



Terms of Reference

External Evaluation of Amna Programme: Baytna Lebanon Community Partnership

November 2025 to August 2028

1. Who we are

Founded in 2016, Amna (Refugee Healing Network CIO) is dedicated to building community capacity for healing. Amna's vision is a world where refugees can determine their futures unbounded by the impacts of conflict and displacement. We achieve this by partnering with community organisations and humanitarian partners worldwide, offering innovative, refugee-led approaches to community-based psychosocial care. Our proven model focuses on non-clinical, evidence-informed interventions, establishing safe spaces where communities can heal collectively. Grounded in success, our approach prioritizes physical and emotional safety, using movement, storytelling, mindfulness, and art to address grief, chronic stress, and symptoms of trauma. Facilitated by trained professionals, our programmes promote joy, belonging, and emotional safety, enabling participants to navigate the challenges of conflict and displacement through access to Amna trained people, places and practices. Amna's value-led, trauma and identity informed approaches counters the dehumanisation experienced by those affected by war and displacement] Amna's approach seeks to offer an alternative to the top-down humanitarian paradigm, offering an inclusive and participatory approach to humanitarian care.

2. Background

Lebanon, a historically significant host country for displaced populations, currently has the highest number of refugees per capita, including 1.5 million Syrians and long-standing Palestinian communities. The recent conflict escalation has internally displaced over one million people, causing widespread infrastructure damage and forcing many into overcrowded shelters. Even those returning to their towns face ongoing instability, loss of homes, and economic hardship.

This crisis unfolds within Lebanon's prolonged economic and political decline, where over half the population now lives below the poverty line, and 90% of Syrian refugees require humanitarian aid (UNHCR 2024). Families struggle with basic survival, often skipping meals, forgoing medical care, and sending children to work instead of school. The compounding effects of economic pressures, conflict, and displacement severely impact caregivers' ability to provide the nurturing support children need, increasing risks of long-term psychological distress.

Amna collaborates with local organizations to provide trauma-informed, identity-sensitive MHPSS services to refugees and vulnerable communities. These local partners are deeply embedded within their communities, offering collective healing spaces tailored to community needs. However, the demand for psychosocial support, particularly for young children and families, continues to grow, requiring urgent attention and expanded resources.

3. Amna's approach

Amna which means 'safe' in Arabic, works to improve access to safe, empowering, quality, community-led psychosocial healing spaces for people who have experienced displacement and conflict. To achieve this, we are building a global network of therapeutically trained local organisations that are working with refugees and displaced communities. We do this by strengthening the capacity of local community organisations through training, partnerships and funding to deliver programmes that combine evidence-informed practices with cultural traditions and practices including using rhythm, movement, music, storytelling and healing play for healing. Central to Amna's ethos is centering solidarity, joy, and belonging as therapeutic approaches. To enhance access to MHPSS services for children and families in Lebanon, Amna has recently launched the Baytna Lebanon Community Partnership programme. This initiative, part of the Lego Foundations Thrive to Play cohort brings together 10 local organisations dedicated to community-led, trauma-informed early childhood care

The programme will provide mental health and psychosocial support (MHPSS) and Early Childhood Development training, supervision and support to enable these organisations in implementing Amna's Baytna programme, a trauma- and identity-informed, play-based intervention designed to help children, and their caregivers address the immediate and long-term effects of grief, trauma and toxic stress caused by conflict and displacement. Amna recognizes the expertise of local organisations in their unique contexts. Rather than prescribing a rigid model, we equip partners with Amna methodologies and support them in adapting Amna's trauma informed approach to best fit their needs and circumstances.

4. Baytna Programme

Baytna, meaning "our home" in Arabic, is Amna's flagship trauma and identity-informed, play-based intervention designed for refugee children (aged 0-8) and their caregivers. It aims to mitigate the immediate and long-term psychological impact of conflict and displacement by fostering safe, nurturing environments for healing and development.

Programme Approach:

Baytna was developed through direct service delivery and collaboration with refugee communities. In 2019, Amna launched the Baytna Hubs initiative, a three-year capacity-building and funding program supporting local organizations in implementing Baytna across Greece. The model is highly adaptable and can be integrated into diverse settings, including community centers, kindergartens, and refugee camps.

Core Components:

- **Play-Centered Healing:** Structured play sessions enhance social, emotional, and cognitive development, creating a sense of safety, joy, and agency.
- **Caregiver Engagement:** Recognizing that caregiver support is essential for child resilience, Baytna strengthens family bonds and equips parents with skills to navigate daily challenges.
- **Flexible & Strength-Based:** The program builds on the strengths and assets of children and families, ensuring accessibility in various humanitarian contexts.

Baytna has been recognized as a best practice by UNESCO, Moving Minds Alliance, and the Nurturing Care Framework. An independent evaluation by the University of Virginia's Humanitarian Collaborative (2022) confirmed its positive impact on children, caregivers, facilitators, and participating organizations.

By providing childcare, psychosocial support, and a caring community, Baytna addresses critical gaps in humanitarian response, helping refugee families heal from trauma and rebuild their lives.

5. Objective of the evaluation

Amna's approach to evaluation is rooted in continuous learning and improvement. The primary objective of this evaluation is to assess the extent to which Baytna Lebanon Community Partnership Programme aligns with and addresses the healing needs of Lebanese communities, particularly for displaced children and caregivers, within their specific context and to generate actionable learning for programme effectiveness and improvement.

The selected evaluators will serve as Amna's Learning Partners during the programme implementation period (November 2025 to August 2028). Their role will include:

- Visiting and observing partner activities to independently **assess the fidelity of implementation, quality of ongoing monitoring and effectiveness of the programme.**
- Generating actionable learnings for each evaluation phase.
- Evaluating Baytna Lebanon Community Partnership outcomes, which include but is not limited to:

Early Outcomes

- **Facilitators' Knowledge & Practice:** Facilitators strengthen their understanding of Baytna's values and the key principles of trauma- and identity-informed care. They begin applying these principles intentionally—creating safe, values-based spaces for children and caregivers, and regularly using creative and healing activities that support emotional regulation and collective wellbeing.
- **Managers' Capacity:** Managers deepen their knowledge of values-based and trauma-informed approaches, and start improving operational systems and resource access to better support frontline facilitators and programme implementation.
- **Community Partners' Engagement:** Partners implement Baytna-inspired activities using available grant support, increasingly exchange knowledge and best practices with the Baytna Community of Practice, develop a clearer understanding of key sector stakeholders, and actively explore collaboration and funding opportunities.

Intermediate Outcomes

- **Integration of Trauma- and Identity-Informed Spaces:** Facilitators consistently incorporate safe-space design features and healing practices into their sessions, embedding these approaches within their institutions and community work.
- **Strengthened Safety, Belonging, and Joy:** Children and caregivers experience Baytna sessions as emotionally safe, connected, and joyful, which reinforces their trust and engagement.
- **Behavioural Change Among Caregivers and Children:** Caregivers and children begin to adopt emotional regulation and coping strategies, and engage more frequently in playful, creative, and healing interactions that promote social and emotional learning.

Key Evaluation Tasks

- Attend at least two days of training per training week provided by Amna to partners. Lead evaluators are encouraged to attend at least one full training week to gain a deeper understanding of Amna's approach.
- Co-Develop with Amna MEL Lead the evaluation framework, learning approaches and timeline using Amna's Theory of Change and Data Use Plan.
- Conduct field visits to each partner to assess Baytna's implementation and share findings to inform Amna's iterative training development.
- Identify and document lessons learned, best practices, and areas for improvement, providing evidence-based and actionable recommendations for the Community Partnership Programme across different contexts.
- Conduct a comparative analysis between the current Baytna programme and previous Amna initiatives, considering regional and contextual differences. Amna will provide the necessary background information on past programmes.

- Assess the extent to which Amna's partners adhere to its safeguarding policy and ensure services are accessible and inclusive for all displaced community members, regardless of gender, disabilities, or other demographic factors.

Collaboration with Funder's Learning Partner

For the Baytna Lebanon Community Partnership, Amna is collaborating with our funder's Learning Partner **Innovations for Poverty Action (IPA)**, who will be involved in the evaluation design and implementation as needed. Selected evaluators may participate in joint meetings and workshops with the funder's Learning Partner. The final evaluation design and reports will undergo joint review by Amna and the Learning Partner.

6. Methodology

The evaluation team is responsible for designing and implementing the methodological approach and conducting the end-of-project evaluation in alignment with Amna's requirements. This evaluation will follow a participatory approach, actively engaging Amna staff, partners, stakeholders, and targeted communities. It will incorporate both quantitative and qualitative data collection methods, including but not limited to:

- Desk review of programme documents and relevant literature.
- Individual and group interviews with stakeholders.
- Surveys, questionnaires, and focus group discussions (with observation reports and assessment tools developed in collaboration with Amna).
- Amna encourages innovative evaluation methods that capture deep qualitative data and stories from the communities and participants

The evaluation will be planned and conducted in close collaboration with Amna's Monitoring & Evaluation Lead and Programme Director to ensure alignment with Amna's learning and programmatic goals.

7. Deliverables

- Evaluation Inception Report – A detailed report outlining the proposed approach, evaluation framework, key questions, and timeline, to be finalized in agreement with the Amna team and the evaluator(s).
- First Finding report: one year after the start of the programme (May/June 2026) (Structure and design of the report will be co-developed with Amna)
- Second Findings report: End of second year of the Baytna programme (June 2027) (Structure and design of the report will be co-developed with Amna)
- Final Comprehensive report (at the end of the three-year programme: June 2028), accompanied by a summary presentation.
- Learning & Validation Workshop – A workshop at the end of the programme to present evaluation findings and draft recommendations.

Guidance & Quality Assurance

- All findings must be properly referenced.
- Research must adhere to Amna's safeguarding protocols, ensuring participant consent, confidentiality and privacy as required.
- All data collection must follow Amna's child protection protocols.
- Data storage and sharing must comply with GDPR requirements and Amna's data protection policies.

- Evaluation approaches should be inclusive, considering gender, age, disabilities, and other factors.
- Reports and presentations must be submitted in English, in electronic format, and within the agreed deadlines.
- The evaluation expert is responsible for editing and quality control, ensuring clarity and coherence.
- Amna retains exclusive rights over the distribution, dissemination, and publication of all deliverables.

8. Evaluation Team Experience

- At least two lead researchers based in Lebanon (male and female) to facilitate partner's visits.
- Deep understanding of the Lebanese context, cultures and different power dynamics in the regions.
- Excellent spoken and written Arabic and English.
- Experience with mixed-methods research design and implementation
- Experience with conducting sensitive and participatory evaluations, including mental health, psychosocial support in a post-trauma or post-conflict setting .
- Proven experience of conducting ECD /MHPSS evaluations.
- Demonstrated experience in age-appropriate data collection methods with children.
- Experience conducting evaluations reviewing programmes with displaced communities in humanitarian contexts, good understanding of the Lebanese political, social and cultural contexts.
- Experience working with Non-Governmental Organisations and Community-Based Organisations.

9. Requirements

- Highly motivated and committed to the values of transparency and integrity.
- Availability to undertake the monitoring and evaluation responsibilities between approximately November 2025 and August 2028

10. Budget and Payment

The payment for the external evaluation of the program will be structured based on invoices covering the deliverables as follows:

- **Detailed Evaluation Inception report:** Amna will make an initial payment of **30%** of the total agreed amount upon receipt of the inception report. This report should include detailed evaluation methodologies, timelines, and any necessary logistical arrangements.
- **First report:** Upon receipt and review of the first evaluation report, Amna will make a payment of **20%** of the total agreed amount. This payment is contingent upon the satisfactory completion of the six-monthly reports' quality and adherence to the evaluation scope and objectives.
- **Second Report:** Upon receipt and review of the first draft report, Amna will make a payment of **20%** of the total agreed amount. This payment is contingent upon the satisfactory completion of the first draft report and adherence to the evaluation scope and objectives.
- **Final Report, Presentation, and Validation Workshop:** The remaining **30%** of the total agreed amount will be paid upon receipt of the final evaluation report, including any revisions requested by Amna. Additionally, this payment will cover the facilitation of a validation workshop and a PowerPoint presentation of the findings to key stakeholders.

Amna reserves the right to withhold payment if the deliverables do not meet the agreed-upon standards or if there are any deviations from the Terms of Reference.

Payments will be issued upon the submission of invoices that provide a transparent breakdown of all completed tasks during the specified timeframe. Additionally, the invoices should include a detailed breakdown of the time allocated by each team member (if applicable).

11. Submission of Proposals

Proposal Content

Your proposal should include the following components:

- **Cover Letter:** A brief cover letter expressing your interest in the evaluation and confirming your understanding of the Terms of Reference (TOR) (*maximum 1 A4 page*).
- **Technical Proposal:** (*maximum 5 A4 pages*) This section should include:
 - An introduction and overview of your organisation's or your/your teams' qualifications and experience.
 - A detailed methodology and approach for conducting the evaluation.
 - A proposed work plan, including key activities (including expected days of observational visits), milestones, and timelines.
 - Any additional information you believe is relevant to the evaluation.
- **Financial Proposal:** This section should include: (*Excel spreadsheet*)
 - A detailed budget breakdown, including all anticipated costs associated with the evaluation.
 - A clear explanation of your fee structure and any related expenses.

Annexes

Annex 1: Quote Submission Form

Vendors must complete the table below and submit it along with their proposal. Prices must be included of all applicable fees and taxes. No additional charges will be accepted without prior written approval from Amna.

1) Company Information

Legal Name	
Contact person	
Email	
phone number	
VAT number (If applicable)	
Country of Registration	
Signature	
Company Stamp	
Date	

2) Proposed rates per task

Service (Evaluation services)	Unit (can be changed if needed)	Proposed Rate (Currency)	Comments (if any)
Inception phase	Per day per researcher	\$_____	
Field work	Per day per researcher	\$_____	
Report writing	Per day	\$_____	
Other Fees (if any)	Specify	\$_____	

This table does not replace the detailed financial proposal

Annex 2: Technical Evaluation Criteria

All proposals will be evaluated against the criteria below. Only proposals scoring a minimum of [70 out of 100] points will be considered for the next step and financial assessment.

Criteria	Weight (%)	Details
Relevant Experience	25%	Proven MHPSS evaluation in conflict-affected/vulnerable contexts. Track record with multi-level/partner NGO programmes.
Context & Compliance Understanding	25%	Strong grasp of Lebanon cultural/political context/dynamics and government requirements. Prior work in Lebanon; security/safeguarding-aware practice.
Human Resources & Accessibility	25%	Availability of qualified evaluators and/or data collectors with safeguarding experience. Inclusion of local evaluators, native language speakers, or staff/volunteers from the targeted communities if possible. Demonstrated ability to access and engage with target communities and partners effectively.
Methodology & Workplan Quality	10%	Clear, rigorous evaluation design aligned to Amna's goals. Practical workplan; readiness to incorporate feedback/adapt and be flexible depending on programme and context changes.
References & Past Performance	5%	Previous clients and sample assignments, particularly with INGOs or UN agencies

The final scoring will be considered based on the following weighting:

- Technical weight Is 60%
- Financial weight Is 40%

Submission

Please ensure that your proposal is submitted no later than **26th October 2025**, to this email address: Jonelle@amna.org, and Walaa@amna.org .

Proposals that will be submitted after the deadline and that does not respect the deliverable format will be automatically excluded.

Clarifications

If you have any questions or require clarifications regarding the TOR or the evaluation process, please submit them via email to Hejer Dhahbi, Amna's MEL Lead, at hejer@amna.org.

Responses to questions and clarifications will be provided to all interested parties in a timely manner.