



People for development

## Terms of Reference for Evaluation

Full Project title: RISO – Restored Integrated Social Services in Lebanon-ISOSEP / CFP / 2023 / 01

Funded by: EUTF-AICS

Starting date: 1 December 2023

Ending Date: 31 December 2024

Length of the action: 13 months

Countries of coverage: Lebanon

## **1. BACKGROUND INFORMATION**

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### **1.1 Background on the context**

Lebanon is currently facing a series of interconnected crises that threaten its socio-economic well-being and political stability. The protraction of the Syrian crisis, with 1.5 million Syrian and Palestinian refugees, comprising 25% of its population displaced in Lebanon, along with the unprecedented political, economic and financial crises erupted in 2019 and exacerbated by the COVID-19 pandemic and the 2020 Beirut port explosion, continue to aggravate the situation in Lebanon. The 2022 initial analysis of Acute Food Insecurity by IPC (Integrated Food Security Phase Classification) in Lebanon highlighted and confirmed the emerging and urgent need of humanitarian intervention to address food shortages and insecurity, protect and restore livelihoods and prevent acute malnutrition. However, the social protection system in Lebanon remains inadequate, divided, and lacking uniformity and the capacity of the Social Development Centers (SDCs) of the Ministry of Social Affairs to deliver local social protection services to the increasing number of individuals in need is severely reduced due to limited financial possibilities.

### **1.2 Project Description**

AVSI has chosen to support the 16 SDCs in Mount Lebanon, Bekaa, Nabatieh and South Governorates, due to its long presence in ML since 1996, and in the South/Nabatieh since 2006, gaining strong knowledge on the local context, dynamics and challenges, and being entrusted by the local communities and authorities.

The action aims to improve the provision of high-quality social protection services, with a particular focus on women and children, through the capacity building of 16 SDCs in Mount Lebanon, Bekaa, Nabatieh, and South Governorates. The capacity building activities will be conducted considering the capacity building programmes targeting SDCs that have already been implemented as well as the ISOSEP capacity building programme that will be implemented at national level. Therefore, in order to avoid duplications or overlapping, the capacity building activities implemented by AVSI will be limited to specific and demonstrated assessed needs and it will be coordinated with the National Coordination Mechanism.

The action will enhance the overall quality and accessibility of social protection services by strengthening the role of 16 SDCs and promoting effective cooperation between SDCs, civil society actors, and other service providers. This includes delivering integrated primary services, organizing community activities, establishing a reliable referral system, and providing secondary services to meet the diverse needs of Syrian refugees and host communities.

Table of SDCs

Impact: To enhance the provision of quality of social protection services, especially to women and children, by SDC's and civil society actors' partners of the Ministry of Social Affairs.
Impact indicator: % of individuals accessing social protection services by SDCs that are satisfied with their quality
Outcome 1 – To enhance the provision of integrated primary social services by SDCs to Syrian refugees and hosting communities.
Outcome 1.1: % increase of individuals that access integrated primary social services by SDCs (Target 50%)
Outcome 1.2 - # Number of beneficiaries benefiting from comprehensive social services, disaggregated by sex and community of origin
Output 1.1: SDCs deliver integrated primary social services to Syrian refugees and hosting communities.
IOP1.1.1 # of individuals received through front desk and registration.
IOP1.1.2 # of individuals receiving health services (nursing, general practitioner, paediatrician, gynaecologist, dentist.)
IOP1.1.3 # of individuals receiving social services (listening, collecting information about the family, orienting, organizing outreach activities etc.)
Output 1.2 SDCs deliver community-level activities for children, youth, women, and elderly Syrian refugees and host community members.
IOP1.2.1 # of individuals attending recreational activities & clubs
IOP1.2.2 # of individuals attending awareness campaigns and reached with outreach activities/disaggregated by sex and community of origin through information and awareness campaign
IOP1.2.3 # of households receiving home visits and delivery of materials
IOP1.2.4 # of needs and capacity assessment reports developed by SDCs.
IOP1.2.5 % increase of vulnerable individuals that access the SDC services
IOP1.2.6 % increased of cases managed by MoSA at local level.

Outcome 2 – To develop referral mechanism for social secondary cases based on cooperation among SDCs and secondary services providers (e.g., public entities, CSOs, private actors...).
O2.1: % of targeted SDCs that have a referral mechanism for social secondary cases in place (Target 80%)
Output 2.1 SDCs establish a clear and functioning referral system at local level
IOP2.1.1 # of local mappings conducted
IOP2.1.2 # of agreements signed with secondary services providers
IOP2.1.3 # of public and non-profit entities contracted for secondary level protection services
Output 2.2 SDCs provide secondary services to Syrian refugees and hosting communities.
IOP2.2.1 # of individuals referred to secondary services providers
IOP2.2.2 % of individuals referred to secondary services providers reporting being satisfied with the referral

## 2. PURPOSE OF EVALUATION AND INTENDED USE

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The purpose of this evaluation is to assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the AVSI Lebanon intervention aimed at enhancing social protection services in Lebanon's Social Development Centers (SDCs). The evaluation will focus on the project's ability to meet its objectives, particularly the delivery of integrated primary and secondary services to Syrian refugees and host communities, with a special emphasis on women and children.

This evaluation seeks to provide a comprehensive understanding of how the intervention has contributed to strengthening the capacity of SDCs and promoting cooperation between local service providers. It will also assess the project's alignment with national social protection policies and the extent to which it has addressed the urgent needs of vulnerable populations amid Lebanon's ongoing socio-economic crises.

### Intended Use

The findings of this evaluation will be used for the following purposes:

1. **Accountability:** To provide AVSI, donors, and other stakeholders with a clear understanding of the project's achievements and challenges, demonstrating transparency and accountability in the use of resources and the delivery of outcomes.
2. **Learning and Improvement:** To identify best practices, lessons learned, and areas for improvement in the design and implementation of similar social protection interventions. The insights gained will guide AVSI and its partners in refining future programming strategies in Lebanon and other humanitarian contexts.
3. **Strategic Planning:** To inform decision-making around the sustainability and scaling of the intervention. The evaluation will help AVSI determine the potential for replicating successful components of the project in other regions or sectors.

### 3. SCOPE OF WORK AND LINES OF INQUIRY (OECD- DAC criteria)

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#### Relevance

The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change

1. How effectively were the specific needs of women, children, and other vulnerable groups identified during the planning phase? Were these needs reflected in the design of the capacity-building activities for the SDCs?
2. Was the selection of the 16 SDCs in Mount Lebanon, Bekaa, Nabatieh, and South Governorates appropriate based on the distribution and needs of Syrian refugees and host communities?

#### Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups

1. To what extent has the intervention achieved its intended outcomes, such as the enhancement of integrated social services and the establishment of referral mechanisms?
2. How comprehensive is the coverage of the intervention in terms of reaching the most vulnerable populations in the targeted governorates? Are there gaps in service delivery?
3. What is the impact of the capacity-building activities on the operational capabilities of SDC staff? How has this impacted their ability to deliver services effectively?

## Efficiency

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way

1. How effectively was the budget utilized across different components of the intervention? Were there any significant variances between planned and actual expenditures?
2. How well was time managed throughout the project's implementation phases, from inception to data collection and reporting? Were any phases significantly delayed?
3. How efficiently were logistical aspects of the intervention (e.g., delivery of materials, organization of training sessions) managed? Were there any significant logistical challenges, and how were they addressed?

## Sustainability

1. To what extent have the practices and procedures introduced by the intervention been institutionalized within the SDCs? Are these practices likely to continue without external support?
2. What plans are in place to ensure the financial sustainability of the services provided by the SDCs once the intervention ends?

## Impact

1. What specific impacts has the intervention had on the most vulnerable groups, such as women, children, and the elderly, within the Syrian refugee and host communities?
2. How has the intervention influenced the capacity of local governance structures (e.g., Ministry of Social Affairs and local authorities) in delivering or supporting social protection services through SDCs?

## 4. METHODOLOGY

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The selected evaluator is expected to design and implement a robust methodology that incorporates both qualitative and quantitative data collection and analysis. The methodology should include a comprehensive document review, key informant interviews, focus group discussions, surveys, and field observations. The evaluator should ensure data triangulation to enhance the reliability of findings and adhere to ethical standards, including confidentiality, independence, and broad stakeholder participation. Any potential limitations should be identified and addressed in the proposed approach. The detailed methodology will be outlined in the evaluator's inception report.

## 5. EVALUATION PRINCIPLES

The views expressed in the report shall be the independent and candid professional analyses of the facts, obtained through data collection. The evaluation will be guided by the following ethical considerations:

- Broad participation - the interested parties should be involved where relevant and possible
- Reliability and independence - the evaluation should be conducted so that findings and conclusions are correct and trustworthy
- Confidentiality – data collected through the exercise should be used responsibly and only for the purposes of evaluation.

## 6. COORDINATION AND MANAGEMENT OF THE EVALUATION

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The evaluation will be managed by AVSI Lebanon, with the Evaluation Manager serving as the primary point of contact for the external evaluator or evaluation team. The process will be overseen by an **Evaluation Steering Committee**, composed of key stakeholders from AVSI, and representatives from the Ministry of Social Affairs (MoSA), ensuring alignment with the project's goals and objectives.

### *Roles and Responsibilities*

#### 1. **Evaluation Manager:**

Acts as the main liaison between the evaluation team and AVSI.

Coordinates the evaluation timeline, ensures access to relevant documents and stakeholders, and monitors adherence to ethical standards.

Ensures that the evaluation process follows the agreed-upon methodology and timeline.

Facilitates field access and logistical support for the evaluation team.

#### 2. **Evaluation Steering Committee:**

Provides strategic oversight and guidance throughout the evaluation process.

Reviews and approves key deliverables, including the inception report, draft report, and final evaluation report.

Ensures that the evaluation remains aligned with the project's objectives and contributes to the learning and accountability goals of AVSI.

#### 3. **External Evaluator / Evaluation Team:**

Designs and implements the evaluation methodology, in coordination with AVSI.

Conducts data collection, analysis, and reporting, ensuring accuracy, objectivity, and reliability of findings.

Coordinates with AVSI staff, beneficiaries, and stakeholders to ensure broad participation in the evaluation.

Presents findings and recommendations during validation workshops and key meetings.

#### 4. AVSI Program Team:

Supports the evaluator by providing access to project documentation, key informants, and logistical support during field visits.

Ensures that the evaluation is aligned with programmatic needs and delivers actionable insights for future programming.

## 7. DELIVERABLES AND REPORTING DEADLINES

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The evaluator/ evaluation team will submit three reports and three presentations:

- Inception report: Following the desk review and prior to beginning fieldwork, the evaluation team will produce an inception report subject to approval by the AVSI Evaluation Committee. This report will detail a draft work plan with a summary of the primary information needs, the methodology to be used, and a work plan/schedule for field visits and major deadlines. With respect to methodology, the evaluation team will provide a description of how data will be collected and a sampling framework, data sources, and drafts of suggested data collection tools such as questionnaires and interview guides. Once the inception report is finalized and accepted, the evaluation team must submit a request for any change in strategy or approach to the AVSI Evaluation Committee. The steering committee will validate the report within two weeks of the submission.
- Data collection: At least 2 to 3 weeks of field work are required to collect adequate data. Field work commences upon approval of the Inception report.
- Validation workshop: A validation workshop involving the key stakeholders should take place upon finalization of data collection and preliminary analysis. In addition, a presentation of preliminary findings and recommendations to the AVSI management and Evaluation Committee should be organized.
- Draft Report: Draft evaluation report to be submitted to the Evaluation Committee by, who will review the draft and provide feedback within 3 weeks from the receipt of the draft report. Prior to sending the draft, the consultant will hold a meeting with the steering committee and reference group members to present the findings and recommendations.
- Final report: A comprehensive evaluation report (ER) in electronic versions, including conclusions and a set of concrete recommendations on the proposed way forward towards the consolidation and evolution of the Initiative as part of the AVSI Lebanon overall mission. The main ER should not exceed 30 pages and shall be inclusive of tables and graphs representing the data; PPT, annexes should be attached to illustrate in detail specific aspects of the analysis and the results of applied processes/instruments. In the specific it is expected the following Evaluation Report Structure:



- Executive summary (evaluation findings and recommendations) (relevance; efficiency; effectiveness; impact; sustainability; compliance; participation and transparency)
- Project key information and context
- Evaluation methodology adopted
- Findings
- Conclusion
- Recommendations
- Result Chain on “The Way Forward”, inclusive of objectives, actions, indicators and sources of verification.

The final report will be approved by the evaluation committee. **The final report is expected by 3<sup>rd</sup> of January 2025.**

Proposals should present a detailed budget for the number of expected working days over the entire period per team member. All material collected in the undertaking of the evaluation process shall be lodged with the Evaluation Manager prior to the termination of the contract.

## 8. TIMEFRAME

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**The evaluation is scheduled to start on October 14<sup>th</sup> 2024 and is projected to end on January 3<sup>rd</sup> 2025.**

The evaluator/ evaluation team is expected to provide a suggested timeline and detailed work plan for the evaluation based on these scheduling parameters and in keeping with the scope of the evaluation questions and criteria.

In the event of serious problems or delays, the (lead) evaluator should inform the Evaluation Committee of any significant changes.

## 9. EVALUATION CONSULTANT TEAM

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AVSI seeks expressions of interest from individuals or legal entities meeting the following criteria:

**Sound and proven experience** in conducting evaluations of a similar nature in conflict/post-conflict settings. Proof of such work needs to be attached to the application. Experience in conducting evaluation of activities where multiple programmatic sectors are involved/integrated is desirable.

- **Extensive experience** in evaluating multi-thematic theories of change and evaluating their logic and applicability.
- **Experience** in mixed methods approaches for data collection and analysis.

- **Expertise** specifically in participatory qualitative data collection techniques.
- **Understanding** of education, shelter, WASH, and capacity building programming in humanitarian settings.
- It is **mandatory** to have physical presence/access to the geographic areas where the evaluation will be conducted. Applicants need to indicate in advance if support with access is expected from AVSI. While AVSI will make efforts to facilitate evaluators' access to target communities, ensuring such access is the primary responsibility of the evaluator.
- All stages of the evaluation must be conducted by the selected individual/group of individuals/legal entity. Sub-contracting third parties requires prior approval from AVSI.
- Applicant must possess and demonstrate the existence of **high standards of confidentiality** and data protection protocols. Data collected through the exercise should only be used for the purposes of evaluation and handed over to AVSI. The evaluator must not maintain copies of any data collected.
- All products of the exercise should be produced in English. It may be necessary for Key Informant Interviews (KII) and focus group discussions to be conducted in the local language.

## 10. DATA PROTECTION AND CONFIDENTIALITY

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While executing this assignment, the consultant and all the parties involved shall ensure effective protection of confidential and sensitive data and information in conformity with the humanitarian and protection principles and to applicable legal data protection standards<sup>1</sup>. All data collection and processing activities shall be executed in accordance with the following principles:

- Safeguarding individuals' personal data is a crucial part of humanitarian mission to protect the lives, integrity and dignity of beneficiaries and participants and is fundamental in the provision of protection response and humanitarian aid.
- People-centred and inclusive: Evaluation activities will respect the interests and well-being of the population, in all relevant phases of the evaluation and which activities must be sensitive to age, gender, and other issues of diversity.
- Do No Harm: Evaluation activities must include a risk assessment and take steps, if necessary, to mitigate identified risks. The risk assessment must look at negative consequences that may result from data collection and subsequent actions.
- Defined purpose and proportionality: The purpose must be clearly defined and explained to the participants in the data collection process.
- Informed consent and confidentiality: Personal information may be collected only after the individual in question has provided informed consent and that individual must be aware of the purpose of the collection. Further, confidentiality must be clearly explained to the individual

before the information may be collected. Consent must be genuine, based on the data subject's voluntary and informed decision.

- Data protection and security: The evaluation process must adhere to international standards of data protection and data security.
- Competency and capacity: Actors engaging in this evaluation are accountable for ensuring that evaluation activities are carried out by a competent team who have been trained appropriately.
- Impartiality: All steps of the evaluation cycle must be undertaken in an objective, impartial, and transparent manner while identifying and minimizing bias

## **11. APPLICATION PROCESS AND REQUIREMENTS**

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### **Application Deadline:**

**Interested candidates are asked to send the following documents by email to [procurement@avsi.org.lb](mailto:procurement@avsi.org.lb) no later than **6-Oct-2024** at 4:00pm Beirut time:**

- Proposal including: outline of evaluation framework and methods, proposed timeframe and detailed work plan with number of days per phase and personnel specified.
- Financial offer, with detailed breakdown of all costs including all taxes (note that an 8.5% tax deduction applies in case the service provider does not have a fiscal number), along with the requested payment terms
- Cover letter clearly summarizing experience as it pertains to this assignment (max 1 page).
- Three professional references.
- CVs and evidence of past evaluations for each team member.
- At least one example of an evaluation report most similar to that described in this TOR and drafted by the consultant that will be drafting the AVSI report.
- Annex 1 (AVSI Code of Ethics) signed & stamped
- Annex 2 (Eligibility declaration) signed & stamped
- Annex 3 (Declaration of honour) signed & stamped

## **12. CRITERIA OF SELECTION**

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Offers selection will be based on the following criteria:

- Relevant experience
- Technical proposal quality
- Team composition and expertise
- Compliance with Tor requirements
- Financial offer