



**1. Title: Evaluation of the “AFDAL Project”**

**2. Background Information**

a. CiL scope of work

CARE is a leading relief and development non-governmental organization working to end global poverty. Established in 1946, it is now a confederation composed of 14 members and 4 affiliates. Working in over 95 countries around the world. With more than 11,000 employees worldwide, we have a strong local presence: 95% of our staff are nationals of the countries where our programs are implemented.

Care international in Lebanon (CIL) is supporting local communities with their longer-term needs and basic rights through WASH, Shelter, Protection, and longer-term economic empowerment solutions and activities in collaboration with local partner organizations in the North, South, Beirut, Bekaa, and Mount Lebanon Governorates.

b. Context

Agriculture and the agroindustry are important sectors of the Lebanese national economy, contributing around 7% of GDP, which puts it on par with the manufacturing sector in terms of wealth generation. Combined they employ 11.5% of the labor force (6.5% and 5.0% for agriculture and agro industry respectively) and represented 11.6% of the 2014 Lebanese goods exports (3% and 8.5% for agriculture and agro industry respectively). The main challenges faced by the sector, as defined by the Lebanese Ministry of Agriculture’s strategy (2015-2019), revolve around the need to increase the competitiveness of agricultural production by increasing its productivity while ensuring conformity with international sanitary and phyto-sanitary requirements, thus facilitating access to international markets. As a net importer of food, Lebanon is vulnerable to global food price fluctuation, as demonstrated during the 2008-09 food price crisis. Without increasing strategic investments into both the productive capacity (i.e. equipment, assets) and the knowledge-capacity (i.e. human assets) of this sector, Lebanon’s economy, already stressed by the influx of Syrian refugees, will struggle to keep pace not only in terms of job creation, but also importantly, in terms of food availability and accessibility, leaving the country more food insecure and aid-dependent.

**3. Project Scope: description of the projects’ objectives and its main components**

In order to address the multi-layered challenges facing vulnerable communities in Lebanon, CARE proposed a community-based, participatory project that seeks to address critical capacity gaps along targeted Agricultural value chains at both the individual, communal and institutional levels, which are aligned with WFP Lebanon’s Country Strategy Strategic Outcome 2, as well as with CARE’s Women Empowerment Framework which seeks to ensure that all interventions advance gender equality by building agency, changing relations and transform structures. By utilizing a market-driven approach that builds sustainable linkages among value chain actors (including producers, processors, supplier and traders), this project was designed and implemented over 13 months (from September 2018 to October 2019) with the intention to increase incomes of rural farmers, benefiting the broader Lebanese economy through rural job creation that also benefits marginalized youth and women, and by increasing producer value in both domestic and export markets by upgrading entrepreneurial skillsets and production/processing capacities in order to improve

quality, quantity and consistency of targeted agro-products (Apples, Olives, Honey, Grains, Aromatic Plants). In addition to a vocational training program that is focused on youth to promote employability technical and psychosocial skills of targeted youth with low chances of permanent employment; and a partnership with local actors to charge them with part of the implementation and to build their organizational capacity.

At the individual level, this project intended to improve the skills, capacities and livelihood opportunities of **345** vulnerable women, youth, and men (Specific Objective/SO 1), including the capacity building of vulnerable agriculture workers. At the communal level, the project was implemented to work **with 685 farmer**, food producers, and agro-processors engaged in targeted value chains in order to increase their income and market opportunities (SO 2). At the institutional level, the project intended to strengthen key agricultural and market support (AMS) infrastructure that benefits targeted value chains (including **76 coop and processor entities** SO 3). All three SOs are complementary and reinforce one another; for example, the improved individual skills/capacities in SO1 will also lead to improvements in the value chains as the improved skillset of a youth on food processing will improve the practices and capacities of a hosting enterprise in SO2, thereby leveraging these outputs to increase the marketability of their products leading to higher export potential and increased engagement in the value chain by institutional support actors in SO3. The target locations were carefully identified and chosen according to the local need for development where in Dannieh there was no to poor INGO presence and in Akkar there was high stress on the infrastructure and labour force due to high concentration of Syrian refugees; the apple and beekeeping value chains were chosen to concentrate on because of the opportunity they provide for economic growth and the fact that both regions rely on those VCs as a main production. Other urban and semi-rural areas of Tripoli and the surrounding areas were targeted with the food processing and the VT component to increase employability and income of women and youth in particular. Soap production showed promising results as well where in Akkar small production units have a great potential for income generation as the product has a long shelf life and a higher chance of being sold. By doing so, the **Project aimed at improving sustainable livelihood opportunities for 1106 vulnerable men women and youth (18+) in targeted refugee and Lebanese communities in North Lebanon, Mount Lebanon, and South Lebanon.**

The project interventions can be summarized in providing (a) capacity building in business development, marketing, book keeping, et... , (b) technical training in GAP/GMP/GHP, (c) grants (d) subsidies ... supporting the production, processing and marketing of olive, apple, honey, ashta, preservation, dairy production, and soap and the use of drip irrigation as a way to save water and the introduction to the Value Chain approach of the local actors in order to give them the ability to grow; and raising awareness on 2 specific subjects (the agriculture calendar and agriculture ethics)....

#### **4. Purpose of evaluation and intended use**

##### **a. Purpose**

The main purpose of the evaluation is to support CiL's learning about the relevance, effectiveness, efficiency and sustainability of the different interventions of the project over its lifespan and provide guidance for future programme direction. The evaluation is perceived as an opportunity for CiL to assess its accomplishment in improving sustainable livelihood opportunities for vulnerable groups, and its accountability toward those beneficiaries, partners and donors. CiL intends to capture lessons learned that feeds and informs into CiL's country-level programming the evaluation will also concentrate on the effect of the intervention on the nature of the livelihood and to what extent this livelihood was preserved rather than changed.

##### **b. Evaluation Questions (often relate to the DAC criteria among others)**

The evaluation will be based on the OECD DAC criteria

##### **a) Relevance:**

whether the project design and choice of the interventions (listed above) and approaches have properly addressed the needs of the beneficiaries, taking into account CARE's mandates; whether the planned and actual activities and outputs (capacity building, subsidies, grants of the project were consistent with the intended outcomes; what is the project innovation and comparative advantage in this area of work vis a vis other/ previous similar interventions (, building capacity, providing in-kind support and grants...)

**b) Effectiveness:**

whether the project components/ interventions and methodologies used (such as(vocational training, job placement, on job training, building capacity, providing in-kind support and grants, market linkages) have achieved planned objectives and yielded intended results; what factors have influenced the outcomes of this project, either negatively or positively.

**c) Efficiency:**

have resources and funds been used efficiently, leveraging in-house expertise, previous interventions and other resources to optimize the project outcomes; have the project interventions been delivered in a timely manner; what factors have affected the swift, efficient and timely implementation of the project interventions.

**d) Sustainability:**

What ensures the project interventions sustainability; what mechanisms and structures were out in place to make sure that the project legacy is maintained once the intervention ceased, what lessons learned can be drawn to ensure so.

**e) Impact:**

To what extent does the project achieve its outcomes? What opportunities or potentials are there to capitalize on? How did designed and utilized methodologies negatively or positively impact individuals' access to livelihood opportunities? What unexpected impacts did this intervention have on individuals, communities, private sector, and institutions? How did the used method of partnership impact the delivery of activities?

**c. Use and users**

The primary users of the evaluation are CiL Management Team in Lebanon who will directly use the evaluation findings to inform/adjust programme implementation, improve its quality and to guide the future direction of the programme. Primary users also include the CiL senior management, relevant sector actors, partners, and the donor to inform and feed ongoing global and national program development within WFP scope of work.

Secondary users include CiL's partners, donors, and other stakeholders. The findings and conclusions of the evaluation will be shared with all these actors.

**d. Management of the evaluation**

The evaluation is managed by the Evaluation Reference Group (ERG) comprising of the Project Manager, the MEAL Manager, the Programme Director and the Senior MEAL Consultant. The MEAL Manager, supported by the Senior MEAL Consultant, is responsible for managing the evaluation process, while the ERG will oversee its administration and follow up on the progress, and sign off the final report. The main functions of the Evaluation Reference Group are to:

- give input on the TOR;
- participate in the validation of evaluation findings, and to ensure that they are factually accurate;
- contribute to the management response;
- act on the relevant recommendations.

**5. Deliverables and reporting deadlines**

- a. Inception report: entailing the evaluation approach/ methodology, framework (theory of change), evaluation matrix and tools, identified informants, workplan, etc...
- b. Data collection: method and tools
- c. Draft report/ Preliminary finding: addressing the key project components and evaluation framework elements

- d. Final report (standard template for evaluation report that include a maximum two-page executive summary, the findings, a conclusion and recommendations and recommendation for a monitoring and evaluation strategy that will showcase the achievements and the social impact)

## **6. Evaluation Timeframe**

The evaluation should be conducted during the month October 2019. The key deliverables should be provided as per the following schedule:

- |  |                      |
|--|----------------------|
| a- Kick off meeting:                   | by 27 September 2019 |
| b- Inception Report:                   | by 8 October 2019    |
| c- Data collection:                    | by 18 October 2019   |
| d- Preliminary findings/ draft report: | by 28 October 2019   |
| e- Final report:                       | by 8 November 2019   |

## **7. Evaluation consultant team (profile and qualifications)**

The evaluation should be carried by a consultant (a group of consultants) and are expected to have the following qualifications and skills:

- Education (knowledge): Post-graduate qualification in relevant field (Agriculture, food sciences, social science, social policy, development studies, etc.), with solid credentials in Programme evaluation.
- Experience Required:
  - o Sound and proven experience in conducting evaluations, particularly utilization and learning focused evaluations
  - o Extensive experience of theories of change and how they can be used to carry out evaluations
  - o Expertise in participatory qualitative data collection techniques
  - o Knowledge in Agricultural Value Chain projects.

Additional, desirable knowledge, includes:

- Understanding of refugee/humanitarian and protection programmes
- Demonstrated knowledge of Middle East and Lebanon political context

Necessary Skills:

- Fluency in written and spoken English and Arabic is required
- Proven experience of conducting evaluations of humanitarian projects
- Experience of designing qualitative data collection methods and of managing participatory and learning focused evaluations
- Excellent team working and communication skills, flexibility and good organization skills

## **8. Application Procedure and Requirements:**

Candidates interested in the position are expected to provide the following documentation:

- A technical proposal with detailed response to the ToRs,
- CV including a minimum of 3 references