

ANNEX 3: Term of References

Mid Term External Evaluation

Project Title: “Gestione Integrata delle Risorse Naturali nell’Unione delle Municipalità di Tiro” (Integrated Natural Resource Management of Union of Tyre Municipalities)

Funded by AICS (Italian Agency for Development Cooperation)

Lebanon, July 2019

Presentation of INTERSOS Lebanon

INTERSOS is a humanitarian organization that works all over the world bringing assistance to people in danger victims of natural disasters and armed conflicts.

INTERSOS has been in Lebanon since 2006. In 2013, with the worsening of the Syrian crisis, INTERSOS expanded its operations in the country, specifically in 4 different governorates through 4 field bases in Mount Lebanon, Tripoli, Tyre and Bekaa, focusing on protection, education, WASH (including solid waste management) and shelter.

Project Background

Context

In Lebanon, municipalities are the primary official authority responsible for waste management. However, due to several constraints, including lack of funds, weak technical know-how, absence of enough sanitary landfills and a weak tax system hampered the capacity of most municipalities to deal with an increasing amount of solid waste, leading municipalities to neglect this issue, causing a widespread environmental problem. Only few municipalities are equipped with sorting facilities and, among those, only few are functioning.

Because of the influx in demographic pressure, the amount of Municipal Solid Waste (MSW) has increased by 40%, worsening an already critical situation. Given the inadequacy of treatment units and landfills, waste is scattered in nature or burnt, and illegal landfills are multiplying. More than 700 illegal and unsafe dump sites have been registered throughout the country and some of the largest ones are becoming a major problem for Lebanon both in environmental and economic terms.

Project

The project is implemented in the District of Tyre and aims at supporting Municipalities and citizens in the management of the SW in order to improve the management of natural resources and reduce the risks associated with an unhealthy environment. More specifically:

Specific Objective: Improving the hygienic and environmental conditions in 9 municipalities part of the Union of Tyre Municipalities through the integrated management of urban solid waste

Result 1: 15,000 inhabitants of Tyre city (2 targeted neighborhoods) improve their hygienic-environmental conditions through a separate collection system

Result 2: 8 Municipalities of the Union adopt an integrated management system of solid waste, improving the hygienic-environmental conditions

Result 3: The Ain Baal Sorting and Recycling Unit improves its management system and guarantees a quality service to 36 Municipalities

Partners: Arcenciel, Polytechnic University of Milan.

Objectives of the Evaluation and criteria

The objectives of the evaluation are:

1. To carry out an assessment of the interventions carried out in the context of the project mentioned above and to determine the extent to which they have contributed to the improvement of hygienic and environmental conditions of the final beneficiaries;
2. Analyze the impact of the operation on the natural resources management system and in particular on the SWM management;
3. Express recommendations for the implementation of future projects and the strengthening of the sustainability of these projects by highlighting the lessons learned;
4. The evaluator will have to inform the partners on the strengths and weaknesses, analyze them and discuss them, with the aim of finding common solutions to improve future implementations along with providing a mission report

To reach the objectives, the following criteria and cross cutting issues will have to be assessed during the evaluation process:

- **Relevance:** The extent to which the objectives of an intervention are consistent with and useful to the needs of beneficiaries, Union's needs, and the policies of partner organizations and donors. Retrospectively, questions related to relevance may be used to evaluate whether the objectives of an intervention or its design are still appropriate given changed circumstances.
- **Efficiency:** Measures the outputs - qualitative and quantitative - in relation to the inputs. Requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.
- **Effectiveness:** Effectiveness measures the extent to which the intervention has attained its objectives. It is also used as an aggregate measure of (or judgement about) the merit of worth of an activity.

- Impact: the extent to which the project's activities have had or will have an impact on the overall main objectives.
- Sustainability: The probability that long-term benefits will ensue.
- Cost-effectiveness: The extent to which the intervention uses the least costly resources possible to achieve the desired results.

The cross-cutting themes will also be taken into consideration and notably with regards to gender equality, female empowerment, protection of minorities and vulnerable groups, people with disabilities;

Lastly, the partnership approach will be evaluated to assess:

- How the partnership with the Polytechnic University of Milan has made an innovative and qualifying contribution to the intervention;
- How the various partnerships with local administrations and public organizations have promoted ownership with local offices.

Methodology

- The evaluation will be carried out on the basis of the indicators highlighted in the logical framework, in particular related to the achievement of the specific objective and results.
- The evaluation will be based on the Objectively Verifiable Indicators
- The consultant will have to formulate an elaborate work plan that will include a structured methodology, specified tools that will be used in assessing the project's impact along with a detailed timeframe. The work plan is to be shared the evaluation supervisor.
- The evaluation will be based on desk review, information sources, key-informant interviews, meetings, field visits, and a participatory approach.

Evaluation will be conducted through semi-structured interviews with the various actors and will be based on indicators and criteria. Methods such as Focus group discussions and cross-border investigations will be used to verify the community involvement and the objective achievement.

Actors to be met (non-exhaustive)

Project team (Project Manager, Deputy Project Manager, Hygiene Promoter Officer...)

Union of Tyre Municipalities, potentially Mayors of targeted Municipalities

Ain Baal sorting plant management staff

Arcenciel
Polytechnic University of Milan
Beneficiaries at community level

Reporting Relation

The consultant will report to the Project Manager

Evaluation steering committee

The evaluation will be supervised by a steering committee composed of Project Manager, Deputy Project Manager and Reporting Officer
They will be in charge of communicating with the evaluator

Indicative timing

The evaluation will take place in July 2019, dates to be refined, in Lebanon.

Indicative steps and timings are the following:

Reading project documents – 1 day
Briefing with INTERSOS team – 1 day
Preparing data collection tools and assessment plan – 1 day
Presenting the assessment plan to INTERSOS – 1 day
Interview, meeting, data collection – 4 days
Pre final report – 2 days
Final report – 2 days

Deliverables

- A pre-final report, to be delivered within 2 weeks after the end of the data collection phase
- A final report, taking in to account the comments from INTERSOS on the pre final report to be delivered within 5 days after the reception of the comments. The final report should be organized as follow:
 - Executive summary
 - Introduction
 - Context
 - Objective and Evaluation criteria
 - Tools and methodology
 - Findings for each criteria
 - Recommendations
 - Best Practices

- Annexes: Person met and interviewed, Focus Group Report, Interview templates...)
- A 20 slides PPT summarizing the main findings of the evaluation to be used internally and externally.

All reports have to be written in English

At the end, the evaluator will have to inform the partners on the strengths and weaknesses, analyze them and discuss them, with the discovery of the solutions of one of them to improve the implementation of activities and provide a delivery report. Mission reports will be distributed to the Ministry of Foreign Affairs, partner organizations, and other institutions involved, more generally, without any interest in the development of the area.

Other considerations

- The consultant must uphold the utmost confidentiality with all data throughout the evaluation period and after the work has been completed
- Upon delivery of final document, the consultant relinquishes intellectual property right of all documents to INTERSON
- The Project Manager or his authorized representative shall be the primary contact person during the consultancy period

Profile

- Proven expertise in the Solid Waste Management sector / Environmental sector
- At least 5 years' experience in project management in International Cooperation sector
- Previous experiences in Project evaluation
- Fluent in English and Arabic
- Knowledge of the Lebanese and/or Middle East context

How to apply

The evaluator or evaluation team will have to submit **the Tender Form Dossier, the CV** and an **expression of interest** composed of:

- A technical proposal of 3 pages maximum stating the understanding of the Term of References, the foreseen evaluation methodology, and an indicative timeframe.
- References for similar previous assignments,

All submissions should be emailed to south.lebanon@intersos.org before the **16/07/2019 at 1:00 PM** with the subject "Evaluation AICS"

In case of application from individuals, the consultant should be duly registered as such and should be able to deliver receipt for the service.