



INTERNATIONAL CALL FOR TENDER – INSTRUCTIONS TO BIDDERS ACTED **LEBANON**

Date: 01-10-2018

Tender N°: [T/11DDG/E17EVA/BRT/PRG/01-10-2018/001](#)

ACTED is requesting through this tender a company/consultant to provide detailed written offers for the supply of the following service:

PRODUCT SPECIFICATIONS:

1. Description: Final external evaluation
2. Service class / category: Consultancy services
3. Quantity/unit; The consultancy will last for an estimated one (1) month
4. Location ACTED Beirut Office 8th floor, Eshmoun Bldg, Damascus Road, Sodeco, Ashrafieh, Beirut

RESPONSIBILITIES OF THE CONTRACTOR:

1. Terms of delivery: Specified in the terms of reference attached, deadline depending on contract signature for the consultancies
2. Date of delivery for: 1 month
3. Validity of the offer: 3 months

The answers to this tender should include the following elements:

- A written offer including all the consultancy specifications, the deliverable and price per deliverable
- Quotes should be inclusive of detailed VAT.
- A copy of the consultant ID for national consultants **or** a copy of the passport alongside a copy of the insurance for international consultants (medical insurance including transportation coverage).

GENERAL CONDITIONS:

1. The **closing date** of this tender is **15/10/2018 5.00PM Local Lebanon time** in ACTED office at the following address : 8th floor, Eshmoun Bldg, Damascus Road, Sodeco, Ashrafieh, Beirut

Tel: +961 01 324331

or emailed both to : lebanon.tender@acted.org and in cc, tender@acted.org

2. Tenderers will fill, sign, stamp and return the Offer form according to ACTED's format.
3. Tenderers will sign and return all pages of the Consultancy Specifications for which they apply.
4. The offer to the call for tender will not result in the award of a contract.
5. The offer must be submitted to ACTED Logistics department in a sealed envelope stamped and signed by the company and indicating the tender title, date, and time of submission. The envelope must bear the mention ([T/11DDG/E17EVA/BRT/PRG/01-10-2018/001](#))- **not to be opened before 16/10/2018** and the purpose of the offer.
6. The offers must be submitted in **English** and prices must be expressed in **USD**.
7. **ALL THE PAGES OF TENDER DOCUMENTS** (instructions to bidders, offer form, Questionnaire, ToRs, Ethical declaration and bidders checklist) have to be signed stamped by the bidder.
8. Unsealed envelope and late offers will not be considered.
9. To ensure that funds are used exclusively for humanitarian purposes and in accordance with donors' compliance requirements, all contract offers are subject to the condition that contractors do not appear on anti-terrorism lists, in line with ACTED's anti-terrorism policy. To this end, contractors' data shall be automatically processed.

NOTE: ACTED adopts a zero tolerance approach towards corruption and is committed to respecting the highest standards in terms of efficiency, responsibility and transparency in its activities. In particular, ACTED has adopted a participatory approach to promote and ensure transparency within the organization and has set up a Transparency focal point (Transparency Team supervised by the Director of Audit and Transparency) via a specific e-mail address. As such, if you witness or suspect any unlawful, improper or unethical act or business practices (such as soliciting, accepting or attempting to provide or accept any kickback) during the tendering process, please contact the following phone number [00961 1 324 331] and/or send an e-mail to transparency@acted.org.

SPECIFIC CONDITIONS:

The answers to this tender should include the following elements.

1. A written offer form (02 OFFER FORM) including the price per man-day of work and the total price.
2. Past project experience: Information provided for each relevant past project shall include a summary sheet (highlighting the client, description of the project, location of project, role of the company, project status-completed or ongoing) and a completion certificate (recommended) from the client. All documents shall be provided in English (except completion certificates if not available in English). Completion Certificates shall be attached to the relevant project summary sheet for easy consultation.
3. Brief outline of the topics to be covered during the workshop
4. Concise CVs of key staff expected to work on the projects highlighting their experiences relevant to the project).
5. A copy of the insurance for international consultants (medical insurance including transportation coverage).

6. The attached terms of reference signed.
7. Any relevant certifications the company might have, particularly ISO certifications.
8. Any other documents relevant to the TOR.

Name of Bidder's Authorized Representative: _____

Authorized signature and stamp: _____

Date: _____

OFFER FORM ACTED Lebanon

Date:

Tender N°: *T/11DDG/E17EVA/BRT/PRG/01-10-2018/001*

To be Filled by Bidder (COMPULSORY)

Details of Bidding Company:

1. Company Name: (_____)

2. Company Authorized Representative Name: (_____)

3. Company Registration No: (_____)

No/Country/ Ministry

4. Company Specialization: (_____)

5. Mailing Address: (_____)

Country/Governorate./City/St name/Shop-Office No

a. Contact Numbers: (Land Line: _____)

/ Mobile No: _____)

b. E-mail Address: (_____)

I undersigned _____, agree to provide ACTED, non-profit NGO, with items answering the following specifications, according to the general conditions and responsibilities that I engage myself to follow.

TECHNICAL SPECIFICATIONS: See below TOR

<u>Specification</u>	Deliverable	Price [USD] VAT excluded	Price [USD] VAT included
<ul style="list-style-type: none"> - Review of program activities, implementation policies and reporting mechanisms, based on available documentation - Detailed workplan - Development of an Inception Report, outlining the methodology for data collection methods and analysis - Analysis of anticipated limitations and mitigation measures. 	<ul style="list-style-type: none"> • -Inception Report 		
<ul style="list-style-type: none"> - Data collection - Analysis of program performance based on the five DAC criteria and the corresponding research questions listed in the ToR 	<ul style="list-style-type: none"> • Draft Final Evaluation Report 		
Finalization of the Final Evaluation Report, taking into account ACTED comments on its quality and accuracy.	<ul style="list-style-type: none"> • Final version of the Final Evaluation Report 		
TOTAL in USD			

ANNEX 1-(TOR) INCLUDES ALL THE DETAILED INFORMATION - REFER TO ANNEX 1 BELOW PRIOR TO PRICING FOR SCHEDULE

NB:

THE DATES MENTIONED IN THE TOR MIGHT BE SUBJECT TO CHANGE

BIDDER'S TERMS AND CONDITIONS:

1. Valid of the offer: _____ (recommended: 6 months or more)

2. Terms of delivery: _____

Name of Bidder's Authorized Representative: _____

Authorized signature and stamp: _____

Date: _____

Terms of reference

Final External Evaluation

Mobilizing institutions and civil society to advocate and support sustainable livelihoods and protection for the most vulnerable communities in Lebanon

DONOR	Regional Development and Protection Programme (RDPP)
PROJECT DURATION	12 months (01/09/2017 – 30/09/2018)
LOCATIONS	Four governorates of Lebanon : Beirut (Al Mazraa), Mount Lebanon (Al Chiah, Al Ghobeiry, Al Wardanieh, Barja, Baysour, Bourj Al Barajne, Burj Hammoud, Hay El Solom, and Sin El fil), North (Al Minieh and Beb Al tebbane) and South (Saida)
MAIN PROJECT OBJECTIVE	To enhance the resilience of vulnerable host and refugee communities in Lebanon, through the promotion of livelihood opportunities, protection support and advocacy for their wellbeing
OBJECTIVES OF THE EVALUATION	Overall objective: <ul style="list-style-type: none">- To provide an external opinion on the relevance and performance of the project, as compared to the project document and with a strong focus on results.- To highlight key lessons learnt, best practices and recommendations to feed back into current and future ACTED programming in the same sectoral areas and using similar approaches to meeting their objectives.
METHODOLOGY FOR THE	The external expert will assess the project according to five DAC criteria (relevance, efficiency, effectiveness, sustainability, impact). Cross-cutting issues such as gender,

EVALUATION	environment, accountability and do no harm will also be part of the analysis. The methodology for data collection is to be determined by the consultant with ACTED approval. The consultant is however expected to conduct field missions to obtain the necessary qualitative and quantitative data that provides evidence of the impact of the response with members of communities targeted by the project. The evaluation should be conducted mainly through secondary data review, focus group discussions, key informant interviews and household-level interviews with a broad range of project stakeholders, including beneficiaries, as well as direct observations.
EVALUATION DATES	10/10/2018 - 15/11/2018

TABLE OF CONTENTS¹

ACTED.....	103
ACTED WORLDWIDE.....	103
ACTED IN LEBANON.....	103
Project Background.....	103
BACKGROUND AND RATIONALE OF THE PROJECT	103
ACTIVITIES OF THE PROJECT.....	124
Key Project Stakeholders	125
Scope and purpose of the evaluation.....	136
Research criteria and questions	136
1/ RELEVANCE	136
2/ EFFICIENCY.....	147
3/ EFFECTIVENESS	147
4/ IMPACT	158

¹ Based on the European Union’s ROM Handbook and guidance for final evaluations.

5/ SUSTAINABILITY	<u>158</u>
Evaluation methodology	<u>168</u>
Schedule	<u>1710</u>
Deliverables	<u>1811</u>
INCEPTION REPORT	<u>1811</u>
FINAL EVALUATION REPORT.....	<u>1811</u>
FEEDBACK ON DELIVERABLES.....	<u>2013</u>
Expertise requirements	<u>2013</u>
Application process.....	<u>2014</u>
Applications' scoring.....	<u>2114</u>

ACTED

ACTED WORLDWIDE

ACTED is a non-governmental organization with headquarters in Paris, founded in 1993. Independent, private and not-for-profit, ACTED respects a strict political and religious impartiality and operates according to principles of non-discrimination and transparency.

ACTED endeavors to respond to humanitarian crises and build resilience; promote inclusive and sustainable growth; co-construct effective governance and support the building of civil society worldwide by investing in people and their potential.

ACTED's mission is to save lives and support people in meeting their needs in hard to reach areas.

ACTED develops and implements programmes that target the most vulnerable amongst populations that have suffered from conflict, natural disaster, or socio-economic hardship.

ACTED's approach looks beyond the immediate emergency towards opportunities for longer term livelihoods reconstruction and sustainable development.

As of 2017, ACTED was present in four continents and our teams intervene in 35 countries towards 14 million people, responding to emergency situations, supporting rehabilitation projects and accompanying the dynamics of development.

ACTED IN LEBANON

In Lebanon, ACTED has a staff of 92 individuals, currently implementing 17 projects throughout the country with an annual budget representing 8.5 million USD. In addition to the main office in Beirut, ACTED has a field office in Qoubayat in the Akkar governorate. ACTED has been working closely with local authorities and local communities during the implementation of various projects, and has developed strong relationships with farmers and local authorities. Since the onset of its presence in Lebanon, ACTED has implemented several projects supporting the economic development especially in the rural areas of Lebanon.

Project Background

BACKGROUND AND RATIONALE OF THE PROJECT

In September 2017, ACTED started a 12-month project, funded by the Ministry of Foreign Affairs of Denmark - Danish International Development Agency (DANIDA) and European Regional Development and Protection Programme (RDPP), that aimed to enhance the resilience of vulnerable host and refugee communities in Lebanon, through the promotion of livelihood opportunities, protection support and advocacy for their wellbeing. Beneficiaries were supported with protection services through awareness sessions and technical vocational skill development offered in line with labor market needs so that vulnerable women have access to employment opportunities. Relevant stakeholders were supported to enhance their capacities in implementing and sustaining protection and livelihood activities.

The protracted conflict in Syria, and the ensuing mass displacement of its population, has had a profound impact on Lebanon. The influx of an estimated 1-1.5 million Syrian refugees caused a demographic increase of 25% among the host community, which already consisted of a fragmented pre-crisis population of approximately 4.4 million Lebanese and over 450,000 Palestinians refugees. The refugee crisis aggravated pre-

existing constraints, and created new challenges, for the government, refugees and host communities in Lebanon particularly noticeable in the sectors of livelihoods and protection for vulnerable communities.

Many of the livelihoods and protection challenges faced by vulnerable communities in Lebanon pre-date the Syrian crisis. Lebanon's labour markets faced significant structural issues before 2011. High unemployment rates combined with a skills mismatch in the labour market and a prevalence of low-quality and low-productivity jobs, resulting from weak business environment conditions, a slow GDP growth rate, a small and saturated local market, and the incapacity of local companies to meet the challenges of competitive international markets. Sectarian-related political gridlock, high levels of corruption, mismanagement of resources and poor service delivery further exacerbated this issue. These pre-existing issues were exacerbated by the demographic pressures of the Syrian refugee influx.

In relation to the labour market, the influx of Syrian refugees was estimated to have increased the labour supply by almost 50%. The government struggled to cope with the demographic impact, with limited capacity to create - or support access to – formal employment opportunities and adequate sources of income which is affecting both refugees, and host communities, in Lebanon. The lack of livelihood opportunities for Syrian refugees often leads to a reliance on immediate humanitarian assistance, such as cash grants or vouchers.² Syrian refugees were offered few opportunities to improve and increase their employment-related skills through, which prevented many refugees from advancing to higher-skilled, higher-paid, formal and/or regular job opportunities. At the same time, reports confirmed the widespread employment of refugees in the informal sector leading to opportunities for abuse and exploitation.

In addition, the numbers of vulnerable individuals subject to protection-related risks largely increased in the country, with women and children comprising around 80% of the total Syrian refugee population.³ Limited self-support opportunities, compounded by a depletion of resources including savings and assets, has led vulnerable individuals to resort to negative coping strategies such as begging, and engagement of children in child labour.

Moreover, local institutions faced constraints, government authorities, and private sector actors when delivering protection and livelihood-related opportunities, services, and information for vulnerable population. The general public as well faced constraints when advocating for protection- and livelihood-related challenges faced by vulnerable individuals as stigma may make the general public hesitant to advocate for such issues.

The implemented action that ended in August 2018 took an integrated area-based approach to livelihoods, protection and advocacy for vulnerable populations in Lebanon, engaging the most relevant actors across different levels to achieve this jointly. The target groups that were engaged to achieve these project objectives are vulnerable refugees and host communities, 13 SDCs, 13 CSOs, government authorities, private sector actors, government authorities, and the general public.

² UNHCR, WFP, UNICEF. Vulnerability Assessment of Syrian Refugees, 2016.

³ UNCHR Statistical Dashboard, May 2017

ACTIVITIES OF THE PROJECT

Result 1: The capacity of local institutions to deliver livelihood- and protection- related services is improved;

- Developed for 13SDC an internal action plan addressing community livelihood and protection needs.
- Service guides for protection and job creation are developed for 13 SDCs
- Provide each SDC with relevant protection- and livelihood-related assets (laptops) /renovations (such as rehabilitation of Child Friendly spaces and training rooms)/trainings (Gender equality, basic English, and Basic IT) with their relevant curriculums.
- Provide 13 CSOs with relevant protection-related trainings /curriculum (Gender equality).

Result 2: The capacity of vulnerable individuals to access protection- and livelihood-related services is improved;

- Vulnerable individuals (260) undergo protection-related and TVET trainings, through SDCs and/or CSOs
 - o Vulnerable individuals undergo protection-related trainings
 - o Vulnerable individuals undergo TVET trainings
- To provide vulnerable individuals (105) with support in entering the labour market, through apprenticeship programs (25) and employment support (80)
 - o Supported the insertion of trained vulnerable individuals into paid apprenticeship programmes (25).
 - o Provided vulnerable individuals with access to labour market information, career guidance, counselling and job matching services (80)

Result 3: Awareness and advocacy for protection-related topics is raised.

- Beneficiaries & 13 CSOs lead campaigns on protection-related topics
- Three Communities of Practice (CoPs) were created on protection-related topics
- A national conference held with key stakeholders on one specific protection issue at the end of the project

Key Project Stakeholders

Ministry of Social Affairs (MoSA) the leading government agency dealing with protection, for both the emergency response targeting refugees as well as services for Lebanese populations; and for livelihoods, activities in Lebanon. It is responsible for the endorsement of the action plans set by ACTED for each SDC. It was involved during the selection of SDCs, activity implementation and provided with the curricula, and participated in workshops, for adoption or use as a reference for TVET programs implemented in different areas to ensure capitalization for future research.

Social Development Centres (SDCs) are mandated by MoSA to deliver protection and livelihood-related support to vulnerable individuals in their communities. SDCs were tasked by the Ministry of Social Affairs (MoSA) with an original mandate to deliver long-term social and development projects, including livelihoods and protection activities for their respective communities. For example, SDCs were expected to act as a space for the provision of TVET trainings for community members. They were supported with assets, curricula, and trainings to enhance their capacity in addressing medium to long-term livelihoods and protection issues.

Civil Society Organizations (CSOs) are another form of local institution capable of holding the government to account and ensuring that government services are responsive to the needs of the most vulnerable populations. They were provided with ToTs and sub-granted to support them with rolling out community campaigns.

Scope and purpose of the evaluation

The main objective of this evaluation is to provide ACTED and the donor with an assessment of the project, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability of the project. The evaluation should provide information that is evidence-based, credible and useful, enabling the incorporation of lessons learned into the future decision-making processes of ACTED and the donor.

The evaluation will specifically:

1. Assess the extent to which the project met planned outcomes;
2. Highlight lessons learnt, best practices and recommendations for improvements to feed back into current and future ACTED programming in the same sectoral areas and using similar approaches to meeting their objectives.

Research criteria and questions

The evaluation shall use the following criteria and corresponding questions. The consultant will be able to review and revise the questions in consultation with ACTED country office AME⁴ team, as part of the inception phase of the evaluation, and as relevant.

1/ RELEVANCE

The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated. It should include an assessment of the quality of project preparation and design – i.e. the logic and completeness of the project planning process, and the internal logic and coherence of the project design.

The following questions should be answered:

- 1.1 Was the action adequately designed to respond to the needs of the direct beneficiaries?
- 1.2 Was the selection of target areas appropriate for reaching the most vulnerable in need of assistance?
- 1.3 Were the project methodologies and activities relevant to achieve the project objectives?
- 1.4 Were the indicators well defined and relevant to measure the achievement of the results and objectives?
- 1.5 Were baselines set for each relevant indicator? Were indicators' target values realistic?
- 1.6 To what extent did the project take into account the needs of different groups (girls, boys, women, men, people with disabilities, etc.)?
How were gender, age and diversity considered?
- 1.7 To what extent were cross cutting issues, such as environment, do no harm and protection, mainstreamed into the interventions?

⁴ Appraisal, Monitoring and Evaluation

2/ EFFICIENCY

The fact that the project results have been achieved at reasonable cost, i.e. how well inputs/means have been converted into activities, in terms of quality, quantity and time, and the quality of the results achieved. This requires comparing alternative approaches to achieving the same results, to see whether the most efficient process has been adopted.

The following questions should be answered:

- 2.1 Was the project managed in a cost-efficient manner (in terms of human, financial and other resources versus the results)?
- 2.2 What were the external constraints to achieving better efficiency and how well were they mitigated?
- 2.3 Was the action adequately monitored by ACTED?
- 2.4 Were beneficiaries sufficiently involved in the project implementation? Was there any feedback from beneficiaries to project implementers? How did it feed back into project implementation?
- 2.5 Were synergies capitalized on with other actors (local and international) involved in similar projects?
- 2.6 What evidence is there (if any) that learning (M&E), from this project or previous projects, were incorporated into the project's implementation strategies?
- 2.7 How has the relationship been between ACTED and local government authorities?
- 2.8 If there were delays, how important were they, what were the reasons for these delays, what were the consequences, and to what extent have appropriate corrective measures been implemented?

The consultant shall analyze the efficiency of project management arrangements and duly justify any issue. Factual statements on the quality and quantity of inputs shall be provided, delays should be measured by means of comparison with the latest update of the planning. Any significant deviations shall be analyzed. Conclusions on cost efficiency of outputs shall be drawn.

3/ EFFECTIVENESS

An assessment of the contribution made by results to achievement of the project purpose, and how assumptions have affected project achievements. This should include specific assessment of the benefits accruing to target groups.

- 3.1 Is the quality of outputs satisfactory according to the planned situation?
- 3.2 Were the expected results realized?
- 3.3 Did the achievement of the results conduct to the achievement of the project specific objective? What were the major factors influencing the achievement or non-achievement of set objective? If there is a gap between the benefits brought by the activities and the objective of the project, how can it be explained?

- 3.4 To what extent were the risk mitigation described in the project proposal, in addition to unforeseen risks, addressed during project implementation?
- 3.5 During the project, how well did ACTED provide information to communities and people affected by crisis about the organization, the principles it adheres to the project and what they intend to deliver?
- 3.6 What were, if any, the innovative and successful approaches that are of relevance to other actors active in the project sector in country?

The consultant's focus should be on outputs' and outcomes' delivery and quality (not activities); he/she is expected to explain any causes of deviations and the implications thereof. The level of achievement of results should be assessed as reflected by indicators covering the specific objective (outcome), providing a transparent chain of arguments.

4/ IMPACT

The effect of the project on its wider environment, and its contribution to the wider policy or sector objectives (as summarized in the project's overall objective).

The following questions should be answered:

- 4.1 What evidence is there that the project contributed to the achievement of its overall objective?
- 4.2 What, if any, were the unintended impacts of the project intervention, both positive and negative? Was the project able to monitor, mitigate and respond to any unintended negative effects?
- 4.3 Are the apparent impacts attributable to the project's interventions?

5/ SUSTAINABILITY

An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended (probability of continued long-term benefits).

The following questions should be answered:

- 5.1 What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- 5.2 Have the necessary measures been taken to build on local capacities? To address the environmental sustainability? To enhance the role of women? To involve the private sector?
- 5.3 Are the benefits and services provided, accessible for the target communities on the long term following affordable means??
- 5.4 What are the possibilities for replication and extension of the project's outcomes?

Human, organizational (including policies and institutions) and financial factors, as well as environmental and gender viability, are the main sustainability factors.

Evaluation methodology

While ACTED suggests consideration of the following mixed-methods methodology in order to collect the relevant data, the consultant will determine the final methodological approach for presentation and approval during the inception phase. Final approval will be made by ACTED's focal point.

The evaluation is expected to be based on the findings and factual statements identified from review of relevant documents (all in English) including the project document, ad-hoc, monthly, quarterly and interim reports to the donor, monthly Program Manager reports, in addition to the technical reports produced by the project, the AME surveys (reports and databases) produced for these projects. ACTED will provide the external expert with all available project documentation at the beginning of the consultancy. Project specific context shall also be taken into account.

The evaluation will be conducted primarily in Beirut. The consultant will also undertake field visits to Mount Lebanon, Tripoli, and/or South and interview the stakeholders including the target beneficiaries, SDC directors, CSO representatives, government officials, private sector employers, etc. Participation of stakeholders in the evaluation should be maintained at all times, reflecting opinions, expectations and vision about the contribution of the project towards the achievement of its objectives. The following persons should be visited and interviewed:

RDPP staff:

- RDPP project manager, interviewed for their reflections, feedback, recommendations and lesson learnt regarding the quality and relevance of project activities delivered, and about their cooperation with ACTED teams.

ACTED staff:

- ACTED Country Director in Lebanon interviewed for a general briefing/overview about the project, progress, relations with relevant stakeholders, successes and challenges encountered;
- ACTED Economic Development Technical Coordinator interviewed for a technical overview about the project activities and objectives, successes and challenges.
- ACTED Project Manager and Project Team interviewed for a detailed overview about the project progress, successes and challenges encountered;
- ACTED partnership team interviewed for their feedback on the relations with the sub-granted CSOs, progress, challenges, and lessons learned.
- ACTED AME manager interviewed for a detailed sharing of internal monitoring and evaluation information collected by the department providing an overview of the project progress, successes and challenges encountered.

MoSA:

- MoSA representative, who is responsible for the managing SDCs in Lebanon, interviewed for their reflections, feedback, recommendations and lesson learnt regarding the quality and relevance of support provided to the SDCs, the protection and training program, collaboration with CSOs, and about their cooperation with ACTED.

SDCs:

- Interviews will be conducted with directors of 5 SDCs to be randomly selected, knowing that each SDC is location in a different area (1 in Beirut, 2 in Mount Lebanon, 1 in Tripoli, and 1 in the south). The interview will capture qualitatively their reflections, feedback, recommendations and lesson learnt being beneficiary stakeholders of the project implemented by ACTED; understand their cooperation with local institutions and ACTED, and their relationship to MoSA.

CSOs:

- Three CSO representatives (1 in M,1 in the North, and 1 in the South) will be interviewed to collect qualitative information related to their reflections, feedback, recommendations and lesson learnt regarding the quality and relevance of the project sub-grant support to meet protection and advocacy needs, and general coordination and communication with ACTED.

Training beneficiaries:

- A total of three focus group discussions (1 in Mount Lebanon, 1 Beirut, 1 in Tripoli) with graduate trainees (6 to 10 graduate trainees) about their reflections, feedback, suggestions, challenges and lessons learnt in terms of quality of the teaching (protection, and TVET), how protection and TVET courses is relevant to their lives and current utilization of the skills;
- A total of three focus group (1 in ML, 1 in Tripoli, 1 in the south) discussions with trainees who finished or are still ongoing with the internships and jobs they were placed it (6 to 10 trainees for each focus group: 1 focus group discussions with interns who were placed in apprenticeships, 1 focus group discussion with trainees who were placed in a job). The focus group discussions will be about the participants’ reflections, feedback, suggestions, challenges and lessons learnt in terms of quality of the apprenticeship/ job, treatment by employers, logistical arrangements by ACTED, how internships have improved skill level, how life skills are relevant and were used during the internships, current utilization of the skills – income generation/employment opportunities.

Private Sector Employers

- Private Sector Employers surveyed (4 employers) about their reflections, feedback and challenges in relation to trainees and their readiness to work in a business, skill level at the start and end of apprenticeship/job, ACTED training relevant to market needs, coordination and communication with ACTED, and recommendations to improve VT and life skills for future participants;

The methodology must consider participants’ safety throughout the evaluation (including recruitment and training of research staff, data collection / analysis and report writing) as well as research ethics (confidentiality of those participating in the evaluation, data protection, age and ability-appropriate assent processes) and quality assurance (tools piloting, enumerators training, data cleaning).

The above-described methodology is indicative, the consultant is expected to provide a detailed methodology and work plan. He/she will also be free to collect additional data in order to reply to all the research questions.

Schedule

This assignment is expected to begin by **10th of October 2018** and shall be accomplished no later than **15th November2018**. Bidders should provide an evaluation workplan detailing the number of working days required per evaluation activity (see below table).

Evaluation activities	Suggested Schedule per man day
Review of program activities, implementation policies and reporting mechanisms, based on available documentation	
Development of an Inception Report, outlining the methodology for data collection and analysis	
Data collection	
Analysis of program performance based on the five DAC criteria and the corresponding research questions listed above	
Drafting of the Final Evaluation Report	

Finalization of the Final Evaluation Report, taking into account ACTED comments on its quality and accuracy.	10 days
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The consultant will be expected to meet weekly with ACTED management staff to provide updates on the evaluation timeframe. This can be done either by phone or in person.

Dates mentioned above might be subject to change

Deliverables

The following deliverables should be provided to ACTED's representative in Beirut, Lebanon, who will then circulate them to the relevant ACTED departments and partners for feedback.

Deliverables should be in electronic version, Word/Windows compatible format and in English.

Deliverables	Deadline
Inception Report	To be delivered no later than October 18 2018
Draft Final Evaluation Report	To be delivered no later than November 5 2018
Final version of the Final Evaluation Report	To be delivered no later than November 15 2018

For all deliverables, the external expert is expected to underline factual statements using evidence, and to comment on any deviation.

Dates mentioned above might be subject to change

INCEPTION REPORT

The inception report shall include the following elements:

- Methodology for the evaluation (tools, sampling method, criteria to select the field visits, etc.)
- Evaluation Questions (if revised)
- Detailed workplan
- Data analysis and collection methods
- Analysis of anticipated limitations and mitigation measures

FINAL EVALUATION REPORT

The consultant shall use the Final Evaluation Report template that will be provided at the beginning of the consultancy, including the following elements:

Project synopsis	The project synopsis serves as an introduction and provides background information. It therefore includes a short text on the
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<p><i>(this section should not exceed 1 page in length)</i></p>	<p>objectives of the project and issues to be addressed by it, a description of the target groups and a summary of its intervention logic, including the indicators at the three levels of the intervention logic: overall objective/impact, specific objective/outcome, outputs. The synopsis does not include appreciations and observations on issues related to the project implementation.</p>
<p>Methodology</p> <p><i>(this section should not exceed 1 page in length)</i></p>	<p>The methodology section should detail the tools used in the evaluation; locations, sample sizes, sampling methodology, tools used, dates, team composition, limitations faced and other pertinent facts.</p>
<p>Findings</p> <p><i>(max. 2 pages per DAC criteria)</i></p>	<p>The findings section should present the results of the evaluation in an objective and non-judgmental way that gives an honest portrayal of the project.</p> <p>Included in the findings should be a discussion of how well the project achieved each of the five DAC criteria: relevance, effectiveness, efficiency, impact, and sustainability</p> <p>The consultant shall highlight the most important findings relating to the performance of the project and elaborate on them in detail while also pointing out any critical issues and/or serious deficiencies. Findings shall be accurate, concise and direct. They must be based on and coherent with their answers to the evaluation questions.</p> <p>The consultant is expected to provide a self-sustaining explanation of their assessment which must be understandable by any person unfamiliar with the project while at the same time providing useful elements of information to the stakeholders. The consultant should avoid the following weaknesses: not evidence based, lack of technical content (e.g. experts provide an analysis which does not take into account the state of the art of knowledge in a given sector or topic).</p> <p>Full source details (including file name, page numbers...) are always to be included.</p>
<p>Conclusions, Lessons Learned, Best Practices, and Recommendations</p> <p><i>(max.3 pages)</i></p>	<p>These should be presented as a separate final chapter. Wherever possible and relevant, for each key conclusion there should be a corresponding recommendation. The consultant shall set out the main conclusions and recommendations based on the answers given to the evaluation questions and which are summarized in the findings section.</p> <p>Recommendations should be as realistic, operational and pragmatic as possible and drafted in a way that the stakeholders to whom they relate are clearly identified. Recommendations are derived from the conclusions and address issues of major importance to the performance of the project. They must take in consideration applicable rules and other constraints, related for example to the context in which the project is implemented. They must not be phrased in general terms but constitute clear proposals for solutions and they target the most important issues rather than minor or less relevant aspects of a project.</p> <p>Through conclusions, lessons learned, best practices and recommendation, the evaluation will generate knowledge and support accountability to beneficiaries, the donor, ACTED and the overall humanitarian community. It will provide information on the processes or activities that ACTED implemented to develop insights, knowledge, and lessons from past experiences so as to improve current and future performance.</p>
<p>Annexes</p>	<ul style="list-style-type: none"> • Terms of Reference of the evaluation • Assessment tools used (questionnaires, checklists, scoring grids, etc.) • List of persons (job titles only, no names)/organizations consulted • List of literature and documentation consulted • Other technical annexes (e.g. statistical analyses and other pertinent elements, graphs, etc.)

FEEDBACK ON DELIVERABLES

Please note that both inception and final reports are subject to ACTED's approval before they are considered as final deliverables and corresponding milestones payment can be released.

Upon submission of the draft inception report / draft final evaluation report by the consultant, ACTED will formulate comments as well as indicate any factual errors, within five days (inception report) / five days (Final Evaluation Report) of reception.

For the draft final evaluation report, comments will be formulated on the basis of the attached Quality Control Checklist (see Annex A below). ACTED will provide an overall opinion on the quality of the evaluation report and each of its components (synopsis, methodology, findings, conclusions and recommendations, and annexes), which should be taken into account by the consultant. For each recommendation, ACTED will state to what extent (Yes, Partially, No) it agrees with the recommendation and accurately reports the opinion of the consulted stakeholders.

All comments should be considered by the consultant before the two reports are considered completed. The consultant shall take note of these comments and decide whether or not to revise the reports and, where appropriate, succinctly explain why comments cannot be taken into account. The consultant submits a revised version of the report to ACTED, within five days (Inception Report) / five days (Final Evaluation Report) of receipt of ACTED comments.

Expertise requirements

The consultant should have the following background:

- Post-graduate qualifications in development, social studies or relevant area
- Experience in project Monitoring and Evaluation, in particular livelihood/vocational skill development projects
- Strong knowledge and/or demonstrated experience in designing and conducting similar monitoring and evaluation activities is required
- Excellent knowledge of the Lebanon refugee context and culture is required, as well as protection, technical and vocational skill training
- Strong analytical skills and ability to clearly synthesize and present findings
- Excellent written and oral English essential
- Advanced Knowledge of written and oral Arabic is an advantage.

The consultant should identify a focal point for communication and reporting purposes, with appropriate skills and experience. At the briefing session, the focal point should submit a full contact list of all those involved in the evaluation.

Application process

Leading consultant is requested to include the following in the application:

- CV(s) of the personnel deployed (including field team)
- Organogram of the team structure
- Sample from previous work (max. 10-20 pages) from at least 2 separate projects
- Description of similar past experience, including description of the evaluation criteria, project, area of intervention, and total budget
- Technical Proposal including a detailed Methodology and detailed work plan
- Detailed Financial Proposal (showing unit costs)

Please note that the consultancy firm will have to comply with all government rules and will be responsible for government taxes.

By undertaking this assessment, consultants are expected to abide to humanitarian principles and to ensure the confidentiality of the data collected. It is also demanded that consultants follow at all times ACTED's Security Plan and Code of Conduct.

All data collected as part of this evaluation will remain ACTED's property. By the end of the final evaluation, the external evaluator shall submit all ACTED-/project-related documentation back to ACTED management.

It is the responsibility of the consultant to budget for a translator if required.

ACTED will not take the responsibility of the transportation, access, accommodation and food related expenses. It is the sole responsibility of the evaluator to take the appropriate measure to insure access and lodging of the team on the field.

Applications' scoring

Applications will be scored on the following criteria:

I. Technical Proposal		70pts
a.	Technical skills of personnel deployed (CVs, Organizational structure of the team)	15pts
b.	Experience in conducting similar final evaluations (similarity to the evaluation criteria, project and covered area will be scored equally)	15pts
c.	Context specificity /relevance of Methodology and work plan	25pts
d.	Sample from previous work	15pts
II. Financial Proposal		30pts

Any offer submitted after the deadline will be rejected. Any missing document will lead to the direct disqualification of the applicant. Delayed applications will be automatically rejected.

Offers that do not comply with the overall length and deadline of the assignment (as provided above), do not include field visits and/or do not plan to assess each of the five DAC criteria will be disqualified.

Any error or major discrepancy related to the instructions listed in the Terms of Reference may lead to the rejection of the bid.

Clarifications will only be requested when information provided is not sufficient to conduct an objective assessment of the submitted offer.

Name of Bidder's Authorized Representative: _____

Authorized signature and stamp: _____

Date: _____

ANNEX A - QUALITY CONTROL CHECKLIST

1. Overall consistency and clarity of the report

Have limitations in number of characters and other instructions of the External Evaluation Report template been respected?
Does the evaluation deal with and respond to all ToR requests, including specifically research questions?
Have all fields have been completed? If sections are judged not applicable, is a brief explanation provided?
Is the language used clear, unambiguous, without unexplained terminology, abbreviations and spelling errors?
Is information provided in the right place, as per the instructions provided in the Final Evaluation Report template?
Has the scoring system been applied in a coherent, consistent, evidence-base and transparent manner?

2. Reliable data available

Is the evaluation method clearly and adequately described in enough detail?
Does the report point out the limitations, risks and potential biases associated with the evaluation method? Have explanations been provided for missing information?
Are the sources of information clearly identified in the report?
Are the data collection tools (samples, focus groups, etc.) applied in accordance with standards?
Have the collected data been cross-checked?
Has the evolution of the project been taken into account in the evaluation process?
Are any key documents missing from the list of documents consulted? Are any key stakeholders missing from the sources and list of persons consulted?

3. Sound data analysis

Is the analysis based on the collected data? Does the triangulation of data collected provide reliable analysis?
Is the context taken into account adequately in the analysis?
Are inputs from the most important stakeholders used in a balanced way?
Is the report sufficiently analytical or mainly descriptive?
When only weak data is available or key data is missing, has the consultant explained the reasons for this and the limitations of the data used?
Is the analysis of quantitative and qualitative data appropriately done so that evaluation questions are informed in a valid way?
Are cause and effect relationships between planned and actual results fully explained (gap analysis)?
Does the report focus on outputs' and outcomes' delivery and quality (not activities)?

4. Credible findings and conclusions

Are findings based on evidence? (tangible, clear, poor, anecdotal evidence)
Do findings follow logically from and are justified by the data analysis? Are the conclusions coherent and logically linked to the findings?
Are the significant findings included in the conclusions (i.e. those findings that have impact on the project's performance and achievement of results?)
Is there a discussion whether the findings can be generalised? Are interpretations and extrapolations justified and supported by sound arguments?
Does the report draw overall conclusions on each of the five DAC criteria?
Are conclusions free of personal or partisan considerations?

5. Consistency between sections

Are grades consistent with the analysis?
Are Relevance comments in line with project context, purpose and objectives?
Do Efficiency comments address the rate of project targets achievement against the rate of planned resources used?
Do the Effectiveness and Impact comments respectively address the extent to which the expected results and objectives have been achieved?
Do Sustainability comments address beneficiaries' capabilities to maintain and enhance results and added value?

6. Useful recommendations

Are the recommendations linked to the conclusions, specific, justified and operational and clearly addressed to the respective stakeholders?

BIDDER'S ETHICAL DECLARATION - ACTED Lebanon

Date:

Tender N°: T/11DDG/E17EVA/BRT/PRG/01-10-2018/001

Tenderer's name: _____

Tenderer's address: _____

CODE OF CONDUCT:**1. Labour Standards**

The labour standards in this code are based on the conventions of the International Labour Organisation (ILO).

- *Employment is freely chosen*

There is no forced, bonded or involuntary prison labour. Workers are not required to lodge 'deposits' or their identity papers with the employer and are free to leave their employer after reasonable notice.

- *Freedom of association and the right to collective bargaining are respected*

Workers, without distinction, have the right to join or form trade unions of their own choosing and to bargain collectively. The employer adopts an open attitude towards the legitimate activities of trade unions. Workers representatives are not discriminated against and have access to carry out their representative functions in the workplace. Where the right to freedom of association and collective bargaining is restricted under law, the employer facilitates, and does not hinder, the development of parallel means for independent and free association and bargaining.

- *Working conditions are safe and hygienic*

A safe and hygienic working environment shall be provided, bearing in mind the prevailing knowledge of the industry and of any specific hazards. Adequate steps shall be taken to prevent accidents and injury to health arising out of, associated with, or occurring in the course of work, by minimising, so far as is reasonably practicable, the causes of hazards inherent in the working environment. Workers shall receive regular and recorded health and safety training, and such training shall be repeated for new or reassigned workers. Access to clean toilet facilities and potable water and, if appropriate, sanitary facilities for food storage shall be provided. Accommodation, where provided, shall be clean, safe, and meet the basic needs of the workers. The company observing the standards shall assign responsibility for health and safety to a senior management representative.

- *Child Labour shall not be used*

There shall be no new recruitment of child labour. Companies shall develop or participate in and contribute to policies and programmes, which provide for the transition of any child found to be performing child labour to enable her/him to attend and remain in quality education until no longer a child. Children and young people under 18 years of age shall not be employed at night or in hazardous conditions. These policies and procedures shall conform to the provisions of the relevant International Labour Organisation (ILO) standards.

- *Living wages are paid*

Wages and benefits paid for a standard working week meet, at a minimum, national legal standards or industry benchmarks. In any event wages should always be high enough to meet basic needs and to provide some discretionary income. All workers shall be provided with written and understandable information about their

employment conditions in respect to wages before they enter employment, and about the particulars of their wages for the pay period concerned each time that they are paid. Deductions from wages as a disciplinary measure shall not be permitted nor shall any deductions from wages not provided for by national law be permitted without the express and informed permission of the worker concerned. All disciplinary measures should be recorded.

- *Working hours are not excessive*

Working hours comply with national laws and benchmark industry standards, whichever affords greater protection. In any event, workers shall not on a regular basis be required to work in excess of the local legal working hours. Overtime shall be voluntary, shall not exceed local legal limits, shall not be demanded on a regular basis and shall always be compensated at a premium rate.

- *No discrimination is practised*

There is no discrimination in hiring, compensation, access to training, promotion, termination or retirement based on race, caste, national origin, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation.

- *Regular employment is provided*

To every extent possible work performed must be on the basis of a recognised employment relationship established through national law and practice. Obligations to employees under labour or social security laws and regulations arising from the regular employment relationship shall not be avoided through the use of labour-only contracting, sub-contracting or home-working arrangements, or through apprenticeship schemes where there is no real intent to impart skills or provide regular employment, nor shall any such obligations be avoided through the excessive use of fixed-term contracts of employment.

- *No harsh or inhumane treatment is allowed*

Physical abuse or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation shall be prohibited.

B. Environmental Standards

Suppliers should as a minimum comply with all statutory and other legal requirements relating to the environmental impacts of their business. Detailed performance standards are a matter for suppliers, but should address at least the following:

- *Waste Management*

Waste is minimised and items recycled whenever this is practicable. Effective controls of waste in respect of ground, air, and water pollution are adopted. In the case of hazardous materials, emergency response plans are in place.

- *Packaging and Paper*

Undue and unnecessary use of materials is avoided, and recycled materials used whenever appropriate.

- *Conservation*

Processes and activities are monitored and modified as necessary to ensure that conservation of scarce resources, including water, flora and fauna and productive land in certain situations.

- *Energy Use*

All production and delivery processes, including the use of heating, ventilation, lighting, IT systems and transportation, are based on the need to maximise efficient energy use and to minimise harmful emissions.

- *Safety precautions for transport and cargo handling*

All transport and cargo handling processes are based on the need to maximise safety precautions and to minimise potential injuries to ACTED beneficiaries and staff as well as the suppliers's employees or those of its subcontractors.

C. Business Behaviour

The conduct of the supplier should not violate the basic rights of ACTED's beneficiaries.

The supplier should not be engaged

1. in the manufacture of arms
2. in the sale of arms to governments which systematically violate the human rights of their citizens; or where there is internal armed conflict or major tensions; or where the sale of arms may jeopardise regional peace and security.

D. ACTED procurement rules and regulations

Suppliers should comply with ACTED procurement rules and regulations outlines in ACTED Logistics Manual Version 1.2. or above. In particular, ACTED's procurement policy set out in Section 2.1 and 2.4. (contract awarding). By doing so, Suppliers acknowledge that they do not find themselves in any of the situations of exclusion as referred to under section 2.4.2.

Operating Principles

The implementation of the Code of Conduct will be a shared responsibility between ACTED and its suppliers, informed by a number of operating principles, which will be reviewed from time to time.

ACTED will:

1. Assign responsibility for ensuring compliance with the Code of Conduct to a senior manager.
2. Communicate its commitment to the Code of Conduct to employees, supporters and donors, as well as to all suppliers of goods and services.
3. Make appropriate human and financial resources available to meet its stated commitments, including training and guidelines for relevant personnel.
4. Provide guidance and reasonable non-financial support to suppliers who genuinely seek to promote and implement the Code standards in their own business and in the relevant supply chains, within available resources.
5. Adopt appropriate methods and systems for monitoring and verifying the achievement of the standards.
6. Seek to maximise the beneficial effect of the resources available, e.g. by collaborating with other NGOs, and by prioritising the most likely locations of non-compliance.

ACTED expects suppliers to:

1. Accept responsibility for labour and environmental conditions under which products are made and services provided. This includes all work contracted or sub-contracted and that conducted by home or other out-workers.
2. Assign responsibility for implementing the Code of Conduct to a senior manager.
3. Make a written Statement of Intent regarding the company's policy in relation to the Code of Conduct and how it will be implemented, and communicate this to staff and suppliers as well as to ACTED.

Both parties will

1. require the immediate cessation of serious breaches of the Code and, where these persist, terminate the business relationship.
2. Seek to ensure all employees are aware of their rights and involved in the decisions which affect them.
3. Avoid discriminating against enterprises in developing countries.
4. Recognise official regulation and inspection of workplace standards, and the interests of legitimate trades unions and other representative organisations.
5. seek arbitration in the case of unresolved disputes.



Qualifications to the Policy Statement

The humanitarian imperative is paramount. Where speed of deployment is essential in saving lives, ACTED will purchase necessary goods and services from the most appropriate available source.

ACTED can accept neither uncontrolled cost increases nor drops in quality. It accepts appropriate internal costs but will work with suppliers to achieve required ethical standards as far as possible at no increase in cost or decrease in quality.

I undersigned [_____], agree to adopt the above Code of Conduct and to commit to comply with the labour and environmental standards specified, both in my own company and those of my suppliers.

Name & Position of Tenderer's authorized representative _____

Authorized signature _____



BIDDER'S CHECK LIST ACTED Lebanon

Date: _____

Tender N°: T/11DDG/E17EVA/BRT/PRG/01-10-2018/001

BEFORE SENDING YOUR BIDDING DOCUMENTS, PLEASE CHECK THAT EACH OF THE FOLLOWING ITEM IS COMPLETE AND RESPECTS THE FOLLOWING CRITERIA :

Description	To be filled in by Bidder		For ACTED use only (to be filled in by Purchase Committee)		Comments
	Included		Present		
	Yes	No	Yes	No	
1. An original and one copy of the bid have been provided					
2. PART 1 (form PRO-05) – Instructions to Bidders is attached, filled, signed and stamped by the supplier.					
3. PART 2 (form PRO-06) – Offer Form is attached, filled, signed and stamped by the supplier. (compulsory)					
4. The prices in the Offer Form are in USD (compulsory)					
5. The Terms of Reference is attached, filled, signed and stamped by the supplier (compulsory)					
6. PART 3 (form PRO-06-01) – Bidders Questionnaire Form is attached, filled, signed and stamped by the supplier. (compulsory)					
7. PART 4 – (form PRO-06-02) – Bidder's Ethical Declaration is attached, filled, signed and stamped by the supplier. (compulsory)					
8. The Bidding documents are filled in English .					
9. ANNEXES – Proofs of past performances in a similar field of activity (e.g. past deliveries of similar items) are provided					
10. ANNEXES – A Copy of Company registration documents and license are included					
11. ANNEXES – A copy of the legal representative ID for national consultants & a copy of the passport alongside a copy of their insurance for international consultants					
12. CVs of the relevant consultant (compulsory)					

Name & Position of Bidder's authorized representative _____

Authorized signature _____