

Terms of Reference for Individual Consultant(s)

Purpose: Feasibility Study for the project “Strengthening the Lebanese health system by expanding, modernising and digitising socio-medical facilities run by NGOs for the benefit of particularly vulnerable groups (especially Syrian refugees, people with disabilities, the elderly)”

Place of Assignment: Beirut, Lebanon

Period of Assignment: January/February 2020 including final submission for a total of 31 days

Malteser International the worldwide relief agency of the Sovereign Order of Malta for humanitarian aid has more than 50 years of experience in humanitarian relief and covers around 100 projects in some 20 countries in Africa, Asia and the Americas, annually. In the Middle East Malteser International is operating in the context of the humanitarian crisis in Syria since 2012 implementing emergency relief measure in Turkey, Syria, Lebanon and since August 2014 in Iraq where the fight of the so-called Islamic State in Iraq and Syria (ISIS) caused a displacement of over 3.4 million persons inside of Iraq.

Since 1955 the Order of Malta Lebanon is operating in Lebanon. Having opened the first socio-medical centre in 1957, the Order has expanded its social services all over Lebanon, operating today 10 primary health care centres, 5 mobile medical units, 3 day care centres for elderly and 1 centre for children suffering from cerebral palsy and 1 centre for physically and/or mentally handicapped. The non-profit association of the Order, the Lebanese Association of the Knights of Malta (LAKM) was founded in 1984 and is in charge of the operational activities of the Order. LAKM employs five staff in their headquarters in Beirut, seven staff in the executive office for operations, four staff in the Pharmaceutical warehouse and 141 staff in the medical and social centres.

In Lebanon, Malteser International supported the Lebanese Association of the Knights of Malta by providing medical drugs, food and hygiene-kits for Syrian refugees in the Socio-Medical Centres of LAKM in 2012 and 2013. Starting from March 2014, LAKM with the support of Malteser International operates two medical mobile units (MMU) in North Lebanon (Akkar governorate, Wadi Khaled) and in Baalbek, and further provides primary health care to Syrian refugees and the needy Lebanese population in the Bekaa Valley through a PHC.

I. Background

Since 2011 Lebanon is providing shelter and protection to about 1.3 Million Syrian refugees¹ along its border areas but also in the major cities of the country. In an attempt to restrict the continuous influx of Syrian refugees, in January 2015, the General Security Department of Lebanon has started to enforce strict entry regulations. Furthermore, in May 2015 the Ministry of Social Affairs (MoSA) has instructed UNHCR to suspend the registration of new refugees entering the country.

Refugees reside in a variety of settings ranging from rented accommodations to informal tented settlements or staying with host families or other transitional housing in towns and cities. There

¹ As of October 2019 919,578 Syrian refugees were registered with UNHCR (<http://data.unhcr.org/syrianrefugees/country.php?id=122>). In addition, it is estimated that around 300,000 unregistered Syrian refugees currently live in Lebanon.

are no formal Syrian refugee camps in Lebanon. Lebanon's capacity to absorb refugees has become increasingly strained. The impact of the Syrian refugee influx on the economy, demographics, political instability, and security in Lebanon is pervasive as Syrian and Palestinian refugees now comprise more than one quarter of the country's total population. As the impact of the Syrian conflict and the refugee crisis has spread, its consequences for Lebanese communities have increased dramatically and led to growing inter-communal discontent. The large refugee presence, especially in many of the country's poorest regions, has heightened competition for scarce resources, employment, and access to social and health services, thus deepening the vulnerability of the Lebanese in these areas as both Syrian refugees and Lebanese communities compete for limited resources. The situation deteriorated further after UN agencies and international donors contracted selected health facilities for the delivery of care to Syrian refugees with no financial benefits for the affected Lebanese communities thus leaving them with no coverage. Hence, maintaining and promoting greater social cohesion is essential to reducing the negative social and economic impacts of this crisis, especially on the poor Lebanese at this stage.

In order to respond to the situation adequately, LAKM is in the process of assessing the needs and developing a concept to further strengthen the network of health services they are currently providing in order to widen the range of services and activities and further professionalize their own organization. This project idea has already been presented to BMZ for the funding title "Private Träger" and got a first positive feedback. As part of the proposal development process, BMZ requires an external study on the feasibility of the proposed intervention design. These terms of reference lay out the details of the assignment and the structure of the feasibility study report, which will be included in the proposal.

II. Objective of the Consultancy

The consultancy aims to

- a) **Review the already collected data** to complement/adjust the proposed intervention design.
- b) conduct a **feasibility study** of the already developed project idea through assessing the relevance, effectiveness and sustainability and provide a qualified opinion on its feasibility as well as recommendations on maximizing the potential impact and mitigating risks.
- c) develop in cooperation with LAKM and Malteser International a draft **project proposal** to the German Ministry of Economic Cooperation and Development (BMZ) following their guidelines and proposal template.

III. Results of the Consultancy

The consultancy will deliver the following:

- Verification and analysis of the given data and assumptions of the project planning
- Relevance and contextual appropriateness of the proposed project
- Timeline and budgetary cost effectiveness of the proposed approach to best reach the objectives
- Sustainability of the proposed project with regard to the post-project-phase
- Capacities of the local partner organization and possible fields of further strengthening
- Suggestions for the project concept
- A draft proposal to the BMZ, including budget and workplan following guidelines and templates of BMZ

This list of issues is not exhaustive. The consultant is required to use its professional judgement and experience to review all relevant factors and to bring these to the attention of LAKM and Malteser International.

IV. Methodology

- a) Literature/secondary data review: literature review and analysis of existing data which includes review of data from various stakeholders (health authorities, UNHCR, INGOs)
- b) Focus group discussions and key informant interviews with representatives of LAKM, beneficiaries (Syrian refugees, vulnerable Lebanese), service providers, health authorities and UNHCR
- c) Health data analysis of the health facilities in the target area
- d) Planning workshop with LAKM and the MI representative to develop the final logframe and the budget.

The Consultant will be responsible for developing and presenting a sound methodology. The draft methodology will be submitted before the departure of the Consultant and discussed between LAKM, Malteser International and the Consultant.

IV. Location of the consultancy

The consultancy will be carried out in Lebanon. The proposed target area is throughout the whole country, the location of the project office is in Beirut.

V. Timeframe

The consultancy is expected to take place between January and February 2020. The following preliminary timeframe is foreseen while a final timetable is expected from the consultant.

Preparation and desk study, incl briefing with LAKM and Malteser International HQ	4 days
Travel	2 days
Briefing with LAKM in Lebanon	1 day
Feasibility study/re-assessment in Lebanon	12 days
Planning workshop	2 days
Report and proposal writing	10 days
Total	31 days

Malteser International and LAKM will organise transport and accommodation to and within Lebanon and will provide administrative support. Interviews and group discussions need to be organised by the consultant in close cooperation with LAKM.

3 weeks after
Briefing by LAKM

Submission of a draft report of the feasibility study (not more than 30pages) in English to LAKM and Malteser International HQ to comment.

2 weeks after
Briefing LAKM

Submission of a draft BMZ proposal in English to LAKM and Malteser International HQ.

4 weeks after
Briefing LAKM

Submission of final report and proposal in English to LAKM and Malteser International HQ.

VI. Deliverables

- a. A concept note describing the finally agreed methodological approach as well as a workplan and timetable (to be provided before the field work in Lebanon starts)
- b. A comprehensive report on the feasibility of the planned project with regard to the aspects listed in chapter III., in order to analyse the preconditions, chances and risks of the project concept and to provide the basis for the further development of the planned project. (max 30 pages)
- c. A draft proposal to the German Ministry of Economic Cooperation and Development (BMZ), including budget and workplan.

All documents and data acquired during interviews are confidential and solely used for the purpose of the feasibility study. Interview partners will not be quoted in the report without their permission. The draft and final report as well as all material linked to the study (produced by the evaluators or the organisation itself) is confidential and remains at all times in the property of Malteser International and LAKM.

Offers shall be presented per email to Malteser International (contact person: Theresa Tesan, Theresa.tesan@malteser-international.org) latest on December, 9th.