
TERMS OF REFERENCE

External Sector Evaluation

“Rebuilding and strengthening of health care services and local agriculture for the crisis-affected vulnerable population in eleven target communities in Lebanon” (LLP2)

Place of Assignment: Lebanon - Five Governorates (Akkar, Baalbeck-Hermel, Bekaa, North Lebanon and South Lebanon) in the catchment areas of OML agro-humanitarian centres

Duration of Assignment: Up to 24 days (to be split into two phases; the 1st phase while the activities are still ongoing, for interviews, FDGs, and the second phase for the final findings and results of the project)

Consulting period: Expected to commence in May 2025 and finish around the project end – early July 2025

Malteser International (MI) is the international humanitarian relief agency of the Sovereign Order of Malta. For over 60 years we provide relief and recovery for people during and following conflicts and disasters around the world. Christian values and humanitarian principles form the foundations of our work. In over 30 countries in Africa, the Americas, Asia, Europe, and the Middle East, we support people in need – regardless of their religion, origin, or political convictions.

MI’s Vision: We aspire to a world where all individuals – particularly those in need and those who are displaced – live a life of health and dignity.

MI’s Mission Statement: We improve the health and well-being of suffering and displaced people in crises situations around the world. In this way, we especially fulfil the mission of the Sovereign Order of Malta to “serve the poor and the sick”.

MI’s Approach: We intervene to provide medical and mental health support, clean water, sanitation, and hygiene (WASH), food and nutrition security, and protection. We take a holistic approach to health in our programming, which includes the protection of nature and the interconnections between environmental, animal and human health (One Health approach). We work with local resources and engage local partners, as well as the Order of Malta's global network, to provide rapid and effective responses in even the most remote locations. People are at the center of our assistance. Our goal is to sustainably increase the resilience of those worst affected by disasters. We are also committed to contributing to the achievement of the UN Sustainable Development Goals. In doing so, we extend our support to all individuals in need regardless of gender, political belief, origin, or faith.

Background Information

In the Middle East, Malteser International has been responding to the humanitarian crisis in Syria since 2012, implementing emergency relief measures in Turkey, Syria and Lebanon. Malteser International's programs primarily address health sector needs and are predominantly partner-implemented.

In Lebanon, Malteser International and its partner organization, Order of Malta Lebanon (OML), began providing medical drugs, food, and hygiene kits to Syrian refugees at OML's Community Health Centers in 2012 and 2013. From 2014 onwards, OML and Malteser International have operated three medical mobile units (MMUs) in North Lebanon (Akkar), Ras Baalbek, and South Lebanon (Yaroun), with currently 7 MMUs (partially) funded by the German Federal Foreign Office (GFFO) across Lebanon. Additionally, OML offered primary health care to Syrian refugees and needy Lebanese populations through an expanded PHC in Deir el Ahmar, supported by the German Federal Ministry for Economic Cooperation and Development (BMZ).

Since 2020, OML has significantly expanded its efforts to rebuild and strengthen healthcare services and local agriculture for vulnerable populations in eleven target communities across Lebanon, with support from Malteser International and funding from BMZ. For this, a large-scale project funded by BMZ started in 01.01.2021 and will end in 31.07.2025. OML has been operating in these regions for over 70 years, managing numerous local programs and maintaining a robust network of nine community health centers throughout the country.

The consultancy assignment originates from the aforementioned large-scale BMZ-project, implemented by OML with support, technical advice, and monitoring from a Malteser International team based in Beirut, Lebanon.

The objectives of the present BMZ project are defined as follows:

Project Goal

Strengthening resilience and improving the health status of vulnerable population groups (including refugees) affected by multiple crises in Lebanon.

Sub-goals

Health

1. Access to primary health care and social cohesion in the target regions was improved.
2. OML has the organizational and institutional capacity to establish and develop a medical network and, in cooperation with partners, contributes to the long-term development of professional expertise in the country.
3. OML's local expertise is perceived at the national level and provides impetus for shaping national health policy.

Agriculture

4. By strengthening local capacities, the population living in the vicinity of OML's CHCs has improved access to good nutrition and a healthier living environment.

5. Local agricultural production has created income opportunities and improved the availability of basic food items.

Emergency activities were added in the 2024 amendment related to the war affecting Lebanon. These encompass additional health support, kit distributions for the most vulnerable displaced and returnees, and On the Job Trainings (OJT) for Syrian refugees.

Scope and Objective of the Evaluation

The primary objective of the external final evaluation is to assess the extent to which the program's implementation and achievements have met the proposed results/outputs and planned measures outlined in the BMZ agreement, reflecting the narrative, logical framework, and budget. It also aims to provide evidence of Malteser International's (MI) and Order of Malta Lebanon's (OML) contributions toward outcome achievements and impact, focusing on relevance, coherence/partnerships, effectiveness, efficiency, impact, and sustainability.

Additionally, the learning exercise aims to specifically understand the project's relevance to the current reality, the added value of incorporating multiple components within one project (including the assessment of whether having many small components was beneficial), the overall sustainability of the project in all aspects, including the ability of the Agro-Humanitarian Centers (AHCs) to sustain themselves after the project's conclusion, the partnership with OML's partners and other stakeholders such as the Ministry of Public Health (MoPH), and the project's flexibility in adapting to continuous contextual changes, specifically those related to the social tension between Syrians and Lebanese.

Ultimately, this process is intended to demonstrate accountability to both donors and beneficiaries.

Key observations on the strengths and weaknesses of the project design, implementation processes, monitoring tools, cooperation with local stakeholders, best practices, and lessons learned, as well as cross-cutting issues, will also be considered.

Expected Evaluation Criteria

The evaluation will set its focus on the following selection of the OECD-DAC criteria, however if wanted additional criteria and questions can be added by the consultant team:

Relevance/appropriateness: The extent to which the project strategy, proposed activities and expected outcomes and outputs were justified and remained relevant to the Lebanese context in its efforts to advance beneficiaries' assessed needs, country's policies, and donor's priorities.

Coherence and partnerships: The extent to which the project intervention is in coherence with policies of the respective humanitarian system (cluster etc.) and donors as well as with the Government of Lebanon's priorities and to what extent the intervention has been in consistence with other actors' interventions in the same context.

Effectiveness: The extent to which the project's expected outputs and outcomes were achieved. Factors that contributed to or detracted the project from achieving its desired results and objectives should also be included in the evaluation.

Efficiency: The extent to which the project resources (funds, expertise, time, etc.) were optimally used and converted into intended outputs.

Were resources appropriately used and in the most cost-efficient way?

Impact: The extent to which the project is expected to contribute to longer term outcomes/results. This involves the main impacts/expected impacts and effects/expected effects resulting from the activity on the local social, economic, environmental, and other development indicators.

Sustainability/Connectedness: Analyzing the benefits of activities that are likely to continue throughout the project timeframe and after the end of the project.

Conclusions and Recommendations

- a) Main conclusions drawn from analysis with evidence provided during field visits and observations.
- b) A set of recommendations linked to the conclusions that provide guidance to MI and OML for future interventions in Lebanon in the project-related sectors.

Operational capacity and quality of partnership with the local partner organization

- a) Did the local partner organization have sufficient operational capacity? How have local capacities been strengthened?

Intended evaluation process & expected reporting

The evaluation shall be conducted in multiple interventions following a mixed methodology. The first intervention shall include a desk review of all relevant available project related documents, proposal and reports. The second intervention will be a hybrid based participatory evaluation where the evaluator will collect relevant data and will address main questions with project staff and beneficiaries. The third intervention will be the facilitation of a debriefing session with the presentation of the first findings from the evaluation.

It is expected that the evaluation methodology can include, but not be limited to the following tools:

- **Review** of relevant project documents, including quarterly implementation progress reports, field mission reports, financial reports etc.
- **In-depth semi-structured** interviews with key informants (men and women) such as government officials, OML management, responsible partners, and members of local, national, coordination bodies, etc.
- **Focus group discussions** with the targeted beneficiaries (youth, men, and women) (individuals, SMEs, etc.).
- **Interviews** with the project team, and OML's Senior Management
- **Observations** (field visits) of assets handled, assets rehabilitated, etc.

- **Consultations** with international development partners and national non-governmental organizations that are directly engaged in project implementation
- **Survey with sample and sampling frame.** This should include the sample size and characteristics; the sample selection criteria; the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results. The evaluation methodology needs to employ a gender-sensitive approach and inclusion principle and this needs to be elaborated in the evaluation report, including how data-collection and analysis methods integrated gender considerations, use of disaggregated data, and outreach to diverse stakeholders' groups. All evaluation products need to have a gender lens. Findings should be segregated by nationality, gender and geographical location.

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/OML itself) are confidential and remain at all times in the property of MI or OML. All provided documents of the evaluation will be subjected for review and endorsement of the OML and MI management.

- 1) **Inception Report:** The inception report will provide a detailed outline of the final report, the methodology to be used in carrying out the assignment, the primary and secondary data sources, and the data collection tools. It will also list the stakeholders involved, along with a comprehensive work plan that includes a timeline and milestones for all activities to be undertaken and outputs to be submitted.
- 2) **Draft Evaluation Report:** a first draft of the evaluation report will be provided, based on the analysis of the project documentation in alignment with the Managing Director of OML and MI Country Coordinator based in Beirut. The report should present the findings by sector or using the OECD-DAC criteria.
- 3) **Debriefing:** A note (2 pages) with the principal results of the evaluation and recommendations is prepared and presented to (1) OML in form of a debriefing as well as (2) the MI Country Coordinator based in Beirut and the MI HQ based Program Manager.
- 4) **Final Report and Debriefing Workshop:** A draft final report (English, electronic version, max. 20 pages) including the findings of the evaluation and the recommendations will be sent to OML and MI within ten days following the field trip latest for potential comments. The report (electronic version) will be finalized and sent to OML and MI latest ten days upon receipt of potential comments and questions. A debriefing workshop with OML and MI will be held to disseminate the results of the evaluation report.

The results of the evaluation will be presented in a written report in English. The report shall cover the above-mentioned topics and will include practical recommendations.

Intended timeframe

The evaluation should be completed within a timeframe of 2 months from the start of the consultancy.

Preliminary intended timeframe:

1.	Preparation / Briefing and reviewing of documents	5-6 days
2.	Field Visits including interviews and FGDs	7-8 days
3.	OML HQ and MI office visit and interviews / FGDs	2-3 days
4.	Final report + Presentation	6-7 days
	TOTAL	Up to 24 days

MI and OML will facilitate all local travel in the region. MI together with OML will be responsible for organizing appointments with stakeholders on the spot.

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 and the field can be facilitated upon written request.

Required Expertise of the Consultant Team

The evaluation can be carried out by a single experienced evaluator or a team with proven expertise in the areas of intervention. Applications for only one area of intervention are also encouraged and taken into consideration in combination with other applications. The evaluator(s) are required to have

- Proven evaluation experience of humanitarian projects required, preferably in a related field (Health, Agriculture/Nutrition), physically present in Lebanon.
- A minimum of seven years of experience with humanitarian and/or developmental projects.
- Experience in evaluating projects with large budget.
- Experience in the context of the Middle East, preferably with Lebanon and with the Syrian crisis
- Excellent written and spoken English; knowledge of French/Arabic would be an asset
- Postgraduate university degree or equivalent in the wider field of Health and/or Agriculture/Nutrition would be an added value

Expression of interest

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

MI may, at its sole discretion, extend the deadline for submission of bids. Final selection of proposals will be made in accordance with MI's proposal evaluation procedures.

Tenders must be submitted *electronically* to MI by the deadline of the 15th of April 2025 to mb.procurement-BEY@malteser-international.org.

Selection process, including provisional timetable. The contract will be awarded to the candidate with the highest number of points, on the basis of the following criteria:

- Evaluation experience
- Mastery of the key topic
- Knowledge and understanding of the countries' varying contexts
- Quality, relevance, and precision of the proposed methodology
- Understanding the ToR and evaluation issues
- Presentation / Writing skills
- Reputation / References presented or obtained
- Presentation of the financial offer

Payment and performance approval process

The consultant will be responsible for his or her own insurance coverage, all necessary equipment (e.g., computer), communication costs and any taxes applicable to the consultancy. Expenses relating to the appraiser's travel, accommodation and survey costs will be paid on signature of the contract. Fees will be paid as follows:

- 30% on delivery of the final evaluation concept & desk review
- 50% after submission and validation of the final report
- 20% after presentation of final report