

Terms of Reference for Evaluation ¹

1. Evaluation Summary

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| Project ID and Program/Project Name | P10336 - Enhancing food security and strengthening socio-economic resilience in crisis in Lebanon |
| Name of Partner Organisation/s | Lebanese Union for People with Physical Disabilities |
| Project start and end dates; phase of project if applicable | 08-11-2022 - 31-12-2026 |
| Evaluation Purpose | Review of achievements so far (midterm evaluation) for further steering and improvement of project |
| Evaluation Type | Mid-term Evaluation |
| Contracting organisation/contact person | CBM Christoffel Blinden Mission Christian Blind Mission e.V. (CBM) Eastern Mediterranean Program Jozafeen Haddad – Programme Officer |
| Evaluation Team members (if known) | |
| Primary Methodology | Mixed Method |
| Proposed Evaluation Start and End Dates | 15.07.2025 –31.08.2025 |
| Anticipated Evaluation Report Release Date | 31.08.2025 |
| Recipient of Final Evaluation Report | CBM |

2. Project Description (max 1 page) – Annex 01: Project Log frame

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|--------------------------|--|
| Project Name | Enhancing food security and strengthening socio-economic resilience in crisis in Lebanon |
| Project objective | Vulnerable people with and without disabilities are more resilient in times of crisis by strengthening their livelihood and food security and promoting social cohesion at the community level |
| Desired impacts | 1. Vulnerable people with and without disabilities in the target communities have sustainable sources of income to sustain their and their families' livelihood |

| | |
|--|--|
| | 2. Food security of people with and without disabilities in the target communities is enhanced through access to affordable, locally produced food also during economic crises |
| | 3. Inclusion leading to social cohesion is enhanced in the target communities |
| | 4. Awareness and commitment of municipalities in the target areas to disability inclusive disaster risk reduction is improved |
| Country/Locations | Lebanon <i>Region:</i> Bekaa Valley, Mount Lebanon and South Lebanon |
| Target group and <u>planned</u> number of beneficiaries | Vulnerable women and men with and without disabilities from Syrian refugee and Lebanese host communities with limited income and livelihood opportunities; farmers; local municipalities; private businesses/employers |
| | <p>Planned number of people who will benefit (individuals):</p> <p>directly: 13,295 persons, of which 6,648 (50%) women, 6,647 (50%) men, 3,324 (25%) persons with disabilities, and of which 6,648 (50%) refugees</p> <p>indirectly: approx. 85,000 community members</p> <p>Planned number of structures that will benefit:</p> <p>3 community kitchens; 6 local municipalities; 4 unions of municipalities; 15 civil society organizations; 30 private businesses</p> |

3. Evaluation Objective and Intended Use

The objective of this mid-term evaluation is to assess the progress of the project toward achieving its intended outcomes, evaluate the effectiveness and efficiency of implementation strategies, and identify any challenges or bottlenecks. The evaluation will provide actionable recommendations to enhance project performance, inform decision-making for the remaining implementation period, and ensure alignment with the overall project goals and results framework.

4. Scope of the evaluation

This mid-term evaluation will cover the period from the project's inception to the current date, focusing on the implementation progress, effectiveness, efficiency, relevance, and emerging outcomes. The evaluation will assess:

- The extent to which planned activities have been implemented and outputs delivered.
- Progress toward achieving the project's expected outcomes and intermediate results.
- The effectiveness of project strategies, partnerships, and resource utilization.
- The relevance of the project design and interventions in the current context.

- Challenges, risks, and external factors affecting implementation.
- Stakeholder engagement, including participation of beneficiaries and partners.
- Lessons learned and opportunities for improvement in the remaining project period/need for project's extension.

5. Target audience and learning

Consider the usefulness of the evaluation for stakeholders, incl. partners, target groups and donors. Describe how the results will be used and who will receive the full report or summary of the report. Include the need to have reports that are easy to understand and accessible.

Describe the role of the evaluation team to facilitate learning. Who shall learn from and use the results of the study?

The primary audience for this mid-term evaluation includes project stakeholders such as implementing partners, target groups, donors and project staff. The evaluation is intended to generate actionable insights that support evidence-based decision-making, adaptive management, and strategic learning.

The findings and recommendations will be used to:

- Inform adjustments to project design and implementation strategies.
- Enhance accountability to donors and beneficiaries.
- Strengthen organizational learning and capacity among the partners.
- Support planning for the remaining project period and potential for extension or future phases.

To ensure accessibility and usability, the evaluation team will produce a full English report and an executive summary that are clear, concise, and written in plain language. Visual aids such as infographics, charts, and summary tables will be used to enhance understanding. Ultimately, the evaluation aims to ensure that all relevant stakeholders—particularly those involved in implementation and those affected by the project—can learn from and apply the results to improve outcomes and impact. Considering the current volatile situation of the region, emphasis is made on proposing solid but adaptable measures and recommendations that remain actionable under various scenarios, without giving in to the complexities.

6. Evaluation Questions

The questions shall be based on the [OECD DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability](#).

Kindly note that as an adaptation has already been implemented in response to the evolving situation, the following criteria should also assess the relevance and effectiveness of this adaptation.

1. **RELEVANCE - Is the project/programme doing/ has it been doing the right things?** *In assessing this, a distinction should be made between the overall relevance of the original project design and the specific relevance of activities and decisions taken in response to the changing circumstances over the past 1.5 years*

Was the project designed in ways that respond to the needs and priorities of all participants² (irrespective of gender, age, disability status)? To what extent does/did the project design reflect the rights of persons with disabilities and other marginalised groups and include feedback from a diverse range of local stakeholders?

Appropriateness of the humanitarian activities to local needs, increasing ownership, accountability and cost-effectiveness.

2. COHERENCE - How well does/did the project/programme fit in the broader national and international context?

To what extent are the project's design, delivery and results coherent with international laws and commitments to disability rights, gender equality and rights, including the CRPD³, CEDAW⁴, and the 2030 Agenda? To what extent does the intervention support national legislation and initiatives that aim to improve equality and human rights?

Assess security, developmental, trade and military policies as well as humanitarian policies, to ensure that there is consistency and that all policies take into account humanitarian and human-rights considerations.

3. EFFECTIVENESS - Is the project/programme achieving its objectives?

Did the project achieve its objectives and expected results in ways that contribute to inclusion and equality across groups, such as persons with and without disabilities or women/girls and men/boys? Were different approaches used to reach the different groups?

Was the theory of change and results framework informed by analysis of inclusion, gender equality, political economy analysis and human rights?

Was the intervention adjusted to address any concerns and maximise effectiveness?

4. EFFICIENCY - How well have resources been planned and used? The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Were different resources allocated in ways that considered inclusion and equality? Was differential resource allocation appropriate?

Do the investment costs per person targeted meet the differentiated needs of different people (gender, age, disability status)?

5. SUSTAINABILITY - Will the benefits last? The extent to which the net benefits of the intervention continue or are likely to continue. Includes an examination of the financial, economic, social, environmental and institutional capacities of the systems needed to sustain net benefits over time. Did the intervention contribute to greater inclusion and equality within wider legal, political, economic and social systems? Did it result in enduring changes to social norms that are harmful to any specific group of people? Will the achievements in inclusion and equality persist after the conclusion of the intervention? Have processes contributed to sustaining these benefits? Have mechanisms been set up to support the achievement of inclusion and equality in the longer term?

² Participants are understood as those persons directly addressed and involved in the project/programme. The objective of a project/programmes is formulated to create positive changes in the lives of those participants.

³ CRPD = Convention on the Rights of Persons with Disabilities.

⁴ CEDAW = Convention on the Elimination of All Forms of Discrimination Against Women

In Humanitarian Context: **Connectedness**, i.e. the need to ensure that activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account.

6. **Safeguarding of children and vulnerable adults**

The extent to which safeguarding aspects have been considered and how the respective mechanisms been established, used and adhered to.

7. **Equality and inclusion/gender equality**

The extent to which women and men, persons with and without disabilities were actively involved during all steps in the project cycle and how the groups benefited from the intervention. Output and outcome data shall be disaggregated according to gender, age (adults/children) and disability status. For the collection of data on disability, the use of the Washington Group Short Set of Questions is mandatory. Consultants need to be guided on the Washington Group Questions and their application. In Humanitarian Contexts: **Coverage**: The need to reach major population groups facing life-threatening suffering wherever they are.

7. **Methodology**

Independent of the methods to be used, there are mandatory mechanisms that must be adhered to during the entire process:

- Participatory and inclusive
- Safeguarding of children and adults at risk
- Data Disaggregation (gender/age/disability) based on partner method of data collection.
- Data Security and privacy (informed consent)

The consultant is expected to employ a variety of data collection and analysis techniques for both quantitative and qualitative data to ensure a comprehensive evaluation exercise. This will likely include, at a minimum:

- Document and systems review: Review of existing documentation, including project reports, project log frame, and monitoring and evaluation data.
- Surveys: Application of structured survey questionnaires with a representative, random sample of the target population to quantitatively assess outcomes. This will be greater in scope, breadth, and depth compared to standard routine project monitoring.
- Focus Group Discussions: With target groups and other stakeholders to assess implementation experiences and effectiveness, document successes, challenges and lessons learned, and develop recommendations for improvement.
- Key Informant Interviews: Consultations with key project stakeholders, including field staff and partners. It is expected that the consultants inform comprehensively the purpose of the survey and data collection

The consultant will be expected to:

- Review relevant project documents, including but not limited to: project reports, project log frame, household survey reports and data.

- Develop, test and apply survey questionnaires. A representative random sample of the target population should be interviewed to assess outcomes and establish impact of the project interventions in line with log frame indicators. The project is putting a strong emphasis on the need to collect information on outcome indicators
- Design and conduct focus group discussions with relevant community members, both male and female, to assess implementation experiences and effectiveness, document successes, challenges, and lessons learned, and develop recommendations for improvement.
- Carry out key informant interviews i.e. consultations with key project stakeholders, including field staff and partners.
- Collate and analyse data.
- Present findings to the CBM and LUPD steering team and staff and invite comments
- Draft report and submit to CBM and LUPD steering team
- Incorporate comments and produce a final report

8. Management Responsibilities and Evaluation Team

Commissioning responsibility

The mid-term evaluation will be under the responsibility of the CBM Eastern Mediterranean Country Office. However, as CBM holds the contract with the BMZ, respective approaches in terms of methodology, final reports etc. will be aligned with CBM for their input and alignment. The local implementing partner LUPD will be involved in reviewing and providing their input to the final report in close communication with CBM.

Management Responsibility and Logistics

The Evaluation Team is responsible for arranging travel details such as flights and making sure to have a relevant visa if required. CBM can support in obtaining invitation letters. Furthermore, it is the obligation of the Evaluation Team to arrange accommodation, having relevant insurances and monitor the safety and security situation for any travel. CBM can provide additional support if needed.

The local partner shall recommend accommodation options and will arrange meetings and local logistics in close alignment with the Evaluation Team. The partner must make sure that venues are accessible for persons with disabilities.

The consultant shall ensure that appropriate translation or interpretation is covered as needed. This also includes potential provision of sign language interpretation. Again, CBM or the partner organisation can support to locate suitable services as needed.

The CBM Eastern Mediterranean Programme will facilitate the contact between the Evaluation Team and the local partner. It has the responsibility to make sure that relevant CBM stakeholders are aligned and available for discussions as well as provide their feedback to the draft evaluation report. Furthermore, the evaluation will be kicked off with a briefing on the project between the partner organisation, CBM team and the Evaluation Team. A final wrap-up workshop shall be conducted by the same parties.

CBM will make sure to be available for a briefing discussion as well as will provide feedback to the draft evaluation report. CBM will make sure to share the evaluation report with the BMZ for their information and further follow up.

Evaluation Team

The following qualifications are required within the evaluation team:

- Master's degree or higher academic degree related to Social Sciences, International Development, economic and social development related studies, Organisational Development or similar (at least the Team Manager)
- Proven working experience with NGOs and/or INGO in the field of Disability Inclusion, Food Security, Livelihood, Economic Development, DIDRR
- Proven consultancy experience of at least 5 years with a record of providing high quality, creative expert advice
- Proven experience in the evaluation of projects/programmes by specific donors (BMZ, EU, DFAD, DFID, etc.)
- Experience in applying qualitative and quantitative evaluation methods, with a minimum of 10 years of professional experience in program and project evaluation of relevance to policy making demonstrating a strong record in designing and conducting/leading evaluations.
- Experience in evaluation of similar programmes and sound knowledge of evaluation criteria
- Experience in participatory approach is a must as well as facilitation skills.
- Good analytical skills, Proven working experience in the field of disability and inclusive development
- Knowledge about local culture, policies and laws to understand the reality for persons with disabilities in Lebanon.
- Technical expertise in the field of Social Cohesion and MHPSS is an asset.
- Working knowledge in the Lebanon context is necessary.
- Excellent writing skills, ability to write in a structured and concise manner
- Proactivity and persistence will be required
- Proficiency in written and spoken English and Arabic essential
- Ideally teams should consist of men and women with and without disabilities

Verification of these qualifications will be based on the provided curriculum vitae. Moreover, references, web links or electronic copies of two or three examples of recently completed evaluation reports shall be provided together with the technical proposal.

Candidates are also encouraged to submit other references such as research papers or articles that demonstrate their familiarity with the subject under review.

The evaluation team is expected to be medically insured during the time of service under this consultancy. The contracting agencies, CBM and XXX, will not take responsibility for any damage, injury, or loss in the framework of this evaluation.

9. Deliverables

The report should be presented in the standard evaluation report format of CBM with a summary in English. The Mid-Term evaluation is expected to start on 20th of July 2025 with an inception phase followed by intensive data collection (desk review, interviews, and surveys), analysis, and report writing. A workshop for presentation and discussion of preliminary findings, and the final revised evaluation report should be conducted in July 2025

The consultant will provide the following deliverables to the CBM and LUPD team within the timeframe stated:

- Inception Report due: within 6 working days of evaluation launch, a detailed report on the evaluator’s proposed approach to the evaluation will be submitted for approval. This will provide preliminary findings/understandings based on document review, rationale, and a detailed description of the methodology and tools, research questions, analytical methods, budget with a breakdown of costs, and detailed work plan for the entire exercise. Any draft questionnaires or interview forms will also be submitted for review at this stage.
- Draft Report due by: 31st of July
- Finalised Report due by 31st of August

All background material shall be delivered, incl. questionnaires, surveys etc. in the form of an Annex.

10. Evaluation Schedule

| Task | Location | Number of Days | Expected Dates |
|--|------------------------------|----------------|------------------------------|
| Briefing | Online/CBM office | 01 | 21 July 2025 |
| Desk Study | Consultants’ desk | 03 | 22-24 July 2025 |
| Field Phase, Project Visit or remote data collection phase | | 05 | 25-31 July 2025 |
| De-briefing with initial findings | Online/partner office | 01 | 04 August 2025 |
| Analysis and draft report | Consultants’ desk | 10 days | 15 August 2025 |
| Finalising report | Consultants’ desk | 15 days | 31 August 2025 |
| (Option of wrap-up workshop with stakeholders) | Online/partner or CBM office | | First week of September 2025 |
| TOTAL | | | |

11. Payment Mode

Once the consultancy/evaluation contract is signed, transfer of payment can be arranged as two instalments. A first instalment of 50 % shall be done after signing the contract. The remaining balance will be paid to the evaluator upon clearance of the final report by the partner and CBM and no later than 14 days thereafter.

- *Logistic costs: airfares, accommodation, visa fee, local transport (those costs will be reimbursed upon receipt of proper invoices).*
- *Make sure that VAT is added to fees either by the consultant or by your office.*

The quality assessment and - if indicated - quality clearance by CBM will be communicated by the Project team no later than 14 days after receipt of the finalized evaluation report. Both payments can only be processed based on an invoice, including an overview on payments and supported by receipts of all expenditures and time sheets.

The partner and CBM reserve the right to terminate the contract in case that the agreed team members are not available at the agreed commencement of the assignment and if no adequate replacement can be provided.

12. Applications

Please insert here:

Expressions of Interest shall be submitted by (10 July 2025) to (info.em@cbm.org) and shall include:

- *Brief description of consultancy firm/consultant/team*
- *Detailed CVs of each suggested team member*
- *Understanding of this TOR and suggested methodology*
- *Availability of team and suggested schedule*
- *Financial proposal*

Only complete applications will be considered. The contractor may ask for references and/or examples of previous work and reports during the recruitment process. The contractor reserves the right to terminate the contract in case the suggested and agreed upon team members are unavailable at the start of the evaluation and no adequate replacement can be provided.

Each team member, incl. interpreters, enumerators etc need to fully comply with and sign CBM's or the partner organisation's Code of Conduct and Child Safeguarding Policy as well as commitment to data security and privacy.

13. Documents

The following documents will be provided to the evaluation team:

- project description.
- logical framework.
- most recent reports, recent financial report, any previous assessment, review.

Note that those documents will be made available to the consultant after signature of contract.

Appendix 1: Stakeholder Analysis for Evaluation.

You could use this matrix to list stakeholders involved in the project and determine whether and how they could contribute to the evaluation, through interviews, surveys and meetings.

Please list **all** current and potential external and internal stakeholders including beneficiaries that contribute or influence the success of the proposed project(s) being evaluated.

| Stakeholders | What is their interest and contribution in the proposed project? | What is their power and influence in the project (1-5 rating, 1=low, 5=high) | Will the project involve / these stakeholders in the evaluation? How? |
|--|--|--|---|
| Primary Stakeholders | | | |
| e.g., Women and men with disabilities | | | |
| e.g., Girls and boys with disabilities | | | |
| Secondary stakeholders | | | |
| e.g., Mothers, fathers, care givers | | | |
| e.g., Volunteers | | | |
| e.g., Local Government | | | |
| e.g., Board of partner organisation | | | |
| e.g., Central Government | | | |
| e.g., Community | | | |
| e.g., NGOs | | | |
| e.g., Project staff | | | |
| e.g., CBM staff | | | |