



## Terms of Reference (TOR)

### Mid Term Review (MTR) of Cash and Resilience for Syrian Refugees and Resident Communities in Lebanon

#### 1. Summary

- 1.1. Purpose:** The Lebanese Red Cross (LRC), British Red Cross (BRC) and the International Committee of the Red Cross (ICRC) seek to complete an MTR of the Cash and Resilience for Syrian Refugees and Resident Communities in Lebanon programme and identify key lessons and recommendations to improve ongoing work. The results of the MTR are expected to assess the programme to date and inform management decision-making for ongoing and future work in Lebanon.
- 1.2. Audience:** The findings and recommendations will be used by the LRC, BRC and ICRC to confirm that project targets have or have not been met and inform future cash and resilience responses in Lebanon.
- 1.3. Commissioners:** This MTR is commissioned by BRC, in partnership with LRC and ICRC.
- 1.4. Timeframe:** July – September 2020
- 1.5. Methodology summary:** Desk/Literature review, FGDs and KIIs with key stakeholders, project site visits (further expanded below)
- 1.6. Location:** Lebanon (Beirut and Arsal)

#### 2. Background

With an estimated 1.5 million Syrian refugees living amongst a national population of around 4 million, Lebanon currently has the highest per capita concentration of refugees in the world. Syrian refugees – along with approximately 300,000 Palestinian refugees in Lebanon – are struggling to meet their basic needs and are largely dependent on humanitarian assistance. The Syria crisis has had enormous social and economic impacts on Lebanon; there has been a decline in overall socio-economic indicators and unemployment has doubled. The crisis is affecting Lebanon's stability, exacerbating pre-existing vulnerabilities, overstressing basic social services, diminishing trade and investment, as well as creating competition for limited and declining resources. In parallel, significant deflation of the Lebanese Lira and extended closures of businesses due to national protests and strict corona virus containment measures have even further damaged the Lebanese economy.

In December 2013, BRC was involved in the development of a multilateral funding proposal to ECHO for the regional response to the Syria crisis in Lebanon. BRC was identified as cash focal point in Lebanon by LRC and Movement partners. As a result, BRC, in addition to supporting the design of the wider ECHO project, commenced its contribution to Cash-Based Programming in Lebanon.

Due to the momentum gained with LRC, BRC commenced work bilaterally with the newly created LRC Disaster Management Unit (DMU) to pilot a Cash Transfer Programme in Lebanon. This engagement around Cash-Based Programming led to BRC expanding capacity-building support to LRC's DMU to support PMEAL and CEA functions.

In 2018 BRC, LRC and ICRC commenced the Cash and Resilience for Syrian Refugees and Resident Communities in Lebanon programme, a joint cash and microeconomic initiative with vulnerable Lebanese and Syrian refugee communities in Arsal. This programme consists of:

- a) Monthly payments to Syrian refugee families identified as vulnerable by LRC and UNHCR, with additional payments during the winter months. This is done electronically with recipients having access to cards to withdraw their money.
- b) Technical and financial support to establish Microeconomic Initiatives (MEI) activities through grants.

### **3. MTR Purpose & Scope**

#### **3.1. Purpose.**

With this MTR, BRC, LRC and ICRC seek to understand the progress of the programme against its planned outcomes, and to develop recommendations for strengthening the planning and implementation of cash and microeconomic programmes in Lebanon. The MTR will provide an evidence-based analysis that can be used to ensure that the programme has been implemented in line with internal Movement accountability requirements (both organisational and accountability to affected persons), and that the current activities are having the desired impact for the targeted communities. The main audience is BRC, LRC and ICRC. It will also provide wider movement partners with lessons (positive and negative) for improved programming in protracted conflicts, and to inform strategic policy and planning for future work in Lebanon. Included in this is to assess the overall management and coordination between the three partners, especially the two implementing partners (ICRC and LRC).

#### **3.2. Users and Uses**

BRC: The MTR will be used to make decisions about ongoing support and priorities in Lebanon. It will be used to guide discussions about the next stage of the project implementation, including how best to meet geographic and thematic priorities. The report will be used to where BRC added value can best be utilised in Lebanon and in similar projects across the region

ICRC and LRC: The MTR will be used to reflect on the implementation of the project and to articulate opportunities to strengthen ongoing basic assistance in Lebanon. The findings will also be shared to strengthen cooperation between Movement actors around capacity-building in cash and microeconomic initiatives in Lebanon.

Arsal Community: The MTR findings and recommendations should be shared through appropriate channels with project participants in line with Movement commitments to CEA and best-practice evaluations. Consideration should be made about how this can be done most appropriately for different project participants, especially women, people living with a disability, older participants as well as community leaders.

#### **3.3. Scope.**

The MTR will look at the following objectives:

- Evaluate the Cash and Resilience for Syrian Refugees and Resident Communities in Lebanon programme, specifically the relevance, effectiveness, efficiency, impact, sustainability/connectedness, and flexibility to changing contexts from the start date of the program until April 2020.
- Provide recommendations for consideration in the planning of BRC supported programming in Lebanon 2021 and beyond, considering different potential economic, political and health scenarios.

**Geographical coverage:** LRC and ICRC HQs (Beirut) and the programme implementation sites in Arsal, Lebanon.

**Stakeholders:** LRC HQ and branches, ICRC Lebanon delegation, BRC, and other Movement partners in Lebanon where relevant. Project participants and their wider communities, including but not limited to community leaders. Non-Movement humanitarian actors working in Lebanon especially UNHCR and other cash and microeconomic actors.

**Duration:** Up to maximum 25 days

**Location:** Homebased, Lebanon - including Arsal.

## 4. MTR Criteria & Questions

### 1) Relevance & Appropriateness

- Was the needs assessment and design of the programme relevant to the context?
- To what extent are the objectives of the programme still valid? Were relevant changes made to the original design when required?
- Is there a need to change programme implementation and/or direction? Should any activities be continued or terminated?
- Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives, and realistic considering constraints in Lebanon, including beneficiary selection?
- Was the programme developed in a participatory way (in terms of involvement of National Society (HQ and branches) and the communities)? To what extent do LRC and ICRC feel ownership of the project?
- Were the selected target geographical areas the best option for the time?

### 2) Efficiency

- Have resources (financial, human, and material) been used efficiently and been adaptive to changing contexts? Did procurement challenges impact the efficiency of the programme?
- Is the staffing structure sufficient to address the objectives? What have been the constraints on HR from the conflict and how have these been mitigated?
- Has the implementing relationship and division of roles between LRC and ICRC worked well?

### 3) Effectiveness

- How effective, useful, and adaptive were established monitoring, reporting, and information management processes in meeting operational needs?
- How did LRC and ICRC manage to adapt support and approaches to sudden changes in the context?
- How timely and effective was BRC in responding to requests for support from LRC and ICRC?
- How effectively is the project coordinated between the partners?
- How effective was information sharing mechanisms and reporting from LRC and ICRC to BRC?
- Has LRC increased their capacity in MEI with support from ICRC?

**4) Outcomes**

- a) To what extent has the agreed objectives, outcomes and outputs been achieved?
- b) What were the unintended positive or negative effects (direct or indirect) of the programme?
- c) Were baselines and endlines used to measure the impact on project participants?

**5) Sustainability & Connectedness**

- a) To what extent are the programme outputs considered sustainable?
- b) What measures have been taken to ensure that the benefits of the programme will continue after donor funding has ceased?

**6) Community Engagement and Accountability**

- a) How was the community given opportunities to participate in and verify the assessment, design and implementation of the programme? Were segments of the community left out of this process?
- b) Was there a system to listen, collect, analyse, respond to and act on feedback and complaints, designed with input from the community and staff and volunteers properly trained to manage it?
- c) Is there a process for input from representatives of the target community, agreed with the community and that represent a cross-section, including men, women, boys, girls and vulnerable groups?
- d) What CEA activities were included in the programme? Was there an adequate budget for these?

**7) Future Modalities**

- a) Given the rapidly changing social and economic context in Lebanon what aspects of the programme should be modified to best support vulnerable Syrian and Lebanese communities?

**5. MTR Methodology**

The methodology will be further detailed by the evaluator through the development of an inception report in consultation with the Evaluation Management Team (EMT). The final inception report will provide a clear and realistic MTR work plan that interprets the key questions outlined in this ToR, provides a detailed methodology, and explain how the data collected will be used. It will also elaborate on the below reporting plan with identified deliverables, include draft data collection tools as annexes, outline the travel and logistical arrangements for the MTR and any security considerations. The consultant will start with a desk study, to inform the inception report.

The data collected within the frame of this MTR will be both quantitative and qualitative in nature. Triangulation of information gathered during the quantitative and qualitative research is crucial, with reflection on how the findings relate to the secondary documentation. The MTR will develop initial findings and recommendations that will be shared with stakeholders for feedback through a validation workshop in Beirut prior to submitting the first draft report.

The MTR will result in a written report in English, describing the methods and limitations, findings, conclusions, lessons learned, and a reasonable number of recommendations. In order to be able to implement the recommendations, they should be elaborated clearly, this should be more detailed than indicating areas for improvement. They should be directed to LRC, ICRC, BRC, and other stakeholders where appropriate. The length of the report should not be more than 20 pages excluding annexes.

A learning event, facilitated by the consultant, should be held with stakeholders in Beirut once the final report has been validated and accepted. The workshop's purpose will be to ensure relevant movement stakeholders develop a plan to action the recommendations. The validation process should include

project participants where appropriate and possible. Please note that Covid-19 restrictions may require some of the below activities to be done remotely.

The MTR data gathering should include the below:

- Desk review:
  - Initial programme design, documents, log-frame and reports
  - Training content for volunteers and implementing staff
  - Financial audit of expenditure
  - Other documents provided by BRC/LRC/ICRC.
- Focus Group Discussions and KIIs:
  - KIIs with programme managers
  - FGDs with volunteers and staff who have participated in the programme
  - FGDs with project participants – disaggregated by cash and microeconomic initiatives. These should be done to ensure that different community groups feel comfortable to provide honest answers
  - KIIs with relevant LRC, ICRC and BRC staff in Lebanon (and other locations as relevant, e.g. UK, Geneva)
  - KIIs with 3<sup>rd</sup> party stakeholders (e.g. support function departments, other PNSs, non-Movement actors working in Lebanon)
- Site Visits:
  - Visit to microeconomic initiative activities and any associated businesses along their supply chain (depending on Covid-19 restrictions)
  - Visit to relevant ITSSs to meet with project participants and other key stakeholders to ensure comprehension of the context (depending on Covid-19 restrictions)

#### **Stakeholder involvement**

	BRC staff	ICRC staff	LRC staff	Project Participants	Evaluator	Other Stakeholders
1. Design	X	X	X	X	X	
2. Data collection		X	X	X	X	X
3. Analysis & Judgment					X	
4. Validation and Feedback	X	X	X	X	X	X
5. Dissemination of findings	X	X	X	X	X	X

#### **6. Deliverables and proposed timeline**

Time Schedule	Activities	Deliverables
29 July 2020	1. Ad for the local consultant closes and recruitment comments	
7 August 2020	1. Desktop study review intervention documentation, and related primary/secondary resources for the MTR. 2. Development of detailed inception report, including data collection/analysis plan and	1. Inception report, data collection/analysis plan and schedule, draft methodology, and data collection tools.

	schedule, draft methodology, and data collection tools.	
17 – 22 August 2020	1. Data collection in target locations and HQ according to data collection schedule.	
25 August 2020	1. Verify findings of data collection with stakeholders	1. Validation workshop Ppt.
31 August 2020	1. Submit draft MTR report.	1. Draft version of MTR report.
14 September 2020	1. Submit final draft MTR report.	1. Final draft version of MTR report.
21 September 2020	1. Present Lessons Learnt Workshop of initial findings, conclusions, and recommendations before revision and final approval of the final report. 2. Address feedback with revisions in report where appropriate.	1. Lessons Learnt Workshop. 2. Finalised MTR Report

## 7. MTR Quality & Ethical Standards

The evaluators should take all reasonable steps to ensure that the MTR 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 MTR is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the MTR team should adhere to the MTR standards and specific, applicable process outlined in the RCRC [Movement Framework for Evaluation](#).

It is also expected that the MTR will respect the seven **Fundamental Principles of the Red Cross and Red Crescent**: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality. Further information can be obtained about these principles at:

[www.ifrc.org/what/values/principles/index.asp](http://www.ifrc.org/what/values/principles/index.asp)

## 8. Evaluator/s & Qualifications

- Demonstrated experience of conducting similar evaluations required.
- Proven track record of conducting quantitative and qualitative research and data analysis required.
- Sound knowledge of cash and livelihoods programming.
- Excellent written and spoken English, Arabic skills is desired.
- Strong interpersonal and communication skills.
- At least five years of direct full-time experience in the monitoring and evaluation field with at least three years' experience designing and implementing assessments and evaluations
- Proven track record of conducting qualitative research including the development of interview schedules and qualitative data analysis required
- Familiarity with the socio-cultural and economic context, and gender and diversity in the Middle East and specifically in Lebanon
- University degrees at the post-graduate level in relevant field of study.
- Experience working in MENA strongly preferred.
- Knowledge and experience working with the Red Cross Red Crescent Movement preferred.

## **9. Role and Responsibilities**

Evaluation Management Team (EMT): The evaluation management team will provide the strategic oversight and ensure that the review process is adequately resourced and supported. They will ensure continuity throughout the process in line with the review schedule and provide final approval on MTR reports for distribution. The technical advisers will provide technical input into submitted documents and ensure that the MTR is in line with the relevant evaluation policies of BRC.

Evaluator: The evaluator will ensure the above questions and outputs are delivered, including arranging and facilitating the learning event in Beirut. They will liaise with LRC/ICRC for the logistics of the trip. They will lead the qualitative and quantitative data gathering in Lebanon and the writing of the MTR templates and reports. They will be responsible for ensuring that the outputs are delivered on time and to a high quality. They will liaise with the EMT and technical advisors to integrate feedback and inputs into the drafts

The evaluator may also expand to incorporate others as appropriate if required, this should be done in consultation with the EMT.

LRC/ICRC in Lebanon: Coordinate the logistics of the MTR, including security, movement, inviting participants to meetings, securing locations for meetings, communication, and introductions to relevant stakeholders external to the movement. Make available all relevant documents and provide a letter of authority to facilitate access.

## **10. Appendices (to be provided to successful applicant)**

**Annex 1:** List of documents for initial desk review

**Annex 2:** List of persons and organisations to be interviewed with relevant contact details