

Terms of Reference

End of Project Evaluation Consultancy

Project title	Second Chance – Value Chain Incubation
Summary:	<p>The project “Second Chance – Value Chain Incubation” has started from 27 December, 2019 till 26 December, 2022. It is funded through a contribution from the support provided as part of the European Regional Development and Protection Programme for Lebanon, Jordan and Iraq (RDPP II) under the management of the Ministry of Foreign Affairs of Denmark, Department for Migration, Fragility and Stabilization (MNS).</p> <p>The partnership between LebRelief and RDPP II, Second Chance – Value Chain Incubation is a livelihood focused project with a strong focus on developing decent and legal work opportunities for Syrian refugees and vulnerable Lebanese host community members. The project focuses on strengthening the value-chain of second-hand clothing through innovation and by enhancing the supply of domestic second-hand clothes, the project also aims to reduce the cost on the demand side and thereby making decent second-hand clothes more available to purchase.</p>
Objectives of the action	<p>Overall objective: Strengthened domestic SHC sector which creates decent work opportunities and provides affordable clothing for vulnerable communities while contributing to reduced environmental impact.</p> <p>SO1. Strengthened domestic S.H.C. sector SO2. Underprivileged right holders are employed in decent jobs/work SO3. Conducive environment for domestic textile recycling is in place SO4. LebRelief have improved capacities on managing interventions SO5. Expand Partner's operational capacity SO6. SHS upgraded and efficiently managed SO7. SHS upgraded and efficiently managed SO8. Underprivileged right holders have transferable skills and tools for employment and awareness of decent work and rights SO9. Advocacy for the promotion of upcycling to be under the environmental sector for Syrian refugees is conducted SO10. A national textile recycling strategy is created, informed by the research study SO11. Capacity building for LebRelief staff based on internal capacity and PQASSO self-assessment</p>
Country Programme	Lebanon
Location:	Beirut, Tripoli and Akkar
Coordinator/Manager:	Ahmad Ibrahim
Head of Programs:	Rayan El Fawal
Leading organisation	LRC - LebRelief

Consortium partners	N/A
Project title	Second Chance – Value Chain Incubation
Project duration	From 27/12/2019 until 26/12/2022

1. Background

As the current social and economic crisis has only made clearer, the country relies too much on foreign remittances, tourism and finance. The service-oriented economy imports most of its products and a devaluation of the currency would raise prices, deteriorating living standards. One interesting example of the imported products is second-hand clothing. Every year the country imports over 12.000 tonnes of second-hand clothing from abroad which second-hand clothing stores buy at a price of 3-5 USD per kilo. This sector thus contributes with around 36-60 million USD to the country's budget deficit.

This import is needed as the country's infrastructure doesn't facilitate the collection of clothes. The Ministry of Environment estimated in 2014 that around 4% to 5% of the solid waste in Lebanon consists of textiles. (MoE Country Report on Solid Waste Management, 2014). However, because of the misuse of public funds, almost none of the annual 2.000.000 tonnes of municipal solid waste is recycled – instead it ends up in landfills or is burned next to the street. This has contributed to an ecological disaster, with trash dumped in the streets and ocean. Every year, up to 100.000 tonnes of trash that is added to this disaster, are textiles. A social enterprise, FabricAID, has pointed its aims at decreasing this amount. First by setting up decent infrastructure, to collect the estimated 18.000 tonnes of good quality clothing and clean and redistribute them at very low cost. Currently the organization has a collection and redistribution capacity of approximately 150 tonnes per year, and the clothes – they sell them at micro-prices to the Syrian and Lebanese vulnerable communities. The organization has adopted a social enterprise model and reinvests 100% of the profits back in the organization. This is something completely new in Lebanon, and the region. FabricAID was awarded with the first prize at the 'Global Social Venture Award' in 2018 and an award for the 'Young Champion of the Earth for West Asia' by the United Nations Environmental Programme in New York in 2019.

Their model collects on a large scale through partnerships with NGOs, private sector partners and local authorities. Currently, they are close to collecting 150 tonnes per year through partnerships with local NGOs like the Amel Foundation, Arcenciel, Basmeh Zeitooneh, Caritas, Roteract, and Unite Lebanon Youth Project. Collection bins are placed at private sector partners like Aramex, Beirut Digital District, Balamand University and BLC Bank. Collection bins and partnerships are also in place at sixteen municipalities, including Chuoiefat, Sin el Fil, Hazmieh, Dwekweneh, Amatour, Beter, Niha, Baalkin, Mokhtara and others.

2. Description of the project

'Second Chance – Value Chain Incubation' enhances this domestically sourced second-hand-clothing sector as LebRelief recognizes the model represents an opportunity to create cross-sectoral value, creating decent and sustainable employment opportunities for vulnerable Lebanese and Syrians.

Enhancing donation and collection capacity

The first phase of the project aims to increase the domestic collection capacity by the construction and placement of collection bins to help the public donate their clothes. By adding 300 bins in public spaces, the collection capacity in the country increases from an annual 150.000 kilo (150 tonnes) to 400.000 kilo (400 tonnes). To place these bins in the public space, partnerships will be developed by FabricAID with municipalities, NGOs and private sector organizations, with a goal of at least 50 partnerships. These will be located in medium-to-high income areas with higher capacity to donate clothes. Cloth to the municipality hosting the collection bin. It is worth noting that the economic crisis in Lebanon has really

changed all the context where citizens are no longer donating cloth as they previously did due to the inflation, high cloth cost, and change in priorities.

LebRelief will recruit, train and together with FabricAID provide mid-term job placements of 220 vulnerable people, both host community and refugees (40% host community, 60% refugees, 50% male and 50% women) over a period of two years. The training will follow the growth of the donation and collection in the country. Starting from on-the-job training, leading to full-time employment for a selection of the workers as the capacity of the organization grows. The growth of the capacity would provide in for 30 decent job placements.

Enhancing redistribution of domestic clothes

Once the clothes are collected, inspected, treated and repackaged, they are redistributed to the vulnerable communities in Lebanon through existing second-hand clothing stores. In 2018 the second-hand clothing stores pay 3-5 USD per kilo to the clothing importers. The enhanced donation and collection facility by the project was supposed to develop the domestic supply chain that provides clothes to the shops at a very competitive price of 1 USD per kilo only. However, with the financial crises and the fuel increase this cost has increased.

These second-hand clothing stores have often struggled to survive because of the high prices of their suppliers. Having to increase the prices to ensure any profitability, they also decreased their market as many vulnerable people can't afford it. To ensure the 400 tonnes of clothing collected are distributed at affordable prices to the vulnerable communities in Lebanon, LebRelief will work with a selection of fifty second-hand clothing stores in marginalized areas.

The owners of the shops will receive training on financial management, decent work conditions, marketing and sales. During this time, the shops will be renovated or redecorated by a construction team. This construction team consists of 50 vulnerable people trained under the 'Second Chance' project on construction and renovation. The renovation will increase the shop's attractiveness to the customers. The enhancement of the domestically sourced clothing sector will at least provide the market with 300 tonnes of clothing at micro-prices. This will allow vulnerable Syrians and Lebanese to buy the clothes they need. Shifting from reactive, charity-donated clothes to pro-active, dignified shopping with low prices.

Decreasing textile waste

Approximately 25% of the collected clothing does not make the selection criteria at FabricAID and will not be sold to the second-hand clothing stores. As the project contributes banning textile waste from reaching the landfills, the waste will fuel an up-cycling component as well as providing valuable data to form a national strategy. Data on the 25% of clothing labelled as waste during the selection process will be collected. By understanding the composition of textile waste will help to inform a national textile recycling strategy to decrease the country's waste. Academic partnerships are developed to understand and explore the current and future options available to recycle the textiles, there are ongoing discussions with Columbia University in the United States and TU Delft in The Netherlands.

This waste will be feeding the up-cycling activity. Up-cycling builds upon a skill that has been taught by many NGOs in Lebanon, sewing. Up-cycling takes this skill one notch further, training the right holders on creativity and developing completely new products from waste, such as vintage pieces, pillows or beanbags. This will increase the right holder's ability to create an income with their previously taught sewing skills.

A team of 150 people will participate in a 256-hour training and mid-term job placement in up-cycling. Once the project finishes, it is expected that most of the right holders will want to continue work from home. To maintain an income out of their home-based business, they will need linkages to the market. Therefore, a dedicated LebRelief staff member will follow up with the participants and link them to second-hand clothing stores, vintage stores and other kind of shops. In the second phase of the project, 64 participants from the 150 were selected as to receive tailoring and home based start up training. Upon the completion of the training the participants will receive two industrial sewing machines to open the home

based start ups. Moreover, 20 of these participants will be linked to the second hand shops for a partnership/work agreement in order to enhance their income and increase their employability. Working in up-cycling remains a grey area for Syrians in Lebanon as it can be (mis)taken for tailoring, depending on the end-products. Per decision 29-1 by the Minister of Labour on February the 15th in 2018, tailoring is prohibited for Syrian refugees. To ensure the refugees participate in the course, don't have to worry about a decreasing space for employment within the sector targeted by this project, LebRelief will advocate to the Ministry of Labour that the specific up-cycling done by the workers in relation to the FabricAID waste is to be considered up-cycling and not tailoring, and hence should be included under the environment sector where refugees can work.

3. Objectives of evaluation

The primary purpose of the project evaluation is to **understand the intended and unintended impact of the project activities on the beneficiaries and the wider community**. The evaluation of the specific objectives is to provide data on the performance, impact, and sustainability of project interventions. The findings and recommendations will contribute to a *learning process*, which enables LebRelief to draw lessons from their experience to improve the quality of support to right holders residing in Lebanon and to similar interventions in the region.

If it should not be the core of the evaluation, the process should consider the impact of Covid-19, economic crisis, and Beirut blast on activities and results of the programme and the impact on the needs of the population

The evaluation report will seek to answer the following lines of inquiry:

- a. **Impact:** What were the positive and negative, intended or unintended, direct, and indirect changes on the different targeted individuals and communities:
 - Has the project produced any unintended, positive or negative impact to the beneficiaries or their community? why? why not? In what ways?
 - Did the program improve the economic viability and profitability of the rehabilitated Second hand shops? In what ways?
 - in what ways the program improved the economic viability and employability of the upcycling, warehouse, and bin construction trained right holders? If not why?
 - what is the project impact in create additional opportunities for income generation for community members?
 - i. Any significant differences between gender and/or status of origin?
 - ii. How did the program provide sustainable incomes for participants who received start up trainings? What are the factors impact sustainability of income?
 - iii. Were the supported women in upcycling able to rely on the newly generated income for living? What are the factors supporting/challenging women's ability?
 - How did participants who received temporary cash for work avoid negative coping mechanisms? disaggregated by status of origin /gender) out of those report adapting positive coping strategies? Why, why not? Are those strategies sustainable?
 - How did the support of Fabric Aid affect the value chain of the second hand?
 - To what degree did the project manage to have any environmental impact? If any what impact was created? Is it sustainable?

In what ways did the project impacted the beneficiary's household livelihoods security?
- b. **Relevance:** Was the project appropriate for the needs of the targeted population.

- To what extent was the project design serving the need and priorities of the targeted communities and stakeholders? How, and in what ways?
 - Are the activities and outputs of the program consistent with the intended outcomes, impact, and overall goal? Were the targets set realistically?
 - i. Was the timely provision of training and Cash for work amongst the highest priority for the target population?
 - ii. Was the timely provision of the rehabilitation amongst the highest priority for the target population?
 - Are the activities and outputs of the program consistent with the intended outcomes, impact, and overall goal? Were the targets set realistically?
 - i. Were the business start-ups the most appropriate way to create long-term income generating opportunities?
 - ii. Was the training the most appropriate to the need? Is relevant in terms of educational level of participants
 - iii. Was the development of start-ups relevant for both refugees and host? Is it relevant for both youth and elderly?
 - Has the project implementation use the set criteria for identification and selection of beneficiaries in accordance with its objectives? If inconsistencies exist, flag recommendations for the selection criteria process in country
 - How did the programs supported households who cannot generate income via wage employment or business support? Was the referral to other international aid programs or to government social programs relevant?
- c. **Sustainability:** Are the benefits of the project likely to continue?
- The action supports a gradual transition from dependence on international humanitarian aid or debt to reliance on sustainable livelihoods. To which extent, the project on supported start-ups and skills transfer was sustainable? What positively impacted the sustainability of the action and what negatively impacted it
 - i. To what extent are the beneficiaries able to rely on their new start-ups, skills, or existing shops after the end of the project?
 - ii. Were the training efforts conducted among the participants adequate to ensure sustainability of the project (employability, business training etc)?
 - Do the refugee beneficiaries report increase in the ability to maintain comparable livelihood in Syria? What were the major factors that influenced the achievement or non-achievement of this?
 - Do the refugee beneficiaries report increase in the ability of the households to cover living costs, and to establish proper livelihood security on long-term? What were the factors?
 - Do refugee beneficiaries report less/removed barriers to decide on their future status and/or durable solutions options? In what ways? Was the capacity building conducted among LebRelief staff adequate to ensure that it will be practiced and improved after the project end? In what ways that help in sustaining the project impact? In what ways?
- d. **Effectiveness:** Did the project achieve its objectives and its results?
- To what extent were the outputs and outcomes achieved? What were the major factors influencing the achievement or the un-fulfillment of the outputs and outcomes?
 - Was the project effective in delivering the desired/planned results? What were the successes and what could have been done differently?
 - Was the start-up grant adequate to be effective to establish a business?
 - What were the persistent/common issues influencing the achievement of the start-up objectives (improving employment/ income and/or savings levels of targeted beneficiaries)?

- How was the project's collaboration with the UN agencies, national institutions, development partners, and the Steering Committee

c. Efficiency:

- How well has the project used its resources to produce target outputs?
- Were activities cost-efficient? did the actual or expected results (outputs and outcomes) justify the costs incurred?
- Were activities/ outputs achieved on time?
- What are the strengths, weaknesses, opportunities, and threats of the project implementation process?

4. Methodology and Scheduling

The evaluation requires collaborative and participatory mixed methods approach that was drawn on both existing and new quantitative and qualitative data to answer the evaluation questions.

Quantitative: Quantitative aspects of project aim to measure the project outcomes by using monitoring reports and collecting data from the targeted right holders, ensuring equal gender representation wherever possible.

Qualitative: This is to acquire in-depth information based on the evaluation areas and around the overall and specific objectives of the program. A suggestion is to use sex and age disaggregated focus group discussions (FGD) and be gender balanced when conducting FGDs (with Cash for work beneficiaries, second hand shops, and trainee graduates of business start-ups) and Key informant interviews (with Program staff, vocational training centres, companies hosted apprentices)

Evaluation will cover operational areas where RDPP project activities are implemented, and population mainly includes the project direct right holders with some non-beneficiaries and market actors. The reason for including non-beneficiaries and market actors is to measure the indirect impact, positive or negative, on overall population in targeted location. Evaluation is also expected to cover mandatory segregation of gender, age, and host and refugee communities. In addition, each intervention outcome indicators will be required to measure throughout the data collection and analysis process.

Scheduling

The evaluation is expected to start on 15th of November 2022 and ends by 31st of December 2022. The awarded firm/consultant shall provide a table that outlines the estimated timeframe of this evaluation.

5. Evaluation methodology

The impact assessment methodology will be developed by the Consultant and presented in the inception report, including a detailed impact assessment matrix. The impact assessment should be based on combined quantitative and qualitative research methods. The data collection strategy should include the use of appropriate tools to gain a deeper understanding of the outcomes of the project, including:

- a) **Desk review** of background documents, such as the project proposal, log frame, budgets, annual plans (SOPs, understand the selectin criteria, forms for data collection) and review existing data, including the various M&E data, including monitoring reports, progress reports and donor reports;
- b) **Quantitative analysis** of the data already in LebRelief's servers (base-endline);
- c) **Design survey** for beneficiaries and NGO Staff to answer the questions in the TORs and the ones that came up in the quantitative analysis.

- d) **Present desk review findings** (including “opportunistic” questions) and the first draft of questionnaires and agree on additional qualitative questions on surveys.
- e) **Develop an appropriate sampling design and data collection strategy** that endeavours to capture adequate data to answer all evaluation questions raised in the evaluation criteria.

Suggested data collection: Face-to-face interviews with a randomly selected list of right holders selected by the consultant from the database. This must be a randomised purpose sampling to have enough cases from all geographical areas. The consultant and LebRelief will agree upon the suggested sample. The consultant firm will familiarize and understand each of the individual cases selected for in-depth interviews.

6. Evaluation deliverables

The consultant will deliver, based on an agreed upon work plan:

- a) Inception report which covers the detailed methodology, schedule and conceptual frame-work, key impact evaluation questions. All these are expected to be aligned with the project proposal and other relevant project documents.
- b) Evaluation tools in English and Arabic (designed and tested).
- c) Data collection completed in all targeted locations.
- d) Draft evaluation report for LebRelief review.
- e) Final evaluation reports with comments addressed (including executive summary, key recommendations and supporting analysis).
- f) Presentation of results to LebRelief and RDPP in case requested.

7. Intended Use of Review

The primary users of the impact assessment findings will be LebRelief Management Unit, specifically the livelihoods and social cohesion teams. The impact assessment will be shared with the donor.

8. Consultant qualifications/ Selection Criteria

The successful applicant will be a reputable local or international organisation/individual with demonstrable presence in Iraq, and experience in conducting large-scale field data collection. Some of the key requirements are:

- a) 5 to 8 years of experience in emergency and early recovery context (Clearly indicate in the proposal, the number of months/years for each person working on the project)
- b) Proven experience in conducting programs evaluations or research (at least 6 previous projects) preferably in Middle east and on Recovery projects (Clearly indicate in the proposal, the number of project and months/years for each person working on the project)
- c) 2 to 3 years of experience in cash, economic recovery, livelihood programming (Clearly indicate in the proposal, the number of months/years for each person working on the project)
- d) Demonstrated experience in both quantitative and qualitative data collection and data analysis techniques, especially in emergency operations.
- e) Strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner;
- f) Demonstrated experience of working both in urban and rural settings with strong work exposure on IDPs, refugees, returnees, and host communities;
- g) Access to / presence of a field team for data collection in Iraq is preferable;

9. Documents to be included in the proposal:

- a) Rationale (Developed understanding of the evaluation purposes and objectives)
- b) Developed methodology to be used including sampling methodology, data collection, data storage, data protection, data analysis
- c) Outlines of the inception and final evaluation reports
- d) Sample of previous inception and final reports
- e) CV of team leader and key team members
- f) Financial proposal including all costs (detailed per items) in USD.

10. Proposal Schedule of Payments.

The consultant shall be paid the consultancy fee upon completion of the following milestones.

- 20 % upon the signature of the contract.
- 30 % after presentation of the draft report.
- 50 % after the approval of the final report.