# Introduction and background

Secours Catholique-Caritas France (SCCF) is supporting a pilot project run by the Lebanese NGO ASSABIL, which started on December 15, 2022, and will continue until September 30, 2024. The project aims to strengthen local solidarity actors in Lebanon amidst the current crisis by supporting six Lebanese organizations focused on education and youth. The goal is to develop an innovative, sustainable partnership model through financial grants and tailored organizational and technical support. The project also involves creating a multi-actor cooperation framework to foster mutual learning, coordinated action, and the documentation of best practices for use in similar crisis contexts..

# Presentation of the project

This project consists of a first **pilot implementation phase** involving Lebanese civil society partners with whom the SCCF has not cooperated in the past due to the novel and experimental approach of this project. Based on the results of this first implementation phase, a second phase can be designed and implemented to continue to address the needs of vulnerable Lebanese communities and the societal initiatives supporting them. This pilot phase will also enable us to test and adapt the identified mitigation means to the risks related to the project.

**Context :**

Since 2018, Lebanon has faced an escalating crisis, worsened by the Beirut port explosion, COVID-19 pandemic, and the indirect effects of Russia's invasion of Ukraine. The crisis is fueled by political corruption, institutional paralysis, economic default, currency devaluation, unemployment, and widespread poverty. Lebanon also hosts the highest per capita refugee population, with over 1.3 million Syrians and 476,000 Palestinians.

The October 2019 protests united citizens across sectarian lines but failed to bring significant change. The ongoing crisis severely impacts Lebanese youth, leading to high school dropout rates and a strong desire among young people to leave the country, threatening Lebanon's future.

**Objectives of the project :**

**General objective:** To develop and implement an innovative and replicable model of support to strengthen community solidarity actors responding to a complex crisis context.

**Specific Objectives:**

**Specific objective 1 > To support the partners in the continuation and consolidation of their respective actions in favor of education and youth.**

**Result 1 -** Beneficiary communities are supported by the project's target partners

1.1.1 Establishment of a flexible fund ($20,000) to support the continuation of the activities of partner actors

1.1.2 Development and implementation of a monitoring and accountability system for grant use

**Result 2 -** Partners have access to customized organizational and technical support to strengthen the impact and sustainability of their actions

1.1.3 Carrying out a diagnosis of each partner to identify the needs for reinforcement and support

1.1.4 Development of personalized support plans (organizational and technical) for each partner in the field of education and youth support

1.1.5 Personalized accompaniment of the partners on the basis of the plans developed through the organization of training, workshops and the development of appropriate tools and procedures

**Specific objective 2 > To experiment with a multi-actor cooperation framework in a process of local social change**

**Result 1 -** A multi-stakeholder framework is established for good governance, mutual learning and coordination of actions

2.1.1 Definition and implementation of a governance scheme between the different actors of the project (Lebanese partners, SCCF)

2.1.2 Development of a multi-stakeholder framework for communication, exchange and coordination with the objective of sharing information, resources, data and best practices

2.1.3 Operationalization of the multi-stakeholder framework according to collectively defined modalities

**Result 2 -** Good practices and lessons learned are documented and disseminated to relevant actors

2.1.1 Capitalization of the practices resulting from the pilot phase in a final deliverable

2.1.2 Dissemination of the results of the capitalization to the relevant actors, internally and

externally

**Beneficiaries** :

The project accompanies six partner initiatives in Lebanon working in favor of education and youth in the country and their respective beneficiary communities.

**Direct beneficiaries**: 5 initiatives.

**Indirect beneficiaries:** 1,701 (corresponding to the beneficiaries of the initiatives supported within the framework of the project - details: Be Brave Beirut: 740; Citizens & Politics: 96; Environment Academy: 450; Tarjouba: 100; Tannourine: 315).

# Objectives of the evaluation

Evaluate the effectiveness and relevance of the "Pilot project to support community solidarity actors committed to education and youth in the context of the current crisis in the country" in developing and implementing transferable models to strengthen the capacities of community solidarity actors in Lebanon, while identifying lessons learned and recommendations for the future.

The aim of this evaluation is to establish whether the defined project objective has been met, and whether the ongoing effects of this project are being achieved and in line with the project’s initial intentions and timeline. This final evaluation will highlight the changes the project has brought to targeted communities through the analysis of the strengths and weaknesses of the local organization’s project and of strategy, in order to provide recommendations for future projects. The evaluation must also question future challenges. How will the challenges differ in 5 to 10 years? What are the suitable responses to address the needs of the communities? What’s the role of community solidarity actors?

This final evaluation has a dual objective of accountability and learning towards the SCCF, ASSABIL, beneficiaries and stakeholders involved in the project. It aims at gathering lessons learned and recommendations for potential future phases of the project.

More specifically, this evaluation meets the following 4 sub-objectives: :

* A learning process to identify the strengths, weaknesses, opportunities and threats that characterize the project
* Recommendations to support potential future projects
* Valorization of project activities
* Accountability to the SCCF, the project's main funder

# Delimitation of the action to be evaluated

The operational end date of the project is scheduled for September 30, 2024. The evaluation will cover all activities carried out under the project between December 15, 2022 and September 30, 2024, based on the main project documents (project proposal, project fiche, logical framework, budget, etc.). The evaluation will take place between October and December 2024.

The geographical area covered by the project is the whole of Lebanon.

The evaluation is expected to take place in the field of the project being evaluated

# Questions to be answered by the evaluation

The evaluation provides a critical and objective analysis of the project and its various activities

*Note: In all the following sections, the consultancy team must include reflections on environmental impacts, inclusivity and gender. These are cross-cutting criteria that the SCCF and ASSABIL deem important in the implementation and evaluation of their projects.*

## Relevance

Was the project designed in a way that is relevant to reach its goals?

More specifically:

* How does ASSABIL, the local partner, perceive the approach and stance of the donor SCCF in the context of this project?
* Does the overall approach of the project meet the needs of the selected solidarity community actors? Does the project address the relevant support needs of the selected community initiatives?
* Was a needs analysis carried out at the beginning of the project reflecting the various needs of different stakeholders? Are these needs still relevant? Have new, more relevant needs emerged that a potential future project should address?
* How does the project align with other interventions carried out in the same area with other actors? (NGOs, civil society groups, the private sector, local authorities?)
* How does the project align with the SCCF strategic priority 3 : "Strengthen the power to act of partners and local civil societies through adapted partnership strategy"?

## Effectiveness

Is the objective of the project being achieved?

More specifically:

* To what degree is the set objective being achieved, particularly in terms of strengthening the partners and producing innovative content?
* Has the training and support provided to community solidarity actors enabled the development of an innovative support model that can be replicated in complex crisis situations?
* Has the specific objective 2 been achieved? If not, what are the reasons for this failure?
* Are any significant discrepancies observed, and if so, how can they be explained?
* Are any unintended benefits or adverse effects observed?

## Efficiency

Will the objective be achieved in an economically viable manner?

More specifically:

* Have resources been used effectively? Have the activities supporting the strategy been cost-effective? Do the results achieved justify the costs? Could these results be achieved with fewer resources?
* Were project funds and activities provided in a timely manner?
* What were the main challenges or obstacles affecting the efficiency of the project activities?

## Impact

Will the project contribute to the attainment of overall development goals?

More specifically:

* Has the personalized support provided to strengthen each partner made a tangible contribution to improving the quality of the activities implemented by the partners for the benefit of the communities?
* How has the project influenced the skills and practices of community solidarity actors?

## Sustainability

Will the intended positive changes have a lasting effect?

More specifically:

* What should SCCF and ASSABIL do to ensure the sustainability of the project in the future, notably without further support from ASSABIL and SCCF?
* What mechanisms have been put in place to increase the likelihood of continuation and sustainability of project activities, approaches or outcomes?
* To what extent did ASSABIL frame of intervention (duration, activities, follow-up) allow partners to continue in a sustainable way to progress towards a positive social change in a complex crisis context?
* To what extent are the results of the project likely to be sustainable after the end of funding?

# Methodology

The core of the field mission must be oriented towards the beneficiaries of the project implemented by ASSABIL and SCCF. Conducting interviews with community solidarity actors is a prerequisite for the evaluation's success.

At the beginning of the work, the evaluator(s) should start by a briefing session with SCCF ASSABIL.

Desk review of the existing project documents (project proposal, project reports, project monitoring and evaluation framework, strategic plan, studies, etc.)

A participative methodology is highly recommended in order to take into account the opinion of all partners and stakeholders;

Use of mixed methods including semi-structured interviews of key informants (including project staff and relevant management staff, project funding partners, NGOs working on similar issues and national or subnational authorities, etc.) and focus group discussions with representatives of the communities targeted by the project ( final beneficiaries)

# Duration and Deliverables

The total consultancy service provision for conducting this evaluation is estimated at 25 working days.

Preparation by the evaluator(s)

* Review of project documents and progress reports
* Agreement on activities & timeframes
* Preparation of meetings
* Development of assessment methodology (involving analysis of project and activities, target groups, person reached, and outcomes measured.
* Submission of an inception report ( detail on methodology, data management process study, work plan) and kick-off meeting with SCCF and ASSABIL Estimated time: 3 days Key output:
* Evaluation work plan and timeframe;
* Questionnaires, interview protocols, meeting schedule and focus group methodology

Organization of the mission

* Discussions with the local organization’s team and project staff
* Meeting with community members/NGO and other stakeholders
* Field visit to target community solidarity actors and communities Estimated time: 10 days Key output:
* Documented records of interviews and observations with stakeholders ● Draft evaluation findings

Presentation of findings to the stakeholders

* Forum for participatory feedback Estimated time: 1 day Key output:
* Commented records of interviews and draft evaluation findings

Writing Report (both Arabic and English)

* Provisional Report and restitution meeting
* Final Report Final report (between 25 to 35 pages, excluding annexes) following discussions on the provisional report and integrating comments from the restitution meeting
* The report should :

○ Takes into account the comments made by the community solidarity actors, ASSABIL and SCCF following discussions on the provisional report and integrating comments from the restitution meeting

○ Be word document format (between 25 to 35 pages, excluding annexes)

○ Contain an executive summary (mandatory)

○ Contain tables/graphs

○ Be analytical in nature (both quantitative and qualitative)

○ Be structured around issues and related findings and lessons learnt

○ Include conclusions and recommendations Estimated time: 10 days and half Key output:

* Provisional report delivered to SCCF and ASSABIL
* Final report delivered to SCCF and ASSABIL

Online presentation of the final report

* Presentation of the evaluation results, findings and recommendation to the community solidarity actors, SCCF and ASSABIL relevant staff

Estimated time: 1/2 day

# Evaluation framework

Contracting authority : Secours Catholique Caritas France SCCF

Financial means: between $6000 and $8000

Mission expenses – transport costs, accommodation, food – are reimbursed by the SCCF on the basis of actual costs according to an established scale which will be communicated to the selected candidate.

SCCF will pay to the evaluator(s) for the entire assignment in two installments:

* 1st installment of 40% after reception and validation of the inception report by SCCF and ASSABIL
* 2nd installment of 60% after reception and validation of the final report by SCCF and ASSABIL

# Timeline for evaluation

Publication of the offer: September 12, 2024

Deadline for receipt of offers: September 20, 2024

Analysis of offers and selection of evaluator(s): October 14, 2024

Provisional date of commencement of work: October 21, 2024

Field mission with local restitution : October/November 2024

Provisional report submission: December 31, 2024

Final report submission: February 28, 2025