

End of Project Evaluation / consultancy  
**Support to Micro and Small Enterprises Program**  
North Lebanon (Tripoli, Akkar, Dannieh)

## Introduction

The European Institute for Cooperation and Development (IECD) is a French non-governmental organization (NGO) founded in 1988 and operating in the field of social and economic development in partnership with local institutions. IECD's main sectors of action are vocational training and professional integration, assistance to micro and small enterprises and access to education and health for the most vulnerable. IECD has been operating in Lebanon since 1989 and opened a regional office in Beirut in 2007.

Through the Support to Micro and Small Enterprises (MSEs), IECD invests in training and support for small businesses, the main engine of growth and job creation at the local level. In 1998, the first training center was inaugurated in Cameroon, where all the training and support services for MSEs are provided. The program was then replicated in Ivory Coast, Democratic Republic of Congo, the Middle East and South-East Asia.

The Support to Micro Enterprises program has been running in North Lebanon and accompanying very small entrepreneurs since 2010, training about 100 entrepreneurs per year on "Basic Management training". In addition to the basic management training provided by IECD, the entrepreneurs are followed for a year after the training to assess their improvement and provide the needed support, with good impact on the evolution of entrepreneurs practices and the development of their business.

The Project is funded by DCI Monaco since January 2018 and the convention will end in December 2020. However, the evaluation will cover the period of 24 months from January 2019 until end 2020 as 2018 was already covered by a previous evaluation carried out within the project funded by the EU.

**The main objective of the project implemented for the last 3 years is:**

- Develop the local socio-economic by structuring and revitalizing the Very small Enterprises sector in North Lebanon.
- Develop the Basic management skills and Knowledge of Small entrepreneurs in North Lebanon by providing Management training and support services tailored to their needs.
- Develop the entrepreneurial fabric by offering networking and skills building services.

**Beneficiaries**

The project reached around 300 micro-entrepreneurs since 2018. The project aims at supporting micro-enterprise with less than 5 employees who are willing to develop their business.

To assess the project, IECD is looking for an external evaluator to conduct a final evaluation

## Purpose of the evaluation:

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The evaluation takes place at the end of the financing agreement signed with DCI Monaco for 3 years (2018-2020) and will cover 2 years of activity from January 1st 2019 to December 31<sup>st</sup>, 2020; 2018 activities have already been assessed in a previous mission done in November 2018 within an EU funding.

The evaluation object of the ToR will cover the activities implemented in the framework of this project and over a period from the beginning of the January 2019 to the date of the evaluation.

The overall the objective of the end of project evaluation is:

- Assess the project within the 5 evaluation criteria set up by OECD: relevance, effectiveness, efficiency, impact, and sustainability
- And specifically, to this Evaluation: Did IECD respond to the recommendation from the previous evaluation report done in November 2018? Did IECD manage to adapt its activities to reach the objectives of the project despite the unstable situation of the country especially since October 2019 (social protests, economic crisis, Covid19 pandemic...)?

## Scope and Focus of the evaluation:

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The evaluation will look on the following areas: project activities, project management, training content, and coordination with other stakeholders...

These areas will be approached by answering on the following:

- **Relevance:** Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives? Are the activities and outputs of the program consistent with the intended impacts and effects?
- **Effectiveness:** To what extent were the objectives achieved? What were the major factors influencing the achievement or non-achievement of the objectives?
- **Efficiency:** Were activities cost-efficient? Was the program or project implemented in the most efficient way compared to alternatives?
- **Impact:** What has happened because of the program or project? What real difference has the activity made to the beneficiaries? How many people have been affected?
- **Sustainability:** To what extent will the benefits of the project continue after donor funding ceased? What were the major factors which influenced the achievement or non-achievement of sustainability of the project?
- Efficiency of the various partnerships between IECD and other institutions for the implementation of the actions
- Quality and relevance of the various missions of external expertise mobilized on this project

## Methodology for the evaluation

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### For the mission:

The Project and Program manager of the entrepreneurship project will guide and oversee the overall direction of the consultancy.

The end of project evaluation should provide quantitative and qualitative data through different methods for example:

- **Preparation:** studies of reporting documents (internal reports, interim reports communicated to the Donor, previous evaluation reports ...), training (training material, methodology

document), and information available on the database. It will also involve exchanges with the coordination staff based in Paris (IECD).

- **Field observation:** individual and group meetings with the field team (project manager and executive team), with former and current beneficiaries of all services and training offered by the project (individual interviews and focus group). The evaluator will also attend project activities according to the training calendar: basic management Thematic session, follow-up during and after the training, specialized training, Club of Entrepreneurs' activities. The assessor will visit some of the villages where the project is implemented.
  - **Compilation of results and analysis:** all the information collected during preparation and field observation will be used to meet the expectations of the evaluation. The evaluator will draw up an inventory of fixtures observed for each expected result in the project DCI document (provided after selection of the evaluator; summary presented in annex). He will analyze the deviations from what was planned and will try to explain the observed deviations from the objectives set. In addition to the analysis of the achievement of the expected results of the Program Agreement, the evaluator will pay particular attention to the specific questions asked by the IECD and its partners. He will therefore analyze the Program in relation to the OECD's evaluation criteria (relevance, effectiveness, efficiency, sustainability, and impact) and will formulate recommendations for the continuation and spin-off of the Support to MSEs Program.
- Depending on the health situation related to the COVID-19 pandemic, adjustments may be envisaged in the conduct of the mission (possibility of carrying out certain parts remotely).

#### **For restitution and expected reports**

The consultant is expected to achieve the following deliverables:

1. **An inception report**, outlining the key scope of the work and intended work plan of the analysis, and evaluation questions, shall be submitted after 5 working days of starting the consultancy. The evaluators will prepare an inception report which will outline the scope of work, intended work plan and analysis. The inception report will provide IECD project team and other concerning people the opportunity to verify that they share the same understanding about the evaluation objectives. The inception report should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities, and deliverables, designating a team member with the lead responsibility for each task or product. The inception report will be discussed and agreed upon with all concerned parties (IECD and Consultant).
2. **A draft comprehensive report** to be shared 10 working days after finishing all the field work and inception phase with IECD concerned people. This report should be produced in English language as a common language. The report should provide an overview of the evaluation process, results, options for strategy and policy as well as recommendations.  
IECD Project Manager is responsible for ensuring that the report will be shared for review with other concerned people in IECD and provide comments within 5 working days after the reception of the draft report. The aim of this review is to ensure that the evaluation meets the required quality criteria.
3. **The Final Report:** This will be submitted 10 days after receiving comments from IECD. The content and structure of the final analytical report with findings, recommendations and lessons learnt covering the scope of the evaluation should meet the requirements of the IECD Policy and should include the following: Introduction, Project introduction, IECD introduction, Description of the evaluation methodology, Executive Summary, Analysis of the situation regarding to the log frame,

Key finding including best practices and lessons learned, Analysis of opportunities and provide guidance for future programs, conclusions and recommendation, And Appendices which includes (Charts, Terms of reference, field visits, name of people interviewed, documents reviewed and any other support document...).

4. **A report presentation:** a debriefing and report presentation meeting on line will be organized with the implementing partner (IECD) and the funder (DCI Monaco) in January 2021 to share key elements and learnings of the evaluation.

## Duration of the evaluation

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The evaluation is expected to start end of November 2020 and the final report should be finalized in January 2020.

## PROFILE

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### Experience and qualifications:

- At least master's degree in Public Policy, International Development, Development Economics/Planning, Economics, International Relations/ Diplomacy or any other relevant university degree.
- Extensive expertise, knowledge, and experience in the field of aid effectiveness and aid management process related issue.
- At least 5 years of experience in working with international organizations and donors; especially in the North area is a plus.
- Previous experience working with an international organization in entrepreneurship programs is a plus.
- Knowledge and understanding of international and country-level implementation of aid effectiveness agenda.
- Experience of project formulation and evaluation.
- -Fluent in English and Arabic.
- Excellent written and verbal communication especially analytical skills in English.

### Recommended skills and competencies:

- Fluency in Arabic is a requirement
- Fluency in French or English is required
- Strong analytical skills and capacities.
- Strong information technologies skills
- Can navigate and produce results within a complex and challenging environment.
- Demonstrate a strong work ethic and professional integrity.
- Display gender, religion, ethnic, age and cultural sensitivity and adaptability.

## - How to Apply

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### Required documents for applying to the BID.

Interested professionals are invited to submit their bid consisting of a financial and technical proposal for completion of this assignment. The technical proposal shall include:

1. Offeror's letter to IECD confirming interest and availability for the individual contractor (IC) assignment
2. CV of the applicant.

3. A description of approach and methodology for completion of the assignment with a clear time frame.
4. Any other information that the applicant finds relevant.

**Financial Proposal:**

The financial proposal shall indicate the total amount required for covering all aspects of the assignment broken down into the following categories:

- Professional fees presented as daily, weekly, or monthly units. The consultant is expected to work estimated 20 days per mission.
- Expenses including transportation to and from and between duty stations will be covered by IECD; communication; materials; other.

**- Other information**

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**The Consultant will be working directly with TPE project manager** and program manager and with the trainers if needed to coordinate the field activities

**DCI Monaco will be involved in the selection of the service provider and the review of the deliverables** (inception report, draft comprehensive report and final report)

**Job Location:** Lebanon with field visits to the North area.

**Contract Type:** Consultancy

**Deadline for application submission:** TBC

**Starting date:** 5 days after receiving a confirmation email from IECD to send the inception report.

**Date end of assignment:** End of January 2021

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