



Terms of Reference

External Final Evaluation

“Strengthening resilience and improving the health status of vulnerable population groups in Lebanon affected by multiple crises”

Project Period:	15.10.2020 to 31.07.2021 (9,5 months)
Implementing Partner:	Lebanese Association of the Order of Malta (LAKM)
Project Volume:	3,1 Mio Euro
Donor(s):	Federal Ministry for Economic Cooperation and Development (BMZ)

I. Introduction and Context

Malteser International (MI) has been responding to the humanitarian crisis in Lebanon since 2012 through a cooperation agreement with the Lebanese Association of the Knights of Malta (LAKM). Projects were mainly focusing on providing medical healthcare services for the host communities and the Syrian refugees. Since October 2019, Lebanon has been facing a dramatic economic and socio-political challenge, which has led to high unemployment, rising (food) prices and a devaluation of the national currency by around 80%. Accordingly, to respond to this multifaceted crisis, LAKM planned to expand its activities beyond healthcare and included a food security component targeting the most vulnerable (small farmers and producers) through the improvement of food availability in the catchment areas of its primary healthcare centers.

The genesis of the consultancy assignment refers to a BMZ-funded project which is implemented by LAKM with the support and technical advice of Malteser International. The present project is running since October 2020 and has a duration of 9.5 months.

The objectives of the project are as follows:

Project Goal:

The current project has been developed after the Beirut blast of August 4th, and it aims to strengthen the resilience of host communities and refugees and improve the health status of vulnerable populations affected by multiple crises in Lebanon, by:

1. Developing an emergency healthcare component to respond to the Beirut port blast and improve the resilience of the population to absorb additional shocks, improving the access to and capacity for high-quality and critical health services.
2. Strengthening the structural and organizational capacities of local health structures across Lebanon to better support the medium and long term recovery effort.



3. Strengthening agriculture livelihoods and improve the access to food of urban and rural communities.

II. Objectives of the final evaluation

The main objective of the external final evaluation is to review the project implementation and achievements against proposed objectives and planned measures of the BMZ project proposal, mirroring narrative, logframe and budget. This final evaluation is expected to identify strengths and weaknesses of the project to establish best-practice examples for the current project and potential future interventions.

The evaluation will focus on:

Relevance/appropriateness/ impact

- a) Was the project design and implementation appropriate to respond to the urgent needs and priorities? Which parts of the project have been most relevant and why?
- b) What mechanisms are in place to assure that the beneficiaries are kept informed and involved in the project activities? To what extent is the project accountable to its beneficiaries?
- c) How did activities contribute to the overall objective?

Effectiveness

- a) To what extent have the anticipated results been achieved? What were the major factors influencing the achievement or non-achievement?
- b) To what extent have the activities been timely?
- c) Do the project outputs have an appropriate level of technical quality?
- d) Which project activities have had the greatest positive effect and which had the least effects? Are there any activities that should have been included in the action but were not?

Efficiency

- a) Were the funds appropriately used and in the most cost-effective way?

Conclusions and Recommendations

- a) Main conclusions drawn from analysis with evidence provided during observations.

III. Methodology

The evaluation will be conducted in three steps. The first intervention shall include desk review of all relevant available project related documents, proposal and reports. The second intervention will be a field based participatory evaluation where the evaluator will address main questions via individual and group interviews with project staff and beneficiaries. The third step will be the facilitation of a debriefing session with the presentation of the findings from the evaluation.



IV. Planning

The final evaluation is planned to be completed in 12 days within the period of July-August 2021.

Draft work plan (to be discussed):

Draft work plan:

Preparation/Briefing and reviewing of documents	2
Visit project sites and meetings	5
Presentation of findings	1
Final report	4
Total	12

The evaluator shall be present in Lebanon and will be responsible to arrange for travel to Beirut and for all necessary equipment (e.g. computer) as well as for communication costs and relevant insurances. Accommodation in Beirut can be facilitated upon written request.

MI and LAKM will facilitate all local travels in the region and will be responsible to organize appointments with stakeholders on the spot. LAKM will facilitate translation if required.

VI. Deliverables

All documents and data acquired during interviews are confidential and solely used for the purpose of the evaluation. 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 evaluation (produced by the evaluators or MI/LAKM itself) is confidential and remains at all times in the property of Malteser International.

- 1) Inception Report: Planning of the evaluation in form of an inception report based on the analysis of the project documentation in alignment with the Malteser International HQ based Program Manager and the Country Coordinator based in Beirut. Semi-structured questionnaires are expected to be delivered with the inception report and reviewed by Malteser International.
- 2) Debriefing: A note (2 pages) with the principal results of the evaluation and recommendations is prepared and presented to (1) LAKM in form of a debriefing as well as (2) the Malteser International HQ based Program Manager and the Country Coordinator based in Beirut.
- 3) Final Report: A draft final report (English, electronic version, max. 20 pages) including the findings of the evaluation and the recommendations will be sent to Malteser International within 8 days following the field trip latest for potential comments. The report (electronic version) will be finalised and sent to Malteser International HQ latest 3 days upon receipt of potential comments and questions.



The results of the evaluation will be presented in a written report in English. The report shall cover the above described topics and will include practical recommendations. The structure of the report is recommended as follows:

1. Title Page
2. Index
3. List of Abbreviations and Acronyms
4. Map of project / programme area
5. Executive Summary
6. Introduction
7. Background
8. Evaluation Methods and Limitations
9. Analysis, findings and conclusions
10. Recommendations
11. Lessons Learnt
12. Annexes

VII. Expertise of the evaluator(s)

The evaluation can be carried out by a single experienced evaluator or a team with proven expertise in the areas of intervention. The evaluator is required to have

- Proven evaluation experience of humanitarian projects required, preferably in a related field (Health, Agriculture, Food Security)
- A minimum of five years of international experience with humanitarian and/or developmental projects
- Experience with qualitative data collection and analysis as well as review of secondary data
- Experience in the context of the Middle East, preferably with Lebanon
- Excellent written and spoken English; knowledge of French/Arabic would be an asset
- Postgraduate university degree or equivalent in the wider field of Health/Agriculture/Food Security would be an added value
- Preference will be given to evaluators that are currently present in Lebanon.

VIII. Requirements for the presentation of offers

The offer will be a compilation of the following documents:

1. Technical offer including description of methodology and work plan
2. Financial offer including costs for travel, accommodation, per diem etc.
3. Information on previous experience, including CV and references
4. Information on availability for the assignment

Expression of Interest:

Offers shall be presented per email to Malteser International.

Contact person: Theresa Tesan theresa.tesan@malteser-international.org until 01 July 2021.