



**Terms of reference – Consultancy – Final evaluation of the EU-funded project  
'Develop a stimulating socio-economic environment in North Lebanon'**

To assess the implementation of the project, IECD is recruiting a consultant to evaluate this project.

## **1- Background**

### **Institut Européen de Coopération et de Développement (IECD)**

IECD is a development assistance organization, which intervenes in 15 countries in Sub-Saharan Africa, the MENA region, the Indian Ocean and Southeast Asia.

Since its creation in 1988, IECD has developed and recognized expertise in three key areas: vocational training and professional integration, support for small businesses and, access to education and healthcare for vulnerable communities.

Lebanon is one of the primary operating countries for IECD, fundamentally due to the large concentration of IECD activity (almost 15%), its history and its role as a platform for the sub-region.

Present in Lebanon since 1989, IECD initially assisted in the creation of two vocational and professional training schools. Then in 1994 it initiated its hospitality-catering training program by supporting the development of a professional school in Beirut.

Since then, the substantial increase in activities has necessitated the creation of a delegation in 2007 in Beirut to ensure the cohesion of the intervention of IECD teams across the country. Today IECD and its local partners lead several projects of vocational training and professional integration for the young, support for small businesses and access to education across the Lebanon.

### **The project**

'Develop a stimulating socio-economic environment in North Lebanon' aims at contributing to the improvement of the socio-economic situation in North Lebanon.

This action will take place in areas particularly vulnerable (Akkar, Dennieh, Tripoli area). Before the Syrian crisis, these regions already suffered from severe economic conditions, lack or bad shape of infrastructure, and a high rate of school dropout. The influx of refugees put additional pressure on the infrastructures and negatively affected the host communities. In these regions, agriculture and agri-food processing are important economic sectors. Small industries and handicraft suffer from the international competition and the high transaction costs which reduce local competitiveness.

The three levers used in this project all lead to the improvement of the social and economic environment, the reduction of migration and the poverty alleviation in a region which is severely affected by the presence of Syrian refugees:

a/ Micro and small enterprises (MSEs): developed management skills will reduce the risk of closure soon after the beginning of the activity and/or help the entrepreneurs overcome their challenges (change of the environment, diversification and development of their activities, access to capital, etc.) and develop their businesses,

b/ youth: development of youth's employability through capacity building programs and orientation activities towards skills sought by the labor market, which will facilitate their employment or even the creation of their own jobs,

c/ grassroots organizations (women and youth's groups): by supporting them as they plan, implement and develop their activities through tailor-made capacity building programs and technical assistance, they will be empowered to play a growing role at the community level. Even though their field of intervention is not directly linked to the protection of rights and good governance practices on the long term, a stronger mobilization of youth and women will develop their participation in the public life, currently very low in the targeting areas.

The overall objective of the action is:

To promote socio-economic development of deprived areas in North Lebanon where the presence of Syrian refugees has severe repercussions on the living conditions of the host communities.

The specific objectives of the action are:

- To improve management and technical skills of MSEs in North Lebanon
- To improve vulnerable Lebanese Youth's employability
- To empower grassroots groups to develop their socio-economic activities

**The Target**

- 200 MSEs: in these particularly deprived areas, their development and their contribution to the local economic development are jeopardized by a lack of management skills and technical expertise technical.
- 2,000 youth: unemployment among youth is often estimated at 24% in Lebanon while at the same time enterprises set the lack of qualified human resources as an important obstacle to growth. This mismatch can be reduced by better orienting youth, providing them with the adequate personal and technical skills.
- 3 women's groups gathering around 60 women: the project will contribute to sustain their businesses through the management training and technical support. The sub grant will help them overcome their limited capacity of investment.
- 6 youth's groups gathering around 100 youths: through their empowerment, they will be able to disseminate information, share experience and provide services to their peers. In addition to the positive impact on the groups' members, the peer to peer approach will allow the outreach of a greater number of youth in villages where there is almost nothing for supporting youth in their orientation and job search.

## **2- Evaluation process**

These terms of reference are drafted to recruit (a) consultant(s) to evaluate the project after its implementation. This final evaluation should take place in the last months of the project, preferably in November 2018, to assess its results and potential following the standard evaluation criteria:

- **Relevance:** Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives? Are the activities and outputs of the program consistent with the intended impacts and effects?
- **Effectiveness:** To what extent were the objectives achieved? What were the major factors influencing the achievement or non-achievement of the objectives?
- **Efficiency:** Were activities cost-efficient? Was the program or project implemented in the most efficient way compared to alternatives?
- **Impact:** What has happened as a result of the program or project? What real difference has the activity made to the beneficiaries? How many people have been affected?
- **Sustainability:** To what extent will the benefits of the project continue after donor funding cease? What were the major factors which influenced the achievement or non-achievement of sustainability of the project?

Along with these standard criteria, the following aspects shall be evaluated:

- Efficiency of the various partnerships between IECD and other institutions for the implementation of the actions
- Quality and relevance of the various missions of external expertise mobilized on this project

On the field the evaluation shall include at least the following actions:

- Observation of the **technical training**, to be held in Karm El Meher and Knaysseh.
- Observation of **the specialized training** held in Tripoli and Zgharta on Marketing.
- Observation of **the follow up visit with the trainers** in several areas in the North region, to be specified.
- Organization of **two focus groups of 6 beneficiaries** who completed the short-term vocational training
- Organization of **one focus group of 6 entrepreneurs** who completed the basic management training
- Analysis of the activities offered in the club entrepreneur: what other activities to offer? Which experts can be integrated in the development of the club?
- Study of the main actors in entrepreneurial management support services: how they integrate into the community? Especially in rural areas. Critical review of their performance in comparison to ours.
- Review the supported documents of each activity.

#### 1a- Objectives and criteria

The aim of the evaluation will be to assess the implementation of the project in its totality and more specifically to:

- I. Evaluate both on qualitative and quantitative levels the achievements of the project based on baseline information, indicators and expected results formulated in the project proposal.
- II. In particular, assess the sustainability of the project and provide IECD with recommendations in terms of potential “suites” to be implemented (extension/expansion of the project, dissemination of results or lessons learnt, partnerships etc.)
- III. Formulate lessons learnt to be used by IECD in its future projects in terms of project conception, implementation and monitoring and evaluation. The evaluator shall also include in its report recommendations on possible continuation or development of actions conducted in this project.

## b- Expected deliverables

Consultant(s) is/are requested to provide to the project team for the final review:

- a. **Inception report** outlining the proposed methodology and detailed responsibilities of each team member to be submitted prior to the onset of the assessment process. This inception report shall be submitted minimum 10 days before the beginning of the field assessment. It will be discussed during the Scoping Meeting that will be held in Beirut prior to the field assessment.
- b. A **draft findings report**, which should include the following: an assessment of the performance of the project, based on the project's documents and reports, with a particular focus on the aspects precised in the ToR; an identification of the main lessons learnt and recommendations and guidance on the future scope of work. The draft report shall be submitted within 15 days after the end of the field assessment.
- c. A **final findings report**, which will update the draft report based on comments provided by the project's stakeholders. The final findings report shall be submitted within 15 days after the submission of the draft report.

The report should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant to the overall analysis. It should include a set of specific recommendations formulated for the project, and identify the necessary actions required to be undertaken.

- d. A **presentation** of the findings to the project stakeholders through a conclusive meeting at the end of the mission and after approval of the final report.

All deliverables have to be drafted in English.

## C- Calendar and budget

This final evaluation mission is planned to take place between end-October and end-November 2018. Modalities will be discussed with the selected consultant(s).

**The overall budget for this final evaluation shall not exceed 6000 euros.**

### 3- How to apply?

Lebanese/international individuals as well as organizations or consulting firms are encouraged to apply. Strong experience in evaluation is necessary. Knowledge of special needs, inclusive education, adapted workshops, job fairs and access to the job market, and the Lebanese context, are definitely a plus. Considering the context of the intervention, most interviews with beneficiaries will have to be conducted in Arabic. If the consultant(s) do(es) not speak Arabic, fees of interpretation will have to be included in the proposed budget breakdown.

Interested individuals/organizations are requested to submit their application clearly demonstrating their suitable skills and experience for the review process (list of relevant experiences), including a brief methodology as well as the review timing and schedule. They should also submit their financial proposal indicating how much the review work will cost. **A complete budget breakdown (including travel costs and any other related costs) is required. Applications should be sent electronically (email) to Racha Ismael – [racha.ismael@iecd.org](mailto:racha.ismael@iecd.org)**

Deadline for application is 24.10.2018.