



A project implemented by  
ACF, GVC and NRC



Funded by  
European Union  
Civil Protection and  
Humanitarian Aid

## Terms of Reference

### Programme Evaluation for the Lebanon Protection Consortium (LPC)

Country:	Lebanon
Programme Duration:	June 2018 to March 2021
Reporting:	Evaluation Tender Committee
PR:	8100200

## 1.0 Background Information

### 1.1. Refugee Context in Lebanon

Lebanon is host to one of the largest refugee populations in the world following the Syrian conflict in 2011. According to government estimates, there are over 1.5 million Syrian refugees in Lebanon making it the country with the largest Syrian refugee population per capita in the world. Lebanon is also host to other refugees from Palestine, Iraq, Ethiopia, Sudan among other countries. There are more than 200,000 Palestinian refugees in Lebanon under the mandate of United Nations' body UNRWA. The presence of such large numbers of refugees increases the pressure on government to provide adequate basic services for citizens and refugees. Refugees live in difficult situations and mostly rely on assistance from humanitarian actors. Over the years, humanitarian actors have channelled assistance to meet needs of refugees. The deteriorating economic situation in Lebanon coupled with the recent emergence of COVID-19 Pandemic has exacerbated the already precarious refugee context. As a result, the protection situation of refugees in Lebanon has deteriorated further.

### 1.2. Protection Response in Lebanon

The Lebanon Protection Consortium (LPC) with funding from ECHO responds to the protection needs of Syrian and Palestinian refugees, and other vulnerable groups in Lebanon. The protracted Syrian refugee crisis has been at the centre of the LPC humanitarian assistance. The LPC was initially established to respond to the ECHO Humanitarian Implementation Plan (HIP) 2018, to enhance evidenced-based analysis, programming and advocacy. The consortium consists of three Non-Governmental Organizations (NGOs); Action Against Hunger (ACF), WeWorld Gruppo di Volontariato Civile (GVC) and Norwegian Refugee Council (NRC). Starting 1<sup>st</sup> April 2020, the LPC has been collaborating closely with International Rescue Committee (IRC) for information sharing and joint protection analysis.

## **2.0 Programme Description**

### **2.1. LPC Approach**

The LPC utilizes a multi-sectorial approach to respond to the needs of Syrian and Palestinian refugees, and other vulnerable groups in Lebanon. Through a multifaceted approach, the LPC's interventions are provided at both community and household levels.

The LPC's community intervention is modelled around a Community Protection Approach (CPA), a methodology that engages community members in developing an in-depth analysis of causes, consequences and coping strategies related to the community's main problems, and designing the most appropriate response. The CPA uses a mix of quantitative and qualitative data collection techniques. A Multi-Sector questionnaire (MQ) is initially conducted to obtain a first understanding of the situation of the community. The information of the MQ are aggregated in the Integrated Protection System of Indicators (IPSI), a set of indicators that captures the multi-sectorial protection risks of the community and allows the comparison of top vulnerable sectors across communities. The MQ and the IPSI are then used to trigger the Narrated Community Perspective (NCP), a participatory process where the problems identified are discussed more in depth through a series of qualitative data collection techniques (Focus Group Discussions, Interviews, Transect Walk). During the NCP several groups in the community are involved, such as men, women, youth, elderly and people with disabilities, to ensure a variety of community members can express their points of view and the intervention is tailored to address specific needs. For every problem, the underlying causes, consequences and coping strategies are discussed, as well as possible solutions. The data collected are then analysed and a Protection Response Plan (PRP) is developed; the PRP is a short-to-medium term plan based on the ICRC's Protection Egg Framework, to address the problems of the community from a multi-sectorial perspective.

### **2.2. LPC Response Locations**

The LPC responds to Syrian refugees in the whole of Lebanon however, the three LPC agencies areas of intervention are in the governorates of Bekaa, Baalbeck-Hermel and North Lebanon. The Information counselling and Legal Assistance, a component partially funded by the LPC, covers the whole of Lebanon.

### **2.3 LPC interventions**

The classification of needs and interventions under the LPC are:

Community Protection Needs: Responding to the ultimate objective of the Action, these interventions aim at improving the coercive living conditions of the Syrian refugee population in

Lebanon and are identified through the community-led Protection Response Plans (PRPs); the programmatic output of the CPA methodology.

**Acute unmet needs:** In the process of undertaking the CPA data collection assessments and, implementing the PRPs or during any other type of field activities as well through reception of referrals, including from protection actors, the LPC agencies identify acute, unmet needs at the household and community level. These inform the Acute Needs Responses (ANR) provided to refugees, both through direct in-kind/cash assistance and referrals.

**Emergency/shocks:** The Action aims at responding to shocks/ onset emergencies with the aim of mitigating negative emergency coping strategies, including premature return to Syria. The Emergency Response (ER) are provided either in-kind or through cash.

The Palestinian response is driven by NRC's Palestinian strategy and evidenced by ongoing, multi-Core Competency engagement in the Palestinian camps and gatherings, including collaboration with other actors in the camps, notably UNRWA. Palestinian responses are provided only through ANR and ERs.

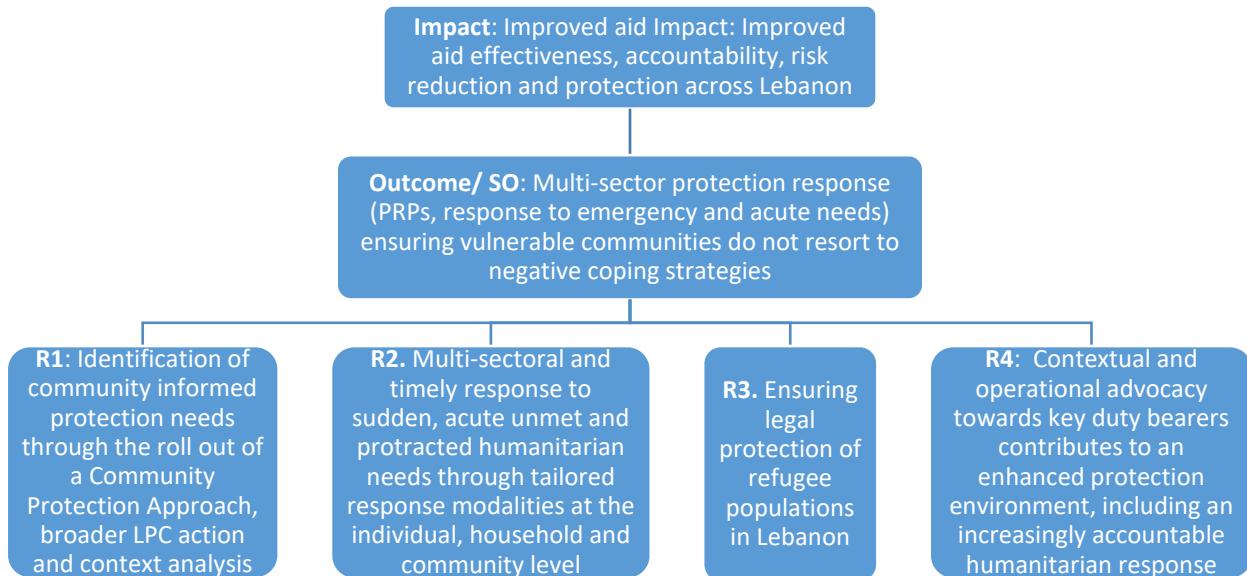
As a compliment to the CPA, the Information Counselling and Legal Assistance (ICLA) programme addresses the legal protection needs of refugees related to; civil documentation, legal residency, Housing Land Property (HLP) and employment rights.

The consortium aims to improve the collective capacity to detect cases for referrals and refer to the appropriate actor through updated referral pathways. This tracking provides analysis on bottlenecks and gaps in services, which inform both the responses and advocacy components of the Action.

Advocacy actions which addresses the impact of restrictive policies and practices on refugees' safety, dignity and well-being: ICLA's programmatic evidence and analysis on barriers to legal protection also inform these advocacy efforts.

The LPC interventions are inclusive of age, gender and diversity, focusing on Syrian and Palestinian refugees, but also some host communities with the aim at reducing tension. The LPC targets individuals, households and communities based on vulnerability and protection risks.

## LPC Result Chain



The results chain above is a modified version of that utilized in the first year of the LPC. All previous and current results chains and Theories of Change charts will be included in the bid package for prospective consultants.

### 3.0 Evaluation Objectives

#### 3.1 Purpose of Evaluation

The evaluation should follow the OECD DAC Principles, applying these to the aforementioned LPC Results Chain. This will enable the consultant to conduct an evaluation that is useful and of high quality through assessing the LPCs success under the following criteria:

- **Effectiveness:** The extent to which RESPONSES were effective and accountable (including multi-sector approach, programmatic synergies and referrals)..
- **Relevance:** The extent to which the LPC programme design, tools and responses were relevant and appropriate to the context. .
- **Efficiency:** The extent to which the LPC approaches/methodology/ tools delivered results in an economic and timely way, including the ability to develop sound analysis and advocacy towards the broader response and coordination.

### **3.2 Specific Objectives**

- Evaluate the LPC programme outcome indicators
  - ~ % of persons who report that their vulnerability decreased as a result of the Action. Comparing vulnerability by modality of response i.e. ER, ANR and PRP.
  - ~ % of beneficiaries reporting that humanitarian assistance is delivered in a safe, accessible, accountable and participatory manner.
  - ~ % of beneficiaries reached through Action aware of at least 2 LPC feedback and complaint mechanisms
- Assess the efficiency and appropriateness of the LPC tools (CPA/community engagement, referrals, INA, ICLA) role in assessment/identification of needs. What worked well and what needs to be adapted and how?
- To assess the relevance and cost effectiveness of the RESPONSES (ER, ANR, PRPs and Advocacy). The extent to which it achieved multi-sector responses and enhanced accountability to beneficiaries, among the LPC agencies and within the wider coordination structure.
- To assess the extent to which LPC delivered appropriate and effective programming for persons with disability.
- Generate recommendations to inform future implementation of PRPs, ANR, ER and Advocacy.

### **4.0 Proposed methodology**

The evaluator is required to propose a study design and/or methodology with an emphasis on participatory approaches to solicit findings from communities more broadly. A mix of qualitative and quantitative approaches that generate the most evidence can be proposed. The approach proposed to undertake this evaluation should be systematic, include all stakeholders and explore conceptual, programmatic and contextual issues. In proposing an approach/methodology, the consultant should factor the COVID-19 context.

### **5.0 Scope of Assessment**

The consultant undertaking this assignment is expected to evaluate the programme focusing on core components since its inception in 2018 excluding the ICLA component as a result. The consultant should look at integration of PRPs, ANR, ERs, and Advocacy with ICLA.

The consultant should remain cognizant that the objective of this assessment is to provide information as well as meet donor compliance obligations. Hence, findings from this assessment should generate comprehensive recommendations.

## **6.0 Time Frame**

The tasks of the Consultant(s) are to be accomplished within 8 weeks from 12th October 2020 to 4<sup>th</sup> December 2020. The timeframe includes submission of the final report. The consultant shall submit a provisional work plan under which the assignment should be undertaken. The final work plan shall be agreed upon with Steering committee.

## **7.0 Coordination and Management of the Evaluation**

An Evaluation Steering committee was established comprising membership from the three LPC agencies with NRC as Lead. The steering committee will oversee administration and overall coordination, including:

- Selecting external evaluator(s)
- Provide Terms of reference (ToR)
- Approve proposed evaluation approach and/or methodology
- Monitor progress
- Review draft and final reports

In addition, there will be an Evaluation reference group comprised of technical specialist and advisors. Their main functions will be:

- To give input to the TOR
- Facilitate the gathering of data necessary for the evaluation
- Review draft report
- Contribute to management response

The LPC through the evaluation steering committee will make available the following documents to the successful consultant:

- ~ Project Proposals (inclusive of log frame, M&E Plan, budget, organogram, etc.);
- ~ Field Level Agreements
- ~ Progress reports
- ~ LPC Strategy
- ~ Assessment reports
- ~ Relevant documents on methodologies and other project models

## **8.0 Consultant(s) Deliverables**

- Submit Inception report. Template to be provided as part of bid documents,
- Data collection
- Hold update meeting with steering committee post data collection

- Prepare and submit draft report
- Submit final reports as per agreed dates
- Ensure the final report is guided by LPC reporting format (guidance to be provided)
- Submit copies of all reference materials, primary data, data tools or any other appendices used to undertake the assignment.
- In addition to the report, submit an abstract of not more than three pages summarising key findings, lessons learned and recommendations.

## **9.0 Principal and approach**

- The external Consultants must adhere to appropriate research ethics and procedures during this evaluation, and maintain transparency, openness, cost effectiveness and gender sensitivity
- The consultant will liaise with the evaluation steering committee to agree on final tools and the work plan.
- The use of mobile data collection for any quantitative data is highly preferred (and if possible using KoBo) to minimize error, thus improve the quality of data collected and minimize time for data entry and cleaning.

## **10.0 Experience, Skill and Qualifications of consultant(s)**

- Sound and proven experience in conducting evaluations, particularly utilisation and learning focused evaluations
- Experience and depth of understanding of refugee programming in emergencies
- Experience in evaluating large protection programmes funded by ECHO.
- Extensive experience of theories of change and how they can be used to carry out Evaluations
- Expertise in participatory qualitative data collection techniques to undertake multi-sectorial interventions.
- Articulate and academic writing and presentation skills
- Ability to undertake assignment with minimal supervision
- Advanced qualifications in protection, social work, development and community engagement programmes
- Understanding of the Lebanon context and Arabic language skills will be an added advantage