding between the different actors are enhanced due to opposing interests. Frustration occurs if perspectives are not respected by other parties.
Alternative explanation	Young participants are supported by the partnering CSOs in the long term and thus profit from capacity development measures of the CSOs and the project. Thus, it is not easy to attribute improved capacities to the project alone. Other DC projects are already supporting the target group, particularly with regard to capacity development of governmental actors (e.g. UNICEF supporting MoY).
Confirmed/partly confirmed/not confirmed	Confirmed

Through the SPACE funded projects, young people were capacitated and were given the chance to pursue self-reliant project design and development. For many of them, it was the first time they had had the opportunity to participate in decision-making processes within their respective CSOs. They decided on their project by themselves without intervention from the CSOs, although they were supported, coached and mentored by the CSOs. This created a different and novel feeling of having the ability to act and of being responsible and accountable (R18). Based on this experience, young people could participate in the three national exchange forums in Lebanon and in Jordan with like-minded young people from different backgrounds and different living environments. Similarities and differences could be identified and common ground on promoting youth participation found and discussed with the local authorities (in Lebanon) and the ministry (in Jordan). Lessons learned could be formulated (R20). This formed a good basis for regional exchanges between Lebanon and Jordan. Three network meetings took place and created a promising platform for exchanges between young people, civil society and governmental actors from different backgrounds and contexts (output 3). Exchange on similarities, differences, lessons learned and success stories facilitated the identification of opportunities and potential ways forward to increase youth participation with the aim of enhancing their influence on the social environment (module objective). Respondents from the governmental side, CSOs and beneficiaries emphasised the importance of and necessity for such exchange platforms (GIZ SPACE, 2021b, 2021c, 2022a, 2022g, 2023a; GIZ and Mindnavi, 2022; Int_4,5,8,19,21 with GIZ; Int_1 with donors; Int_1-5,7,9 with CS; Int_3,6 with BE).

A **particular learning effect** for participants was the exchange between young people from Lebanon and Jordan during the regional exchange event. Jordanian young people, who struggled with the challenges of cooperating with governmental authorities, were amazed at the statement from the Lebanese young people

that this would still be better than having no government at all. Meanwhile, it was interesting for Lebanese young people to hear that even a functioning government did not necessarily mean simple cooperation. CSOs profited from the exchange with other CSOs and their lessons learned about certain approaches, for example whether or not to pay transport and communication fees, or how to ensure the sustainability of youth projects (Int_3,7,8 with CS; Int_3,6 with BE).

Effectiveness dimension 2 – Contribution to achievement of objectives – scores **25 out of 30 points.**

Effectiveness – Dimension 3: Quality of implementation

The analyses of effectiveness dimension 3 followed the questions from the evaluation matrix (see Annex) to assess how far SPACE actively and effectively steered towards the achievement of project objectives. The evaluation team focused on Capacity WORKS success factors such as steering, cooperation and processes (operational planning, stakeholder analyses, capacity development strategy). The aspect of conflict-sensitive monitoring was already covered under Section 3.1.

The **steering process** of the project was reflected in the steering structure document (GIZ SPACE, 2023e), including the political, strategic and operational levels. **Political steering** was carried out through annual meetings with the Ministry of Planning and International Cooperation and MoY in Jordan. In Lebanon there was no political partner. **Strategic steering** took place between the head of project and the cluster coordinator on a weekly basis and, to a lesser extent, with the portfolio unit. In Lebanon, where no cluster structure existed, flexible exchange took place between the project coordinator and the portfolio unit. Regular exchange took place with the SI and the SI flight and with the sector unit upon request. Strategic steering with the partnering CSOs was not organised in a structured way but occurred according to need. In particular, the exchange forums at the national and regional levels were used for planning purposes and for exchanges on lessons learned, challenges and risks, and compensated for the lack of an official KOMPASS process. Otherwise, steering with the partners was oriented more towards **operational steering**. The project team had frequent and close contacts with all CSO partners with meetings at least twice a month (sometimes weekly meetings). Within the team, weekly meetings for operational planning took place between the head of project and the project coordinator in Lebanon. The country teams met on a weekly basis and at regional level on a monthly basis. Operational planning was carried out once a year, with the updated operational plan as a result (GIZ SPACE, 2023d). Meetings for monitoring and evaluation (M&E) were arranged every two weeks, and monthly for financial monitoring.

The **external political steering** was assessed as adequate for Jordan but as challenging for Lebanon. Decisions were taken in Jordan for both countries; sometimes these did not take into account the Lebanese context and, thus, were not country sensitive (e.g. the inclusion of Syrian refugees). Closer involvement of the portfolio unit of Lebanon and the German embassy in Beirut in political decision-making processes might have avoided some confusion at the portfolio level in Lebanon (Int_5,8,16 with GIZ; Int_2,4 with donors; Int_11 with CS). **External strategic** steering with partnering actors was assessed as functional, although CSOs would have appreciated a greater involvement in strategic planning and more consideration and processing of their identified lessons learned and recommendations (Int_4,5,7,8,19 with GIZ; Int_2-5,8,11 with CS).

Internal steering was assessed by the team as adequate, particularly after the expansion of the team in Lebanon and the engagement of a project coordinator on-site. The internal atmosphere was characterised as friendly and trustworthy. Staff care was an integral part of the internal steering process and staff turnover was limited (Int_4,7,8,15,19,21 with GIZ).

The selection of MoY as **political partner** was made after in-depth assessment during the inception phase of the project (GIZ SPACE, 2021a, 2021b) and was assessed as highly relevant for the implementation and future

participation of young people in decision-making processes. Communication with MoY was characterised as friendly and engaged, although the official cooperation started only in mid-2022. Thus, no official cooperation mechanism could be established. The rejection of cooperation with the Ministry of Youth and Sports in Lebanon was a political decision based on the affiliation of the ministry. Cooperation took place at sub-national level: the involvement of municipalities was highly important for enabling youth participation at local level, as municipalities could potentially act as hampering factors. Cooperating with CSOs was the main option in both countries when working with young people and communities. The selection of **implementing** CSOs was carried out according to a selection criteria list (GIZ SPACE, 2021d) that was valid for both countries and focused on the experience of CSOs with and their participatory approach to young people, and their existing and functional relationships with the municipalities/communities. The standardised Commercial Eligibility Proof was applied. The selection of actors was based on the stakeholder map (GIZ SPACE, 2022b, 2022c) and was assessed as effective. A greater involvement and capacity development of municipalities and communities in Jordan, too,[32] as well as the involvement of the DC sector as an actor and not only a recipient, might have increased the achievements regarding sustainability.

The **capacity development strategy** (GIZ SPACE, n.d.) focused on the micro level and individual capacity development (see Section 4.2, relevance dimension 3). At the meso level, institutional capacity development was offered mainly to CSOs through networking, advisory services on organisational and project development, and minor procurement. The macro level was almost excluded from capacity development activities,[33] except for the handing over of the car and music equipment to MoY and networking activities. A more holistic capacity development component, with greater involvement of the meso level (municipalities and communities, the DC sector) as well as the macro level, to ensure institutionalisation of processes and structures, might have increased the likelihood of sustainability.

SPACE had the potential to be a pilot project for an innovative and holistic youth participatory approach. However, the results and **lessons learned** were integrated only to a limited extent into the GIZ structure (country portfolios) and neither follow-up in Jordan and Lebanon nor a multiplication in other regions seemed to have been envisaged.

Effectiveness dimension 3 – Quality of implementation – scores **16 out of 20 points.**

Effectiveness – Dimension 4: Unintended results

The evaluation team followed the questions from the evaluation matrix (see Annex) to assess which unintended positive and negative results might have emerged through project activities, how far they were monitored, and how far the project responded to the occurrence of such results.

The risk monitoring system of SPACE is described in Section 3.1. From the list of potential risks and unintended results, which derived from the iPCA (GIZ Regional, 2019; GIZ SPACE, 2023b) and gender analyses (GIZ Regional, 2019; GIZ SPACE, 2023c), the evaluation team selected the following for further analysis, given the probability and significance of potential unintended results:

[32] Capacity development for municipalities in Lebanon was not approved politically.
[33] It should be noted that UNICEF implemented a capacity development programme for MoY.

- There is potential for inadvertent political, social, economic or symbolic strengthening of one conflict party over another through cooperation (Lebanon), for example if local cooperation partners dictate the targeting of certain beneficiaries.
  → SPACE was able to mitigate this potential risk through awareness raising and ensuring balanced support for different target groups. Young people from different backgrounds and from all regions in Jordan and Lebanon were reached, with some limitations regarding the expected ratio of refugees (see effectiveness dimension 1).
- Corruption and elite capture could be promoted by the financing of local stakeholders, including NGOs affiliated with conflict parties or partisan municipalities.
  → This potential risk was mitigated by applying standardised GIZ procedures for CSO selection (Commercial Eligibility Proof), standardised procurement procedures and tight financial monitoring.
- In the case of a deteriorating reputation for GIZ, or a perception that it is political biased, beneficiaries may suffer negative consequences, or even violence, in communities as a result of their participation in activities.
  → The project team, in communication with CSOs, carefully selected the beneficiaries. Participants' privacy was protected and communication on projects' objectives and approaches was transparent. No unintended results were observed.
- A high level of bureaucracy and slow rate of disbursement lead to frustration or serious financial problems among NGO partners who depend on GIZ financing (e.g. for their salaries).
  → The project streamlined processes and reduced bureaucracy as far as possible by accepting different report formats and supporting CSOs in complying with GIZ regulations. However, CSOs still reported that GIZ projects had hampered the smooth implementation of projects (Int_7,8,15 with GIZ; Int_1,3,5,6 with CS).
- Promoting human rights principles and the rights of women and refugees might be perceived as foreign interference in or criticism of domestic affairs.
  → The project chose to work closely with local authorities, raising awareness of human rights (including the rights of women and refugees) while respecting local decisions. No unintended results were observed.
- Frustration among young people could be increased by enhancing skills and awareness of rights without effectively promoting opportunities for change in power dynamics.
  → SPACE focused on participation in areas of mutual benefit to communities, e.g. environment, sports, music and peaceful coexistence, which enhances the acceptance of changes. However, regarding YACs, youth members did indeed report a lack of follow-up of their inputs and thus a feeling of not being taken seriously (Int_11,14,18,20 with GIZ; Int_7 with CS; Int_4,6 with BE).
- Syrians, Palestinians and other refugees could be excluded from project benefits if participation is tied to legal status.
  → To avoid this risk, the project conducted a wide range of activities that did not rely on legal status, such as large-scale public events and festivals, and refers others to actors working with thattarget group.
- Insufficient cyber security on the planned GIZ/SPACE platform may put participants at risk of surveillance or hacking by state or non-state actors. This was particularly valid as SPACE its own (and not only GIZ) digital platforms (Int_16 with GIZ).
  → SPACE ensured consideration of all GIZ regulations for cyber security.
- While women's participation in the project is in line with plans, their role within the project remains limited, with weak participation in decision-making processes.
  → This aspect was not considered in the design of the project, but was taken as a lesson learned. Awareness was also raised among CSOs to consider not only women's participation but also the role of women. Positive examples were reported by CSOs with reference to the steering structures of youth groups and the election of young women to leading positions on the Koura Youth Council.[34]

SPACE focused on social aspects, with indirect effects on economic and environmental aspects, depending on the specific projects advised by YACs (output 1), projects implemented through the youth fund (output 2), and aspects discussed in national and regional forums (output 3). Thus, potential unintended results at the economic and environmental levels could not in general be predicted. However, no unintended results were reported by respondent groups (GIZ SPACE, 2019, 2021a, 2023a-c, 2023j; Int_2,3,5 with GIZ; WS_2,4,5 with GIZ).

Photo 1: Basketball court established by youth group *(Source/© GIZ, 2022)*



One unintended negative result emerged. This was the disappointment and frustration of the target group (direct and indirect) members that the innovative approach of youth participation was not followed up, the identified lessons learned and recommendations were not processed and the project was not comprehensively closed or handed over. This left a slightly negative impression about the GIZ project, which was otherwise appreciated (GIZ SPACE, 2023k; Int_2-5,9 with CS; Int_2-4,6 with BE). Positive unintended results occurred in relation to new job opportunities that young people found following their participation in SPACE activities (Int_5,6,7 with BE; Int_11 with CS). With regard to the fragility aspect, SPACE was able to strengthen connectors for greater participation and social cohesion by integrating relevant actors at the micro, meso and macro levels, by applying a participatory and demand-oriented approach and by including young people from different backgrounds, members of host communities and refugees.

Effectiveness dimension 4 – Unintended results – scores **17 out of 20 points.**

[34] The aspect of women's roles was not included in the monitoring system, but only the number of female participants.

Methodology for assessing effectiveness

Table 12: Methodology for assessing OECD DAC criterion: effectiveness

Effectiveness: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Achievement of the (intended) objectives	The extent to which indicators are appropriate for measuring the intended objective (SMART). The extent to which the three module objective indicators have been achieved. The extent to which the project was able to strengthen connectors/weaken dividers.	**Evaluation design:** No specific evaluation design applied; the analysis followed the evaluation questions from the evaluation matrix (see Section 3.2). **Empirical methods:** document and secondary data analysis, SSIs and workshops (see Section 3.2)	• Relevant project documents were made available. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: strong.
Contribution to achievement of objectives	The extent to which it is plausible that the project's activities and outputs contributed to/will contribute to the achievement of outcome results, focusing on the three selected hypotheses in area of interventions/activities 1–3.	**Evaluation Design:** contribution analysis, most significant change **Empirical methods:** document and secondary data analysis, SSIs and workshops, FGDs, debriefing meeting for validation (see Section 3.2)	• Relevant project documents were made available. • Additional data was collected through interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: strong.
Quality of implementation	The extent to which SPACE actively and effectively steered on the achievement of the project objectives. Analysis is structured according to the Capacity WORKS success factors (RBM, operations plans, stakeholder map (selection of the right actors, considering the blocking actors), steering structure, capacity development strategy).	**Evaluation design:** The analysis followed the evaluation questions from the evaluation matrix (see Section 3.2). **Empirical methods:** document and secondary data analysis, SSIs (see Section 3.2)	• Relevant project documents were made available. • Additional data was collected through interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: strong.

Unintended results	The extent to which unintended results (at output and outcome level) have been observed/can be anticipated, what benefits and risks emanate from them, and how the project monitored and responded to unintended effects. The extent to which the project applied conflict-sensitive project management and monitoring.	**Evaluation design:** The analysis followed the evaluation questions from the evaluation matrix, outcome harvesting. **Empirical methods:** document analysis, SSIs (see Section 3.2)	• Relevant project documents were made available. • Additional data was collected through interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: strong. **Limitations:** • Conflict-sensitive monitoring and monitoring of risks, external factors and unintended results was done frequently, but only verbally, without structured documentation. • iPCA was not systematically used for monitoring.
* SMART: specific, measurable, achievable, relevant and time-bound			

4.5 Impact

This section analyses and assesses the impact of the project. It is structured according to the assessment dimensions in the GIZ project evaluation matrix (see Annex).

Summarising assessment and rating of impact

Table 13: Rating of OECD DAC criterion: impact

Criterion	Assessment dimension	Score and rating
Impact	Higher-level (intended) development changes/results	25 out of 30 points
	Contribution to higher-level (intended) development results/changes	34 out of 40 points
	Contribution to higher-level (unintended) development results/changes	26 out of 30 points
Impact score and rating		Score: **85 out of 100 points** Rating: **Level 2: successful**

SPACE was not embedded in a DC programme and no indicators against which the **higher-level (intended) development changes/results** could be assessed were set. SPACE implemented a highly innovative approach to youth participation, responding to the needs of young people to be involved in decision-making processes and to identify future prospects for their lives. Contributions to greater participation and good governance (PD/GG) and lifelong learning (SDG 4) could be observed, as could improved social cohesion and a contribution to safe and peaceful environments (FS2, SDG 16, human rights).

Two hypotheses were selected to assess the **contributions to higher-level development changes/results**. The contribution to lifelong learning (SDG 4) and to improved social cohesion and human rights, which was stated in hypothesis 4, could be confirmed. The contribution of greater participation in decision-making processes through enhanced communication and exchange between young people, CSOs and governmental authorities was partly confirmed. Although positive examples were observed, a structured institutionalisation of participatory processes at the local and national levels was pending. Unintended positive or negative results

were not systematically monitored. On higher-level development changes, no unintended results were identified in the iPCA or progress reports, nor mentioned by actors. Young people reported an increased intention on the part of municipalities to accept youth participation to comply with donor requirements. SPACE had the potential to be a model for other regions and the DC structure if its approaches were be followed up and up-scaled even after the project's end.

In total, the impact of the project is rated Level 2: successful, with 85 out of 100 points.

Analysis and assessment of impact

Impact – Dimension 1: Higher-level (intended) development changes/results

The evaluation team followed the questions in the evaluation matrix (see Annex) to assess impact dimension 1. The assessment was based on the extent to which expected higher-level changes with reference to the SDGs and the selected policy markers could be observed and the extent to which the LNOB principle was applied.

SPACE was not embedded in a DC programme and no impact indicators against which higher-level development changes could be measured were set. SPACE was an integral part of the SI Displaced Persons and Host Communities, and contributions were expected towards action field 2, stabilisation of host communities, and in Lebanon also action field 1, reduce the current causes of flight. Although indicators existed for the SI, these referred more to the output level (beneficiaries reached) and no target values were set. Reporting on SI indicators was used for communication purposes rather than for monitoring or steering. Contributions to higher-level development changes were expected towards SDG 16 (peace and justice, strong institutions), SDG 4 (quality education – lifelong learning/life skills), SDG 5 (gender equality) and the policy markers PD/GG2 (participatory development/good governance), FS2 (peace and security) and GG1. Contributions to human rights were also anticipated (GIZ SPACE, 2019, 2020a, 2023a, 2023h, 2023i; Int_3-5 with GIZ; WS_2,4,5 with GIZ; Int_2 with donors).

Although the project did not conduct baseline or end-line surveys to assess impact level changes, contributions to higher-level development changes could be observed and reported in the reports of partnering CSOs. SPACE focused on interactions between social **dimensions**. Under component 1, the structured integration of youth perspectives into the designs of DC projects through the advisory services of YACs was an innovative approach that could serve as a model for including young people in decision-making processes within the DC (PD/GG2).

Within component 2, young people were capacitated and enabled to participate in the shaping of their communities and municipalities and to take over responsibilities and decisions in communication with the local authorities (PD/GG2). Bichmezzin and Hasbayya municipalities were success stories in which the new approach was integrated into the local structures (though not yet institutionalised). Many examples were reported, including where youth groups had initiated projects to integrate spaces for young people in their communities (e.g. sports fields, cinema and libraries), where young people were socially engaged in awareness raising and support during the COVID-19 pandemic, and where the security situation in communities was enhanced through street lighting. Linking up the micro, meso and macro levels through the networking component (component 3) also had the potential for structural higher-level development changes if followed up (PD/GG2)[35] (GIZ SPACE, 2021b, 2021c, 2022a, 2022g, 2023a; EKF, 2022; DRI, 2022; Nawaya, 2022; IDare, 2050; LOYAC, 2021; LoT, 2021; Ind_3-5,19,21 with GIZ; Int_2-6 with CS; Int_3,5,6 with BE; Int_1 with donors).

[35] The short implementation period of the project should be noted.

The capacitation of young people on life skills and project management, including conflict-sensitive approaches and fostering social stability, obviously contributed to SDG 4 regarding lifelong learning. Effects on the willingness of young people to cope with their (fragile) environment, to search for solutions and to work together for an improved peaceful environment were observed by the partnering CSOs and reported by the indirect target group themselves. A contribution to social cohesion and more peaceful spaces within the communities (FS2, SDG 16) was reported by all stakeholders. Youth groups that included members from different social and ethnic backgrounds found common ground on how to shape their environment through joint projects. Some youth groups focused on social cohesion and human rights (DRI, 2022; EKF, 2022; Jeerah, 2021; IDare, 2022; I Learn, 2021; JOHUD, 2021; LoT, 2021; Naua, 2022; Nahnoo, 2022; SFCG, 2022; Nawaya, 2022; Namaa, 2021; YMA, 2022; Int_1 with donors; Int_1-9 with CS; Int_3,5,6 with BE).

The interlinkages between the **social, economic and environmental** dimensions was not within the focus of the project design but emerged during the implementation of youth projects and YAC advisory services. The YAC also advised economic-related DC[36] and private projects in Lebanon and Jordan to include a youth perspective. The young people identified economic and environmental projects for their communities, such as hiking tours, community gardens and solar lighting, alongside small income-generation activities to enable them to continue their activities (GIZ SPACE, 2021b, 2022a, 2023a; Nawaya, 2022; EKF, 2022; SFCG, 2022; Naua, 2022; I learn, 2021; DRI, 2022; Annine Fadye, 2022; GreeNX, 2022; Int_18,20 with GIZ; Int_2,4,8 with CS; Int_2-4,6 with BE).

SPACE considered the **LNOB** principle to a certain degree, involving young people and women as vulnerable groups by considering refugees as well as members of host communities (do no harm approach). The expected share of refugees within the overall number in the indirect target group was not achieved.[37] For political reasons it was not possible to involve refugees in decision-making processes within the municipalities, particularly in Lebanon. The number of young women involved exceeded expectations. In particular, young women were selected for high positions within the youth group, with the Koura Youth Council a good example (GIZ SPACE, 2019, 2021b, 2022a, 2023a, 2023h, 2023i, 2023j; DRI, 2022; Nahnoo, 2022; Int_4,5,16,19,21 with GIZ; Int_4,9 with CS; Int_1 with donors; Int_3,6 with BE). SPACE implemented an innovative youth participatory approach that had great potential to reach higher-level development changes if followed up and up-scaled in other regions and within the DC structure.[38] Contributions could already be observed, but approaches had not yet been institutionalised.

Impact dimension 1 – Higher-level (intended) development changes/results – scores **25 out of 30 points.**

Impact – Dimension 2: Contribution to higher-level (intended) development results/changes

The assessment of impact dimension 2 followed the questions in the evaluation matrix (see Annex). The guideline questions were how far the contributions of the project to higher-level development changes could be identified, focusing on two selected hypotheses.

[36] QuA-VET, EPL in Lebanon or Promoting Entrepreneurship to Boost Development and Employment in Jordan.
[37] For example, of the expected 35%, under module indicators 1 and 2 only 24% instead of 35% could be reached; under output indicator 1.2 only 31% in Jordan and 13% in Lebanon was achieved.
[38] The short implementation period of the project should be noted.

Table 14: Selected results hypotheses for impact

Results hypothesis 4 (project objective – impact)	The creation of a mutual understanding on peaceful coexistence (R15) and the capacities and opportunities for young people to shape their social environment (module objective) forms a foundation for young people to stay connected to their communities, with an opportunity for self-reflection and the capability to transfer their experiences to communities. Thus, young people are better integrated into communities and social cohesion can be strengthened and promoted (R21). This contributes to enhanced life skills and to a lifelong learning process in the sense of a holistic education (R25/SDG 4). It also contributes to strengthened social cohesion based on the consideration of human rights and fosters the promotion of human rights (inclusion acceptance of each other, participation, respect, freedom of speech) (R26).
Main assumption	Young people and communities are motivated and willing to accept youth participation in decision-making processes. An inclusive approach is accepted by all parties to promote social cohesion. External factors are not hampering the process of mutual and common understanding on (youth-oriented) community development.
Risks	Blocking actors are hampering agreement and mutual understanding among different actors and increasing social tensions instead of promoting social cohesion. Young people's frustration and rejection of the political system in the case of failed negotiations with the communities can lead to violent behaviour.
Alternative explanation	Youths are linked with partnering CSOs or other DC projects and profit from the capacity development offered by these actors as well as by their projects. Thus, it is not easy to attribute improved capacities to the project alone. Other capacity development actors are active in the same fields.
Confirmed/partly confirmed/not confirmed	Confirmed

Capacity building for a total of 2,548 young people, 65.6% of them women and 21.2% of them refugees, was delivered in a comprehensive manner, including life skills (e.g. needs awareness, communication and negotiation skills) and technical project skills (e.g. technical skills on sports, arts and theatre, but also project management skills).[39] In combination with the national and regional exchange forums, young people were supported to discuss their needs, find common ground (R15) and explore what solutions could look like.[40] They learned how to transfer their ideas into 100 project concepts to shape their environment and how to implement these projects, while being responsible and accountable (module objective). Negotiation with the communities and municipalities, adaptation to changing conditions, and coping with difficulties (e.g. COVID-19) were life-preparing experiences (SDG 4). The young people were proud of their achievements and, likewise, communities started to respect young people and to see the added value of youth participation and youth involvement in decision-making processes. This strengthened the link between young people and communities, which fostered social cohesion (R21). Several youth projects continued after the end of the project funding through SPACE, or were even enhanced, continuing the learning cycle for young people (SDG 4, R25). Young people learned how it felt to be able to 'react', to have the right to be included in the processes of the community to which they belong, and to speak up. Equally, they also learned to grant these rights to others and to respect those from different backgrounds who have different ideas and perspectives (R26).

Success stories include the Youth Council in Koura, which could be included in the municipality structure and take part in the decision-making processes of the municipality. The youth projects in Hasbayya Municipality were mentioned as an example of how young people were engaged in protecting the cultural heritage of their

[39] Training cycles are described in the CSO reports of, for example, JOHUD (2021), DRI (2022), EKF (2022), Namaa (2021) and SFCG (2022).
[40] Election to positions (e.g. Koura Youth Council) and decisions on steering processes were just some examples of finding common ground (DRI, 2022; SFCG, 2022).

community. In Jordan, cases that confirm the above hypothesis include the engagement of young people in spreading modern and traditional music of different types throughout the country, and awareness raising on social cohesion through theatre. Digital approaches such as a hackathon, video clips and radio podcasts were modern, youth-oriented approaches to speaking up (GIZ SPACE, 2023a, 2023g, 2023i; DRI, 2022; EKF, 2022; IDare, 2021; YMA, 2022; Namaa, 2021; LoT, 2021; Int_4,8,19,21 with GIZ; Int_1,4,6,8 with CS; Int_3,5,6 with BE).

Results hypothesis 5 (project objective – impact)	Communication, mutual learning and understanding among governmental entities, actors and young people on the needs and opportunities for social participation of young people (including women and refugees) (R15) is one foundation for strengthening the ability of young people to shape peaceful spaces in their social environment (module objective). The approach of involving young people in decision-making processes based on a demand-oriented approach of governmental authorities contributes to a participatory process and good governance (PD/GG2).
Main assumption	Mistrust between governmental authorities, CSOs and young people is reduced through exchanges, and all parties are willing to participate in these exchanges. Governmental authorities accept and promote young people in decision-making processes. Governmental authorities take on board the inputs of young people.
Risks	Blocking actors and traditionally oriented authorities are hampering the participation of young people and exchanges. Tensions between actors are increased during exchange formats due to non-acceptance of other opinions and perspectives and the desire to preserve existing power structures. Young people's frustration and rejection of the political system could occur in the case of failed negotiations.
Alternative explanation	Other DC actors work in the field of capacity development of relevant ministries and CSOs and on networking. Young people are linked to partnering CSOs or other DC projects and profit from the capacity development offered by these actors as well as by their projects. Thus, it is not easy to attribute improved capacities to the project alone.
Confirmed/partly confirmed/not confirmed	Partly confirmed (almost confirmed)

Communication and mutual learning between young people, CSOs and governmental authorities was fostered by SPACE through national and regional exchange forums. Participants exchanged their perspectives, expressed their needs and searched for ways to ensure social participation of young people in community and municipal decision-making processes and towards MoY in Jordan. The exchange process was assessed by all participants as essential for sharing experiences, for changing perspectives and for finding common ground among the different actors (R15). Ideas and success stories were shared on how young people were included in decision-making processes and how they started to shape a peaceful environment in their communities (module objective). The willingness of communities and municipalities, albeit with some hesitation from those with traditional views, was essential for allowing youth participation (PD/GG2), as communities and municipalities could have acted as hampering factors.

Once again, the Youth Council in Koura was one of the predominant **success stories**, as it was integrated into the municipalities structure. Two **limitations** hampered a full confirmation of hypothesis 5. In Lebanon, several communities and municipalities proved their willingness for and acceptance of youth participation in decision-making processes. However, such processes were not yet institutionalised and still depended on the individual willingness of the relevant authority, which might change with the next election process. The same applied to Jordan. The national level in Lebanon was not taken into consideration (see Section 2.2, political partners). In Jordan, communication between MoY and young people was strengthened, though without establishing a frequent and systematic exchange platform. The exchange was more ad hoc, depending on the willingness of

relevant staff (GIZ SPACE, 2021c, 2022g; GIZ SPACE and Mindnavi, 2022; DRI, 2022; Int_3-5,7,8,19,21 with GIZ; Int_1 with donors; Int_2,3,4,6,8 with CS; Int_1,3,5,6 with BE).

Impact dimension 2 – Contribution to higher-level (intended) development results/changes – scores **34 out of 40 points**.

Photo 2: Youth adventure trip to raise awareness of Lebanese nature *(Source/© Nawaya, 2021)*



Impact – Dimension 3: Contribution to higher-level (unintended) development results/changes

The assessment was based on the extent to which unintended positive and negative results emerged through project activities, how they were monitored and to what extend the project responded accordingly. The assessment also took account of the question of how far escalating factors/dividers and deescalating factors/connectors were identified and have been weakened or strengthened, respectively.

The monitoring system for unintended results is described under effectiveness dimension 4 (see Section **Fehler! Verweisquelle konnte nicht gefunden werden.**). No unintended results at impact level were identified in the iPCA or mentioned in progress reports (GIZ Regional, 2019a; GIZ SPACE, 2021b, 2022a, 2023a, 2023b; Int_3-5 with GIZ; WS_2,4,5 with GIZ). None of the actors involved reported any unintended results in relation to higher-level development changes. Some young people mentioned one unintended result: an increased willingness on the part of municipalities to involve young people in decision-making processes to obtain funding for community projects. While this initially appeared to be advantageous, it did not indicate sustainable structural change in development, but rather a donor-oriented approach (Int_7 with CS; Int_3,6 with BE).

At the impact level, one of the most crucial connectors strengthened by the project was the interlinkage between young people, CSOs and authorities, allowing youth participation in decision-making processes. This is significant, as municipalities and MoY could have acted as blocking actors, hampering the implementation of youth projects.

Impact dimension 3 – Contribution to higher-level (unintended) development results/changes – scores **26 out of 30 points**.

Methodology for assessing impact

Table 15: Methodology for assessing OECD DAC criterion: impact

Impact: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Higher-level (intended) development changes / results	The extent to which the following project-related higher-level changes could be observed: contributions to SDGs 4, 5 and 16 and the policy markers PD/GG2, FS2 and GG1. Qualitative assessment of the project's application of the LNOB principle (particularly in the protection of young women and men, and refugees).	**Evaluation design:** No specific evaluation design was applied; the analysis followed the evaluation questions from the evaluation matrix. (see Section 3.2). **Empirical methods:** document analysis, secondary data analysis, including monitoring data, SSIs (Section 3.2)	• Relevant project documents were made available. • Additional data was collected through interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: good. **Limitations**: • No indicators against which impact could be measured. • Difficult to measure good governance and social cohesion.
Contribution to higher-level (intended) development results/changes	The extent to which the contribution of the project to higher-level development changes can be identified, focusing on two selected hypotheses.	**Evaluation Design:** contribution analysis, most significant change **Empirical methods:** document and secondary data analysis, SSIs, workshop, FGDs, debriefing meeting for validation (Section 3.2)	• Relevant project documents were made available. • Additional data was collected through interviews with relevant stakeholder groups. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: good. **Limitations:** • Difficult to assess the impact given the short project implementation period of three years. • Data from surveys or tracer studies is not available.
Contribution to higher-level (unintended) development results / changes	The extent to which the project contributed to unintended development changes at impact level, what benefits and risks emanate from them, and how the project monitored and responded to them. The extent to which the project applied conflict-sensitive monitoring and project management. The extent to which escalating factors/dividers and deescalating factors/connectors have been identified and weakened or strengthened, respectively.	**Evaluation design:** The analysis followed the evaluation questions from the evaluation matrix; outcome harvesting. **Empirical methods:** document analysis, SSIs (see Section 3.2)	• Relevant project documents were made available. • Information was complemented by interviews and FGDs. • Data from different methods for the same evaluation questions was triangulated. • Assessed data quality: good. **Limitations:** • Conflict-sensitive monitoring and monitoring of risks, external factors and unintended results was carried out frequently, though only verbally, without documentation. • iPCA is not systematically used for monitoring.

4.6 Efficiency

This section analyses and assesses the efficiency of the project. It is structured according to the assessment dimensions in the GIZ project evaluation matrix (see Annex).

Summarising assessment and rating of efficiency

Table 16: Rating of OECD DAC criterion: efficiency

Criterion	Assessment dimension	Score and rating
Efficiency	Production efficiency (resources/outputs)	64 out of 70 points
	Allocation efficiency (resources/outcome)	26 out of 30 points
Efficiency score and rating		Score: **90 out of 100 points** Rating: **Level 2: successful**

SPACE applied cost per output allocation and prognosis (*Kosten per Output Monitoring und Prognose*, KOMP). Almost 20% of the overall individual costs were still stated as residual funds at the time of the evaluation mission, because not all grant agreements were yet closed. This did not hamper the analysis, as residual funds were already allocated to outputs. The evaluation team could find only minor aspects where the distribution of costs to outputs could have been adapted to maximise results. This might have been possible by transferring funds from output 3 (networking) to output 1 (increase the capacity development and sustainability orientation of YACs). Otherwise, the evaluation team could not find evidence of any inappropriate expenditure or cost distribution to outputs, although CSOs would have appreciated a higher share of the overall budget, particularly the youth fund. The costs of the project were assessed as appropriate in relation to the intended outcomes and impact. In particular, the regional approach, working with CSOs, the integration of municipalities in Lebanon through CSOs and the youth fund as a tool for holistic education were assessed as efficient. Maximisation opportunities were identified regarding the structure of the YAC and GIZ processes with which CSOs have to comply.

In total, the efficiency of the project is rated Level 2: successful, with 90 out of 100 points.

Analysis and assessment of efficiency

Efficiency – Dimension 1: Production efficiency

The analysis of this dimension is based on the questions in the evaluation matrix (see Annex). It focused on the extent to which the costs per output were appropriate to the achievement of the results at output level and how far the indicators were achieved. Further, it assessed the extent to which costs could have been reduced while achieving the same results or the results maximised with the same costs, and how far the cost-output allocation was used for steering purposes. As agreed with BMZ, the follow-the-money approach was used as a standardised method to assess this dimension (GIZ, 2021).

SPACE applied KOMP, and all required data was transferred into the standard tool to assess this dimension, the efficiency tool. The latest financial data (KOMP report) available was for January 2023.

SPACE had an overall budget of EUR 4,500,000, without any cofinance. EUR 3,847,622,09 (85.5%)[41] was allocated as individual costs of the project, including the residual funds of EUR 822,369.39. Residual funds

[41] This is comparable to other GIZ projects (WS_1 with GIZ; Int_9 with GIZ).

were still ongoing at the time of the evaluation mission because financial contracts with the partnering CSOs were not yet closed. However, the residual funds were already allocated to the outputs and thus did not distort the analysis. SPACE had no deviations of more than 20% to the overall budget lines and, thus, no additional reports were required (GIZ SPACE, 2023f; WS_1 with GIZ; Int_9 with GIZ).

The costs were allocated at 71% to Jordan, 27% to Lebanon and 2% combined. This could be explained by the fact that the administration of the project was in Jordan, the team in Lebanon was enlarged only in 2021, and more projects started later there than in Jordan (GIZ SPACE, 2023f; Int_5,7,8,9,19,21 with GIZ).

Staffing accounted for the highest share of costs, with EUR 2,525,505.18 (about 56%), of which about 15% was for external experts. This reflected the advisory and capacity development approach, which was staff intensive. Only limited procurement[42] – of EUR 175,365.90 – was carried out, amounting to about 3.9% of the individual costs. About 20% of the overall individual costs, EUR 892,608.18, was allocated for grants and local subsidies, reflecting the approach to working mainly through CSOs and the established youth fund. CSOs and beneficiaries confirmed their appreciation of the capacity development components and the advisory services, but would have prioritised a higher share of the budget particularly for youth projects (Int_2,3,7,8 with CS; Int_4,5 with BE).

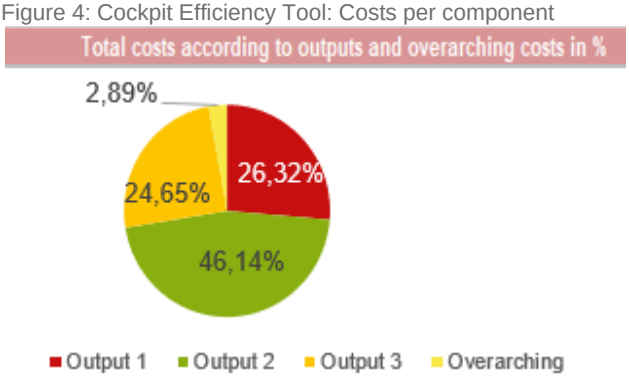
Figure 3: Cockpit Efficiency Tool: Overall costs and achievements per module indicator

	Output 1	Output 2	Output 3	Output 4	Output 5	Overarching costs
Outputs	Participation by young people in decision-making processes in DC projects is strengthened.	Young people have improved opportunities to use physical and virtual public spaces according to their needs.	Mutual learning, dialogue and networking formats between youth organisations and relevant governmental agencies from the cooperation countries have been initiated on the topic of youth support	0	0	
Actual sum of individual cos	1.012.689,80 €	1.775.269,25 €	948.472,37 €	0,00 €	0,00 €	111.190,68 €
Partner inputs	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
Sum of individual costs and partner inputs	**1.012.689,80 €**	**1.775.269,25 €**	**948.472,37 €**	**0,00 €**	**0,00 €**	**111.190,68 €**
Sum in %	**26,32%**	**46,14%**	**24,65%**	**0,00%**	**0,00%**	**2,89%**

The distribution of costs to outputs reflected the design of project. Some 46.14% of costs was allocated to output 2, with most of the financial agreements (grants and local subsidies) and the youth fund to implement small projects at local level. Outputs 1 and 3 had comparable shares, at 26.32% and 24.65%, respectively. Output 1 focused on the capacity development of YACs, YAC exchange and advisory meetings, while output 3 focused on the national and regional exchanges between young people, CSOs and governmental authorities.

[42] One vehicle was procured and handed over to MoY as a mobile 'music bus', including relevant musical instruments. In Lebanon, laptops were purchased, in particular to respond to the COVID-19 pandemic, and handed over to CSOs (Int_9 with GIZ; WS_1 with GIZ).

Figure 4: Cockpit Efficiency Tool: Costs per component



Given that all output indicators were achieved or even overachieved (indicators 2.1 and 3.2), the distribution of costs to outputs was assessed as appropriate. One maximisation possibility regarding the allocation of funds to outputs was an increased focus on capacity development for members of the YACs and the inclusion of capacity development or orientation for DC projects to maximise the results of the YAC approach and create a basis for sustainable results. Thus, a transfer of budget[43] from output 3 (achievement indicator 3.2, 167%) to output 1 could have been an option.[44]

The remaining 2.9% was allocated to overarching costs and was in line with average overarching costs for GIZ projects (WS_1 with GIZ; Int_9 with GIZ). Overarching costs included timesheets for the Head of country office visitors from headquarters and the cluster coordinator. Expenses for offices, security and cross-cutting topics such as M&E were allocated to the outputs in line with the KOMP guidelines (GIZ, 2019).

While official reports listed partner contributions as EUR 0.00 (GIZ SPACE, 2023f), CSOs reported that partners had contributed. In particular, they had allocated staff to the project who were not funded by SPACE, sometimes even with project funds from other projects to cover all expenses, especially after some sudden budget cuts on the part of SPACE (Int_3-5,8,10 with CS). The cost per output monitoring was carried out by a GIZ financial expert in Jordan and exchanges with the team lead took place to use existing data for steering purposes.

The evaluation team concluded that the available resources were managed appropriately. National benchmarks were used for staff salaries and external experts. The benchmarks were adapted regularly. Partnering CSOs were selected in accordance with the GIZ standard Commercial Eligibility Proof and standard processes were applied for grant and local subsidies, as well as for procurement.[45] Office sharing with other GIZ projects and carpooling were additional ways to work efficiently. SPACE finances were managed flexibly enough to cope with the enormous challenges resulting from the economic crisis in Lebanon, particularly the high rate of inflation. Moreover, the COVID-19 pandemic had an influence on the financial management: on the one hand, necessary equipment had to be procured for virtual settings for CSOs and young people, while on the other, transportation costs were reduced due to the limited opportunities for on-site settings (Int_5,7-10,21 with GIZ).

Efficiency dimension 1 – Production efficiency – scores **64 out of 70 points**.

[43] It is worth mentioning that this refers only to minor costs.
[44] Transfer from output 2 would not have been an option as funding for youth projects was already assessed as being very limited (Int_2,3,7,8 with CS).
[45] Although SPACE had to pay value-added tax in the initial years until the cooperation agreement was signed with MoY in Jordan, this was subsequently refunded (WS_1 with GIZ; Int_9 with GIZ).

Efficiency – Dimension 2: Allocation efficiency

Efficiency dimension 2 was assessed against the questions from the evaluation matrix (see Annex) on the extent to which the costs were appropriate for achieving results at outcome and impact level and how far maximisation possibilities or alternatives were considered. The evaluation team assessed the efficiency with a focus on the regional approach, the cooperation with CSOs (selection of the right partners), the instrument mix, and the approach of the youth fund as the main aspects in achieving the project's outcomes and realising an impact.

The regional approach was assessed as highly effective, enhancing exchange and learning for young people, as well as for CSOs and governmental authorities on youth participatory approaches, which could not have been achieved through bilateral projects. Further, the design demonstrated that the same approach could be implemented with slight context adaptations in different working environments and thus can be replicated in other regions. This was confirmed by almost all respondents.

Focusing mainly on the work with CSOs was the only option for the project as a political partner was selected only at a late stage in Jordan and there was no political partner at all in Lebanon. Besides, CSOs proved to have high levels of expertise in working with young people and implementing youth participatory approaches, and they had the required connections and relationships with young people, communities and municipalities to allow effective implementation of the project's activities (Int_1,2,5,7,8,9,19,21 with GIZ; Int_2,4 with donors).

The cooperation with MoY started with good intentions from both sides, but could not be continued due to the closure of the project. The cooperation with municipalities in Lebanon through CSOs was essential for enabling youth participation and the implementation of youth projects at local level, as municipalities had the potential to act as blocking actors (Int_8,21 with GIZ; Int_2,4,7,9 with CS; Int_1,3,6 with BE).[46]

Based on the design of an advisory and capacity development approach for SPACE, the selection of technical experts and financial agreements as main instruments was assessed as effective. Secondment of development advisors was not applicable as the focus was not on the capacity development of CSOs but on the youth structures, which did not yet have an official entity to which experts could be seconded. Integrated experts were not an option, as no political partner was selected when SPACE was designed (Int_1,2,4,5 with GIZ).

The youth fund was an efficient tool for allowing young people not only to participate in decision-making processes, but also to initiate actions, to learn what it means to take over responsibility for decisions and to be accountable. Thus, the youth fund was a tool for holistic education. The limitations of the youth fund, the sustainability of the youth projects, and further funding after the project's end were considered by the project team and transparently discussed with partnering CSOs and participating young people (Int_8,21 with GIZ; Int_4,7,8 with CS; Int_3 with BE).

The overall approach was highly transparent, participatory and demand-oriented, allowing flexibility. Trustful relationships, which are fundamental for successful implementation, were built by a very committed, knowledgeable and conflict-sensitive team. While this approach might be seen as time-consuming, it ultimately paid off given the partners' structures, the highly sensitive topics and the fragile contexts. Maximisation of results at outcome and impact levels could have been achieved through a greater capacity development orientation for YACs and by developing sustainable and results-oriented structures for YACs (see Section 4.4 on effectiveness) (Int_11,16,18,20 with GIZ; Int_4,7 with CS). The CSOs involved criticised the limited budget for the project implementation, the short time frame and the very demanding requirements of GIZ procedures.

[46] Results could have been maximised by including municipalities in a capacity development component. However, this was not approved politically.

These procedures, such as financial reporting and the complex reporting system, not were only time-consuming, but also hindered the implementation of activities, especially given the difficult environment in which the young people operated (Int_1-4,7,8 with CS).

The evaluation team assessed that the costs of the project were appropriate for achieving the intended results at the outcome and impact levels. Few maximisation opportunities were identified.

Efficiency dimension 2 – Allocation efficiency – **scores 26 out of 30 points**.

Methodology for assessing efficiency

Table 17: Methodology for assessing OECD DAC criterion: efficiency

Efficiency: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Production efficiency (Input / Outputs)	The extent to which: • costs per output were appropriate for the achieved results at output level • output indicators were achieved in the given time • outputs could have been maximised with the given resources or costs could have been minimised (with a particular interest in the youth fund) • costs per output and actual output indicator achievement were monitored and considered for steering	**Evaluation design:** The analysis was based on the follow-the-money approach and followed analytical questions from the evaluation matrix (see Annex) (see Section 3.2). **Empirical methods:** document analysis, including analysis of quantitative cost data per output (using GIZ efficiency tool), workshops and SSIs (see Section 3.2)	• Relevant project documents (monitoring data) were made available. • Cost per output allocation was transferred by the project to the efficiency tool. • Additional data was collected through interviews with relevant stakeholder groups. • Assessed data quality: good. **Limitation:** • No comparison data available on costs per output of other projects.
Allocation efficiency (Input / Outcome)	The extent to which: • costs of the project were appropriate for the achieved results at outcome and impact level, including partner contributions • outcome (project objective) could have been maximised or project costs could have been minimised • outcome–resource ratio (costs vs achievement of module objective indicators) as well as alternatives were monitored and considered No cofinancing	**Evaluation design:** No specific design; the analysis followed the analytical questions from the evaluation matrix based on GIZ efficiency tool (see Section 3.2). **Empirical methods:** document analysis, SSIs (see Section 3.2)	• Relevant project documents (monitoring data) were made available. • Additional data was collected through interviews with relevant stakeholder groups. • Assessed data quality: good. **Limitation:** • No comparison data available on costs per output of other projects.

4.7 Sustainability

This section analyses and assesses the sustainability of the project. It is structured according to the assessment dimensions in the GIZ project evaluation matrix (see Annex).

Summarising assessment and rating of sustainability

Table 18: Rating of OECD DAC criterion: sustainability

Criterion	Assessment dimension	Score and rating
Sustainability	Capacities of the beneficiaries and stakeholders	15 out of 20 points
	Contribution to supporting sustainable capacities	21 out of 30 points
	Durability of results over time	34 out of 50 points
Sustainability score and rating		Score: **70 out of 100 points** Rating: Level 3: moderately successful

SPACE implemented a holistic and sustainable life skills capacity development approach at the individual level for the indirect target group of young people and the direct target group of the YACs (micro level). At the institutional level, capacity development was not the focus, but occurred in the form of the advisory services of the project team to partnering CSOs and the YACs (meso level) and, to a limited degree, on procurement for the CSOs and MoY. At the structural level, SPACE was able to enhance the networking component. However, networking previously existed between CSOs and MoY/municipalities, and the involvement of young people in the process could not yet be institutionalised or anchored in partners' structures. At the macro level, no capacity development approach, other than handing over equipment to MoY, was considered in the project implementation. The durability of project achievements greatly depends on the overall political, social and economic developments in the regions as well as the willingness of political actors and financial capacities of civil society actors. Nevertheless, individual capacities built among young people will remain, with a share of them continuing social and community engagement to shape a peaceful environment. The new concepts and approaches that were introduced, such as YACs, the youth fund and the holistic youth participatory approach, were not yet fully anchored in relevant structures. Networking contacts might remain, although no entity took over ownership to organise and fund periodic exchange forums.

In total, the sustainability of the project is rated Level 3: moderately successful, with 70 out of 100 points.

Analysis and assessment of sustainability

Sustainability – Dimension 1: Capacities of the beneficiaries and stakeholders

Sustainability dimension 1 was assessed based on the extent to which beneficiaries and stakeholders had the capacity, resources, ownership and resilience to sustain the achieved results. The evaluation team considered individual, institutional and structural capacities and followed the questions in the evaluation matrix (see Annex).

At **macro level**, SPACE had good communication and initial cooperation with MoY, although it could not proceed with a capacity development component due to the project closure. The project successfully promoted exchange between young people, CSOs, municipalities and MoY at the **structural level** through networking activities under output 3.

In Jordan, cooperation between CSOs and MoY and between CSOs and municipalities in Lebanon already existed before SPACE started, but was strengthened and will continue. The involvement of young people in the communication processes was initiated by SPACE. In Jordan, the communication between MoY and young people was assessed as improvable and would still require efforts to establish structures that are anchored in the system to ensure sustainability. The willingness to do this was expressed by MoY. The car and music equipment that were handed over enhanced the capacities of MoY to support the youth centres with mobile music equipment in all regions in Jordan, and this can be seen as sustainable **institutional capacity**.

In Lebanon, cooperation between young people and municipalities improved. The willingness of municipalities to continue the youth participatory approach was obvious in some municipalities, although it was always dependent on staffing, which might change after elections. The examples of Bichmezzin and Hasbayya municipalities in particular demonstrated this willingness and the inclusion of participatory approaches in the community structures (**structural capacities**) (GIZ SPACE, 2021c, 2021g, 2022a, 2023a; GIZ SPACE and Mindnavi, 2022; Int_1,4,5,8,19,21 with GIZ; Int_4,7 with CS; Int_3,6 with BE).

At the **meso and organisational** levels, the capacities of some partnering CSOs were improved, mainly in relation to project and organisational development. This enhanced their opportunities to find future funding and to continue their youth participatory activities. Positive examples were mentioned by CSOs that they had integrated the advanced youth participatory approach into their structures (e.g. IDare, YMA, Nahnoo) and those that had applied for funding to continue the youth fund (e.g. JOHUD, SFCG); some of these were able to scale up their activities (DRI, SFCG, JOHUD, YMA). However, sustainability always depended on funding opportunities (GIZ SPACE, 2022a, 2023a; GIZ_5,8,19,21 with GIZ; WS_2,4,5 with GIZ; Int_1,7 with CS; Int_3 with BE).

The capacities of YAC members were built at **individual level**. Young people will maintain the knowledge and skills they have gained. YACs were anchored in Lebanon within SPACE itself, and in Jordan within the youth working groups of the GIZ. They were not anchored in any partnering structure or GIZ country portfolio structure to ensure sustainability (GIZ SPACE, 2022h; YAC, 2020, 2022b; Int_11,13,16,18,20 with GIZ; Int_7 with CS; Int_6 with BE).

The indirect target group, young people (the micro and partly the meso level), will maintain the knowledge and skills they have gain regarding social participation and social engagement at the **individual level**. Although not all youth groups who implemented youth fund projects will continue their engagement, several groups remain and were able to establish sustainable structures. Examples include the Nawaya Network youth group environmental project and the Koura Youth Council in Lebanon, and in Jordan the IDare youth group, which continued to give training on how to handle emotions, and SFCG youth groups, which were partly transferred to other projects. Youth groups were able to generate a small amount of income from their activities to be able to continue their engagement, while some reached out to donors, which was difficult as their groups were not yet **institutionalised** or registered. This demonstrates that although the youth fund had no sustainable financial structure, SPACE was able to capacitate young people to find their own solutions and ways to continue their social and community engagement, even under difficult circumstances (DRI, 2022; EKF, 2022; Jeerah, 2021; IDare, 2022; I Learn, 2021; JOHUD, 2021; LoT, 2021; Naua, 2022; Nahnoo, 2022; SFCG, 2022; Nawaya, 2022; Namaa, 2021; AMA, 2022; Int_1 with donors; Int_1-9 with CS; Int_3,5,6 with BE).

The observation of all CSOs regarding the increased social cohesion among participating young people was remarkable; it was stated partly in the CSO reports based on pre- and post-assessments, and partly through personal observations. A qualitative survey was also planned by SPACE, although this could no longer be realised due to the sudden closure of the project (Int_4,5 with GIZ; JOHUD, 2021; SFCG, 2022; IDare, 2022; DRI, 2022; Int_8,19,21 with GIZ; Int_2-5,8,9 with CS; Int_3-5 with BE).

SPACE was able to build the capacities of individuals in a sustainable manner. Institutionally, the capacity development component was based only on advisory services during the implementation of activities. At the structural level, some capacities will be sustained; for others, the anchoring in partners' structures was not completed.

Sustainability dimension 1 – Capacities of the beneficiaries and stakeholders – scores **15 out of 20 points**.

Sustainability – Dimension 2: Contribution to supporting sustainable capacities

The basis for the assessment of sustainability dimension 2 was the extent to which the project contributed to beneficiaries and stakeholders having the capacity, resources, ownership and resilience to sustain the results achieved over time.

SPACE focused on the capacity development of young people at an **individual level** (see capacity development matrix, GIZ SPACE, o.J) by applying a holistic life skills approach including sensitisation, awareness raising, training, coaching and mentoring, information exchange with other young people and the funding of their project ideas. The youth members of the YACs were also capacitated at an individual level, mainly with reference to project introduction, participatory approaches, communication skills, etc. (DRI, 2022; EKF, 2022; Jeerah, 2021; IDare, 2022; I Learn, 2021; JOHUD, 2021; LoT, 2021; Naua, 2022; Nahnoo, 2022; SFCG, 2022; Nawaya, 2022; Namaa, 2021; AMA, 2022; Int_1 with donors; Int_1-9 with CS; Int_3,5,6 with BE).

At **institutional level**, partnering CSOs were supported to foster and strengthen the participatory approaches with young people by considering a conflict-sensitive and do no harm approach. Some CSOs were also advised on project cycle management, financial procedures and monitoring, and report writing (see capacity development matrix, GIZ SPACE, o.J). This enabled CSOs not only to successfully implement the SPACE project but also to reach out to other donors for future funding. The capacity development for CSOs was carried out only in the form of advisory services of the project team. No training, workshops or seminars were conducted. However, through the networking component under output 3, technical information was also shared and CSOs could widen their perspectives through exchanges with like-minded institutions working in different contexts. The capacity development of MoY started only late in the project cycle, while capacity development of municipalities was not part of the project design and/or was politically not envisaged. Institutional support to the YACs was not considered. Also, institutional capacity development of the DC regarding the integration of a youth participatory approach was not taken into account in the project design, which hampered a sustainable anchoring of the approach into existing structures (Int_5,7,8,10,11,18-21 with GIZ; Int_1,7 with CS; Int_1 with BE).

Capacities at the **structural level** were enhanced by facilitating networking across the micro, meso and macro levels, both nationally and regionally. While highly appreciated by all participants, this approach lacked a structured mechanism for follow-up and continuation (Int_5,8,19,21 with GIZ; Int_3-5,7,8 with CS; Int_3,6 with BE).

Procurement to enhance the capacities of stakeholders was integrated only to a limited extent into the project design. SPACE procured a vehicle and musical equipment, which were handed over to MoY and which enabled MoY to support youth centres all over Jordan through a 'mobile music bus'. Information technology equipment was procured and handed over to CSOs as a response to the COVID-19 pandemic (WS_1 with GIZ; Int_9 with GIZ,).

It is plausible that SPACE enhanced the capacities of the indirect and direct target group at an individual level, improving their ability to respond to the countries' contexts. However, anchoring in partners' structures was not always considered, and this could hamper the improved 'resilience' of stakeholders.

Sustainability dimension 2 – Contribution to supporting sustainable capacities – scores **21 out of 30 points**.

Sustainability – Dimension 3: Durability of results over time

The basis of the assessment was the extent to which achievements of the project, such as the methods and processes introduced, would continue to exist or even to be expanded after the end of the project. The assessment took the following aspects into account: personnel resources, institutional resources and capacities, ownership, anchoring in the partners' structures, financial resources and contextual developments within the region.

The SPACE approach prioritised connectivity to other projects and the follow-on project rather than sustainability over time. The project team expected a follow-on project, which had already been appraised and considered in the internal project allocation for 2023, but was finally not approved by BMZ. An exit strategy was not elaborated. Capacity development activities were planned for the follow-on project to ensure durability and scaling-up, particularly regarding the capacities of MoY, including the institutionalisation of networking, the engagement of YACs and ensuring continuation of the holistic youth participatory approach within CSOs. Especially in Jordan, the 2023 operational plan could not be implemented as the project management had to focus on finalising the project and on ad hoc closing procedures (GIZ SPACE, 2023a, 2022f, o.J; Int_1,3,5 with GIZ; WS_3,5,6 with GIZ; Int_2,4 with donors).

Individual capacities[47] built by the project will remain, and some of the youth groups continued their social and community engagement by identifying financial sources other than the youth fund for the continuation. Other youth projects were intended to be only temporary, and engagement stopped. The connection between young people and their communities will, however, remain. The capacities built among CSOs might remain, depending on staff turnover. Some CSOs succeeded in integrating the changed processes and approaches (holistic participatory approach, youth fund approach) into their organisational structure and in integrating capacitated young people into other projects, while others failed to do so. In general, SPACE did not follow an approach to foster an institutional anchoring of processes and approaches in the CSOs. Ultimately, all CSO activities depend on funding (Int_15,16,19 with GIZ; Int_1 with donors; Int_1,3,7,8 with CS; Int_1,3,5,6 with BE).

[47] This was the focus of the project and is thus of great importance.

Photo 3: Community engagement of young people during the COVID-19 pandemic *(Source/© JOHUD, 2021)*



This gap is even more obvious in relation to the YAC approach and the intention of SPACE to advise other DC projects through the YACs. The YACs were anchored only in GIZ project structures, not at portfolio/country level. There might be potential for former SPACE staff to transfer the approach to other projects, but this would be a question of personal interest only (Int_8,11,13,15,16,21 with GIZ).

The networking contacts developed between the macro, meso and micro levels might remain, though it was uncertain whether exchange formats would continue and, if so, who would take over ownership (Int_5 with GIZ; WS_4 with GIZ). The durability of the achievement depended greatly on the political willingness and initiative of MoY and the municipalities (outside the project's responsibility) and the willingness and financial capacities of CSOs. The durability of the YACs depended first and foremost on the willingness of the DC – including GIZ - to institutionalise the approach and anchor the required processes in DC projects' structures. Finally, it should be noted that in Lebanon in particular, any sustainability or durability is highly dependent on political, social and economic developments.

Sustainability dimension 3 – Durability of results over time – scores **34 out of 50 points**.

Methodology for assessing sustainability

Table 19: Methodology for assessing OECD DAC criterion: sustainability

Sustainability: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Capacities of the beneficiaries and stakeholders	The extent to which beneficiaries and stakeholders have the capacity, resources, ownership and resilience to sustain the results achieved. The dimension will be assessed against all individual, institutional and structural capacity development.	**Evaluation design:** No specific evaluation design was applied; the analysis followed the evaluation questions from the evaluation matrix (see Section 3.2). **Empirical methods:** document analysis, SSIs, FGDs (see Section 3.2)	• Relevant project documents (monitoring data) were made available. • Additional data was collected through interviews with relevant stakeholder groups (qualitative survey was not carried out). • Assessed data quality: good.

Contribution to supporting sustainable capacities	The extent to which the project has contributed to beneficiaries and stakeholders having the capacity, resources, ownership and resilience to sustain the results achieved (see above) over time.	**Evaluation design:** No specific evaluation design was applied; the analysis followed the evaluation questions from the evaluation matrix (see Section 3.2). **Empirical methods:** document analysis, SSIs, FGDs (see Section 3.2)	• Relevant project documents (monitoring data) were made available. • Additional data was collected through interviews with relevant stakeholder groups, and triangulated. • Assessed data quality: strong.
Durability of results over time	The extent to which the results achieved will be durable over time (prognosis). Analysis of whether the approaches/methods introduced are applied independently from donor support (anchoring in partner systems). Analysis of external factors and risks that may influence the durability of results.	**Evaluation design:** No specific evaluation design applied; the analysis followed the evaluation questions from the evaluation matrix (see Section 3.2). **Empirical methods:** document analysis, SSI, FGDs (see Section 3.2)	• Relevant project documents (monitoring data) were made available. • Additional data was collected via interviews with relevant stakeholder groups, and triangulated. • Assessed data quality: strong.

4.8 Key results and overall rating

The evaluation team assessed SPACE as a successful project. SPACE responded to one of the core challenges of societies in the Middle East, namely the frustration and hopelessness of young people, who do not see opportunities to change their situation and do not have future prospects in their home communities or countries. With its innovative and holistic participatory approach, SPACE succeeded in piloting an opportunity to better involve young people in decision-making processes, to consider their perspectives and needs in project designs, and to give them a role as change-makers rather than being a ‘target group’ or ‘beneficiaries’. SPACE cooperated with the right actors, focusing on working with CSOs. These proved to have substantial experience with youth participatory approaches and the necessary connections and relations with the communities and municipalities to facilitate the implementation of projects designed by the young community population. The project almost succeeded in achieving its set objectives at outcome level, with a major gap, namely that the ratio of refugees to be included could not be reached. SPACE was also able to contribute to selected overarching development changes with a focus on participation and good governance (PD/GG2). It also contributed to SDGs, particularly lifelong education (SDG 4) and a contribution to peace through social cohesion (SDG 16, FS1) by considering gender equality (GG1). SPACE funds were used efficiently, with no evidence of inadequate use of funds or ineffective allocation of funds to outputs. Some minor options for maximisation were identified, particularly regarding a greater focus on a comprehensive capacity development strategy involving the micro, meso and macro levels.

Photo 4: Linking traditional and modern music *(Source/© YMA, 2022)*



Some limitations arose, in Jordan due to delayed cooperation with the political partner, MoY, and in Lebanon through a lack of opportunities to involve municipalities in capacity development. This hampered the integration of the revised processes and approaches into partners and institutional structures to ensure sustainability. This was also valid for the structure of the DC, where the approach was not anchored institutionally. Sustainability was given the lowest score, primarily because the project did not expect to be phased out, resulting in the absence of an exit strategy and the inability to transfer lessons learned into revised processes and approaches to ensure sustainability. Additionally, there were limitations in relation to comprehensive closure and handover procedures.

Table 20: Overall rating of OECD DAC criteria and assessment dimensions

Evaluation criteria	**Dimension**	**Max**	**Score**	**Total** (max.100)	**Rating**
Relevance	Alignment with policies and priorities	30	28	**84**	Level 2: successful
	Alignment with the needs and capacities of the beneficiaries and stakeholders	30	25		
	Appropriateness of the design*	20	15		
	Adaptability – response to change	20	16		
Coherence	Internal coherence	50	38	**78**	Level 3: moderately successful
	External coherence	50	40		
Effectiveness	Achievement of the (intended) objectives	30	26	**84**	Level 2: successful
	Contribution to achievement of objectives	30	25		
	Quality of implementation	20	16		
	Unintended results	20	17		
Impact	Higher-level (intended) development changes/results	30	25	**85**	Level 2: successful
	Contribution to higher-level (intended) development results/changes	40	34		

Evaluation criteria	Dimension	Max	Score	Total (max.100)	Rating
	Contribution to higher-level (unintended) development results/changes	30	26		
Efficiency	Production efficiency	70	64	**90**	Level 2: successful
	Allocation efficiency	30	26		
Sustainability	Capacities of the beneficiaries and stakeholders	20	15	**70**	Level 3: moderately successful
	Contribution to supporting sustainable capacities	30	21		
	Durability of results over time	50	34		
Mean score and overall rating		100	**82**		**Level 2: successful**

Table 21: Rating and score scales

100-point scale (score)	6-level scale (rating)
92–100	Level 1: highly successful
81–91	Level 2: successful
67–80	Level 3: moderately successful
50–66	Level 4: moderately unsuccessful
30–49	Level 5: unsuccessful
0–29	Level 6: highly unsuccessful
Overall rating: The criteria of effectiveness, impact and sustainability are knock-out criteria: If one of the criteria is rated at level 4 or lower, the overall rating cannot go beyond level 4 although the mean score may be higher.	

5 Conclusions and recommendations

5.1 Key findings and factors of success/failure

This chapter summarises the key findings with reference to the factors of success and failure.

Findings regarding 2030 Agenda

The project addressed one of the crucial developments within global society concerning young people: rising frustration, a sense of powerlessness to improve their living situations, and bleak prospects, potentially leading to negative outcomes, such as depression, suicide or radicalisation.

Universality, shared responsibility and accountability

With its innovative and holistic youth participatory approach,[48] SPACE succeeded in establishing the first steps towards realistic participation of young people in decision-making processes. Young people received training, coaching and mentoring. Their needs, ideas and project designs were considered and funded by the youth fund.[49] This empowered young people not only to express their needs and solutions but also to take on responsibilities, to engage and to be accountable. Successful implementation of youth projects at local level benefited entire communities, fostering greater respect for and awareness of youth participation. However, the concept of YACs was not fully integrated into the DC as a general approach and links to other projects were only temporary.

The regional approach demonstrated that the selected approach of the project was applicable to young people from different (social, religious, ethnical) backgrounds and in different political contexts. The approach was flexible enough to allow cultural and conflict-sensitive processes, with adaptations to ensure the do no harm principle. In addition, the regional approach allowed greatly appreciated exchanges between the two countries.

SPACE depended heavily on cooperation with civil society. CSOs were the main actors working with young people in the region and had the most experience of youth participation and community work and the implementation of grass roots projects. SPACE introduced not a new topic to the CSOs but a more profound and comprehensive youth participatory approach, plus the necessary funds to allow the implementation of projects through young people themselves. CSOs would have appreciated greater involvement in the project's overall planning processes, which might also have increased ownership. All activities were aligned with national youth policies and strategies in Lebanon and Jordan, and MoY was very interested in the approach.

Plausible contributions to participation and good governance at local level could be observed, as could the positive experience of young people with lifelong learning (SDG 4). Involving young people from different ethnic, social and religious backgrounds from the host but also the refugee communities contributed to improved social cohesion and peace (SDG 16), by consistently considering the gender dimensions (SDG 5). Although lessons learned could no longer be translated into action due to the withdrawal of the follow-on project, they were made available to allow further consideration of how to integrate such an approach into other institutional structures, whether at the national or regional level, or at the level of the DC in general.

Interplay of economic, environmental and social development

The design of SPACE focused on the social dimension. However, interlinkages with the environmental and economic aspects occurred during the youth projects, according to the interests of the youth groups. Through the youth fund, projects in the social, economic and environmental fields were funded and implemented. Although the major objective of SPACE was the improved social skills of young people, with a particular focus on social engagement and cohesion, environmental and economic achievements were observed and were stated in the individual project designs of young people as their own objectives. From the perspective of young people, economic, environmental and social development went hand in hand.

Inclusiveness/leave no one behind

Young people, who formed the indirect target group of the project, and particularly women and refugees, were defined per se as vulnerable groups. Thus, the design of the project was geared to the LNOB principle and guidelines. The results matrix and indicators were oriented towards the inclusion of refugees and women. However, the broader LNOB concept, encompassing diverse types of refugees and host community members,

[48] The approach differs from youth projects of other donors, particularly the YACs.
[49] The inputs of young people through the YACs were, however, processed to a limited degree only.

was not considered. Some CSOs reported the inclusion of people with disabilities, but this was not reflected in the overall project report or the disaggregated monitoring data. SPACE plausibly contributed to increased resilience and social cohesion, as shown in CSO reports based on pre- and post-assessment, observations, and case studies and success stories. No overall baseline or social cohesion survey was envisaged or conducted.

In conclusion, the project's **success factors** included its holistic youth participatory approach, featuring the youth fund, its regional focus, the involvement of qualified local CSOs and municipalities, and a dedicated and motivated team. **Challenges from external factors** derived mainly from COVID-19 and, to a lesser extent, the economic and political crisis in Lebanon. **Internal factors** that hampered the implementation of the project were mentioned by CSOs and youth groups, and included the demanding GIZ reporting and financial processes for grants and financial agreements, the limited time that was given to CSOs for the implementation, and the very limited budget. From the GIZ side, the limited flexibility of DC projects to respond to inputs and recommendations from young people, and specifically the YACs, were recognised as a challenge, hampering a full implementation of the YAC concept. Finally, the sudden closure of the project hampered a comprehensive handover and follow-up for sustainability.

5.2 Recommendations

The report closes with a set of recommendations, responding to the key conclusions stated above.

Conclusion 1 – Universality, shared responsibility and accountability

SPACE addressed the regional needs of young people for involvement in decision-making processes to enhance social engagement as change-makers. It aligned with German DC strategies and guidelines, and with national youth policies and plans in Jordan and Lebanon, and contributed to 2030 Agenda. Its conflict sensitivity and flexibility and its transparent and participatory approach were effective, but long-term and sustainable strategic orientation were overlooked to a certain degree. YACs were not anchored in any partner structure to ensure follow-up, youth participation in a holistic sense was not institutionalised, and ownership of networking activities was not ensured.

Recommendation 1 → GIZ country offices, portfolio units

- Follow-up on YAC members and ensure the integration of YACs through other GIZ projects or – as recommended through the portfolio unit – initiate an official handover or closure.

Recommendation 2 → GIZ projects – YAC concept

- When continuing or multiplying the YAC concept, ensure that the two-way structure of the concept is considered in the design. This means including not only those who advise but also those who will be advised (DC) in the overall concept, preparation and capacity development if required (internal coherence).
- Ensure enough flexibility of project designs to respond to the input of YACs.

Recommendation 3 → GIZ projects – youth fund

- Ensure transparent communication about one-time and time-limited possibility to receive funds.
- Ensure the inclusion of an exit strategy and sustainability plan for each youth project.

Recommendation 4 → GIZ HQ – youth fund

- Consider options to facilitate GIZ processes for approaches such as the youth fund.

Recommendation 5 → GIZ projects – external steering

- For regional projects, ensure that portfolio units of all countries and German embassies are involved in overall strategic planning and decision-making processes to ensure conflict-sensitive adaptations to the respective country contexts.
- Consider the inclusion of CSOs in overall strategic planning and orientation to ensure ownership.

Recommendation 6 → GIZ projects – cooperation

- Youth participation depends on the willingness of authorities to accept the approach. Thus, a greater involvement of communities and municipalities in capacity development measures is recommended.
- Ensure an adequate time frame for CSOs to implement projects in a qualitative manner.

Conclusion 2 – Interplay of economic, environmental and social development

An interplay between social, economic and environmental aspects was not included in the design of the project but occurred in the course of the youth projects.

Recommendation 7 → GIZ FMB

- If an interplay between social, economic and environmental aspects is envisaged, include criteria in the project design and indicators.

Conclusion 3 - Inclusiveness/leave no one behind

The indirect target group of SPACE were young people, with a particular focus on women and refugees. These groups were per se defined as vulnerable and, thus, the LNOB principle was applied. However, a more comprehensive analysis was not carried out.

Recommendation 8 → GIZ FMB

- If a comprehensive application of the LNOB principles is to be applied, ensure that an LNOB analysis is conducted and considered for the project design, and that relevant disaggregated data is included in indicators and the monitoring system.

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Annex: Evaluation matrix

Relevance:

OECD-DAC Criterion Relevance - Is the intervention doing the right things? (max. 100 points)
The 'relevance' criterion focuses on the intervention's design. It refers to the extent to which the objectives and design of a development intervention are consistent with the (global, country and institution-specific) requirements, needs, priorities and policies of beneficiaries and stakeholders (individuals, groups, organisations and development partners). It also identifies the ability of the intervention's design to adapt to a change in circumstances. "Relevance" is assessed in relation to 1) the **time of the intervention design**[1] and 2) from **today's perspective**[2].

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Alignment with policies and priorities	Standard	To what extent are the intervention's objectives aligned with the (global, regional and country specific) policies and priorities of the BMZ and of the beneficiaries and stakeholders and other (development) partners? To what extent do they take account of the relevant political and institutional environment?	• Orientation at BMZ country strategies and BMZ sector concepts • Strategic reference framework for the project (e.g. national strategies including the national implementation strategy for Agenda 2030, regional and international strategies, sectoral and cross-sectoral change strategies, in bilateral projects especially partner strategies, internal analytical framework e.g. safeguards and gender4 • Orientation of the project design at the (national) objectives of Agenda 2030 • Project contribution to certain Sustainable Development Goals (SDGs) • Explanation of a hierarchy of the different policies, priorities (especially in case of contradictions)	Evaluation design: no specific evaluation design applied; the analysis follows the evaluation questions from the evaluation matrix. triangulation of methods and sources (see below). Empirical methods: document analysis semi-structured interviews, discussions/workshops	Evaluation design: no specific evaluation design applied; the analysis follows the evaluation questions from the evaluation matrix. triangulation of methods and sources (see below). Empirical methods: document analysis semi-structured interviews, discussions/ workshops	Document analysis: project offer, modified offer, annual reports, International and German policy and framework documents iPCAs and PÖKs Respondents semi-structured interviews, discussions, workshops with project teams, GIZ sectoral unit (FMB), donors, MoY	The project offer and modified offer and project reports provide a solid sectoral background and context description of the project. The contents of the background strategies can be reviewed in the respective documents which were available The iPCA and PÖKs offer additional background information. The data quality is assessed as strong.	strong
	and Fragility	To what extent was the (conflict) context of the project adequately analysed and considered for the project concept?	• Key documents: (Integrated) Peace and Conflict Assessment (I)PCA, Safeguard Conflict and Context Sensitivity documents					
Alignment with the needs and capacities of the beneficiaries and stakeholders	Standard	To what extent are the intervention's objectives aligned with the development needs and capacities of the beneficiaries and stakeholders involved (individuals, groups and organisations)?	• Also: consideration of stakeholders such as civil society and private sector in the design of the measure	Extent to which the project objectives are aligned with the needs and capacities of its target groups as follows: Direct target groups: CSOs, youth advisory committees, MoY Indirect target groups (final beneficiaries): young women and men (18-23) in selected communities of Jordan and Lebanon including refugees and members of host communities	Evaluation design: The analysis follows the evaluation questions from the evaluation matrix. triangulation of methods and sources (see below). Empirical methods: document analyses semi-structured interviews, discussions/workshops	Document analysis: project offer, annual reports, gender analyses and PÖK reports of CSO activities, meeting minutes of youth advisory committee Respondents	Data quality is expected to be good as the project offer and reports, gender analyses, iPCA, PÖKs provide a solid and detailed description of the needs of the (indirect) target groups.	good
	and Fragility	How were deescalating factors/ connectors[5] as well as escalating factors/ dividers[6] in the project	• e.g. see column I and II of the (Integrated) Peace and Conflict Assessment					

			context identified and considered for the project concept (please list the factors)?[7]		Fragility: Extent to which connectors/dividers (such as cross-border agencies, communities) have been identified and integrated into the project design. Extent to which a security risk analysis has been undertaken and its results integrated into the project design. fugees and members of host communities Fragility: Extent to which connectors/dividers (such as cross-border agencies, communities) have been identified and integrated into the project design. Extent to which a security risk analysis has been undertaken and its results integrated into the project design. Direct target groups: CSOs, youth advisory committees, MoY Indirect target groups (final beneficiaries): young women and men (18-23) in selected communities of Jordan and Lebanon including refugees and members of host communities Fragility: Extent to which connectors/dividers (such as cross-border agencies, communities) have been identified and integrated into the project design. Extent to which a security risk analysis has been undertaken and its results integrated into the project design. Extent to which the project objectives are aligned with the needs and capacities of its target groups as follows: Direct target groups: staff of ministries and banks, business servive providers, staff of municipal authorities, civil society organisations Indirect target groups (final beneficiaries): producers, especially farmers and entrepreneurs in the supported value chains Particularly disadvantaged sub-groups (LNOB): female farmers and entrepreneurs, persons with disabilities + Fragility: Extent to which connectors/dividers (such as...) have been identified and integrated into the project design.		semi-structured interviews FGDs or workshops: with project teams, GIZ sectoral unit (FMB), donors, CSOs, youth advisory committee and indirect target group	Regarding particularly disadvantaged groups there was a focus on women and young people (18.23) only, without further disaggregation. It has to be assessed how far iPCAs were used for risk monitoring and a dedicated security risk analysis and monitoring at project level has been implemented	
		and Fragility	To what extent were potential (security) risks for (GIZ) staff, partners, target groups/final beneficiaries identified and considered?						
		Standard	To what extent are the intervention's objectives geared to the needs and capacities of particularly disadvantaged and vulnerable beneficiaries and stakeholders (individuals, groups and organisations)? With respect to groups, a differentiation can be made by age, income, gender, ethnicity, etc. ?	• Reaching particularly disadvantaged groups (in terms of LNOB) • Consideration of potential for human rights and gender aspects • Consideration of identified risks					

				Extent to which a security risk analysis has been undertaken and its results integrated into the project design.				
Appropriateness of the design[3]	Standard	To what extent is the intervention's design appropriate and realistic (in terms of technical, organisational and financial aspects)?	• Realistic project goal from today's perspective and in view of the available resources (time, finances, partner capacities) • Consideration of potential changes in the framework conditions • Dealing with the complexity of framework conditions and strategic reference frameworks and with possible overloading • Strategic focusing	extent to which the methodological approach offers a realistic and plausible pathway towards reaching the intended results, given available resources and the consideration of external influences (such as blocking actors) and risks: Does the Theory of Change detail how the project activities are expected to deliver the expected results (with a particular interest o the youth fund) Who are the projects boundary partners and how likely are they to respond to the provided support? How do they influence other stakeholders and what was the envisaged ripple effect? Have potential internal/external influences/risks been factored in? To what extent have potential synergies/trade-offs been identified and factored in, particularly regarding political, societal and economic sustainability?	Evaluation design: Theory-based evaluation Empirical methods: document review workshops to elaborate results model semi-structured interviews	Document analysis: project offer, annual reports drafted ToR for youth advisory committees Respondents semi-structured interviews with project teams, GIZ sectoral unit (FMB), donors, target and indirect target groups	project offer and annual reports combined with interview and workshops with project team and GIZ sectoral unit offered detailed information on the project's Theory of Change. Comparing this information with annual reports of CSOs and feedback from target and indirect target groups delivered good quality information on the suitability of the project design for achieving the intended results. open questions refer to the used method of YAC and the youth fund are all relevant actors involved (blocking actors)	good
	Standard	To what extent is the intervention's design sufficiently precise and plausible (in terms of the verifiability und traceability of the system of objectives and the underlying assumptions)?	Assessment of the (current) results model and results hypotheses (Theory of Change, ToC) of the actual project logic: • Adequacy of activities, instruments and outputs in relation to the project objective to be achieved • Plausibility of the underlying results hypotheses • Clear definition and plausibility of the selected system boundary (sphere of responsibility) • Appropriate consideration of potential influences of other donors/ organisations outside the project's sphere of responsibility • completeness and plausibility of assumptions and risks for the project results • How well is cofinancing (if any) integrated into the overall concept of the project and what added value could be generated for the ToC/project design?					
	Standard	To what extent is the intervention's design based on a holistic approach to sustainable development (interaction of the social, environmental and economic dimensions of sustainability)?	• Presentation of the interactions (synergies/trade-offs) of the intervention with other sectors in the project design - also with regard to the sustainability dimensions in terms of Agenda 2030 (economic, ecological and social development)					
Adaptability – response to change	Standard	To what extent has the intervention responded to changes in the environment over time (risks and potentials)?	• Reaction to changes during project including change offers (e.g. local, national, international, sectoral changes, including state-of-the-art sectoral know-how)	extent to which the project identified significant changes in the context and how the project responded to these changes	Evaluation design: no specific evaluation design applied; the analysis follows the evaluation questions from the evaluation matrix triangulation of methods and sources (see below). Empirical methods: document analysis semi-structured interviews FGDs/ workshops	Document analysis: project offer, modified offer, annual reports Respondents semi-structured interviews , discussions or workshops:with project teams, donors, youth advisory committees	The project offer, modified offer and annual reports provide good information on changes of contexts and project's response. The quality is assessed as strong	strong

(1) The 'time of the intervention design' is the point in time when the offer/most recent modification offer was approved.
(2) In relation to the current standards, knowledge and framework conditions.
(3) The design of an intervention is usually assessed by evaluating its intervention logic. The intervention logic depicts the system of objectives used by an intervention. It maps out the systematic relationships between the individual results levels. At the time an intervention is designed, the intervention logic, in the form of a logical model, is described in the offer for the intervention both as a narrative and generally also on the basis of a results framework. The model is reviewed at the start of an evaluation and adjusted to reflect current knowledge. Comprehensive (re)constructed intervention logics are also known as "theories of change". In GIZ the 'project design' encompasses project objective (outcome) and the respective theory of change (ToC) with outputs, activities, TC-instruments and especially the results hypotheses as well as the implementation strategy (e.g. methodological approach, Capacity Development (CD) strategy). In GIZ the Theory of Change is described by the GIZ results model as graphic illustration and the narrative results hypotheses.
(4) In the GIZ Safeguards and Gender system risks are assessed before project start regarding following aspects: gender, conflict, human rights, environment and climate. For the topics gender and human rights not only risks but also potentials are assessed. Before introducing the new safeguard system in 2016 GIZ used to examine these aspects in separate checks.
(5) Deescalating factors/ connectors: e.g. peace-promoting actors and institutions, structural changes, peace-promoting norms and behaviour. For more details on ‘connectors’ see: GIZ (2007): ‘Peace and Conflict Assessment (PCA). Ein methodischer Rahmen zur konflikt- und friedensbezogenen Ausrichtung von EZ-Maßnahmen‘, p. 55/135.
(6) Escalating factors/ dividers: e.g. destructive institutions, structures, norms and behaviour. For more details on ‘dividers’ see: GIZ (2007): ‘Peace and Conflict Assessment (PCA). Ein methodischer Rahmen zur konflikt- und friedensbezogenen Ausrichtung von EZ-Maßnahmen‘, p. 135.
(7) All projects in fragile contexts, projects with FS1 or FS2 markers and all transitional aid projects have to weaken escalating factors/dividers and have to mitigate risks in the context of conflict, fragility and violence. Projects with FS1 or FS2 markers should also consider how to strengthen deescalating factors/ connectors and how to address peace needs in its project objective/sub-objective.

Coherence:

OECD-DAC Criterion Coherence - How well does the intervention fit? (max. 100 points)
This criterion refers to the intervention's compatibility with other interventions in a country, sector or institution as well as with international norms and standards. Internal coherence addresses the synergies and division of tasks between the intervention and other interventions of German development cooperation and also the intervention's consistency with the relevant international norms and standards to which German development cooperation adheres. External coherence considers the intervention's complementarity, harmonisation and coordination with the interventions of other partners, donors and international organisations. The "coherence" criterion relates both to the intervention's design as well as to the results it achieves.

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Internal coherence	Standard	Within German development cooperation, to what extent is the intervention designed and implemented (in a sector, country, region or globally) in a complementary manner, based on the division of tasks?	• Also analysis of whether the project takes the necessary steps to fully realise synergies within German development cooperation	extent to which the project complements other German development cooperation interventions (e.g. GIZ projects including the CPS, political foundations such as FES) particular focus will be on DC projects which were advised by the YAC, and projects which might continue cooperation with the youth groups after the end of the project extent to which the project is consistent with GIZ's governing standards	Evaluation design: analysis follows the evaluation questions from the evaluation matrix triangulation of methods and sources (see below). Empirical methods: document review semi-structured interviews	Document analysis: project offer annual report Respondents: semi-structured interviews: with GIZ sectoral unit (FMB), donor (BMZ) and GIZ project teams	The project offer, annual reports provide strong information on potential internal coherence. Project team can offer solid information to what extend information exchange, coherence or even leverage of synergies tool place. Interviews with main other projects are planned	strong
	Standard	To what extent are the instruments of German development cooperation (Technical and Financial Cooperation) meaningfully interlinked within the intervention (in terms of both design and implementation)? Are synergies leveraged?	• if applicable, also take into account projects of different German ressorts/ministries					
	Standard	To what extent is the intervention consistent with international and national norms and standards to which German development cooperation is committed (e.g. human rights)?						
External coherence	Standard	To what extent does the intervention complement and support the partner's own efforts (principle of subsidiarity)?		extent to which the project complements other EU development cooperation interventions and interventions of other implementing partners (DFID, UNICEF; UNESCO) extent to which the project complements other development cooperation interventions from CSO sides mechanism of donor coordination	Evaluation design: the analysis follows the evaluation questions from the evaluation matrix triangulation of methods and sources (see below). Empirical methods: document analysis semi-structured interviews	Document analyses: project offer and annual reports Respondents semi-structured interviews: GIZ project team, CSOs,	The data quality is good due to the combination of document review and relevant key informant interviews.	strong
	Standard	To what extent has the intervention's design and implementation been coordinated with other donors' activities?	• Also: To what extent could synergies be achieved through cofinancing (where available) with other bilateral and multilateral donors and organisations and how did cofinancing contribute to improved donor coordination?					
	Standard	To what extent has the intervention's design been designed to use existing systems and structures (of partners/other donors/international organisations) for implementing its activities? To what extent are these systems and structures used?	• Also analysis of whether the project is taking the necessary steps to fully realise synergies with interventions of other donors at the impact level					
	Standard	To what extent are common systems (together with partners/other donors/international organisations) used for M&E, learning and accountability?						

OECD-DAC Criterion Effectiveness - Is the intervention achieving its objectives? (max. 100 points)
'Effectiveness' refers to the extent to which the intervention has achieved, or is expected to achieve, its objectives (at outcome level), including any differential results across beneficiary and stakeholder groups. It examines the achievement of objectives in terms of the direct, short-term and medium term results.

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Achievement of the (intended) objectives[1]	Standard	To what extent has the intervention achieved, or is the intervention expected to achieve, the (intended) objectives as originally planned (or as modified to cater for changes in the environment)?	• Assessment based on the project objective indicators (agreed with BMZ) • Check whether more specific or additional indicators are needed to adequately reflect the project objective	extend to which indicators are adequate to measure the intended objective (SMART) extent to which the three module objective indicators are being achieved Fragility extent to which the project was able to strengthen connectors/weaken dividers	Evaluation design: analysis follows the evaluation questions from the evaluation matrix triangulation of methods and sources (see below) Empirical methods: document and secondary data analysis semi-structured interviews and workshops	Document analysis: annual report, monitoring data, CSO reports, meeting minutes of youth advisory committees Respondents semi-structured interviews: with GIZ project team, political partner MoY , CSOs and youth advisory committees and indirect target group	Data quality is assessed as strong as the RBM system, annual report and additional documents such as CSO reports provide a solid base for the indicator assessment. Information of different stakeholder groups complement the document analyses	strong
	and Fragility	For projects with FS1 or FS2 markers: To what extent was the project able to strengthen deescalating factors/ connectors/ capacities of peace?[2, 4]						
Contribution to achievement of objectives	Standard	*To what extent have the intervention's outputs been delivered as originally planned (or as modified to cater for changes in the environment)?*		extent to which it is plausible that the project's activities and outputs contributed to/will contribute to the achievement of outcome results, looking in particular at the following results hypotheses: Hypothesis 1 (output 1) Capacitated Youth Advisory Committees (R3) form an effective platform for young people to discuss their needs, identify development cooperation projects -which are of value for them - (R4) and to elaborate recommendations for a youth-oriented design and/or implementation of projects (R5). Through this strengthened participation in decision-making processes in development cooperation (output 1), young men and women are better capacitated to define, communicate and negotiate their needs and to increase their self-confidence to be able to shape peaceful	Evaluation Design: contribution analysis most significant change Empirical methods: document and secondary data analysis semi-structured interviews workshop with project team FGDs with target and indirect target groups	Document analysis: project progress report, monitoring data, CSO reports Respondents semi-structured interviews: with GIZ project team, political partner MoY , CSOs youth advisory committees, advised projects, indirect target group	Data quality is expected to be strong due to the multitude of sources and methods applied. Information of different stakeholder groups complement the document analyses	strong
	Standard	To what extent have the delivered outputs and increased capacities been used and equal access (e.g. in terms of physical, non-discriminatory and affordable access) guaranteed?						
	Standard	To what extent has the intervention contributed to the achievement of objectives?	• Assessment based on the activities, TC-instruments and outputs of the project (contribution analysis as focus of this assessment dimension and minimum standard, see annotatted reports) • What would have happened without the project? (usually qualitative reflection)					
	Standard	To what extent has the intervention contributed to the achievement of objectives at the level of the intended beneficiaries?						

	Standard	To what extent has the intervention contributed to the achievement of objectives at the level of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders? (These may be broken down by age, income, gender, ethnicity, etc.)?		spaces in their social environment (Module Objective). Hypothesis 2 (output 2) Motivated (R10) young women and men, including refugees are capacitated on social participation and community engagement. Thus, they are enabled to design demand-oriented public and save spaces for youth (R11 / R12). The creation of or the contribution to these spaces (R14) is facilitated by a youth fund (R13). This process of inclusive and mutual learning (output 2) contributes to developing a common ground among the youth themselves and among the youth and the community members (R15). This is one foundation for shaping peaceful spaces in the social environment of young people (module objective). Hypothesis 3 (output 3) The continuum of learning and exchange forums between youth and their related CSOs as first step (R18), followed by an exchange including governmental authorities based on the result of the first forum (R19) as second step and being as a third step followed by a regional exchange based on the results of the second forum (R20) is a promising approach to create mutual learning, dialogue and networking platforms between the civil society and governmental actors (output 3). This process contributes to finding a common ground for shaping peaceful spaces for youth and to increase their ability to influence their social environment (module objective).	debriefing meeting for validation			
	Standard	*Which internal factors (technical, organisational or financial) were decisive f achievement/non-achievement of the intervention's intended objectives?*	• Internal factors = within the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s).					
	Standard	*Which external factors were decisive for achievement/non-achievement of the intervention's intended objectives (taking into account the anticipated risks)?*	• External factors = outside the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s).					
Quality of implementation	Standard	What assessment can be made of the quality of steering and implementation of the intervention in terms of the achievement of objectives? What assessment can be made of the quality of steering and implementation of, and participation in, the intervention by the partner/executing agency?	extent to which the SPACE actively and effectively steered on the achievement of the project objectives: analysis is structured according to the Capacity WORKS success factors (results-based monitoring, operations plans, stakeholder map and steering structure, capacity development strategy)	extent to which the SPACE actively and effectively steered on the achievement of the project objectives: analysis is structured according to the Capacity WORKS success factors (results-based monitoring, operations plans, stakeholder map (selection of right actors inconsideration of blocking actors) and steering structure, capacity development strategy)	Evaluation design: analysis follows the evaluation questions from the evaluation matrix; triangulation of sources Empirical methods: document and secondary data analysis semi-structured interviews	Document analysis RBM-System, Capacity WORKS documents such as stakeholder map, plan of operations, steering structure, iPCA Respondents semi-structured interviews: with GIZ project team, political partner MoY , involved CSOs,	Qualitative data is strong due to the availability of key (Capacity WORKS) documents. Project team and target group provide useful information to complement the document review.	strong

						youth advisory committees		
Unintended results	Standard	To what extent can unintended positive/negative direct results (social, economic, environmental and among vulnerable beneficiary groups) be observed/anticipated?	• The focus is on the outcome level, but for the analysis the unintended effects can also be included on the output level	'extent to which unintended results at (output and outcome) level have been observed/can be anticipated, what benefits and risks emanate from them and how the project monitored such unintended effects and responded to them Fragility: extent to which the project applied conflict-sensitive project management and monitoring	Evaluation design: analyses follows the evaluation questions outcome harvesting Empirical methods: document analysis semi-structured interviews	Document analysis project offer, annual report, RBM system iPCA Respondents semi-structured interviews: with GIZ project team, involved CSOs, Youth Advisory Committees, indirect target group	Qualitative data is expected to be good based on diversity of interviewees. Limitation: Conflict-sensitive monitoring and monitoring of risks, external factors and unintended results is done frequently but only verbally without documentation. The iPCA is not systematically used for monitoring.	good
	and Fragility	To what extent was the project able to ensure that escalating factors/ dividers[3] have not been strengthened (indirectly) by the project[4]? Has the project unintentionally (indirectly) supported violent or 'destructive' actors (also in regard to human rights violations)?						
	Standard	What potential benefits/risks arise from the positive/negative unintended results? What assessment can be made of them?	• also check whether the risks were already mentioned and monitored in the design phase					
	and Fragility	To what extent have risks and unintended negative results in the context of conflict, fragility and violence[5] been monitored (context and/or conflict-sensitive monitoring) in a systematic way?						
	Standard	How has the intervention responded to the potential benefits/risks of the positive/negative unintended results?	• Check if positive results at the outcome level have been monitored and set in value					

(1) The first and second assessment dimensions are interrelated: If the project's contribution to achieving the objective is small (2nd assessment dimension), this must also be taken into account when evaluating the first assessment dimension.

(2) Deescalating factors/ connectors/ peace needs: e.g. peace-promoting actors and institutions, structural changes, peace-promoting norms and behaviour. For more details on 'connectors' see: GIZ (2007): 'Peace and Conflict Assessment (PCA). Ein methodischer Rahmen zur konflikt- und friedensbezogenen Ausrichtung von EZ-Maßnahmen', p. 55/135 and the iPCA Writing Template.

(3) Escalating factors/ dividers: e.g. destructive institutions, structures, norms and behaviour. For more details on 'dividers' see: GIZ (2007): 'Peace and Conflict Assessment (PCA). Ein methodischer Rahmen zur konflikt- und friedensbezogenen Ausrichtung von EZ-Maßnahmen', p. 135.

(4) All projects in fragile contexts, projects with FS1 or FS2 markers and all transitional development assistance projects should weaken escalating factors/dividers and have to mitigate risks in the context of conflict, fragility and violence (and human rights). Projects with FS1 or FS2 markers should also consider how to strengthen deescalating factors/ connectors and how to address peace needs in its project objective/sub-objective.

(5) Risks in the context of conflict, fragility and violence: e.g. contextual (e.g. political instability, violence, economic crises, migration/refugee flows, drought, etc.), institutional (e.g. weak partner capacity, fiduciary risks, corruption, staff turnover, investment risks) and personnel (murder, robbery, kidnapping, medical care, etc.). For more details see: GIZ (2014): 'Context- and conflict-sensitive results-based monitoring system (RBM). Supplement to: The 'Guidelines on designing and using a results-based monitoring system (RBM) system.', p.27 and 28.

Impact:

OECD-DAC Criterion Impact (higher-level development results) - What difference does the intervention make? (max. 100 points)
Based on recognisable higher-level development changes (at impact level), the criterion of "higher-level development results (at impact level)" relates to the extent to which the intervention has already produced significant positive or negative, intended or unintended results at the overarching level (contributions to the observed changes), or is expected to do so in the future. This includes any differential results across different stakeholders and beneficiaries. This criterion refers to the results of the development intervention.

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Higher-level (intended) development changes[1]	Standard	To what extent can the higher-level development changes (social, economic and environmental dimensions and the interactions between them) to which the intervention will/is designed to contribute be identified/foreseen)? (Specify time frame where possible.)	• Consider module proposal for suggested impact and program objective indicators (program proposal), if it is not an individual measure • Potential basis for assessment: program obejctive indicators, identifiers, connection to the national strategy for implementing 2030 Agenda , connection to SDGs	extent to which the following project-related higher-level changes could be observed. Achievement of targeted impact formulated in project offer as contributions to SDG 4, 5, and 16 and the policy marker PD/GG 2, FS 2 and GG 1 qualitative assessment of the project´s application of the LNOB principle (particularly protection of young women and men and refugees)	'Evaluation design: no specific evaluation design applied; the analysis follows the evaluation questions from the evaluation matrix. Triangulation of methods and sources Empirical methods: document analysis secondary data analysis incl. monitoring data semi-structured interviews	'Document analysis: project annual report, monitoring data, CSO reports Respondents semi-structured interviews: with GIZ project team, involved CSOs, political partner MoY, Youth Advisory Committees, indirect target group	'Data quality is good as the RBM system, annual report and CSO reports provide a solid base for the assessment. Information of different stakeholder groups complement the document analyses. Limitation: no indicators impact could be measured against. difficulty to measure good governance and social cohesion	good
	IZR	To what extent have the IZR criteria contributed to strengthening overarching development results?	• Please use CPE factsheet on SV / GV / IZR					
	Standard	To what extent can the higher-level development changes (social, economic, environmental dimensions and the interactions between them) be identified/foreseen at the level of the intended beneficiaries? (Specify time frame where possible.)						
	Standard	To what extent can higher-level development changes to which the intervention will/is designed to contribute be identified/foreseen at the level of particularly disadvantaged/vulnerable groups of beneficiaries and stakeholders? (These may be broken down by age, income, gender, ethnicity, etc.) (Specify time frame where possible.)						
Contribution to higher-level (intended) development changes	Standard	To what extent has the intervention actually contributed to the identified and/or foreseeable higher-level development changes (social, economic, environmental dimensions and their interactions, taking into account political stability) that it was designed to bring about?	• Contribution analysis (evaluation design) as minimum standard and focus of this assessment dimension, further approaches are possible and welcome, see also annotated reports • Evaluation of the project's contribution to impacts based on an analysis of the results hypotheses from outcome to impact level	'extent to which the contribution of the project to higher development changes can be identified based on the following three selected results Hypothesis 4 (output 1 and 2)The creation of a mutual understanding for peaceful coexistence (R15) and the capacities and opportunities for youth to shape their social environment (Module Objective) forms a foundation for youth to stay connected with their	'Evaluation Design: contribution analysis most significant change Empirical methods: document and secondary data analysis semi-structured interviews workshop with project team FGDs	'Document analysis: project annual report, monitoring data, CSO reports Respondents semi-structured interviews: with GIZ project team, political partner MoY, involved CSOs, advised projects,	'Data quality is expected to be good due to the multitude of sources and methods applied. Limitation: Difficulty to assess impact considering the short project implementation period of 3 years.	good
	Standard	To what extent has the intervention achieved its intended (original and, where applicable, revised) development objectives?	• This question can already be assessed in Dimension 1 Question 1, the contribution to impact is assessed in Dimension 2, Question 1					
	Standard	To what extent has the intervention achieved its (original and, where applicable, revised) development						

			objectives at the level of the intended beneficiaries?		communities, with an opportunity of self-reflection and the capability to transfer their experiences to the communities. Thus youth are better integrated in communities and social cohesion can be strengthened and promoted (R21). This contributes on one hand to enhanced life skills and to a lifelong learning process in the sense of an holistic education (R25 / SDG 4). On the other hand, strengthened social cohesion also bases on the consideration of human rights and fosters the promotion of human rights (inclusion acceptance of each other, participation, respect, freedom of speech) (R26). Hypothesis 5 (component 3) Communication, mutual learning and the understanding among governmental entities, actors and youth, for the needs and possibilities of social participation of youth (including women and refugees) (R15) is one foundation to strengthen the ability of young people to shape peaceful spaces in their social environment (Module Objective). The approach of involving youth in decision-making processes based on a demand-oriented approach of governmental authorities contributes to participatory process and good governance (PD/GG 2) .	debriefing meeting for validation	indirect target group		
		Standard	To what extent has the intervention contributed to higher-level development changes/changes in the lives of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders that it was designed to bring about? (These may be broken down by age, income, gender, ethnicity, etc.).							
		Standard	*Which internal factors (technical, organisational or financial) were decisive for achievement/non-achievement of the intervention's intended development objectives?*	• Internal factors = within the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s)						
		Standard	*Which external factors were decisive for the achievement/non-achievement of the intervention's intended development objectives?*	• External factors = outside the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s). • Take into account the activities of other actors or other policies, framework conditions, other policy areas, strategies or interests (German ministries, bilateral and multilateral development partners)						
		Standard	To what extent has the intervention achieved structural or institutional changes (e.g. for organisations, systems and regulations)?							
		Standard	To what extent did the intervention serve as a model and/or achieve broad-based impact?	• Scaling-up is a consciously designed process to anchor changes in organisations and cooperation systems (e.g. concepts, approaches, methods) to generate broad impact • There is vertical scaling-up, horizontal scaling-up, functional scaling-up or a combination of these[2] • also analyse possible potential and reasons for not exploiting it						
		IZR	To what extent has the project made an innovative contribution (or a contribution to innovation)? Which innovations have been tested in different regional contexts? How are the innovations evaluated by which partners?	• Please use CPE factsheet on SV / GV / IZR						
		Standard	*How would the situation have developed without the intervention?*	• usually qualitative refelction, quantitative approaches welcome						
	Contribution to higher-level (unintended) development changes	Standard	To what extent can higher-level, unintended development changes (social, economic and environmental dimensions and their interactions, taking into account political stability) be identified/foreseen? (Specify time frame where possible.)		extent to which the project contributed to unintended development changes at impact level, what benefits and risks	'Evaluation design: analyseis follows the evaluation	Document analysis project annual reports, steering	Data is expected to be good due to the number and diversity of	good	

	and Fragility	To what extent did the project have (unintended) negative or escalating effects on the conflict, context of fragility or human rights (e.g. conflict dynamics, violence, legitimacy of state and non-state actors/institutions)? To what extent did the project have positive or deescalating effects on the conflict, context of fragility or human rights (e.g. conflict dynamics, violence, legitimacy of state and non-state actors/institutions)?		emanate from them and how the project monitored (incl. KOMPASS) such unintended effects and responded to them. Fragility: extent to which the project applied conflict-sensitive monitoring and project management and the extent to which escalating factors / dividers and deescalating factors / connectors have been identified and weakened / strengthened	questions outcome harvesting Empirical methods: document analysis semi-structured interviews	structure and key processes of participatory approaches Respondents semi-structured interviews: with GIZ project team, political partner MoY, involved CSOs, advised projects, indirect target group	documents and interviewees but some limitations. Limitation: Conflict-sensitive monitoring and monitoring of risks, external factors and unintended results is done frequently but only verbally without documentation. The iPCA is not systematically used for monitoring.	
	Standard	To what extent has the intervention brought about foreseeable/identifiable unintended (positive and/or negative) higher-level development results?	• Analyse whether the risks were already known in the design phase • Check how the assessment of risks in connection with (unintended) negative or (not formally agreed) positive results at the impact level in the monitoring system has been carried out (e.g. use of 'compass') • measures taken to avoid or counteract the risks/ negative effects/ trade-offs[3] • Determine relevant framework conditions for negative results and the project's reaction to them • Examine to what extent potential (not formally agreed) positive results and synergies between the ecological, economic and social development dimensions have been monitored and exploited					
	Standard	To what extent has the intervention contributed to foreseeable/identifiable unintended (positive and/or negative) higher-level development results at the level of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders? (These may be broken down by age, income, gender, ethnicity, etc.)						

(1) The first and second assessment dimensions are interrelated: If the project's contribution to achieving the objective is small (2nd assessment dimension), this must also be taken into account when evaluating the first assessment dimension.

(2) See GIZ 2016 'Guidelines on scaling-up for programme managers (AV) and planning officers'

(3) Risks, negative effects and trade-offs are separate aspects that should be discussed individually at this point.

Efficiency:

OECD-DAC Criterion Efficiency - How well are resources being used? (max. 100 points)
This criterion describes the extent to which the intervention delivers results in an economic and timely way (relationship between input and output, outcome and impact level). The evaluation dimension "production efficiency" refers to the appropriateness of the relationship between inputs and outputs. The evaluation dimension "allocation efficiency" refers to the appropriateness of the relationship between the inputs and the results achieved (project/development objective; outcome/impact level) by the intervention. The "efficiency" criterion relates both to the intervention's design and implementation and to the results it achieves.

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Production efficiency	Standard	*How are the intervention's inputs (financial, human and material resources) distributed (e.g. by instruments, sectors, sub-interventions, taking into account the cost contributions of partners/executing agencies/other beneficiaries and stakeholders etc.)?*	• Description of the data: Costs per output, type of costs, agreed and provided partner contributions • Description of the deviations between original planned costs and actual costs (with comprehensible justification, changes are certainly desirable for increased efficiency)	extent to which the costs per output were appropriate for the achieved results at output level extent to which output indicators were achieved in the given time • extent to which outputs could have been maximised with the given amount of resources or costs could have been minimised while achieving the same outputs extent to which costs per output and actual output indicator achievement were monitored and taken into account for steering	Evaluation design: analysis is based on the follow-the-money approach and follows the analytical questions from the evaluation matrix (see Annex); triangulation of methods and sources Empirical methods: document analysis incl. analysis of quantitative cost data per output (using GIZ efficiency tool) workshop and semi-structured interviews	Document analysis: Annex 3b of the progress report, results matrix, monitoring data, contracts for most important financial agreements, grants and procurement Respondents semi-structures interviews: GIZ project team with a focus on finance officer and management	Data quality is considered good no substantial limitations no comparison data on costs per output of other projects available.	good
	Standard	To what extent have the intervention's inputs (financial, human and material resources) been used economically in relation to the outputs delivered (products, investment goods and services)? If possible, refer to data from other evaluations in a region or sector, for instance.	• Use of 'Efficiency tool' including instructions and use of the follow-the-money approach as evaluation design (may be combined with other high-quality approaches) • Output level: Analysis of approaches and activities as well as TC instruments (personnel instruments, financing, materials and equipment)[1] compared to possible alternatives with a focus on the minimum principle (use of comparative data if available) • The project is oriented on internal or external benchmarks in order to achieve its effects economically • Regular reflection of the resources used by the project with focus on economically use of ressources and cost risks • The overarching costs of the project are in an appropriate proportion to the costs of the outputs					
	Standard	To what extent could the intervention's outputs (products, investment goods and services) have been increased through the alternative use of inputs (financial, human and material resources)? If possible, refer to data from other evaluations of a region or sector, for instance. (If applicable, this question adds a complementary perspective*) * This case is always applicable in the	• Use of 'Efficiency tool' including instructions and use of the follow-the-money approach as evaluation design (may be combined with other high-quality approaches) • Output level: Analysis of approaches and activities as well as TC instruments (personnel instruments, financing, materials and equipment)[1] compared to possible alternatives with focus on output maximisation (use of comparative data if available) • Analysis of alternative options for allocating					

		technical cooperation (TC), please answer the question bindingly	resources and shifts between outputs for output maximisation • saved resources can and should be used to maximise outputs • Reflection of the resources during the design phase and regularly during the implementation of the project with focus on output maximisation (with comprehensible justification, changes are certainly desirable for increased efficiency) • 'imaximising outputs' means with the same resources, under the same conditions and with the same or better quality						
	Standard	Were the outputs (products, investment goods and services) produced on time and within the planned time frame?						
Allocation efficiency	Standard	*By what other means and at what cost could the results achieved (higher-level project objective) have been attained?*		extent to which the costs of the project were appropriate for the achieved results at outcome and impact level, including partner contributions extent to which the outcome (project objective) could have been maximised or project costs could have been minimised (with a particular interest o the youth fund) extent to which the outcome-resource ratio (costs vs achievement of module objective indicators) as well	Evaluation design: no specific design, the analysis follows the analytical questions from the evaluation matrix based on GIZ efficiency tool, triangulation of methods and sources Empirical methods: document analysis	Document analysis: Project progress report, results matrix, monitoring data, contracts for most important financial agreements, grants and procurement Respondents semi-structures interviews: GIZ project team with a focus on finance officer and management	Data quality is considered good no substantial limitations Comment: no comparison data available	good
	Standard	To what extent – compared with alternative designs for the intervention – could the results have been attained more cost-effectively?	• Outcome level: Analysis of approaches and activities as well as TC-instruments in comparison to possible alternatives with focus on minimum principle (use of comparative data if available) • Regular reflection in the project of the input-outcome relation and alternatives as well as cost risks • The partner contributions are proportionate to the costs for the outcome of the project						

	Standard	To what extent – compared with alternative designs for the intervention – could the positive results have been increased using the existing resources? (If applicable, this question adds a complementary perspective*) * This case is always applicable in the technical cooperation (TC), please answer the question bindingly	• Outcome level: Analysis of applied approaches and activities as well as TC-instruments compared to possible alternatives with focus on maximising the outcome (real comparison if available) • The project manages its resources between the outputs in such a way that the maximum effects in terms of the module objective are achieved • Regular reflection in the project of the input-outcome relation and alternatives • Reflection and realisation of possibilities for scaling-up • If additional funds (e.g. cofinancing) have been raised: Effects on input-outcome ratio (e.g. via economies of scale) and the ratio of administrative costs to total costs • Losses in efficiency due to insufficient coordination and complementarity within German DC are sufficiently avoided	as alternatives were monitored and taken into account no cofinancing	semi-structured interviews			

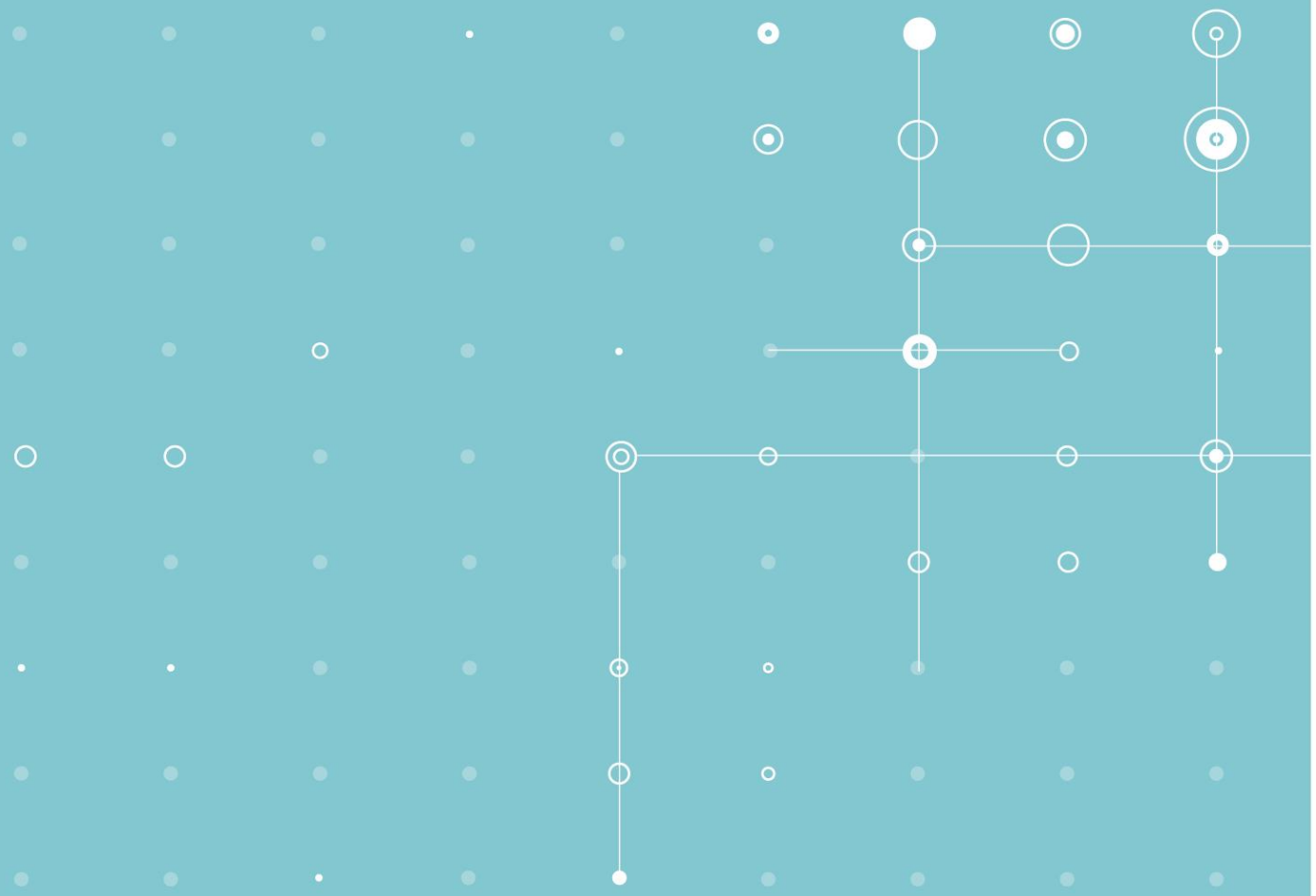
(1) see GIZ 2015: 'Integration of TC Instruments – Key Elements', based on BMZ 2014: Handbuch der bilateralen TZ Verfahrensinformation Nr. VI0362014 'Eckpunkte zur Instrumentenintegration'

Sustainability:

"OECD-DAC Criterion Sustainability - Will the benefits last? (max. 100 points)
The 'sustainability' criterion relates to continued long-term benefits (at the outcome and impact level) or the probability of continued long-term benefits – taking into account observed or foreseeable risks – over time, particularly after assistance has ended."

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Capacities of the beneficiaries and stakeholders	Standard	To what extent do the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies) have the institutional, human and financial resources as well as the willingness (ownership) required to sustain the positive results of the intervention over time (once assistance has drawn to a close)?	• Transitional Development Assistance (TDA) projects primarily address final beneficiaries, whose resilience to crises and recurring shocks is to be strengthened. The focus for TDA projects is thus often on the resilience of final beneficiaries and/or at least the continuity of the measure (see explanation in dimension 3) (clarification in the inception phase of the evaluation).	extent to which beneficiaries and stakeholders have the capacity, resources, ownership, and resilience to sustain the results achieved dimension will be assessed against all individual, institutional or structural capacity development	Evaluation design: no specific evaluation design applied; the analysis follows the evaluation questions from the evaluation matrix triangulation of methods and sources. Empirical methods: document analysis semi-structured interviews focus group discussions	Document analysis project progress reports, monitoring data, CSO reports Respondents semi-structured interviews: with GIZ project team, political partner MoY, involved CSOs, youth advisory committees, advised projects, indirect target group	'Quantitative data is expected to be strong due to detailed RBM system and due to the number and diversity of key informants and additional reports of CSOs. pending qaualitative survey	good
	Standard	To what extent do the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies) have the resilience to overcome future risks that could jeopardise the intervention's results?						
Contribution to supporting sustainable capacities	Standard	To what extent has the intervention contributed to the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies) having the institutional, human and financial resources as well as the willingness (ownership) required to sustain the intervention's positive results over time and to limit the impact of any negative results?	• Analysis of the preparation and documentation of learning experiences • Description of the anchoring of contents, approaches, methods and concepts in the partner system • Reference to exit strategy of the project • If there is a follow-on project, check to what extent the results of the evaluated project are taken up; the anchoring of the effects in the partner's organisation should be pursued independently of a follow-on project, since sustainability should be achieved even without donor funds • Transitional Development Assistance (TDA) projects primarily address final beneficiaries, whose resilience to crises and recurring shocks is to be strengthened. The focus for TDA projects is thus often on the resilience of final beneficiaries and/or at least the continuity of the measure (see explanation in dimension 3) (clarification in the inception phase of the evaluation).	'extent to which the project has contributed to beneficiaries and stakeholders having the capacity, resources, ownership and resilience to sustain the results achieved (see above) over time. focus of the capacity development of youth advisory committees, their individual and institutional capacities. Capacities of MoY on individual and institutional level. review how far the capacities to remain the cooperation between youth advisory committees the relevant authorities and development cooperation projects is enhanced	'Evaluation design: no specific evaluation design applied; the analysis follows the evaluation questions from the evaluation matrix triangulation of methods and sources. Empirical methods: document analysis semi-structured interviews focus group discussions	'Document analysis project offer and reports, training reports, meeting minutes of youth advisory committees, reports of CSOs Respondents semi-structured interviews: with GIZ project teams, youth advisory committees, CSOs, MoY, youth participating in regional forums	Quantitative data is expected to be strong due to detailed RBM system. Qualitative data is expected to be strong due to the number and diversity of key informants.	strong
	Standard	To what extent has the intervention contributed to strengthening the resilience of the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies)?						

	Standard	To what extent has the intervention contributed to strengthening the resilience of particularly disadvantaged groups? (These may be broken down by age, income, gender, ethnicity, etc.)						
Durability of results over time	Standard	*How stable is the context in which the intervention operates?*		extent to which the results achieved will be durable over time (prognosis) analysis whether the approaches and methods introduced are applied independently from donor support (anchoring in partner system) analysis of external factors and risks that may influence the durability of results Extent to which the results achieved will be durable over time (prognosis). Considered results that have been achieved : The dimension will be assessed against the project's module objective indicators 1, 2, 3, 4 and output indicators A1, A2, A3, B1, B2, B3, C1, C2, C3 • Analysis whether the approaches and methods introduced are applied independently from donor support (anchoring in partner system); • Analysis of external factors and risks that may influence the durability of results	Evaluation design: no specific evaluation design applied; the analysis follows the evaluation questions from the evaluation matrix triangulation of methods and sources. Empirical methods: document analysis semi-structured interviews focus groups	Document analysis project offer and report, CSO reports, Respondents semi-structured interviews: with GIZ project team, youth advisory committees, CSOs, MoY, other GIZ projects	Qualitative data is expected to be strong due to the number and diversity of key informants.	strong
	Standard	*To what extent is the durability of the intervention's positive results influenced by the context?*	• Consideration of risks and potentials for the long-term stability of the results and description of the reaction of the project to these					
	Standard	To what extent can the positive (and any negative) results of the intervention be deemed durable?	• Consideration of the extent to which continued use of the results by partners and beneficiaries can be foreseen • Reference to conditions and their influence on the durability, longevity and resilience of the effects (outcome and impact) • In the case of projects in the field of Transitional Development Assistance (TDA), at least the continuity of the measure must be examined: To what extent will services or results be continued in future projects (of GIZ or other donors/organisations) or their sustainability ensured? (Clarification in the inception phase)					



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