

# TERMS OF REFERENCE

## EVALUATION

<u>Project Title:</u>	Emergency Cash for Protection
<u>Project Number:</u>	p180048
<u>Implementation Period:</u>	01.07.2018 – 30.06.2019
<u>Field of Activity:</u>	Humanitarian Aid
<u>Country:</u>	Lebanon
<u>Implementing Partner:</u>	Caritas Lebanon (CL)
<u>Type of Evaluation:</u>	Final Evaluation

### 1. Purpose of the Evaluation

Through the non-exhaustive list of evaluation questions below, the objective of the assignment is to provide a comprehensive assessment of the project “Emergency Cash for Protection (ESCAPE)” and to guide the implementation of a second phase of the intervention. The evaluation should in particular assess the following points:

- A. Overall relevance and coherence of the assistance provided;
- B. Beneficiary selection and eligibility criteria as well as procedures, the levels and duration of assistance and the allocation of aid;
- C. Effectiveness and efficiency of the assistance delivery mechanisms, contrasting for example one-off cash-assistance as well as assistance without additional longer-term support and accompaniment through social workers;
- D. Impact of the project on beneficiaries’ health situation and economic situation as well as sustainability after project end and increase in resilience;
- E. Strategic and operational guidance by providing recommendations.

### 2. Description of the Intervention

<u>Overall Objective:</u>	The project contributes to the social protection of vulnerable refugees and Lebanese through a temporary social safety net and capacity building.
<u>Specific Objective 1:</u>	The project provides a temporary social safety net for refugees and Lebanese who underwent socioeconomic shocks, such as inpatient treatments, accidents, death or loss of the breadwinner, illness, loss of livelihood, decreasing thereby negative coping strategies of affected households and their downward spiral into poverty.
<u>Specific Objective 2:</u>	The project strengthens Caritas Lebanon’s capacity in social protection in terms of service delivery and institutionalisation.
<u>Project Budget:</u>	CHF 1'041'421

### 3. Scope and Focus of the Evaluation / Evaluative Questions

Focus 1: Outputs 1.1 and 1.2 and their contribution to the achievement of outcome 1.

Focus 2: Output 2.1 and its contribution to the achievement of outcome 2, as well as an assessment of activities 2.2.3 and 2.2.4.

#### A. Relevance (25%)

- a. To what extent did the different services provided under this project answer to the most urgent needs of the refugee and local target group? And do they coincide with the formulated typology of shocks?
- b. Were the right beneficiaries selected for both vulnerable refugees (Syrians and non-Syrians) and vulnerable local Lebanese? Were they selected according to the respective selection criteria and were the selection criteria appropriate? To what extent have unforeseen events and/or other considerations affect the selection process? How could unforeseen influences on the selection process, if any, be addressed in the most constructive way?
- c. How were duration and levels of assistance calculated? Were value and duration of the cash transfer sufficient in covering basic needs and avoiding the adoption of negative coping strategies at the end of the assistance? How do results differ for age groups as well as male-headed and female-headed households and persons with special needs?
- d. Does the project take into consideration humanitarian global standards (such as formulated in SPHERE, CHS, Global Protection Standards) and adopt global and/or local good practices, such as assessment forms, referral pathways, downward accountability etc.? To what extent are questions of gender-sensitivity taken into consideration in the project?

#### B. Effectiveness (25%)

- a. How successful was the project in delivering results against stated objectives/indicators (i.e. log frame), especially taking into account that support was tailored to individual cases?
- b. To what extent did the assistance delivered contribute to absorbing short-term socio-economic shocks and maintain households' spending levels after the shock has incurred? To what extent could households avoid resorting to negative coping strategies due to the assistance provided? How do results differ for women/men respectively female- and male-headed households, different age groups and persons with special needs.
- c. To what extent does the implementation, monitoring and adaptation of the project allow for an effective use of resources and timely identification of potential inconsistencies in the allocation of assistance?
- d. To what extent are the chosen modalities and levels of assistance (balance between IP assistance and ECA) considered and perceived as the right approach by beneficiaries, Caritas Lebanon management and "front line" staff (case workers, home visit teams), as well as the different stakeholders? Are their views and priorities incorporated into the projects?
- e. To what extent does the "front line" staff assess the needs of beneficiaries and address them in a professional and impartial way, equipped with the knowledge of humanitarian standards and criteria as well as the possibility to contribute their knowledge of the local context and available options for linkages?

#### C. Efficiency (25%)

- a. Is the organizational set up and implementation structure for the project providing efficient services related to the specific project/objectives?
- b. How is the cooperation and communication between Caritas Lebanon and Caritas Switzerland with other agencies/organizations operating in the same field of intervention?
- c. Have the introduction of SOPs and corresponding staff trainings improved efficiency (speed and quality) of the assistance provided by CL?

- d. What are means of increasing cost-efficiency of the project? What could be an adequate ratio of indirect project costs and direct cash assistance?

D. Impact and Sustainability (10%)

- a. To what extent did the assistance provided impact (or maybe take into consideration) the health outcomes of beneficiary households?
- b. What further impact (indirect, not intended, positive and negative) is caused by the project? To what extent did the assistance provided under the project take into consideration and/or affect beneficiary households' eligibility for other types of services that are external to CL?
- c. To what extent has impact been different for men and women and for different age groups as well as for persons with special needs (disabilities, pregnancy etc.)?
- d. Does the assistance provided sustainably improve resilience of the beneficiaries? What happens with the beneficiaries after the end of the project? How could the sustainability be improved?

E. Strategic and Operational Guidance (15%)

- a. What are the identified advantages and disadvantages of the approach for beneficiaries' and the organisation? Are the most relevant and efficient modalities being implemented or are there alternative options to explore?
- b. Are there services that could be added to those already provided to beneficiaries, by referral or direct delivery? Should services be removed or altered?
- c. What specific and practical recommendations can be provided to Caritas Lebanon and Caritas Switzerland?

## **4. Methodology and Process**

The methodology will be firstly proposed and exposed by the evaluator(s), and then discussed with and approved by Caritas Lebanon and Caritas Switzerland. The external evaluation may include but need not be limited to the following methodological steps:

A. Preparation

- a. General briefing by Quality Advisor and Programme Officer and discussion of mandate
- b. Desk study of relevant project- and context-related documents
- c. Operationalisation of evaluation questions and preparation of data collection
- d. Elaboration of inception report

B. Field Research

- a. Specific briefing by Quality Advisor and Programme Officer regarding field visits and interviews
- b. Field visits
- c. Key informant interviews, including consultations of beneficiaries
- d. Triangulation through available monitoring data
- e. Validation workshop based on preliminary evaluation results

C. Report drafting and finalisation

- a. Elaboration of final report and discussion/adaptation

## **5. Ethical Standards and Quality**

Caritas Switzerland shall ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are members, and to ensure that the evaluation is technically accurate, reliable, and legitimate, useful and conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. The evaluation is carried out complying with the DAC Quality Standards for Development Evaluation.

All documents and data collected from interviews will be treated as confidential and used solely to facilitate analysis. Interviewees will not be quoted in the reports without their explicit permission

## 6. Responsibilities

Caritas Switzerland will ensure overall coordination and contracting among the evaluator as well as Caritas Lebanon. Decisions on milestones (briefing, inception report, evaluation report etc.) will be taken jointly.

In terms of logistics, Caritas Switzerland will handle international travel arrangements and accommodation, while Caritas Lebanon is responsible for in-country mobility.

Caritas Lebanon will arrange for meetings and consultations with staff and beneficiaries, while all Caritas member organisations involved will facilitate meetings with stakeholders as appropriate, all based on suggestion of the evaluator. To this aim, the evaluator will share a list of suggested meetings and consultations one week in advance of his visit.

The evaluator will be working under and reporting to Caritas Switzerland and Caritas Lebanon during the evaluation phase.

## 7. Deliverables

The following deliverables are expected from the evaluator(s):

- (1) Inception report, including a work plan, shall be presented during the preparation phase and should clarify the focus of the evaluation and highlight any reservations regarding the feasibility. The report should not exceed 5 pages and should include as a minimum:
  - (a) Key data of the evaluation (project title, project data, commissioner of the evaluation etc.);
  - (b) Information on the operationalisation of the ToR, if required with explicitly mentioned focus areas;
  - (c) Evaluation design: Methodology, approach, steps for implementation and suggested timelines;
  - (d) Annex with tools and survey templates etc.
  
- (2) Evaluation report should include the feedback received during the Validation Workshop. The report will have to be approved by Caritas Lebanon and Caritas Switzerland. Requirements for evaluation report:
  - (a) Evaluation report, max. 25 pages (not including annexes);
  - (b) Executive summary, max. 2 pages;
  - (c) The report and all documents should be delivered in English.

The evaluation report shall include as a minimum:

- (a) Cover sheet
- (b) Table of contents
- (c) List of abbreviations
- (d) Short description of the implementation organization, objective of the evaluation and methodological approach
- (e) Report
- (f) Conclusions and Recommendations
- (g) Annexes (TOR, Work Schedule, List of persons interviewed, list of reference documents etc.)

## 8. Indicative Schedule

The evaluation is expected to be completed within a maximum of 15 work days and should be implemented as soon as possible and at the latest end of August / beginning of September 2019. The work days will indicatively be distributed as follows:

Phase	Indicative dates	Deliverable	Work days
Inception Phase – Preparation	Tbc – at the latest mid-August	Inception report of max. 5 pages	3 days
Field Phase – Field Research	At the latest mid to end August	Presentation of findings and recommendations during validation workshop	8 days
Report Drafting and Finalisation	At the latest second week of September	Final report incl. integration of feedback by	4 days

## 9. Requirements

- Relevant professional and academic background and proven experience in evaluation and monitoring;
- Significant familiarity with emergency programmes and solid understanding of standards of humanitarian assistance;
- Profound experience in cash and market-based intervention and humanitarian programming;
- Experience in organizational development and capacity building with local humanitarian aid actors is a plus;
- Experience in the Middle East region, familiarity with the context of the Syria crisis is a plus;
- Experience working with quantitative and qualitative data collection and very strong analytical and research skills;
- Excellent oral and written English language, Arabic is a plus.

## 10. Application Process

In the selection process, the submitted documents will be compared with the outlined requirements and the technical and financial proposal. The application should include as a minimum:

- CV with three professional references;
- Cover letter which clearly summarises relevant experience;
- Indication of daily fee rate;
- One sample of recent writing (a report or similar) relevant to this TOR.

Interested evaluators should submit their application by 3rd of July 2019 to [ckremheller@caritas.ch](mailto:ckremheller@caritas.ch). Caritas Switzerland may store all submitted documents for potential future consultancy opportunities unless instructed otherwise.