

## Terms of Reference (ToR)

### Project Evaluation

**Lebanon Relief Council partnership with the Regional Development and Protection Programme for Lebanon, Jordan and Iraq (RDPP II)**

### **SECOND CHANCE – VALUE CHAIN INCUBATOR**

## Background

LebRelief is a local non-profit and non-political technical NGO working in North Lebanon since 2013 in partnership with UNICEF, UNOCHA, IOM, USAID, Lutheran World Relief (LWR), WFP and the department of foreign affairs and trade (DFAT) at the Australian Embassy in the different scopes of the WASH, Social Stability and Livelihoods, Food security, Protection, and Communication for development sectors. Through these partnerships, LebRelief was given the opportunity to improve the lives of vulnerable Syrian refugees and poorest Lebanese through a yearly budget exceeding seven million USD.

LebRelief aims to increase the level of protection of the most vulnerable by implementing participatory, holistic and inclusive projects where right holders' upgrade their own and community's living conditions. Vulnerable communities in Lebanon (and globally) face multiple overlapping deprivations to which stand-alone programs can only have limited effectiveness. LebRelief believes that if these programs are offered as an integrated package of services - strengthening each other - these programs can bring meaningful and sustainable improvements in the lives of the most vulnerable. Consequently, LebRelief follows an area-based approach where a bundle of integrated services is offered- through its different programs- for most vulnerable localities aiming to increase the protection of its residents and alleviate their minimum living standards.

### Second Chance 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 programme 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 450.000 kilo (450 tonnes).

*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.

*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 programme 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.

## Purpose of the evaluation

### Project Objective

The project 'Second Chance – Value Chain Incubation' aims to enhance the domestic second hand clothing sector by creating decent job opportunities and affordable clothing for vulnerable communities whilst reducing environmental impact

### Project Specific objective

Outcome 1: Strengthen domestic S.H.C. sector

Outcome 2: Underprivileged right holders are employed in decent jobs/work

Outcome 3: Conducive environment for domestic textile recycling in place

Outcome 4: Strengthen capacity of LebRelief in the 11 quality areas of PQASSO certification

### Scope and focus of the Evaluation

The evaluation will look at the following areas: Project management; project activities; reflection of aid coordination engagement and partnerships with the Government and partnerships with other development partners. It will address the results achieved, the partnerships established, as well as issues of capacity and approach.

### The Evaluation Questions

The following key questions will guide the project evaluation:

#### *i).Relevance*

- Assess design and focus of the project
- To what extent did the Project achieve its overall objectives?
- What and how much progress has been made towards achieving the overall outputs and outcomes of the project for Support to Aid Harmonization, Alignment and Coordination (including contributing factors and constraints);
- To what extent were the results (impacts, outcomes and outputs) achieved?
- Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results?
- Was the project relevant to the identified needs?

#### *ii).Effectiveness*

- Describe the management processes and their appropriateness in supporting delivery
- Was the project effective in delivering desired/planned results?
- To what extent did the Project's M&E mechanism contribute in meeting project results?
- How effective were the strategies and tools used in the implementation of the project?
- How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?
- What are the future intervention strategies and issues?

### *iii). Efficiency of Project Implementation*

- Was the process of achieving results efficient?
- Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?
- Did project activities overlap and duplicate other similar interventions (funded nationally and /or by other donors)?
- Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- How was the project's collaboration with the UN agencies, national institutions, development partners, and the Steering Committee
- How efficient were the management and accountability structures of the project?
- How did the project financial management processes and procedures affect project implementation?
- What are the strengths, weaknesses, opportunities and threats of the project's implementation process?

### *iv). Sustainability*

- To what extent are the benefits of the projects likely to be sustained after the completion of this project?
- What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?
- How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints?
- Describe key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach?
- How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)?
- Describe the main lessons that have emerged?
- What are the recommendations for similar support in future?

(Nb. The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings)

## **Methodology for Evaluation**

The evaluation will provide quantitative and qualitative data through the following methods:

- Desk study and review of all relevant project documentation including project documents, annual work-plans, project progress reports, annual project reports, reports of the project steering committee
- In depth interviews to gather primary data from key stakeholders using a structured methodology
- Focus Group discussion with project beneficiaries and other stakeholders.
- Interviews with relevant key informants (see attached list of relevant institutions)
- Observations (field visits using checklist)

## Duration of the Evaluation

The evaluation is expected to start in November 2020 for an estimated duration of 20 working days. This will include desk reviews, field work - interviews, and report writing.

## Expected deliverables

The following deliverables are expected.

1. An inception report, outlining the key scope of the work and intended work plan of the analysis, and evaluation questions, shall be submitted after 5 days of commencing the consultancy. The evaluators will prepare an inception report which will outline the scope of work, intended work plan and analysis. The inception report will provide LebRelief and the donor the opportunity to verify that they share the same understanding about the evaluation objectives. The inception report should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report will be discussed and agreed upon with all stakeholders.
2. A draft comprehensive report that will inform all the key stakeholders including:
  - LebRelief
  - FabricAid
  - RDPPThe report will be produced in English and in Kigali, Rwanda. The report should provide recommendations.
3. The Midyear and Final Report: This will be submitted 20<sup>th</sup> of December 2020 and 20<sup>th</sup> of December 2021 consecutively. The management will review and comment on it within maximum of 4 working days. Then the final reports are to be submitted by maximum 27<sup>th</sup> of December. The content and structure of the final analytical report with findings, recommendations and lessons learnt covering the scope of the evaluation should include the following:
  - a. Executive summary (1-2 pages)
  - b. Introduction (1 page)
  - c. Description of the evaluation methodology (6 pages)
  - d. Situational analysis with regard to the outcome, outputs, and partnership strategy (6-7 pages)
  - e. Analysis of opportunities to provide guidance for future programming (3-4 pages)
  - f. Key findings, including best practices and lessons learned (4-5 pages)
  - g. Conclusions and recommendations (4-5 pages)
  - h. Appendices: Charts, terms of reference, field visits, people interviewed, documents reviewed

**BREAKDOWN OF COSTS SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL**
**A. Breakdown of Cost by Components:**

<b>Cost Components</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Total Rate for the Contract Duration</b>
<b>I. Personnel Costs</b>			
Professional Fees			
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
<b>II. Travel Expenses to Join duty station</b>			
Round Trip Airfares to and from duty station			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			
<b>III. Duty Travel</b>			
Round Trip Airfares			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			

**B. Breakdown of Cost by Deliverables\***

<b>Deliverables</b> <i>[list them as referred to in the TOR]</i>	<b>Percentage of Total Price</b> <b>(Weight for payment)</b>	<b>Amount</b>
Deliverable 1		
Deliverable 2		
....		
<b>Total</b>	<b>100%</b>	<b>USD .....</b>

*\*Basis for payment tranches*