**Save the Children International, Lebanon**

**Evaluation Terms of Reference**

PROJECT TITLE

“Integrated Shelter and WASH response to meet the basic needs of the most vulnerable children and their families”

PROJECT STATION: Bekaa, Akkar, Beirut and Mount Lebanon Governorates

REPORTING TO: Manager of Monitoring, Evaluation, Accountability and Learning Unit

EVALUATION DURATION: (30 Working Days)

ELIGIBLE APPLICANTS: Individual Evaluators, Team of Evaluators, Consultancy Firms

1. **BACKGROUND INFORMATION**
2. **Context**

The growing number of Syrian refugees in Lebanon and the continued social, economic and security instability are major concerns in the country. Currently, 1,001,051 million Syrian refugees are registered with UNHCR in Lebanon (UNHCR, June 2017), making up approximately one quarter of the population and outnumbering host communities by 2:1 in some areas. With the Syrian crisis in its sixth year, the vulnerability of most Syrians families is deepening, as households have depleted savings and assets as a result of economic hardship, worsened by limited access to basic services. Restrictions on refugees’ access to employment exacerbate poverty levels and impact on households’ ability to meet the cost of basic needs without resorting to negative coping strategies that become more severe and irreversible with time. Currently, 70% of Syrian refugees in Lebanon are living below the Lebanese extreme poverty line.

Over 83% of Syrian refugees live within host community properties across Lebanon (59% apartments and 24% substandard buildings), while 17% are living in informal settlements. Existing infrastructure systems and services, which were already strained and suffering from chronic underinvestment prior to the refugee influx, have been overburdened due to the increase in overall population in Lebanon, with the most heavily affected services being water supply, sanitation, waste management and electricity services.

The impact of the crisis is also being strongly felt among Lebanese host communities. Poverty in Lebanon is rising. Between 2011 and 2014, the percentage of Lebanese below poverty line increased by 4.5%. There has been investment, though limited, by the Government of Lebanon (GoL) in health, education, water, electricity and transport systems in Lebanon. The private sector is also supporting these services where communities can pay, while a significant portion of the population remains under-served.

Lebanon’s WASH related institutions face numerous challenges in provision and management of services against a massive increase in demand due to the influx of Syrian refugees. Reform laws have not been fully implemented and responsibilities have been scattered along with limited coordination. At a time where demand is rising extensively, Lebanon is already using two thirds of its available water resources. In the solid waste sector, waste collection is less than adequate while waste management is at a critical stage; Lebanon has only a few solid waste management facilities that are functional. As a result, solid waste is often dumped in an unsanitary manner hence posing serious threats to public health and the environment. According to the Lebanon Environmental Assessment of the Syrian Conflict & Priority Interventions, refugees contribute to an increase in wastewater generation between 8 and 14 per cent, together with an increase in demand for water.

The Ministry of Social Affairs (MoSA), UNHCR and NGOs have reported a perceived deterioration in social stability, namely the acceptance of Syrian refugees by the host community who see refugees as not only adding pressure to the already weak infrastructure systems and economic environment in Lebanon, but also seen as harbouring terrorist elements within informal settlements. As a result, national and local government agencies have increased the demands for tangible interventions with the host community as a precursor for allowing continued interventions with Syrian refugees.

Municipalities and ministries continue to voice the need for local development for water and sanitation, increased livelihood opportunities and direct assistance for Lebanese host communities.

While the initial emergencies have turned into a protracted crisis, at this time, Save the Children (SC) does not anticipate an exit within the next year, especially as a political solution to the Syrian crisis has not been achieved. SC has adapted its programmes and operations towards more sustainability, focusing on strengthening the resilience of both refugee and host communities through interventions designed to contribute to stabilisation and consequently reduction of social tensions.

1. **SCL Presence in the Area**

Save the Children Lebanon (SCL) is one of the leading agencies responding to the Syria crisis in Lebanon. Present in Lebanon since 1953, SC has developed strong relationships and a well-established operational platform including approximately 386 staff across three field bases, from which it has demonstrated the capacity to scale up rapidly and deliver effectively across a range of sectors over the past three years. Save the Children's current program consists of both direct implementation in WASH, Shelter, Education, Livelihoods and Child Protection, and working with local partners to deliver emergency aid, such as multi-purpose cash and food parcels, which improve daily living conditions for the refugees and vulnerable Lebanese families.

As a multi-sector organization, SCL is able to draw on a wide range of technical expertise in-country and globally to comprehensively assess needs and deliver closely integrated programs to the most vulnerable communities. SCL has access to additional funding resources which allows cost sharing and implementing at scale. SCL is an active member of all relevant sectoral and inter-agency working groups at both national and field levels, and participates actively in the development of harmonized technical approaches in priority sectors through membership of technical core groups.

SCL has a large operation in Bekaa, with a field office in Zahle including 89 staff working in the field. Programming across the Bekaa valley benefits both refugee and host communities in Child Protection, Education, Food Security and Livelihoods, NFIs, Shelter and WASH. SCL has good working relationships with the local branches of UNHCR and other humanitarian agencies, as well as strong levels of acceptance from municipalities and both refugee and host communities.

In the North, SCL has a field office in Kweikhat with 129 staff. It implements in all of the sectors listed above across the area, and despite on-going security issues, reach some very under resourced areas, especially those along the borders with Syria.

In Beirut and Mount Lebanon, SCL has a field office in Beirut that includes 63 staff. It implements education, Child Protection and Food Security and Livelihoods programs. The operation through Beirut Mount Lebanon field office is expanding through introducing new a sector to their activities, which is Shelter.

1. **DFID Intervention Context and Objectives**

The “Integrated Shelter and WASH response to meet the basic needs of the most vulnerable children and their families” programme is currently being implemented in Akkar, Bekaa, Beirut and Mount Lebanon regions. The programme was initiated on 1 January 2017 and is intended to end on 31 December 2018. According to DFID’s theory of change, thegoal of the programme is to contribute to DFID’s identified impact of lives saved, civilians protected, suffering reduced and resilience built. This programme contributes specifically to the: protection of the most vulnerable refugees and host communities, including girls and boys and women; reduction of suffering within the vulnerable refugee population and host communities in Lebanon; and building the resilience of refugee and host communities to adapt to the shock of displacement and poverty.

This programme aims to support vulnerable children and their families to live in more secure, dignified and healthy homes and communities by addressing the continued degradation of living conditions which impact wellbeing, especially children, whilst strengthening the resilience of host and refugee communities. This is achieved by implementing shelter rehabilitation and cash for rent, thereby preventing negative coping mechanisms such as: accumulating debt; reducing the number of meals consumed; child labour; early marriage; and removing children from school. The shelter rehabilitation and WASH interventions expected to reduce health risks which include acute respiratory infections and water borne diseases.

**Impact statement:** Lives saved, civilians protected, suffering reduced and resilience built

**Outcome statement 1:** Vulnerable children and their families live in more secure, dignified and healthy homes and communities.

* **Outputs:**
  + **Output 1**: Vulnerable children and their families living in chronically undignified, unhealthy and unsustainable conditions benefit from improved affordability, security of tenure and quality of accommodation including the provision of water and sanitation facilities.
  + **Output 2**: Vulnerable children and their families living in sub-standard conditions have reduced risk of water borne diseases through provision of WASH support.
  + **Output 3**: Vulnerable children and their families have increased access to services through SCL cross-sectorial referral mechanism.
  + **Output 4**: Quality integrated programming is continuously improved through pro-active monitoring, analysis, evidence-building and learning in addition to effective and efficient use of resources (Value for Money).

1. **DFID Programme Activity Summary**

**Shelter interventions reaching 16,120 beneficiaries (target)**

**Rehabilitation:** SC intended to respond to the housing needs of a further 8,660 refugees through an extension of the existing DFID funded intervention. SC planned to work with identified vulnerable refugee HHs and host community landlords of unfinished buildings to develop a BoQ (approx. $1,500/ household) for basic repairs to make shelters habitable. The landlord received payments to complete this work in exchange for entering into an agreement guaranteeing 12 months OFC, meaning the programme recovering the investment in subsequent rent reduction. During this process, the SC technicians provided an ongoing monitoring and guidance. The agreement between SC and the landlord were witnessed and stamped by local authorities, empowering the agreement. The landlord received a conditional cash advance payment of 30% of the agreement value, in order to commence works. A 50% payment received upon completion of half of the works, and the remaining 20% upon full completion, and following the signing of a ‘completion certificate’ and a 12 month rent free agreement.

As per SC minimum shelter standards, all housing units should allow approximately 4.5m2 per person. Households of over six people received two housing units (HU). Shelter rehabilitation included the protection from wind, rain and extreme cold, ensuring the structural integrity of the building, and doors and windows are suitable, ensuring security and privacy. Safe electricity was provided where necessary and a minimum of one toilet between two HU was provided and connected to a sewage line or septic tank. Water storage of 1000L per HU is installed and connected to kitchen and toilet sinks.

It was intended that following the 12 month OFC period, families will have managed to establish themselves economically in order to enter the rent paying sector. In order to prevent risk of eviction or a drop in living standards, SC supported negotiations with the landlord for a new, fair and reasonable lease agreement, providing security to both parties.

To date, SC provided 4,028 individuals with improved lining conditions, with 99% of HHs still in residence after three months and 93% after seven months. Households save an average of $125/ month, allowing families to access other services, and reducing dependencies on negative coping mechanisms. This in turn results in an improvement in children’s psychosocial well-being and reduces the risks of exploitation and other child protection issues. Safe and secure living environments reduced the exposure of children to health risks and physical harm, and landlords in host communities benefit through increasing the value in their asset.

(Note: This component will not be included in the End of Project Evaluation)

**Cash for Rent:** After 12 months of OFC, most vulnerable HHs will be eligible for cash for rent. SC provided landlords with cash for rent totaling an average of $1,000 per household for one-year spit across four payments, following rigorous monitoring visits. A total of 584 individuals benefited from a further 12 months OFC, and the landlord benefited from a stable source of rental income from a trusted partner. Cash for rent addressed multiple household-level needs, strengthening security of tenure, reducing the rent burden and, therefore, their economic vulnerability. Social cohesion was improved by supporting the host community and also promotes the regulation of rental market prices for shelters that were upgraded to a minimum standard state, reducing rent exploitation by landlords. The implementation of the works will be in accordance with the Inter-Agency SOP for Cash for rent.

**Emergency Minor Repairs:** SC has identified a need to support 2,220 vulnerable individuals in SSBs not eligible for rehabilitation support. SC provide CCTs to beneficiary households totaling $600, split over two payments for urgent repairs to shelters. The first tranche (70%) were transferred following the site visit, and the second tranche (30%) upon completion of the agreed BoQ. In exchange landlords were committed to a 12 month rent freeze agreement. Minor repairs provided immediate improvements in living conditions for the most vulnerable families living in the worst conditions, providing protection from the elements and strengthening security, privacy and dignity. Access to safe water and improved sanitation is increased, and adequate domestic and personal hygiene practices are enabled within a healthy domestic environment. WASH interventions included: storm drainage, flood risk mitigation, waterproofing, sanitation facilities, water storage, piping and taps for drinking, bathing and cooking. As chair of the technical committee for weatherproofing, SC had led the revision of the national guidelines (Sept 2016), and ensured that works are in accordance with the Inter-Agency SOP and SC internal guidelines for minor repairs in informal settlements.

**Site improvements in informal settlements for 4,656 individuals:** SC supported vulnerable families living in informal settlements through site improvements to improve: access; protection from floods; mitigate risks of water-borne diseases from stagnant water; reduce fire hazards; and prevent physical harm caused by residing in substandard and/or dangerous shelters. Activities included: drainage; levelling; improving pathways; upgrading water points; soak-away pits; and fire prevention. The preliminary short-list of sites were compiled based on inter-agency coordination through the Shelter Working Group. SC conducted technical assessments with the participation of residents to ensure families identify their own needs. Critical attention was paid to gender related issues, the needs of children, pregnant women and people with disabilities. In June 2016 SC led the revision of the Site Improvement Guidelines through chairing a technical committee that includes eight INGOs. The implementation of the works was in accordance with the Inter-Agency SOP, GBV AoR Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action[[1]](#footnote-1) and SC’s internal guidelines for site improvements in informal settlements.

**Mainstreaming Fire Prevention:** SC worked with different NGOs and the Lebanese Civil Defense to disseminate a national guideline on fire prevention programming. Fire prevention programming was integrated in all shelter interventions, including: trainings; awareness campaigns; and fire equipment included in the BoQ. Since the start of 2016, SC’s fire tracker has recorded 23 fires in sub-standard shelters in Bekaa, which resulted in four deaths (three children and one elderly woman) and the destruction of 34 shelters. Presently, there is no regulation for site planning or residences that incorporates appropriate fire prevention. Ad-hoc fire prevention programmes have been provided by different agencies. SC is the chair of the national inter-agency fire prevention technical committee, and has offered to lead on the development of a phased action plan to reduce the risk of fire for refugee communities on behalf of the Shelter Working Group.

**Community Support Projects (CSPs) for five communities**

**CSP infrastructure:** SC improved access to clean water for roughly 37,500 individuals by undertaking five water supply infrastructure projects. Substandard living conditions are also linked to and caused by poor domestic water supply, both in terms of quantity and quality. These will consist of new or upgraded water transmission pipelines or reservoirs, with complementary chlorination systems to ensure the water is safe for public consumption. The extent of these hardware interventions depended on the detailed technical assessments once the CSP had been identified. Interventions included, pumping station rehabilitations, network upgrades and extensions. These rehabilitations facilitated the most vulnerable communities to have equitable access, at the household level, to a sufficient quantity of water for drinking, cooking and bathing purposes. Before handing them over to the Water Establishment, pressure tests were conducted on pipelines to ensure efficient distribution and sufficient pressure in order to prevent external contamination. Where HHs are connected to pipelines, user fee collection and the installation of water meters is the responsibility of the Water Establishment. These CSPs interventions and approaches are aligned with, and designed to comply with, the Lebanese National Water Sector Strategy.

**Hygiene promotion:** SC targeted 16,462 individuals through hygiene promotion sessions at the most vulnerable households (benefitting from WASH infrastructure interventions and from shelter interventions) as determined by the baseline KAP. HH sessions aimed to target risky behavior identified at the start of the project and will influence behavior though using emotional drivers (status, nurture and affiliation) rather than simply imparting knowledge. SC tracked the effectiveness of sessions through post-session monitoring with sanitary surveys (for the identification of persistent sources of fecal and various water contaminations at the HH level). Communal sessions and events promoted water conservation amongst the communities. SC conducted awareness campaigns of the public health risks associated with poor domestic and personal hygiene conditions. The importance of the maintenance of the facilities was also communicated and emphasized through the campaigns.

1. **EVALUATION SCOPE AND PURPOSE**

This End of Project Evaluation aims at evaluating the project outcomes, with a focus on identifying implementation successes and challenges in order to draw lessons learnt and to provide recommendations and best practices for future programs.

The purpose of this final project evaluation is to assess the relevance, effectiveness, efficiency, outcomes, and sustainability of the “Integrated Shelter and WASH response to meet the basic needs of the most vulnerable children and their families” project.

1. **EVALUATION QUESTION AND SUB-QUESTIONS**
   1. **Main Question**

Did DFID Project contribute to children and their families living in more secure, dignified and healthy homes and communities in the targeted areas?

* 1. **Sub-Questions**
     1. **Relevance**
* Did the objectives and outcomes of the program correspond with the needs and priorities of the target population?
  + 1. **Effectiveness**
* To what extent did the project activities met the needs of beneficiaries (in particular children) as identified in the project proposal?
* What were the major factors influencing the achievement or non-achievement of the project objectives?
* What were the effects of the major rehab, minor repair, Cash for Rent programs on the health and/or protection vulnerabilities of the targeted population (in particular children)? Did the programs restore or increase privacy and/or dignity?
* What were the effects of the major rehab and Cash for Rent programs on reducing rent expenditure of the targeted population? Did SC shelter programs increase the beneficiaries’ access to basic services through information sharing and referrals?
* What were the effects of WASH CSP (Infrastructure and Hygiene Promotion) on their daily live?
  + 1. **Efficiency**
* Were the activities cost-efficient?
* Were the objectives achieved on time?
  + 1. **Sustainability**
* To what extent will the benefits of the shelter programs continue after funding ceases?

1. **METHODOLOGY**

A methodological approach should be proposed that directly answers the evaluation question and sub-questions. The evaluation must follow the qualitative approach. As a basic minimum requirement, the methodology should include: a desk review of key documents including previous SCL integrated projects reports and researches implemented by SCL; detailed sampling approach that ensures the representativeness of the selected sample from the social, economic and geographic perspectives for qualitative data collection; ; and structured interviews with key informants including authorities and landlords (to understand challenges in the real estate market and price settings, relationships with refugee families and long term property plans and how programmes have played a part in these factors); focus group discussions including feedback from children, with the program beneficiaries;. Finally, as part of the monitoring approach for the project, Save the Children has conducted baseline and endline surveys that included a wellbeing situational survey, a technical survey and a knowledge, attitudes and practice survey. The consultant will be expected to use the findings of the baseline and endline (alongside other project monitoring data) during the evaluation.

1. **EVALUATION FOLLOW-UP AND LEARNING**

SCIL follows-up all evaluations with a management response, and its implementation is subsequently tracked. This will include the documentation of key learning which will be shared with the relevant SCIL teams on the local country level as well as the regional and global SC levels. In Lebanon the results of this evaluation will be used to inform the upcoming design of programming. Additionally, the evaluation will be shared with relevant donors.

This evaluation, will contribute to an annual learning review which feeds into annual strategic planning processes. Key findings will be reported to SCIL senior management at the local, regional and international levels.

1. **EVALUATION PRINCIPLES**

The views expressed in the report shall be the independent and candid professional opinion of the evaluator. The evaluation will be guided by the following ethical considerations:

* Openness and transparency of information given to the highest possible degree to all involved parties
* Public access to the results when needed unless in the case of confidentiality restrictions
* Broad participation of the interested parties to be involved where relevant and possible
* Reliability and independence: the evaluation should be conducted such that its findings and conclusions are correct and trustworthy
* Child-sensitiveness, Child participation and gender sensitiveness

1. **COORDINATION AND MANAGEMENT OF THE EVALUATION**

The evaluation is managed in country by the MEAL Manager. The MEAL Manger can draw on a reference group consisting of:

* SCL Shelter Technical Advisor
* SCUK MEAL Team
* SCUK Shelter & WASH global advisors

The MEAL Manager is responsible to facilitate access to information, documentation, sources, travel, and field logistics.

The steering committee in-country will oversee administration and overall coordination, including monitoring progress. The main functions of the steering committee include:

* select external evaluator (s) or evaluation Firm;
* review and comment on the inception report and approve the proposed evaluation methodology
* review and comment on the draft evaluation report
* participate in the development/revision of the SCL management response to the evaluation findings and recommendations
* establish a dissemination and utilization action plan

In specific for FGD conducted with children, the evaluation team needs to have skills in child participation. If this cannot be found in the evaluation team an SC staff member has to attend.

1. **DELIVERABLES AND REPORTING DEADLINES**

The evaluation team will submit three reports and three presentations to the SCL Steering Committee:

* Inception report: Following the desk review and prior to beginning of the field work, an inception report will be produced subject to approval by SCL. 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 the field visits and major deadlines. With respect to methodology, the inception report will include a description of how data will be collected and a sampling framework, data sources (outlining which data sources will help to answer which questions), data triangulation plans and drafts of suggested data collection tools such as questionnaires and interview guides. It should also include the draft of the final report outline (i.e. Table of Content).

Once the report is finalized and accepted, the evaluation team must submit a request for any change in strategy, methodology or approach to the SCL MEAL Manager.

* Draft report: A draft evaluation report will be submitted to SCL MEAL Manager who will lead the revision process with the reference group and provide feedback within two weeks of receipt of the draft report. Quantitative and qualitative data collected and analysis developed should be annexed to the draft report.
* Final report: The Final Evaluation Report should include a two-page executive summary that summarizes the key lessons learned, conclusions and recommendations. It should also include best practices case studies that can be shared with SCL technical and management staff. Quantitative and qualitative data collected and analysis developed should be annexed to the draft report.

All material collected in the undertaking of the evaluation process should be lodged with the SCL Person to be referenced by the MEAL Manager prior to the termination of the contract.

*Presentation of findings:*

* At the end of the field work and after submission of the draft report, the evaluation team will present preliminary findings to validate and prioritize learning at the SCL Lebanon level
* After submission of the Final Evaluation Report, the evaluation team will provide a final presentation for relevant stakeholders

1. **TIMEFRAME**

Proposals should present a budget over the entire period of 30 working days.

The evaluation team is expected to provide a suggested timeline and work plan for the assessment based on these scheduling parameters and in keeping with the scope of the evaluation question and Assessment criteria.

In event of serious problems or delays, the team leader should inform the Steering Committee immediately. Any significant changes to review timetables shall be approved by the Steering Committee who will consult with the concerned SCIL persons for approving such changes.

1. **EVALUATION CONSULTANT TEAM**

SCL seeks expressions of interest from people with the following skills/qualifications and expertise:

* Background in delivery of Shelter programmes (process rather than engineering focus)
* Understanding of the Lebanese housing market, and housing and rental policies and agreements
* Understanding of Security of Tenure– ideally in both global, local and humanitarian context
* Sound and proved experience in conducting evaluation, particularly utilization and learning focused evaluation and projects’ evaluations.
* Expertise in qualitative and quantitative data collection techniques
* Expertise in participative research and evaluations with focus on child participation and designing assessment tools

**Evaluation Criteria:**

Interested bidders will be selected based on the below criteria:

Essential Criteria (Bidders have to submit the below request documents as a must, or else he/she will be disqualified):

1. Bidder’s registration in Lebanon: submit copies of company registration and Tax Certificate if applicable; or a permission from the relevant authorities to trade in that market (in case of individual consultants) and copy of I.D.
2. Bidder’s confirmation of compliance with the attached SCI Codes and polices. Bidder must sign and stamp on each document as an acceptance and acknowledgment.
3. Bidder provides 3 satisfactory client references from past 12 months related to Premises Insurance and Group party liability insurance (names, email, phone, (preferably recommendation letter) (preferably NGO but not required). These references should be available for a reference check by SCI..
4. Bidders must provide sample of report was conducted by bidder similar to the nature of this project.

**Technical Criteria (60%):**

1. Bidders proofs of expertise in similar tasks, at least 03 letters of reference from government bodies of International and Local organization within the last 12 months. **(05%)**
2. Quality of proposal (level of effort/details put into proposal and level of understanding of assignment scope). **(10%)**
3. Methodology (approach (mixed: qualitative and quantitative) and the extent to which the proposed sample covers all concerned stakeholders). **(10%)**

4. Candidate profile (the strength and relevancy of the candidates’ academic background and technical (FSL) and evaluation expertise). **(10%)**

5. Delivery of Report within 20 Working days. **(25%)**

**Financial Criteria (40%)**

1. Total Price: Bidder’s prices demonstrate an economically advantageous position for SCI (including information about the budget breakdown). **(40%)**
2. **APPLICATION PROCESS AND REQUIREMENTS**

Interested researchers or research firms are required to submit their technical & commercial proposals in a sealed envelope, addressed to Save the Children Int. Lebanon at the below address. The envelope should indicate the Procurement Request reference number, but have no other details relating to the bid. They should be labelled as such:

PR/B/2019/002

End of Project Evaluation (DFID)

And submitted at our:

Admin Office, SCI, Lebanon Country Office, Beirut Main Office 1st Floor, Bloc B, Sodeco Building, Al Nasra Street, Ashrafieh, Beirut, Lebanon

**The deadline of submission sealed bids is January 17, 2019 at 15:00 PM**

1. GBV AoR Integrating Gender-based Violence Interventions in Humanitarian Action [↑](#footnote-ref-1)