

## **DRC**

### **Terms of Reference (TOR)**

**for**

# ***External Evaluation: Protection and Community Engagement Support to Syrian Refugees and Stateless in Northern Lebanon Project***

---

## **1. Who is the Danish Refugee Council?**

---

Founded in 1956, the Danish Refugee Council (DRC) is a leading international NGO and one of the few with a specific expertise in forced displacement. Active in 40 countries with 9,000 employees and supported by 7,500 volunteers, DRC protects, advocates, and builds sustainable futures for refugees and other displacement affected people and communities. DRC works during displacement at all stages: In the acute crisis, in displacement, when settling and integrating in a new place, or upon return. DRC provides protection and life-saving humanitarian assistance; supports displaced persons in becoming self-reliant and included into hosting societies; and works with civil society and responsible authorities to promote protection of rights and peaceful coexistence.

DRC has been delivering humanitarian programming in response to various humanitarian crises in Lebanon since 2004, working with Palestinian, Iraqi and Syrian refugees, in addition to internally displaced Lebanese affected by the 2006 war, migrant domestic workers, vulnerable host Lebanese populations, in addition to those affected by the Beirut Port Explosion in 2020. DRC Lebanon's focus is to improve the living conditions of displacement-affected populations and contribute to the achievement of durable solutions.

To that end, DRC implements a multi-sectorial humanitarian response in Lebanon and is present across the country, particularly in vulnerable areas that are home to the highest concentrations of Syrian refugees. These areas include North Lebanon and Akkar Governorate, Central, West and North Bekaa, in conjunction with local partners. DRC's response includes protection services such as case management, psychosocial support and legal counselling, and economic recovery programming

including skills training and career counselling and advocating for the rights of refugees with the Lebanese government and civil society.

## 2. Purpose of the consultancy

---

The Danish Refugee Council Lebanon seeks proposals from consultants to 1) assess the performance of four components of the UNHCR-funded grant that are strategic for future DRC programmatic learning and strategic relevance and have not been previously examined in depth: a) Gender-based Violence (GBV) case management and focused psychosocial support, counselling and prevention/empowerment, b) persons with specific needs (PwSN) case management, focused psychosocial support and counselling, c) Emergency Cash Assistance (ECA) within and outside case management, and d) community-based protection activities, 2) evaluate the effectiveness and quality of current SOPs (in terms of how program implementation aligns with existing SOPs, the quality-of-service provision, ability to reach the most vulnerable, effectiveness of targeting, selection criteria, and reaching the qualitative project objectives), and 3) provide evidence-based information and recommendations to make informed decisions on how to improve DRC's ongoing work and provide direction to DRC's strategy and long-term programming.

## 3. Background

---

The overall objective of DRC's protection program is to promote access of vulnerable refugees and host communities to appropriate prevention and response services, addressing the primary protection risks faced by displacement-affected communities, while simultaneously promoting access to sustainable community-based protection interventions aimed at strengthening resilience and increasing self-protective capacities. This overall objective is achieved via the following strategic objectives: (SO1) Displacement Affected populations are able to recover from emergency shocks at individual, household and community levels; (SO2): Displacement affected people are self-reliant and resilient in the face of ongoing violations; and (SO3): Institutions/civil society are able to protect and actualise the rights of displacement affected people in Lebanon.

2022 has continued to mark a considerable decline in the protection space for refugees in Lebanon, due to the rapid deterioration of the Lebanese economy that has impacted refugees, stateless persons, and Lebanese, with a devastating impact on their future prospects and their current living conditions. A recent report from UN Economic and Social Commission for Western Asia (ESCWA) estimates that 82% of the population in Lebanon lives in multi-dimensional poverty, with 89% of Syrian households living under the extreme poverty line. As Syrian refugee youth and their families struggle to make ends meet, they are increasingly engaged in negative coping strategies, putting their safety and wellbeing at risk, and negatively impacting their resilience in the long-term.

The project duration is one year, targeting displacement-affected and stateless populations in northern Lebanon (Akkar and North governorates) in partnership with two local partners: Al Hadatha Organization and Al Ribat Association. The total number of beneficiaries is 10,572; this number might increase to more than 15531 due to beneficiaries benefiting from multiple services. The project seeks to enhance the protective environment through the provision of GBV prevention and response activities, tailored interventions to ensure PwSN participation and response, ECA, as well as community empowerment activities that support refugee, stateless and host communities to address common protection concerns.

The intervention comprises four key protection-centred components. 1) GBV case management and focused psychosocial support, counselling and prevention/empowerment, encompassing 4 main activities: provide quality PSS to GBV survivors, provide quality case management to GBV survivors,

provide women, girls, men and boys with targeted gender equality and empowerment activities as part of GBV prevention, and train participants (Government staff and implementing partners of UNHCR) on GBV/ PSEA prevention and response. 2) PWSN case management, focused psychosocial support and counselling, including 4 main activities: provide quality case management to medium-to-high risk cases of PWSN, provide PSS activities for PWSN in need of PSS (including those under case management), provide counselling for PWSN on issues linked to their specific needs, and providing trainings and capacity building exercises to UNHCR and partner staff on MHPSS approaches and interventions. 3) ECA within and outside case management, which is an emergency measure made available by UNHCR through partners to provide one-time cash assistance to address an emergency situation that exposes an individual or household to serious harm. 4) Community-based protection activities, encompassing 5 activities: conducting participatory assessments (PAs), community empowerment, outreach volunteers (OV), community groups, and inclusion of stateless populations in DRC programming.

In 2022, DRC has been working to strengthen existing programming under the four proposed components by focusing on 1) stronger inclusion of vulnerable persons of concern through refined outreach modalities, 2) mainstreaming psychosocial support (PSS) activities, and 3) linking them with community-based protection activities across the four components. In line with the UNHCR Lebanon country focus, and the Lebanon Crisis Response Plan 2022 update, DRC aims to reach the most vulnerable and marginalized individuals and communities.

## 4. Scope of work and Methodology

---

The Consultancy team will be required to prepare a detailed methodology and work plan indicating how the objectives of the evaluation will be achieved, and the support required from DRC.

The evaluation should focus on understanding the obtained results of the four components (GBV, PWSN, ECA, and community-based activities) of the project. In addition, the project should evaluate the effectiveness and quality of current SOPs in terms of how program implementation aligns with existing SOPs, the quality-of-service provision, ability to reach the most vulnerable, effectiveness of targeting, selection criteria, and how DRC is reaching the qualitative project objectives. Therefore, it is recommended that the evaluation methodology encompasses mixed method approach, including individual interviews (IIs), focus groups discussions (FGDs) with beneficiaries, key informant interviews (KIIs) with programme stakeholders, observations, and phone and/or face to face surveys. The detailed evaluation methodology should be finalized by the consultancy team as part of the inception report after discussion with the DRC Lebanon team. The inception report will be reviewed and validated by DRC Lebanon team.

### **The consultancy team must ensure that:**

- The evaluation will apply the OECD-DAC Evaluation Criteria of Relevance and Appropriateness, Effectiveness, Efficiency, impact, and Sustainability
- The evaluation will use mixed method(s) (quantitative and qualitative) approaches which will allow for triangulation of data and findings
- The method(s) and approach chosen are relevant to the objective of the evaluation
- The method and approach chosen are ethically sound and contextually and culturally sensible
- The beneficiaries and programme stakeholders are consulted

- The people to be consulted during the evaluation are relevant to the focus of the evaluation
- The collection of data that is not used and not relevant to the evaluation is avoided
- The consultancy team is mindful of gender roles, ethnicity, disability sensitivity, age, sexual orientation, language and other differences during the design and implementation stage
- The data collectors receive adequate training in data protection to understand the sensitivity of protection data. Also, to include data collectors of different gender (males and females)
- The confidentiality of evaluation participants is protected at all times (informed consent is required, and when minors are to participate in the evaluation; a consent form is signed by their caregivers and an assent form is signed by them)

#### Target groups:

- DRC Lebanon beneficiaries: The consultancy team will have access to the list of beneficiaries within DRC, if direct access is not achieved DRC Lebanon programme team will be available to conduct the IIs, KIIs, FGDs, and phone/face to face surveys
- DRC Lebanon management: The Head of Programme, area and national Protection Manager, MEAL Specialist, Protection Specialist, and Country Director
- DRC Lebanon North Field staff: Staff who are directly implementing activities at programme sites, including Protection Team Leaders, Protection officers, and Protection Field Assistants.
- Partners co-implementing activities with DRC Lebanon **(DRC will facilitate approvals)**
- Other stakeholders, including interagency sector representatives... **(DRC will facilitate approvals)**

## 5. Deliverables

The Consultancy team will submit the following deliverables as mentioned below:

Phase	Expected deliverables	Indicative description tasks	Maximum expected timeframe
<b>Phase 1 Review</b>	<ol style="list-style-type: none"> <li>1. Desk review for secondary data</li> <li>2. Inception report (including methodology framework, work scope, data collection tools, evaluation communications plan) <b>[Template to be shared by DRC]</b></li> <li>3. Field visits schedule</li> </ol>	<ul style="list-style-type: none"> <li>- Start-up meetings with country office</li> <li>- Secondary data research</li> <li>- Review of program materials</li> <li>- Submit inception report</li> <li>- Draft field visit(s) schedule with DRC country and field offices</li> </ul>	<b>10 working days</b>
<b>Phase 2 Analysis</b>	<ol style="list-style-type: none"> <li>4. Between 5-10 field visits</li> <li>5. Field visit(s) report</li> <li>6. Workshop (reflect on preliminary evaluation findings and recommendations with DRC team)</li> </ol>	<ul style="list-style-type: none"> <li>- Start-up meetings with field office</li> <li>- Between 5-10 field visit(s): consent forms + collect data + produce field report(s)</li> <li>- Conduct workshop</li> </ul>	<b>10 working days</b>

Phase	Expected deliverables	Indicative description tasks	Maximum expected timeframe
	7. Evaluation report (draft) <b>[Template to be shared by DRC]</b>	<ul style="list-style-type: none"> <li>- Working meetings and discussions,</li> <li>- Prepare first draft of the final report</li> </ul>	
<b>Phase 3 Reporting</b>	<ul style="list-style-type: none"> <li>8. PowerPoint presentation (Evaluation process, results, and recommendations)</li> <li>9. DRC Lessons Learned Note and evaluation summary</li> <li>10. Info graphics or dashboards with main findings of the evaluation</li> <li>11. Final evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>- Submit final report and presentation for feedback from DRC</li> <li>- Debrief meeting(s)</li> <li>- Submit the 1) final evaluation report, 2) lessons learned note and evaluation summary, 3) info graphics or dashboards with main findings of the evaluation, and 4) the final PowerPoint presentation</li> </ul>	<b>10 working days</b>

Once implementation is finalized, the consultancy team will provide all the requested documents by email to DRC Head of Programme, protection Manager, and MEAL Specialist in Word, Excel, or PowerPoint format; in addition to PDF format of the final documents.

## 6. Duration, timeline, and payment

The total expected duration to complete the evaluation will be no more than 30 working days, starting on the 1<sup>st</sup> of November, 2022. The consultancy team shall be prepared to complete the assignment no later than the 15<sup>th</sup> of December, 2022 (see the below tentative timeline). In this timeframe the consultancy team is expected to complete all deliverables. The meetings and workshop to be done in person at DRC Coordination Office in Beirut. All data collection tools, transcripts, inception report, lessons learned note, workshop, PowerPoint presentation, and final report to be submitted in **English**.

### Tentative timeline:

#### 1. Preparations (10 Days)

- Start-up meeting with DRC's MEAL Specialist, Head of Programme, Country Director, and Protection Manager
- Desk review for secondary data
- Review of program materials
- Submit the inception report (Including the design of detailed methodology, work scope, evaluation communications plan, and data collection tools) to DRC's Head of programme, Protection Coordinator, Protection Manager, and MEAL Specialist for revision and approval

- Set the field visits' dates and prepare detailed programme with the support from DRC Lebanon field office

## **2. Field Visits (10 days)**

- Start-up meeting with DRC's field programme staff: Area Manager, Protection Manager, Protection Team Leaders, and MEAL Team Leader
- Conduct field visits to selected areas, provide consent forms, and collect primary data with programme beneficiaries
- Draft the evaluation report
- Conduct the workshop - reflect on preliminary evaluation findings and recommendations with DRC team
- Debriefing with DRC Lebanon Senior Management Team

## **3. Finalization of Report (10 days)**

- Submit the final evaluation report for final revision
- Submit the PowerPoint presentation (Evaluation process, results, and recommendations) for revision
- Debrief meeting – reflect on findings and recommendations
- DRC team provides feedback on the final report and PowerPoint presentation
- Submit the final evaluation report
- Submit Lessons Learned Note and evaluation summary
- Submit Info graphics or dashboards with main findings of the evaluation
- Submit the final PowerPoint presentation

DRC will not pay any advance payment prior to implementation of services. DRC will pay over 3 instalments after receiving the deliverables of each phase.

## **7. Proposed Composition of Team**

To maintain effective outcomes, the consultancy team must include members having some roles that consist of the following:

- Project Manager – **mandatory**
- Project officer – **optional**
- At least 2 moderators (collect qualitative data) – **mandatory**
- At least 1 transcriber – **mandatory**
- Note taker(s) – **optional**
- At least 3 field assistance (collect quantitative data) – **mandatory**
- Business Analyst – **optional**

## **8. Eligibility, qualification, and experience required**

- **Eligibility:**
  - The consultancy team has the authorisation to work in Lebanon

- **Qualification:**
  - The consultancy team members at least have a degree in development studies, social sciences or other relevant field, focused on protection is preferable
- **Experience:**
  - At least 5 years of proven experience in leading similar evaluations of humanitarian programming specifically protection in Lebanon and in the Middle East
  - At least 5 years in previous experience with GBV prevention and empowerment, PwSN, cash assistance, and community-based protection activities
- **Skills and knowledge:**
  - Excellent understanding of protection principles and data protection minimum standards in protection programming in general and GBV programming in particular;
  - Knowledge of the current literature/practice on the delivery of protection programming in humanitarian response
  - A solid understanding of Lebanon’s cultural and economic context
  - A minimum of 5 years of Experience with formal qualitative and quantitative analysis and access to relevant software is strongly preferred
  - Ability to produce high quality analytical and narrative reports in English
  - Ability to provide strategic recommendations and lessons learned to different key stakeholders
  - Familiarity with DRC humanitarian operations is preferable
- **Language requirements:**
  - Fluency in written and spoken Arabic and English

## 9. Technical supervision

---

The selected consultancy team will work under the supervision of:

- Head of Programme
- Protection Manager
- MEAL Specialist

## 10. Location and support

---

The scope of work will be mainly based in Beirut area (DRC Coordination Office) for meetings and workshop, with frequent visits to the implementation sites in Northern Lebanon (Akkar and T5). DRC will not provide a working space for the consultancy team.

The Consultancy team will provide their own computer/laptop and mobile telephone.

## 11. Travel

---

The consultancy team has to commute frequently to the North where implementation is happening for data collection and debriefing meetings with the field office.

Any cost linked to transportation will be covered by the consultancy team.

## 12. Submission process

---

*Refer to the RFP BEY\_22\_013 Invitation Letter.*

## 13. Evaluation of bids

---

*Refer to the RFP BEY\_22\_013 Invitation Letter.*

Only those shortlisted will be contacted for an interview with the panel to ensure their understanding of the consultancy services.

---