

Terms of reference for the mid-term evaluation of the Project
“Comprehensive protection for the Syrian refugee population in Lebanon”,
implemented by Fundación Entreculturas and the Jesuit Refugee Service.

With the support from the Spanish Agency for International Development
Cooperation



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1. Introduction

Entreculturas Foundation (EC) is an NGO belonging to the Society of Jesus, dedicated to contributing to social change through education. By working as a network and promoting synergies, Entreculturas fosters personal and community transformation, generating capacities that enable individuals to break cycles of vulnerability and build a culture of solidarity both locally and globally. Additionally, EC promotes impact on power structures through citizen mobilization actions. As a member of the International Federation of Fe y Alegría, founded in 1955 and rooted in the Global South, Entreculturas is committed to ensuring the right to quality education in 22 countries across Latin America and Africa. This commitment to education is founded on the belief that education is a fundamental right, a tool for development, a means of social transformation, and a way to promote intercultural dialogue.

The Jesuit Refugee Service (JRS) is an international organization that has, since 1980, been dedicated to accompanying, serving, and defending the rights of refugees and displaced populations. Operating in 57 countries, JRS provides protection, education, psychosocial rehabilitation, social reconstruction, and livelihood services, assisting over one million people in 2020. The collaboration between JRS and EC is built on a solid strategic relationship under the umbrella of the Society of Jesus, allowing EC to represent JRS in Spain. This partnership has been particularly effective in interventions in Lebanon since 2014, achieving synergistic and effective joint management.

The **Spanish Agency for International Development Cooperation (AECID)** is a Public Law Entity under the Ministry of Foreign Affairs, European Union, and Cooperation. AECID is responsible for promoting development and balance in international relations, preventing and responding to emergencies, promoting democracy, and fostering relations with partner countries. It employs various instruments to achieve these goals, including technical cooperation, economic and financial cooperation, humanitarian aid, and education for development and social awareness.

In 2023, Entreculturas and JRS Lebanon commenced the implementation of the project “Comprehensive Protection for the Syrian Refugee Population in Lebanon,” funded by AECID. This project has consolidated and reinforced the protection strategy through four key areas: safe learning and recovery spaces for children; strengthening women's capacity to achieve effective social and economic participation in safe conditions; specialized mental health and psychosocial care services; and networking to ensure access to services that guarantee the exercise of rights. The project requires a mid-term evaluation to gather feedback from the target population and validate the impacts of the intervention.

2. Evaluation object

Project	“Protection for the refugee population in Lebanon”
Country	Lebanon
Duration	48 months
Implementation dates	January 1, 2023 to December 31, 2026
Local partner	Jesuit Refugee Service (JRS) Lebanon
Sectors	Main: Humanitarian action Secondary: <ul style="list-style-type: none">- Education in emergencies- Protection- Psychosocial support- Livelihood development- Reconstruction of the social fabric- Fight for gender equality and the promotion of women's rights- Fight against gender-based violence

Entreculturas has supported the work of JRS in Lebanon since 2014, implementing nearly 20 projects focused on the comprehensive protection of Syrian refugees. The 2018-2022 AECID Project “Protection for the Refugee Population in Lebanon” has been particularly relevant, designing a comprehensive protection system from the educational field for Syrian refugees in Lebanon. This system emphasizes post-traumatic rehabilitation and the reconstruction of the social fabric, laying the foundations for consolidating the protection axis as a comprehensive intervention framework.

In Lebanon, the government estimates that it hosts 1.5 million Syrian refugees out of the 6.6 million who have fled the conflict, making Lebanon the country with the largest number of refugees in proportion to its population. The country is facing a multifaceted crisis—political, social, economic, and educational—exacerbated by COVID-19 and the 2020 Beirut port explosion. The vulnerable population experiences increased poverty, lack of basic supplies, and limitations in essential services.

Since 2019, protests over corruption and deficiencies in public services have increased, leading to social and political instability and frequent changes of government. The economic crisis, one of the most severe since the 19th century, has caused a 90% depreciation of the Lebanese pound and an inflation rate of 239.68% in January 2022, deteriorating purchasing power. Ninety percent of Syrian refugees live in extreme poverty, and 88% do not meet the minimum expenses necessary to survive, while 55% of the local population lives below the poverty line. Food insecurity affects half of Syrian refugee households, and the country faces high levels of corruption and lack of access to basic public services.

In response to the situation in Lebanon, Entreculturas and JRS Lebanon, with support from the Spanish Agency for International Development Cooperation (AECID), are collaborating to combat violence in two areas of Lebanon: Mount Lebanon (Bourj Hammoud and Jbeil) and Bekaa (Bar Elias and Baalbek).

The general objective of the project is to contribute to ensuring that the most vulnerable Syrian refugee population, especially girls, boys, and women, have their right to live a dignified life free of violence. Specific objectives and expected results are detailed in the following table.

<p>Specific objective: Ensure access for 3,895 girls and women and 2,951 boys and men (85% Syrian refugees and 15% Lebanese nationality) to a comprehensive protection system that strengthens their resilience sub-capacity.</p>			
Result 1	Result 2	Result 3	Result 4
2,708 boys and 2,716 girls (90% Syrian refugees and 10% Lebanese nationals) access safe learning and recovery spaces.	1,010 women (85% Syrian refugees and 15% Lebanese nationals) strengthen their capacity to effectively achieve their social and economic participation and face their situation of forced displacement with greater security.	3,895 girls and women and 2,951 boys and men (85% Syrian refugees and 15% Lebanese nationals) have specialized mental health and psychosocial support services.	Consolidated JRS networking for access to services that guarantee the protection and exercise of fundamental rights for the target population.

The project is implemented in two areas of Lebanon: Mount Lebanon (Bourj Hammoud) and Bekaa (Bar Elias and Baalbek), specifically in 7 schools and 3 social centers in Bar Elías, Baalbek and Bourj Hammoud. The total target population is 6,846 people, 2,708 boys, 2,716 girls, 1,169 women and 253 men. The Lebanese population is around 15%.

3. Documents and sources of information available

The evaluation team will have access to a variety of documents and sources of information, including but not limited to:

- Project Proposal
- Project Profile (maps, context, etc.)
- Annual Planning of the Project: first and second year of execution (2023 and 2024)
- Monitoring Reports
- Baseline Data
- Other documents generated within the framework of the agreement
- Institutional Information about JRS
- Information about Entreculturas

In addition to the above documents, the evaluation team will be provided with all updated information related to the Agreement up to the time of carrying out the evaluation.

4. Stakeholders to be involved in the evaluation

It is especially important to carry out an external evaluation with participation of stakeholders where relevant, that listens to the voices of the affected, allowing them to participate in the evaluation space with two objectives: 1) to have key information from the project beneficiaries and 2) for the people involved, to know and take ownership of the evaluation process so that they can apply the results and recommendations in the best way.

Of special interest are the project beneficiaries, who will have to be more involved in the information collection techniques, especially:

1. Target population of the Project, especially the following profiles:
 - Students
 - Teachers
 - Directors of educational centers
 - Families
2. Educational authorities
3. Municipal governments
4. Jesuit Refugee Service in Lebanon (JRS)
5. Entreculturas (both staff at headquarters and in the field)
6. Spanish Agency for International Development Cooperation
7. Actors with an indirect interest in the evaluation (must be influenced and consulted): other NGOs, Kayani, Hotel Dieu, Mufti, DRC, RIMS partners

5. Evaluation team

Entreculturas and JRS Lebanon will form the evaluation management unit, ensuring coordination with the evaluation team and reviewing the methodological design and interpretation of findings. JRS will manage the fieldwork, supply required data and information, facilitate logistics for the visits and travel of the evaluation team, and support the application of data collection in their respective areas of coverage.

The evaluation will consider the priorities of the Spanish Agency for International Development Cooperation. The Agency must approve the evaluation process and be kept informed of any steps and changes during the evaluation progress.

6. Scope of evaluation

The program began in January 2023 and has a total duration of four years. This evaluation will cover the first half of the intervention, from January 2023 to December 2024.

Entreculturas and JRS aim to design a learning-oriented evaluation to understand what is working and what changes could be introduced to better meet the needs of the target population. The evaluation will provide Entreculturas and JRS with a learning opportunity to improve existing practices by assessing the degree to which project outcomes have been achieved. It will also assess how well JRS is improving its coordination with other actors in the area. This analysis will generate new knowledge, new lines of inquiry, and actionable insights that will allow for necessary adjustments during the remainder of the project. Additionally, the evaluation will provide specific assessments on the progress and results of the Agreement.

The evaluation seeks to obtain relevant information through the analysis of the following basic processes:

- a) Analysis of the coherence and relevance of the processes and activities carried out in relation to the expected results of the agreement.
- b) Analysis of the processes and activities carried out with the components of gender perspective and interculturality, inclusion of people with disabilities, and respect for the environment.
- c) Analysis of the level of progress towards the results of the project.

Furthermore, the evaluation will also address more global aspects such as the connectivity and sustainability of the processes promoted, the capacity building in educational centers, and the added value of the project in comparison to JRS's previous work in the field of protection and emergency aid in Lebanon.

The evaluation questions are presented in the following table, selecting and defining in greater depth the specific aspects to be evaluated.

7. Evaluation questions and criteria

Criteria	Key questions
<p>Relevance <i>Are activities adapted to local needs and increase ownership and accountability?</i></p>	<ul style="list-style-type: none"> - To what extent has the program addressed the main concerns and protection needs affecting the target population? - Have the priorities of the target population changed over the course of execution? To what extent has the program adapted to these changes? - To what extent has the program reached the most vulnerable population with protection interventions?
<p>Effectiveness <i>Assessment of the degree of achievement of objectives, differentiating the benefits achieved by men and women from the different groups with which work has been done</i></p>	<ul style="list-style-type: none"> - What major factors have contributed to or hindered progress toward project outcomes? - Do JRS beneficiaries feel safe in JRS schools/social centers? Do they know what to do/who to turn to if they experience an unpleasant event? - To what extent has the intervention supported the women attending the JRS social center to face their situation of forced displacement? Are they more aware of the protection mechanisms available to them? Have their personal, social and economic skills improved? - To what extent are JRS mental health and psychosocial support services improving the well-being of beneficiaries?
<p>Efficiency <i>Assessment of the relationship between available resources (human, material and technical) and the results achieved, as well as the coordination and management of these resources.</i></p>	<ul style="list-style-type: none"> - To what extent were the human and technical resources of the intervention sufficient to achieve the objectives? Has JRS used resources efficiently and in a timely manner? - To what extent do JRS staff feel supported and empowered to work with JRS? Do they feel safe working with JRS? Do they know how to react to security incidents?

<p>Coherence <i>The degree to which the interventions of different actors are harmonized with others, promote synergies, avoid gaps, duplications and conflicts over resources.</i></p>	<p>- Has JRS developed new partnerships or coordination mechanisms during the duration of the program and what has been the result for both JRS and the target population?</p>
<p>Sustainability <i>The degree to which short-term emergency activities are conceived within a long-term context and to which interconnected problems are taken into account. Together with the "appropriation" criterion, the continuity over time of the positive effects generated by the Agreement must be assessed.</i></p>	<p>- What evidence is there that the benefits and/or changes contributed to by the intervention will continue? Did the project design include a clear exit strategy? - How can JRS improve the sustainability of program components that are unlikely to continue when JRS support ends?</p>

The interests and information needs considered most important have been gathered from the people involved in the project. In addition to investigating the evaluation questions, a synthetic analysis by criteria¹ will be requested. Based on the evaluation questions, five criteria have been identified for analysis, each defined according to the interests of the stakeholders, as shown below:

* Each question must consider the differentiated analysis between the three population groups: boys, girls and women .

8. Methodology and work plan

8.1 Methodology

Based on the principles of the partner organizations, a collaborative mixed-methodology with participatory elements is suggested. This approach will allow the use of both qualitative and quantitative data, existing or newly collected, to answer the evaluation questions. The methodological design must be developed by the consultant or evaluation team, considering the information contained in this ToR. The required methodology includes the following components:

a) Evaluative Analysis Levels

- The methodology must validate four levels of evaluative analysis:
 1. **Findings:** Data, facts, and information gathered.
 2. **Interpretive Analysis:** Interpretation based on the findings.
 3. **Conclusive Judgments:** Drawing conclusions from the analysis.
 4. **Recommendations:** Providing actionable recommendations based on the conclusions.

b) Inclusive Approach

- The methodology must include a inclusive approach, promoting the active participation of both women and men, as well as people with disabilities. It should generate balanced scenarios for debate and analyze the evaluation questions by differentiating between sexes, identifying potential gaps between men and women in the expected results of the project. The evaluation team must define and integrate this gender approach in all analyses, considering differentiated analysis among boys, girls, and women.

c) Sample Selection

- Fieldwork is expected to take place in the three project areas, with some data collection that can be conducted virtually through online techniques with the staff of local partners and/or review of secondary data. Sampling must have adequate statistical and structural representativeness, following representativeness criteria of the processes

indicated in the evaluation questions, the evaluation team must visit the following areas:

- a. Baalbek
 - b. Bar Elias
 - c. Bourj Hammoud
- d) **Both quantitative and qualitative techniques** are to be applied, ensuring the validity and reliability of social research. Collected evidence must be triangulated to provide greater robustness to the analysis. The techniques include:
- o Observations
 - o Surveys (students, teachers, directors, and families)
 - o Interviews
 - o Discussion groups with different profiles
 - o Life stories

The evaluation must include the following components, following the methodology used in the 2023 baseline to some extent:

- o Analysis of Results and Findings
- o Assessments
- o Interpretations
- o Recommendations

8.2 Phases and Timeline

The evaluation must have **four** main phases:

1) Inception phase

Activities:

- **Document Review:** Review the project documentation, logical framework, and indicator system.
- **Baseline Review:** Examine the program baseline.
- **Evaluation Plan Design:** Develop a complete evaluation matrix including evaluation questions, indicators, standards, and proposed research techniques. Propose methodological options and establish a work plan.
- **Approval:** Obtain approval for the evaluation plan from Entreculturas and JRS.

Deliverables:

- Detailed Evaluation Plan
- Approved Evaluation Matrix

2) Fieldwork

Activities:

- **Team Meetings:** Hold preparatory meetings with the field team to explain the methodology.
- **Data Collection:** Collect information through research techniques in the chosen locations, as well as at JRS and Entreculturas headquarters. This includes gathering primary information and identifying secondary information.

Deliverables:

- Fieldwork Data Collection

3) Analysis and preparation of the evaluation report

Activities :

- **Systematization:** Organize and systematize the collected information.
- **Data Analysis:** Analyze and interpret the data.
- **Report Preparation:** Draft the evaluation report, incorporating findings, assessments, interpretations, and recommendations.
- **Feedback Integration:** Send the draft report to JRS and Entreculturas, integrate feedback, and finalize the report.

Deliverables:

- Draft Evaluation Report
- Final Evaluation Report
- Evaluation Executive Summary Report

4) Dissemination of the results of the evaluation, where the results of the evaluation will be returned to the partner organizations of the project, also providing the necessary inputs to make the return to the recipients of the project.

Below are the months in which each of the phases of the evaluation will be carried out.

8.3 Evaluation schedule

Phase	Tasks	2024				2025			
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1. Inception phase	Kick-off meeting with the evaluator								
	Review of key documents (evaluator)								
	Evaluation design (evaluator)								
	Field work								
3.Evaluation report	Data analysis and report writing								
	First draft of the evaluation report								
	Review (conclusions and recommendations)								
	Final evaluation report								
4.Dissemination of results	Internal and external dissemination of evaluation results								

*Please note that this schedule is subject to possible changes due to the emergency situation in the country

9. Expected deliverables and report structure

This evaluation assignment includes a series of minimum products to be delivered throughout the entire process. Each phase is detailed below.

9.1 Products required in the design

An evaluation design report containing the following sections will be required:

a) Definition of the Object of Evaluation: This section will outline the main structural elements of the intervention, the most significant processes, and the notable results attributed to the intervention.

b) Methodological Foundations: This section will describe the methodologies to be applied at each level of evaluation, including details on how information will be collected and analyzed with a gender perspective.

c) Evaluation Matrix: This will include criteria/information needs, evaluation questions, indicators, and the research techniques to be applied for each indicator.

d) Research Techniques: The report should include interview scripts, questionnaires, group discussion scripts, or any other techniques that have been decided to apply.

e) Fieldwork Proposal: This section will detail the application of the planned techniques and the schedule for meetings to return preliminary results.

The design report must be approved by the Evaluation Management Unit before being launched

The product will be a **draft evaluation report** and, after approval by the managing unit, an **evaluation report** with the following content structure:

0. 6-page executive summary, using the Entreculturas model¹
1. Introduction
2. Summary description of the evaluated intervention.
3. Purpose of the evaluation
4. Methodology used
 - 4.1. Methodology and applied techniques.
 - 4.2. Conditions and limits of the study carried out.
5. Analysis and interpretation of the information collected
6. Analysis of evaluation criteria
7. Conclusions
8. Learned lessons
9. Recommendations derived from the Evaluation
10. Annexes, which will include:
 - Terms of reference
 - Workplan
 - Techniques and sources used². Document review, list of informants, survey and interview scripts, transcripts and notes (if warranted), raw data, statistical analysis, and other information that is collected and analyzed.
 - Allegations and comments from different actors to the draft report if considered pertinent.
 - Two-page summary sheet (model provided by Entreculturas).

¹ This model can be consulted at: <https://www.entreculturas.org/es/que-hacemos/evaluamos/evaluaciones> or request it from Entreculturas

² In addition to the tools used to collect the information (interview scripts, surveys, etc.), it is essential to provide all the information used for analysis and interpretation, whether primary or secondary sources (data dump), questionnaires, discussion group analysis, interview transcripts, etc.), guaranteeing anonymity and confidentiality.

Its sections and other products will be specified in the first phase and will be agreed between Entreculturas, the JRS and the person coordinating the evaluation.

Entreculturas and the JRS will send the report to the actors involved (AECID, local partners, etc.) to incorporate the comments of each party.

In addition to the report, the evaluation team must present an improvement plan. This plan should adjust strategies and activities to ensure optimal use of resources, achievement of established objectives in a sustainable and effective manner, and enhancement of coordination between the entities involved. It should promote transparency and accountability and ensure that lessons learned are incorporated into future phases of the agreement, thereby optimizing positive impacts on the beneficiary communities.

9.2 Products for dissemination and results

The evaluation team will be required to perform specific work on communication, both internally and externally. The demanded products are as follows:

Internal Return: The evaluation team will conduct meetings and workshops with Entreculturas and JRS, as agreed upon by all parties. This will include providing advice on the return of results to the target population and assisting in the preparation of the Improvement Plan.

External Dissemination: The evaluation team will prepare an executive summary highlighting the main findings and contributions of the evaluation. This summary will be designed to be published on the Entreculturas website, following the provided model. Entreculturas will handle the dissemination of this summary on their web and social media platforms.

10. Financial Offer

Your offer should include the taxes, bank transfer fees and all expenses associated with field work, that is, air and / or land transportation, accommodation, data collectors hiring and any other expenses that could be required. Payment will be done in three instalments through (fresh) bank transfers:

- The first payment will be 20% of the total, upon submitting the inception report.
- The second will be 40% of the total, upon approval of the evaluation design.
- The third, remaining 40% of the total, once the final report is agreed between the three parties.

Interested candidates must provide a financial proposal breaking down the phases and products in as much detail as possible.

11. Profile of the evaluation team or evaluator

To conduct this evaluation, the evaluator or evaluation team must meet the following requirements:

- **Experience:** Demonstrable experience in project and program evaluation, with a focus on monitoring and evaluation and/or humanitarian project management.
- **Knowledge of Protection Standards:** Experience in the humanitarian sector, particularly in facilitating workshops for children and leading teams.
- **Experience in Humanitarian Action:** Significant experience in Humanitarian Action and the Middle East, with a preference for prior experience in Lebanon.
- **Research Methodologies:** Proficiency in social research methodologies and techniques, including expertise in evaluation or research designs and the application of both quantitative and qualitative techniques, as well as analysis of findings.
- **Gender Equality Training:** Training and proven experience in gender equality and the application of gender perspectives and Human Rights approaches in evaluations.
- **Language Skills:** Fluent in Arabic, with excellent reading comprehension, writing, and speaking skills in English. Proficiency in Spanish is a valuable asset.

- **Cultural Sensitivity:** Demonstrated cultural sensitivity and flexibility.
- **Knowledge of the Syrian Refugee Crisis:** Understanding of the Syrian refugee crisis response and experience in the Middle East is advantageous.
- **Experience with Children:** Experience in facilitating workshops with boys and girls.
 - **Availability:** Availability throughout the evaluation period, including for fieldwork, meetings, and dissemination of results.
- **Preference for Local Professionals:** Preference will be given to local professionals from the country of execution.

If the evaluation is conducted by a team, it is essential to detail the responsibilities and positions of each member. A coordinating person must be designated as the primary contact with Entreculturas and responsible for the final deliverables. This person must also communicate any changes in the team or work progress to the Management Unit.

12. Evaluation Principles

The evaluation team must comply with the following professional and ethical requirements:

1. **Anonymity and Confidentiality:** The evaluation must respect the right of individuals to provide information, ensuring their anonymity and confidentiality.
2. **Responsibility:** Any disagreements or differences of opinion between team members or between the team and those responsible for the intervention regarding conclusions and/or recommendations must be documented in the report. All statements should be supported by the team or should record any disagreement about them.
3. **Integrity:** The evaluation team is responsible for identifying and addressing issues not specifically mentioned in the Technical Prescription Document if this is necessary for a more comprehensive analysis of the intervention.
4. **Independence:** The evaluation team must guarantee its independence from the evaluated intervention, avoiding any links to its management or any of its components.
5. **Incidents:** Any problems encountered during fieldwork or any other phase of the evaluation must be immediately communicated to Entreculturas. These problems cannot be used as justifications for not achieving the results specified by Entreculturas in this Technical Prescription document.
6. **Validation of Information:** The evaluation team is responsible for ensuring the accuracy of the information collected for the preparation of the reports and will ultimately be accountable for the information presented in the Evaluation Report.
7. **Penalties for Non-compliance:** In the event of delays in report delivery or if the quality of the delivered reports is significantly below the agreed standards, the evaluation team will adhere to the arbitration resolution. If the resolution results in any financial penalties, these will be reflected as discounts in the payment for the service..
8. **Copyright and Disclosure:** All copyright for the evaluation rests with the contracting entity (Entreculturas). The dissemination of the information collected and the final report is the prerogative of the entity executing the grant and contracting the evaluation. However, AECID reserves the right to reproduce, distribute, or publicly communicate the evaluation report as required by administrative procedures, with prior authorization from Entreculturas if required for other reasons.

13. Presentation of the Technical and Economic Offer

The offer must be submitted via email by the specified deadline and should include, at a minimum, the following sections:

- a) **Methodological Design:** Provide a working hypothesis for the methodological design.
- b) **Preliminary Evaluation Matrix:** Include the evaluation questions, indicators that operationalize these questions, and proposed information collection techniques. Special emphasis will be given to the proposed research techniques and the integration of a gender perspective.
- c) **Proposed Schedule and Tasks:** Outline the timeline and tasks associated with each phase of the evaluation.

- d) **Budget:** Present a budget that aligns with the established phases of the evaluation.
- e) **Professional Resume:** Include detailed resumes of the individual evaluator or evaluation team, highlighting the required experience as specified in section 11.

In evaluating the received offers, Entreculturas and JRS will prioritize the quality of the technical proposal, particularly the methodology and research techniques. The suitability and experience of the evaluation team in relevant themes and criteria will also be key factors in the selection process.

The deadline for submitting the offer is **August 16, 2024**. Offers should be sent by email to:

- Dana AlAshkar - dana.alashkar@jrs.net (JRS Lebanon Country MEAL Officer)
- Jesús Sevilla - j.sevilla@entreculturas.org (Entreculturas Expatriate Technician)
- Belén Rodríguez Navas - b.rodriguez@entreculturas.org (Entreculturas Evaluation Coordinator)

Entreculturas and JRS are available for consultation to address any technical questions before the deadline.