**Annex -1-**

**Terms of Reference (TOR)**

**Project Name:** Institutional Strengthening to the Ministry of Environment (ISMoE) - 00040894

**Reference Number:**

**Subject:** InternationalConsultant for Evaluating the Institutional Strengthening to the Ministry of Environment Project

1. **Background**

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| **The Project**:The Institutional Strengthening to the Ministry of Environment (ISMoE) project (The Project) was established in 2010 with the ultimate goal of setting-up an enabling environment for sustainable environmental development at the national level. The specific objectives of the Project are to:1. provide the needed support to the Ministry of Environment (MoE) to identify and assess technical needs at the national level for capacity development in environmental sustainability ; and
2. assist in the planning and programming for sustainable environmental development.

By promoting the development of environmental action plans and strengthening technical units within key line ministries, the project outputs contributed directly to the outcome 5.1 of the UNDP Country Programme for 2010 – 2014 (and which was extended into 2015). It also contributed to achieving a portion of the UNDAF outcome 5 on improving accessibility and management of natural resources.During the past six years since its initiation, the project has published a number of strategies, masterplans and studies diagnosing the various environmental issues and proposing the way forward. The project has also assisted the MoE in designing its work program and mobilizing resources for implementation, along with ahcieving a major breakthrough in the environmental legislation field.The term of the Project will come to an end on 31/12/2016; MoE and UNDP have accordingly decided to undertake an evaluation of the Project as per the terms below. |

1. **Scope of Work, Responsibilities and Description of the Proposed Analytical Work**

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| The Consultant shall perform all the services/work as necessary to fulfill the objectives of the consultancy contract.The objective of the required work is to undertake a professional evaluation of the project, with a specific focus on functional analysis looking at its structure and functions and proposing an alternative structure with optimal functions. The Consultant will be requested to:1. assess relevance, effectiveness, efficiency, sustainability, and impact of the project in terms of achieved outputs and results and contribution to outcome, including identification of lessons learned and good practice;
2. revisit the current structure of the project and human resources, with a needs assessment, and an external performance evaluation of existing resources, value-added of various positions, and a gap analysis; and
3. provide recommendations in line with the Sustainable Development Goals and the new UN Strategic Framework as well as national priorities.

The evaluation must provide evidence‐based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the Ministry of Environment, the UNDP Country Office, the project team, and key stakeholders from both the public sector and the international community. The evaluator is expected to conduct a field mission to Lebanon (5 days) to conduct the following meetings:* Public Sector: (in addition to the Ministry of Environment): the Parliamentary Commission for the Environment, the Presidency of the Council of Ministers, Key line ministries and agencies (such as Ministry of Foreign Affairs; Ministry of Finance; Ministry of Energy and Water; Ministry of Industry; Office of the Minister of State for Administrative Reform; Council for Development and Reconstruction; etc.), as well as other stakeholders such as the Central Bank of Lebanon.
* International Community (in addition to UNDP): European Union; Italian Agency for Development; World Bank

 The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual Reports, project budget revisions, quarterly progress reports, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender. The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in planning and programing for sustainable development, b) verifiable improvements in legislation development and application, and/or c) demonstrated progress towards these impact achievements. The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons.  |

1. **Qualifications Required**

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| The evaluation team will be composed of *1 international evaluator*. The consultant shall have prior experience in evaluating similar projects. The consultant selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.The consultant must present the following qualifications:

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| Education | Master’s Degree in Environmental Management, Science or other related field  |
| Experience | * Minimum 10 years of relevant professional experience
* Knowledge of UNDP, and experience with UNDP’s results-based evaluation policies and procedures, is an asset
* Knowledge of the Lebanese public sector is an asset
* Previous experience with results‐based monitoring and evaluation methodologies
* Technical knowledge in the field of environmental policy and sustainable development
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| Competencies | * Proficiency in Arabic and English; knowledge of French is a plus.
* Demonstrable analytical skills and report-writing skills;
* Excellent, proven management and communication skills;
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| Reference material | Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](http://www.unevaluation.org/ethicalguidelines) and based on UNDP Updated Guidance on Evaluation (2011) and the original Handbook on Planning, Monitoring and Evaluating for Development Results (2009). Additional information can also be found on the UNDP Evaluation Website (erc.undp.org)  |

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1. **Duration of Contract**

The total duration of the evaluation will be *30* days spread over three months (April -June 2016).

1. **Schedule of Implementation**

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| **Activity** | Timing | Tentative Completion Date |
| **Preparation/Methodology** | 3 days | *15 April 2016* |
| **Evaluation Mission** | 5 days | *10 May 2016* |
| **Draft Evaluation Report** | 15 days | *10 June 2016* |
| **Final Report** | 7 days | *30 June 2016* |

1. **Deliverables**

All deliverables should be written in English and submitted in one original and one copy including one soft copy on CD, as per the below:

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| Deliverable | Content  | Timing | Responsibilities |
| **Inception Report** | Methodology and schedule  | No later than 1 week post contract signature  | Consultant submits to UNDP CO for review by both UNDP and the MoE |
| **Mission Report** | Minutes of meetings  | No later than 1 week post mission completion | The Consultant is expected to meet the different parties in their respective premises; the Project Team will set up stakeholder interviews |
| **Draft Evaluation Report**  | Full report with annexes | Within 3 weeks post mission completion | Consultant submits to UNDP CO for review by both UNDP and the MoE |
| **Final Report\*** | Revised report  | Within 1 week of receiving UNDP comments on draft  |

The project team shall subsequently have five (5) working days to review the first two deliverables collect feedback from UNDP CO and MoE, and forward comments to the consultant; and ten (10) working days for the 3rd and 4th deliverables. The project manager reserves the right to request additional evaluation time if other information or clarification is further needed. Payments will be issued upon satisfactory completion of the required outputs.

1. **Payment Terms**

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| % | Milestone |
| 20% | Following submission and approval of inception report |
| 20% | Following submission and approval of mission report |
| 30% | Following submission and approval of the draft evaluation report |
| 30% | Following submission and approval of the final report  |

1. **Interested Candidates**

Applicants are requested to apply online (www.lb.undp.org) by (date). Individual consultants are invited to submit applications/methodology together with their CV for this position and a price offer. The application should contain a current and complete C.V. in English with indication of the e‐mail and phone contact. The price offer should be submitted separately, indicating:

* Lump sum cost (total cost of the assignment) must be all inclusive[[1]](#footnote-1)
* The contract price is fixed regardless of changes in the cost components or DSA rate changes
* DSA at an estimated daily rate of $288
1. **Evaluation Criteria**

UNDP applies a fair and transparent selection process that will take into account the education, competencies and experience of the applicants as well as their application/methodology and financial proposals based on the below criteria. Qualified women and members of social minorities are encouraged to apply.

Combined Scoring method – where the education/ competencies, experience and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%;

Key criteria for Technical evaluation

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| **Key Criteria** | **% grade** |
| Education & competencies (as defined under Qualifications Required) | 30% |
| Relevant experience (as defined under Qualifications Required) | 30% |
| Proposed methodology | 40% |

1. *The term “all inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Consultant are already factored into the final amounts submitted in the proposal.* [↑](#footnote-ref-1)